

**THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY
COMMISSION AGENDA ITEM**

SUBJECT: FY26 Investigative Audit of ACCGov Organizational Structure

DATE: December 4, 2025

BUDGET INFORMATION:

REVENUES: N/A

EXPENSES: N/A

FUNDING SOURCE: N/A

COMMISSION ACTION REQUESTED ON: January 6, 2026

EXECUTIVE SUMMARY:

The Office of Operational Analysis has completed an investigative audit of the ACCGov Organizational Structure, which includes an overview, both qualitative and quantitative facts, along with points of interest.

PURPOSE:

To request that the Mayor and Commission:

- a. Accept the Investigative Audit of ACCGov Organizational Structure as recommended by the Audit Committee (**Attachment A**); and,

HISTORY:

1. Since 1991, the Office of Operational Analysis (formerly Auditor's Office) has maintained a list of completed audits for ACCGov departments, offices, courts, agencies, boards, programs, and projects consisting of various objectives and scope.
2. On December 12, 2022, the Mayor and Commission (M&C) adopted an amendment to the ordinance (Sec. 1-3-1) entitled "Internal Auditor; Office of Operational Analysis" modifying both the general and specific duties and responsibilities.
3. On August 1, 2023, the Mayor announced his appointments to the Audit Committee, which included two current County Commissioners (Fisher; Myers), and three members of the community (Dr. Xernona Thomas; Beth Higgins; Carl Blount) whose terms all began September 7, 2023, and will expire at varying dates based upon an initial two-, three-, and four-year term assignment.

4. On June 3, 2025, the M&C voted to approve the FY26 Workplan (**Attachment B**) as recommended by the Audit Committee, which included one investigative audit (ACCGov Organizational Structure), one periodic audit (Capital Projects Department), and one comprehensive audit (Emergency Management Program), among other assignments.
5. On June 26, 2025, an entrance conference signifying the official start of the ACCGov Organizational Structure investigative audit took place and included staff from Operational Analysis, the Manager's Office, Budget & Strategic Analysis, Human Resources, and Information Technology Departments. The purpose was to review the audit process, workflow, schedule, and agreed upon procedures.
6. On September 11, 2025, an exit conference was conducted with the Manager's Office to discuss the initial draft report, including points of interest. Updates were made to any factual data in question, and subsequently included in a revised draft report, which was then reissued to the Manager's Office and also presented to the Audit Committee for final review and consideration.
7. On December 4, 2025, the Audit Committee voted unanimously to recommend the audit be forwarded to the full M&C for acceptance.

FACTS & ISSUES:

1. Per ordinance Sec. 1-3-1 (b) – Specific duties and responsibilities. The duties and responsibilities of the Internal Auditor shall be as follows:
 2. *Prepares reports, in a timely manner, to present findings and recommendations to the Mayor and Commission concerning governmental fiscal operations.*
2. The Office of Operational Analysis conducted an investigative audit of the ACCGov Organizational Structure in association with the FY26 Workplan, resulting in a report that highlights various quantitative and qualitative facts, historical oversight, comparative examples, and points of interest based upon significant research and examination of records.
3. An investigative audit constitutes a fact-finding engagement, often via attestation of the associated department, by which information accuracy is relied upon in the absence of typical testing or other means of verification. It is primarily developed to clarify objective data, usually over a 1-2 month timeframe. Specific details regarding the analysis of organizational structure are included in the FY26 Workplan, but the objective and scope were as follows:

Objective

The purpose of this audit will be to evaluate the current organizational structure of those departments/divisions under the Manager's Office with respect to broad government efficiency and effectiveness at the foundational level. Analysis of ACCGov's growth since unification will assist in comparison of similar local government structural models to determine viability and appropriateness of the current format.

Scope

- *Comparison of similar jurisdictions' organizational charts*
- *Track historical growth in government structure*
- *Analyse potential service delivery impacts*
- *List the number of departments/divisions, including key positions*
- *Calculate percentage of department staff encompassing administration / supervisors /front-line*
- *Identify pros/cons to current model with focus on budget, staff, equipment, facilities*

4. The overall organizational structure has not previously been subjected to an internal audit by ACCGov. However, certain departments examined as part of past audits underwent a review of their specific structure and staffing, as is routine in performance analysis.
5. The Manager's Office is responsible for the implementation of all policies, programs, contracts, ordinances, and resolutions as approved and directed by the Mayor and Commission. This office performs the administrative functions of the government which support the activities of the Mayor and Commission. The ACCGov Charter dictates the authority and responsibility of the Manager.
6. The Office of Operational Analysis performed the following activities in accordance with the established schedule set between July 2025 through September 2025.
 - Interviews with staff
 - Review of documents/materials/resources and other data provided by various departments
 - Benchmarking analysis of comparative governments within Georgia and the Southeast region.
7. Points of interest were made related to organizational structure in order to provide the Manager's Office with key practices in which to consider any alteration. Each of the following corresponds to a specific section within report based upon subject matter:
 - i. Historical complexity and unification challenges
 - ii. Decentralized data and system integration limitations
 - iii. Modernization of Organizational Charting
 - iv. Advantages and Disadvantages of Current Facilities Model
 - v. Staff variability and leadership trends
 - vi. Structural inconsistencies and lack of formal guidance
 - vii. Department size and staff associated with support for BACs
 - viii. Data collection, accessibility, and transparency
 - ix. Budget Development Timeline and organizational impact
 - x. Alignment with purpose, mission, and strategic plan
8. This recommendation supports the following ACCGov FY26-28 Strategic Plan Goals, Strategies, & Initiatives:

- Goal Area #2, Strategies:
 - B. Build and maintain two-way information pipelines through relationship building and resident engagement.
 - 2.B.2. Develop common practices, policies, and procedures and train all Board, Authority, and Commission (BAC) members and department liaisons.*
- Goal Area #3, Strategies:
 - B. Create a culture for high performance: increase interdepartmental collaboration, events, better cross-departmental workforce strategy.
 - 3.B.1. Leverage opportunities to measure progress and improve processes.*
 - 3.B.6. Conduct succession planning workshops*

OPTIONS:

1. Mayor and Commission:
 - a. Accept the Investigative Audit of ACCGov Organizational Structure as recommended by the Audit Committee (**Attachment A**); and,
2. Mayor and Commission do not accept the Investigative Audit of ACCGov Organizational Structure.
3. Mayor and Commission defined option.

DEPARTMENT RECOMMENDED ACTION: Option #1 a. & b.

DEPARTMENT: Prepared By: Gavin Hassemer

December 4, 2025

Gavin J. Hassemer
Internal Auditor

Date:



December 4, 2025

Dexter Fisher
Audit Committee Chair

Date:

ADMINISTRATIVE COMMENTS:

ADMINISTRATIVE RECOMMENDATION: Option #1 a

Bob Cowell, Manager

Date:

ATTACHMENT(S):

- A. FY26 Investigative Audit of ACCGov Organizational Structure
- B. FY26 Workplan

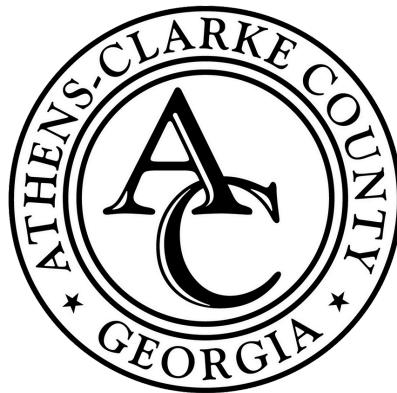
ORGANIZATIONAL STRUCTURE

FY26 INVESTIGATIVE AUDIT



FY26 Investigative Audit - Organizational Structure

Report Number 2026I-03



The mission of the Operational Analysis Office is to provide quality internal audit services through independent and objective reviews and assessments of the activities, operations, financial systems, and internal accounting controls that support the Mayor and Commission's adopted goals and strategies; to make recommendations that will improve governance, risk management, control processes and value for money, all with the intent of enhancing the efficiency and effectiveness of government operations for the benefit of Athens-Clarke County.

In accordance with Sec. 1-3-1 (b)(1) of the Athens-Clarke County Code of Ordinances, the Internal Auditor shall:

“Conduct reviews and analysis of operational and fiscal procedures and organizational structure and responsibilities as affects the efficiency and effectiveness of departments, offices, boards, activities, and agencies of the Unified Government of Athens-Clarke County.”

Audit Committee

Commissioner Dexter Fisher, Chair
Commissioner Carol Myers
Carl Blount
Beth Higgins
Dr. Xernona Thomas

Copies Available At:

301 College Avenue
Suite 202
Athens, Georgia 30601
Phone: 706-613-3012

Staff Acknowledgements

Lipi Desai, Management Analyst (Manager)
Judy Johnston, Management Analyst
Katie Roth, Management Analyst

Operational Analysis Office Contact:

Gavin J. Hassemer, Internal Auditor
gavin.hassemer@accgov.com
706-613-3012

The Operational Analysis Office (OA) conducted this audit with voluntary guidance and reference from the US Government Accountability Office publication Government Auditing Standards, also commonly referred to as “generally accepted government accounting standards” (GAGAS), or “Yellow Book.” Acknowledgement of these standards indicates our continued efforts to incorporate applicable, professional practices that are realistic and adaptive to the unique expectations of ACCGov and the community at large. The process developed by the Operational Analysis Office is not a forensic audit; however, OA staff uses framework from the Standards for Internal Control in the Federal Government, known as the “Green Book,” as guidance for internal control and financial review. Green Book compliance helps provide reasonable assurance that evidence discovered is sufficient and appropriate to support findings and recommendations.

TABLE OF CONTENTS

Executive Summary.....	5
Overview.....	7
Purpose & Scope.....	7
Process & Methodology.....	7
Government Structure.....	8
ACCGov Structure.....	9
History.....	11
Unification History.....	11
Personnel Department	11
Finance Department	12
Police Department	12
Other Department	13
Overview Commission Reports	13
Departmental Growth & Population Trends	14
Strategic Plan	15
Centralized vs. Decentralized Local Government	17
ACCGov Today	18
Facilities & Equipment	18
Budget & Staff	20
Organizational Composition	22
Supervisor-to-Staff Ratios	24
Boards, Authorities & Commissions	24
Comparatives	28
In-State Comparisons	28
Out-of-State Comparisons	31
Conclusion	32
Overall Points of Interest	32
Data Collection, Accessibility & Transparency	32
Budget Development Timeline & Organization Impact	33
Alignment with Purpose, Mission & Strategic Plan	33
The Path Forward	34
Appendix	35
Appendix A.....	35
Appendix B.....	83
Appendix C.....	84
Appendix D	95

LIST OF FIGURES

Figure 1.....	10
Figure 2.....	11
Figure 3.....	13
Figure 4.....	14
Figure 5.....	15
Figure 6.....	16
Figure 7.....	17
Figure 8.....	20
Figure 9.....	21
Figure 10.....	23
Figure 11.....	24
Figure 12.....	25
Figure 13.....	26
Figure 14.....	27
Figure 15.....	30
Figure 16.....	31

EXECUTIVE SUMMARY

The Athens-Clarke County Unified Government is not, and never should, be a stagnant organization. To fulfill its established purpose, it must continually adapt to economic, demographic and societal changes. Decisions by elected and appointed officials in the years since unification have influenced the organizational structure, which is to be expected. At its inception, this audit was meant to be a tool to help current leadership evaluate the positive and negative effects of those navigations. Through the process of research and analysis, however, Operational Analysis staff has found the most significant influence on ACCGov's organizational structure is the lack of mechanisms in place to define and analyze its efficiency and effectiveness on a regular basis. The wisdom of adopting such a function should become apparent to the reader.

Some themes for consideration are readily evident. First, there is an entanglement, and sometimes conflict, among the areas of the organization which have drastically changed in the thirty-five years since unification, and those which adhere to the structure established at that time. There is also evidence that some of the struggles which were a natural result of unification were never fully resolved, and at times the solutions put into place created other challenges which remain unresolved. Second, it's evident that the organization's leadership has, throughout its history, strongly leaned toward an effort to display inclusion and transparency to the public. However, it is not evident that the mechanisms put in place for these efforts have functioned as intended, or that the organization's structure has been aligned to support them. Nevertheless, it is also a recurring theme that initiatives tend to be open-ended, thus existing in perpetuity—sometimes simply forgotten and other times carrying on activities without monitoring or oversight. Finally, and perhaps most importantly, each phase of this investigation encountered serious challenges regarding readily accessible and well-organized data, and/or clearly defined processes and procedures, which is attributed to a lack of assigned ownership to internal controls.

Developing and maintaining the best structure for an organization is a challenging endeavor. In the public sector, legislative and budgeting cycles, along with the fluidity of societal and economic changes, create additional complexities. These pressures can lead to changes in the organization which may seem prudent in the moment, but prove to create inefficiencies and ineffectiveness in the long run. If unaddressed, the result of these changes (or at times, lack of change) result in opportunity costs. That is, time and resources allocated for an initiative years -- or even decades -- ago, continue to be expended without analysis of the outcomes.

The Mayor and Commission, advised by the Audit Committee, deserve recognition for approving this investigative audit. The Operational Analysis Office is proud to present this report in support of its mission to improve government efficiency and effectiveness for Athens-Clarke County. Appreciation is extended to the Manager's Office, Budget and Strategic Analysis, Communications, Human Resources, Information Technology, and Organizational Development departments for their collaboration. Thanks to their dedication, and the collective efforts of all ACCGov employees, meaningful initiatives can be shaped by past experiences.



Gavin J. Hassemer, Internal Auditor

GLOSSARY OF TERMS

For increased understanding, the Operational Analysis Office has compiled a list of commonly used words and phrases in relation to the Organizational Structure Investigative Audit that are used throughout this report.

Great Recession: In the United States, the recession started in December 2007. From that time, until the event's end, GDP declined by 4.3 percent, and the unemployment rate approached 10 percent. ^[i]

Centralized: Controlled by one main system or authority ^[ii]

Decentralized: Used to describe organizations or their activities which are not controlled from one central place, but happen in many different places ^[iii]

Span of Control: The number of employees or ranks of employees for which a manager is responsible ^[iv]

[i] <https://www.history.com/articles/recession>

[ii] https://dictionary.cambridge.org/us/dictionary/english/centralized#google_vignette

[iii] <https://dictionary.cambridge.org/us/dictionary/english/decentralized>

[iv] <https://dictionary.cambridge.org/us/dictionary/english/span-of-control>

OVERVIEW

Purpose & Scope

The purpose of this audit is to broadly investigate the efficiency and effectiveness, at the foundational level, of Athens-Clarke County Unified Government's organizational structure regarding those departments primarily reporting to the Manager's Office, using the following areas of scope:

1. Compare similar jurisdictions' organizational charts
2. Track historical growth in government structure
3. Analyze potential service delivery impacts
4. List the number of departments/divisions, including key positions
5. Calculate percentage of department staff encompassing administration/supervisors/front-line
6. Identify pros/cons to current model with focus on budget, staff, equipment, facilities

This investigative audit is a fact-finding engagement, with accuracy in part depending upon information directly provided by the associated entity, in this case the Manager's Office and its reporting departments. Formal findings and recommendations are not stated in this report. Rather, staff uses points of interest throughout to bring attention to more objective conclusions discovered by natural occurrence than deductive reasoning.

This audit focuses on departments that report administratively to the Manager's Office, defined in Article 2, Chapter 2 of the Charter as "the administrative and service departments." To provide broader context, it also includes offices with functional ties to the Manager's Office—such as judicial offices and those of elected officials—as well as Boards, Authorities, and Commissions (BACs), which, though not directly reporting to the Manager's Office, play essential roles in ACCGov operations.

The Athens-Clarke County Manager's Office is best understood through its stated mission, which guides its responsibilities and relationships across departments.

The Office of the Manager is responsible for the implementation of all policies, programs, contracts, ordinances, and resolutions as approved and directed by the Mayor and Commission. This office performs the administrative functions of the government which support the activities of the Mayor and Commission. The ACCGov Charter dictates the authority and the responsibility of the Manager.

This document serves as a reference for internal and external audiences, offering insight into the Manager's Office's span of control, the strengths and limitations of the current structure, and the roles of key departments and staff.

Process & Methodology

One method of investigating the large and complex structure of the local government would be to take a snapshot in the moment. However, the origins of ACCGov extend back several decades, and it is expected to continue functioning as a governing entity well into the future. Therefore, upon research of available

OVERVIEW

materials and information, Operational Analysis staff chose a method of examining the origin of the ACCGov structure, and determining how decisions made over time have altered it. The Internal Auditor and staff are in a unique position to perform such an investigative audit as part of their FY26 Work plan.

Unfortunately, the county's detailed historical information can be difficult to identify and access. Authoritative information comes from the annual budgets, which are available on the ACCGov website for fiscal years 2014 forward.

Some materials are found through online searches, or by specific request from ACCGov entities such as the Manager's Office, Budget & Strategic Analysis, or Human Resources departments. Much of the older information must be accessed in print form. Historical research is further complicated by the process of unification in the early 1990s, when the physical and administrative merger of the two governments at times has created conflicting sources of information. It can be inferred that, given the urgent and important task at hand, historical documentation was not of the utmost priority during the consolidation process (an observation that in fact has been pointed out by Overview Commission reports, which are a verifiable source of information from the time of unification forward.)

Currently within ACCGov, employee/position data is decentralized among several departments. Implementation of the Munis system has been a shared venture between the Finance and Human Resources (HR) departments, but integration of Munis with other departments' software is limited. Examples of programs which house important data but are not fully integrated with the Munis system include NeoGov (used by HR for employee recruitment and hiring); the Take Aim Learning Management System (administered by the Organizational Development (OD) Department and the organization-wide platform housing the "PerPro" employee evaluation platform); and the Microsoft Office platform (used organization-wide and administered by Information Technology (IT)).

The annual process of updating departmental organizational (org) charts is housed in OD. Prior to FY24, this process was done via email, whereby OD would send each department's current chart to its leadership for manual updates, which OD would then transfer to digital form. In FY25, OD requested and was approved to have Microsoft Visio licenses obtained for one representative from each department, who is now responsible for creating that department's org chart. The org charts presented in the appendix of this document were derived from those sent to the Operational Analysis Office by OD, amended for correctness and clarity.

Regarding population data, US Census counts are used for each decade they are available. For more detailed, annual counts, other data sources are relied upon; however, they are generally extrapolated from census counts, or have different geographic boundaries in order to analyze a "statistical area" for demographic, economic or other analytical purposes. The presence of the large University of Georgia population affects population data, with enrollment counts which must be parsed to reflect only those students attending the Athens campus in-person. There is not a definitive source to determine how many of those students reside in Athens - Clarke County year-round.

Government Structure

In the state of Georgia, a municipality is an incorporated entity chartered by the state legislature and meeting certain conditions of population, development and zoning guidelines.

OVERVIEW

There is no difference in a “city,” “town” or other designation such as “community” in Georgia. Legally, all are considered municipalities, of which there are 537 within the state. The City of Athens was incorporated in 1806 by an act of the General Assembly of the State of Georgia. It served as the county seat of Clarke County, which had been established in 1801, also by act of the General Assembly.

The 159 counties in Georgia serve as administrative districts of the state government.^[i] Each county is mandated by the state to have five elected offices—Sheriff, Tax Commissioner, Clerk of Superior Court, Probate Judge and Commissioner (often the chair of a board of commissioners). The 1983 Georgia Constitution added a list of services that counties could offer in addition to those provided by the elected officers, many of which mirrored services traditionally provided by municipalities such as solid waste, police, public transit and public health services.^[ii]

There are eight city-county consolidated governments in Georgia: Athens-Clarke County, Augusta-Richmond County, Columbus-Muscogee County, Georgetown-Quitman County, Macon-Bibb County, Cusseta-Chattahoochee County, Statenville-Echols County, and Preston-Webster County. These governments are required to fulfill the state mandates of both a municipality and a county government. For census purposes, consolidated governments are classified as municipalities.^[iii] government can take on a comprehensive, centralized role, while still decentralizing departments or the staff within them, by disbursing functions and/or personnel not typically aligned with said department.

The state of Georgia provides for governing bodies beyond counties and municipalities. These governing authorities include school systems, of which there are 180 in the state including Clarke County School District. The number of authorities as a governing form has been steadily increasing nationwide since the 1950s.

In Georgia, any public authority must be registered with the Department of Community Affairs before it can take on debt or financial obligations—a rule that's been in place since 1996. Authorities can operate within a single jurisdiction or span across multiple ones. Some are considered dependent, meaning they are included in the local government's financial reports and their decisions are overseen by elected officials or governing boards. That said, most operate independently.^[iii]

Athens-Clarke County currently has 15 registered authorities, including three that are part of joint jurisdictions—either regional or shared with the city of Winterville.^[iv]

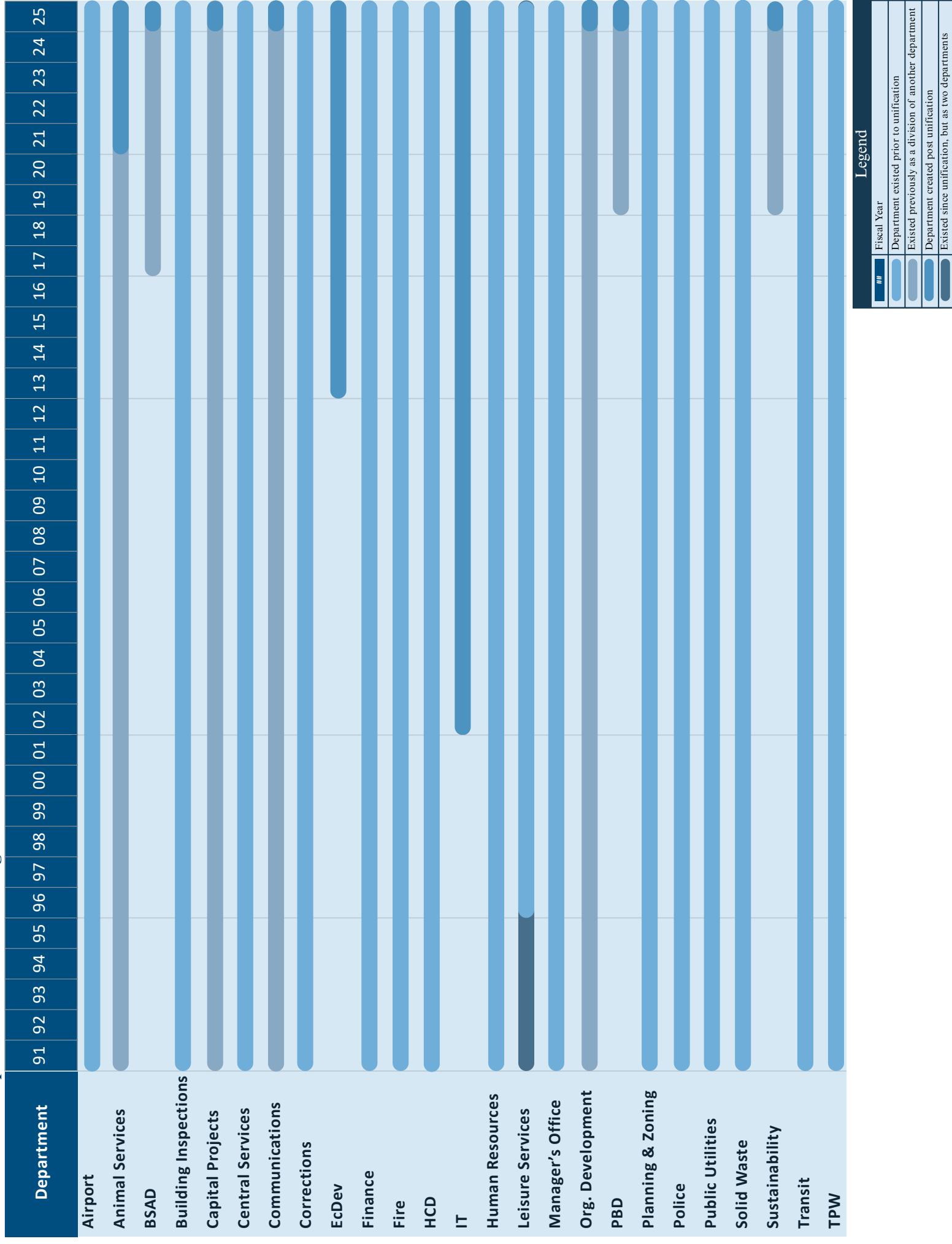
ACCGOV Structure

In 1991, the unification of the City of Athens and Clarke County resulted in the formation of the Athens-Clarke County Unified Government (the “Unified Government” or “ACCGov”—a consolidated, countywide entity with full jurisdiction across the entirety of Clarke County. This new governmental structure replaced the separate city and county administrations. ACCGov operates under a council manager form of government, led by a mayor and a ten-member commission.

The county manager, appointed by a majority vote of the commission for a two-year term, oversees government operations, including the appointment and removal of department directors.

[i] <https://georgiajudicialgpb.org/c29-s2>
[ii]<https://www.georgiacyclopedia.org/articles/counties-cities-neighborhoods/georgias-county-governments/>
[iii]<https://dca.georgia.gov/community-assistance/government-authority-reporting/local-government-authorities#:~:text=Beginning%20with%20FY2018%2C%20these%20two,through%20a%20general%20enabling%20act>
[iv] https://stofgeorgia.sjc1.qualtrics.com/public-dashboard/v0/dashboard/web/653c0ab87334210008aa848f/pages/Page_f5832275-6195-4fc2-985d-fcc289850a20?language=EN

Timeline of the Departments under the Manager's Office



OVERVIEW

The manager is responsible for facilitating preparation of the annual budget (with input from department directors and staff), advising the commission on financial matters, conducting studies, providing reports, and enforcing administrative standards across all government agencies.

The mayor, elected by public vote, serves as the official representative of the Unified Government at federal, state, and local levels. Key responsibilities include leading the search for manager, county attorney, and internal auditor candidates and recommending appointments for those positions to the commission. The mayor also sets the agenda for commission meetings, presides over meetings, presents the proposed budget and capital improvements plan for approval, approves or vetoes ordinances, executes government contracts, calls special meetings, and proposes legislative measures. The mayor does not vote on commission matters except to break a tie. The county commission consists of 10 part-time commissioners elected by district, serving staggered four-year terms. It holds exclusive legislative authority over the Athens-Clarke County Unified Government, overseeing the governance structure and legislative processes that shape local policies and operations.

Points of Interest

- Historical Complexity & Unification Challenges: The ACCGov structure reflects decades of evolution, including the 1991 city-county unification, which introduced administrative overlaps and conflicting documentation that complicate historical research.
- Decentralized Data & System Integration Limitations: Employee and organizational data are dispersed across departments, with limited integration between systems like Munis, NeoGov, Take Aim, and Microsoft platforms—posing challenges for comprehensive analysis.
- Modernization of Organizational Charting: In FY25, OD transitioned from manual email-based updates to department-led Visio chart creation, in an effort to improve accuracy and accountability in documenting organizational structure.
- Population Data Limitations & University Impact: Census data provides foundational population counts, but annual estimates are imprecise—especially due to the transient University of Georgia student population, which skews local demographic analysis.

Unification History

As part of the government consolidation process, the newly formed Unified Government worked to streamline operations by merging eight county departments, ten city departments, and three jointly managed departments into a cohesive structure of seventeen departments.^[i]

Personnel Department

The unification of the Personnel Department was one of the most complex aspects of the merger, primarily due to substantial differences in the pay systems of the former city and county governments. The city's pay structure included a merit-based system with bonuses and raises that moved employees through a salary scale, whereas the county relied on cost-of-living adjustments that kept most employees clustered at one end of the scale. Consequently, county employees generally had higher entry-level salaries, while city employees earned more at senior levels.

HISTORY

explicitly mandated that all employees retain equivalent roles following the merger, ensuring continuity in job responsibilities and protections against any reduction in salary, benefits, or employment status. Additionally, it required the implementation of a comprehensive compensation alignment strategy within the first years to equalize pay for similar job functions, with full realization by the fourth year.

Several steps facilitated this transition:

- Payroll Synchronization: Before the merger, payroll calendars were aligned, and the city's weekly payroll system was eliminated in February 1992. To assist employees in adjusting, financial support measures such as credit union plans and budget management classes were introduced.
- Unified Budget Implementation: The first consolidated budget took effect in July 1991, officially merging personnel policies and systems. This budget not only unified financial planning but also served as a foundational framework for integrating administrative procedures, human resource protocols, and departmental operations across the formerly separate entities.
- New Classification Plan: In January 1993, a standardized job classification plan, developed by the Institute of Government, was introduced to address pay disparities among short-term employees. A follow-up pay study in 1994 focused on correcting imbalances among long-term employees based on years of service rather than pay grade, incurring costs of \$400,000 in the first half-year and \$700,000 annually thereafter.

The final classification and compensation study, implemented in July 1995, generated numerous employee appeals, reflecting dissatisfaction with certain outcomes. Despite internal debates, the adjustments ultimately resulted in significant salary structure improvements, costing approximately \$3.2 million annually. By July 1996, the government applied a 2% market adjustment and an additional longevity increase of up to 2%. Moving forward, a performance-based pay system was planned.

Unifying employee benefits was comparatively simpler than harmonizing salary structures. The new system adopted the most favorable elements from each former government's benefits package—such as

ACCGov Unification Concerns



Merging city and county pay systems caused delays, appeals, and morale issues.



Cultural clashes and salary differences slowed unification and affected morale.



Realigning roles and budgets created confusion and slowed operations.

the city's lower health insurance deductible—while leveraging the larger workforce to negotiate better rates.

However, economic factors, including a recession and budgetary constraints imposed by the charter, limited the pace of compensation reforms. Employee morale declined during the process, particularly among those who did not receive raises between 1991 and 1994. By mid-1996, salary equalization was largely complete, although some employees remained dissatisfied with the final outcomes. Ongoing feedback mechanisms and appeals processes were maintained to address lingering concerns and ensure continued transparency in compensation decisions.

HISTORY

Finance Department

The Finance Department also underwent a significant transformation during unification. According to the charter, the two former governments were required to remain fiscally separate from January to June 1991 before beginning operations as a single entity in July. This provided roughly six months for the Finance Department to prepare the first consolidated budget while managing the complex administrative transition.

Key responsibilities included:

- Closing the financial records of both former governments
- Transferring all assets and liabilities to the newly formed government
- Consolidating functions such as accounting, auditing, accounts payable, business licensing, budgeting, purchasing, and alcohol beverage licensing

Prior to unification, these functions were not uniformly housed within finance departments. For example, the city's purchasing function was managed by the Mayor's Office, while the county's was under General Services. The reclassification of jobs and establishment of new roles were delayed until the completion of a full budget cycle, causing uncertainty among employees as they adjusted to new responsibilities, leadership, and operational structures.

Police Department

The merger of the city and county police departments posed both logistical and cultural challenges. The city's force of approximately 100 officers emphasized community policing and specialized units, whereas the county's 80 officers followed a more traditional law enforcement approach, focusing on property crimes and maintaining larger patrol zones. Despite a strong working relationship before the merger, the departments differed in uniforms, patrol strategies, and organizational philosophies.

Symbolic and structural integration included:

- Uniforms & Vehicles: New uniforms and vehicle designs were introduced in August 1991, several months after unification began. However, delays in implementation reinforced the perception of two separate entities.
- Joint Patrols: Pairing city and county officers on patrol helped build cooperation, though initial resistance persisted. Officers often sat apart at meetings and remained loyal to their original departments.
- Facility Challenges: A new police facility initiated before unification was insufficient to accommodate the combined force, resulting in cramped working conditions and dissatisfaction.

Salary equalization presented another major obstacle. City officers historically earned higher wages than county officers, and while pay studies gradually increased county officer salaries, city officers went several years without cost-of-living increases, negatively impacting morale. Economic constraints further complicated efforts. Over time, as new officers replaced those from the pre-merger era, identity and salary issues faded, leading to improved cohesion and enhanced service delivery, including better response times and equitable coverage across the jurisdiction.

HISTORY

Other Departments

Several departments experienced smoother transitions, particularly those that were already joint operations or offered complementary services. The Fire, Emergency Management, and Traffic Engineering departments were already countywide or jointly operated, requiring minimal structural adjustments. Similarly, Planning and Zoning merged city and county functions—including zoning, subdivision administration, and historic preservation—without major disruptions.

Certain integrations proved more seamless due to their complementary nature:

- Public Works: The city handled sidewalk installation, while the county managed road paving—functions that naturally blended.
- Leisure Services: First operating separately as “Recreation and Parks” and “Arts and Environmental Education,” the city’s structured recreation model merged with the county’s environmental education and passive recreation services to formally unify in July 1996 under a newly appointed director.
- General Services: The county’s General Services included personnel and risk management functions, which were transferred to Personnel, while purchasing moved to Finance. The city’s General Services encompassed grants, animal services, and facilities management, which were distributed among Human and Economic Development, and Central Services.

Overview Commission Reports

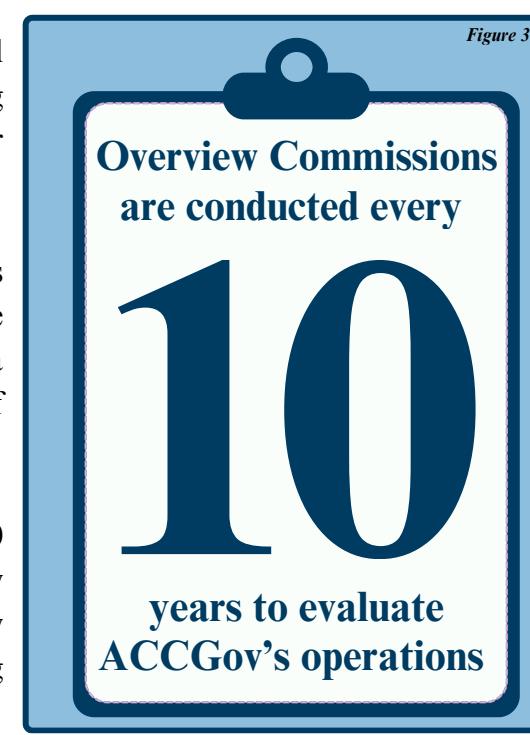
To provide sufficient historical context for this investigative audit report, ACCGov Overview Commission reports are referenced. The Overview Commission issues written recommendations to the mayor and commission and operates with transparency, making its findings accessible to the general public. A review of the four reports published in 1996, 1999, 2010, and 2020 revealed minimal recommendations pertaining to the organizational structure of ACCGov.

The 1996 Overview Commission found that while unification was difficult, elected officials and staff were working tirelessly and carefully to promote its success. Citizens received services without interruption.

Of the three concerns raised, only one addressed organizational structure—specifically, accountability and service delivery among secondary agencies and officials, reflecting public expectations for transparent governance.

The 1999 Overview Commission affirmed the charter’s effectiveness and proposed shifting more authority to the mayor to direct the manager’s policy implementation. It also emphasized the need for a permanent director of, and sustained support for, the Department of Human and Economic Development.

The 2010 Commission issued 147 recommendations, which the 2020 Commission reviewed for completion rather than conducting a new evaluation—an approach shaped by the COVID-19 pandemic. Few recommendations involved structural changes, aside from transferring oversight from the mayor to the manager, completed in May 2020.



HISTORY

Departmental Growth & Population Trends

Upon analyzing available data, OA staff gathered the following relationships among Athens-Clarke County population growth, staffing levels and number of departments and offices from unification in 1991 to the present. Since the 1990 census, the population of Athens-Clarke County has grown by 47%, from 87,594 to the current 128,423, while full-time approved positions for ACCGov have increased by approximately 24% with a current ratio of 14.2 fulltime employees per 1,000 residents. Historical records show this ratio to be 16.72 at unification and remaining fairly steady until 2010, when cuts forced by the Great Recession lowered the ratio to an average of 13.3 over the next decade, until it began increasing to its current level.

The analysis of the government's departmental structure is made difficult due to the lack of standardized language. Historically and currently within ACCGov, the term "department" has been found to refer to an office of an elected or appointed official, a certain division of a larger department, or as one of the individual administrative and service departments (to use the language of the charter) reporting directly to the Manager's Office. At the time of unification, there were 10 departments in the City of Athens government, eight in Clarke County, and three jointly administered. This does not include judicial, elected or appointed offices. With unification, these 21 departments were consolidated into 17 departments. This number remained fairly stable for a decade, dropping to 16 departments in 1996 with the merger of two former city/county departments to create Leisure Services. During this time there were also various "offices" which seem to have been carryovers from pre-unification offices and divisions, whose leaders reported directly to Chief Elected Officer (later Mayor), or to the Manager's Office. These offices included Computer Information Systems, Public Information, Organizational Development, Marshal Services, and others. By 2014, Emergency Management had been moved under the purview of the Fire Department, and Economic Development had been added the previous year, keeping the number of departments at 16. In 2020, Animal Services was established as a department separate from Central Services, of which it had been a division.

Figure 4



Athens-Clarke
County was the

28th
consolidated government
in the nation

FY25 brought the largest structural change since unification, with the addition of six new departments, all of which existed previously in some form as divisions of the Manager's Office: Budget and Strategic Analysis, Capital Projects, Communications, Organizational Development, People and Belonging, and Sustainability. Information Technology had previously been elevated to department status in a similar manner, making 25 the current number of departments which report administratively to the Manager's Office.

Historical budget and organizational records show occasional anomalies, likely tied to population growth or broader restructuring. The Clerk of Commission, though established in the charter like other offices such as the Coroner and Tax Commissioner, has never had an independent budget and has consistently been funded as part of the Mayor and Commission budget since unification. Two charter-defined offices no longer exist independently: the Marshal's Office and the Administrative Hearing Officer. The Marshal's Office was initially placed under the Attorney's Office, later moved to the Building Permits and Inspection Department, where it was ultimately merged into Code Enforcement division. The Administrative Hearing Officer role is now held by the Municipal Court Judge as part of a dual appointment.

ACCGOV TODAY

Strategic Plan

The ACCGov Mayor and Commission (M&C) has adopted its second formal Strategic Plan, for FY26-28, following the first plan developed and implemented for FY23-25. Both plans, along with performance metrics, are available at acgov.com/strategicplan. The site also links to departmental strategic plans (Public Utilities, Animal Services, Transit, Housing and Community Development), programmatic plans (Clean and Renewable Energy Plan, Planning Department's Comprehensive Plan), and two regional plans (MACORTS Transportation Improvement Plan, Regional Solid Waste Management Plan).

The M&C Strategic Plan includes five goal areas:

- Goal Area 1: Good Neighbors
- Goal Area 2: Identify and Close Gaps in Partnership with the Community
- Goal Area 3: Organizational Improvement
- Goal Area 4: Quality, Stable, Affordable Housing for All
- Goal Area 5: Safely Move Around Athens
- Goal Area 6: Built and Nature Infrastructure

Operational Analysis reviewed the initiatives listed under these goals, and analyzed each for its alignment with the mission statements of the 43 ACCGov departments, courts, and offices. Staff created a table aligning initiatives with departmental missions as listed in the adopted budget document, grouped by budget categories. While the table aligns specific initiatives with departmental missions, it is important to note that not all departments were intended to have designated initiatives within the Strategic Plan, since their core responsibility is to enhance base services. Nonetheless, the broader goals and strategies may align with the missions and operations of most departments, even if such alignment is not explicitly reflected in the chart. All figures within the table are from the FY26 All Funds Summary.

- General Government: Largest initiative distribution (55 initiatives), ~\$85M budget, 16 departments/offices (10 report to the Manager; others include Manager's Office, Mayor and Commission, Attorney's, Operational Analysis, Tax Assessor's, Tax Commissioner's).
- Judicial: Second largest by department count (9 offices), ~\$16M budget (second smallest), 34 initiatives; none report to the Manager.
- Housing and Development: 40 initiatives across 7 departments, ~\$25M budget; 21 initiatives tied to Housing and Community Development. All but Cooperative Extension report to the Manager.
- Public Works: 4 departments, ~\$115M budget (largest), 12 initiatives; all report to the Manager.
- Public Safety: 17 initiatives across 6 departments, ~\$91M budget; Sheriff and Coroner are elected, others (Corrections, Police, Fire, Animal Services) report to the Manager.
- Culture and Recreation: Leisure Services is the sole department, with 3 initiatives and ~\$11M budget.



Figure 5: Cover of the FY26-28 Strategic Plan

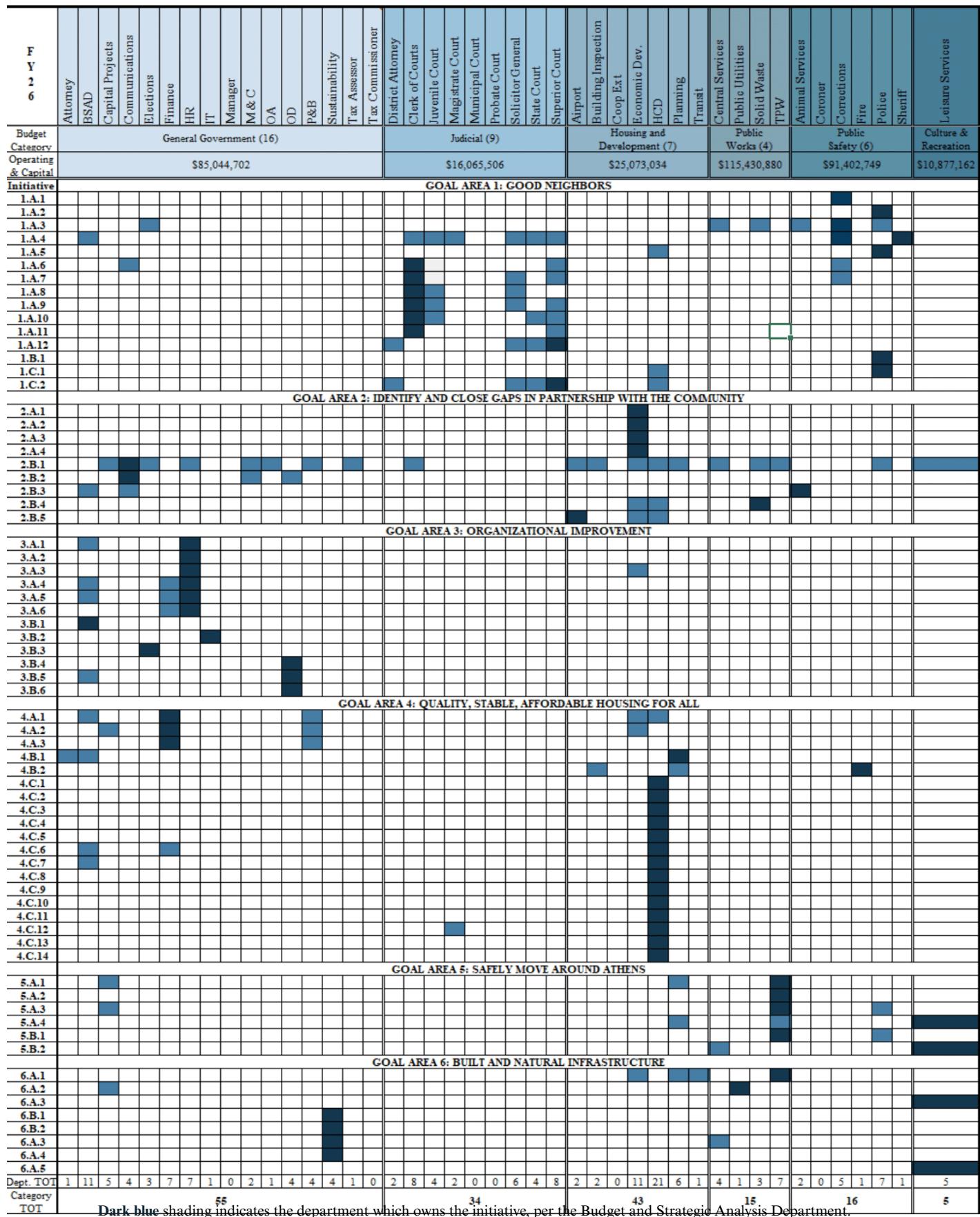


ACCGOV TODAY



Analysis of ACCGOV Strategic Plan by Department and Initiative

Figure 6



Dark blue shading indicates the department which owns the initiative, per the Budget and Strategic Analysis Department.

Light blue shading indicates OA staff alignment of initiative with department's stated mission

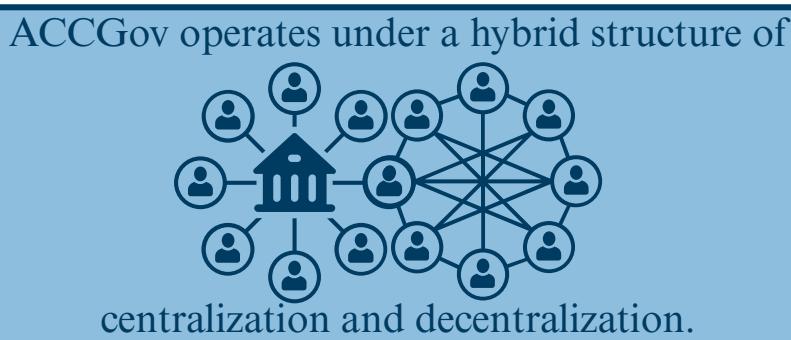
ACCGOV TODAY

Centralized vs. Decentralized Local Government

Often influenced by the chosen governmental forms as referenced on page 17 of this report, decision-making power is either distributed in a centralized or decentralized manner. In a more centralized structure, most decisions are made at the county leadership level, often resulting in greater efficiency and consistency. However, this can sometimes lead to a disconnect between governing bodies and the residents they serve.

Conversely, a decentralized approach spreads decision-making authority across departments and divisions. In this setup, individual units can act autonomously without needing approval from county management.

Figure 7



While this can enhance responsiveness to constituents, it may also lead to inconsistent outcomes and reduced organizational efficiency. Whether by a centralized or decentralized focus, service delivery can be impacted both broadly at the executive level, all the way through an organization, down to the individual positions that the workforce comprises. As an example, a

government can take on a comprehensive, centralized role, while still decentralizing departments or the staff within them, by disbursing functions and/or personnel not typically aligned with said department.

Athens-Clarke County's unified government structure combines city and county functions into a single entity. This model generally leans toward centralization, concentrating decision-making within county leadership rather than among multiple local governments. The benefits include streamlined governance and consistent policy application, but it also presents challenges in responding directly to localized concerns. Still, within this framework, various boards and departments retain limited autonomy, embedding decentralized elements to address community-specific needs.

An examination of departments reporting to the Manager's Office by OA staff revealed a hybrid approach that blends centralized and decentralized control. This structure is especially evident in internal support departments. For instance, the Human Resources department oversees staffing across the entire organization, yet many units—particularly public safety and judicial departments—conduct substantial recruiting and orientation independently. Other departments rely entirely on HR for hiring-related processes.

Information Technology follows a similar pattern. Typically, IT manages technological needs across all departments. However, select departments either employ their own internal IT specialists to meet specific requirements, or have agreements in place to embed IT staff within facilities permanently.

Facilities & Equipment

In assessing the geographic dispersal of ACCGov's organizational structure, OA staff analyzed the

ACCGOV TODAY

placement of the administrative function of each department (i.e., where the department director's office is located) as well as the location of other properties which house ACCGov employees.

According to information provided by the Central Services Department, there are 269 buildings/structures which ACCGov either owns or uses. Of these, 103 are occupied by ACCGov employees, and of those 20 are the locations of the administrative function of the department/office. The greatest concentration of executive staff is in the Courthouse, which houses 11 department directors or elected/appointed officials (all judiciary offices, the Sheriff, Tax Assessor, and Tax Commissioner). City Hall houses offices of the Mayor, Manager, Internal Auditor, and Clerk of Commission along with the Budget & Strategic Analysis, Capital Projects and Communications departments.

Four other buildings are situated on the one-block area bordered by College and Hancock Avenues and Washington and Lumpkin Streets (sometimes referred to as the City Hall Campus), housing the County Attorney and the Elections office, as well as the directors of the Economic Development, Housing and Community Development, People and Belonging, and Public Utilities departments. In addition to this campus and the courthouse, five other administrative offices are located in the downtown area, with three of those housed at the Dougherty Street Government building, and the remaining two being the Fire Chief at Fire Station #1 on College Avenue, and the Transit director at the Multimodal Transit Center on the periphery of southeastern downtown. The Information Technology director is located on Prince Avenue, and the Satula Building, which houses Human Resources, Finance and Organizational Development directors is located in an intown neighborhood further north on Prince Avenue. Additionally, the Sustainability director's office is off North Avenue just across the North Oconee River.

Remaining department directors' offices are located further outside of downtown, including Leisure Services, which occupies an historic building accessible to downtown via the Greenway. There is a loose concentration of department's administrative offices in the more rural/industrial area east of the urban area, including Police, Corrections, Airport, Solid Waste, Animal Services and Coroner. The Cooperative Extension Office is located on the west side of town in the former Georgia Square Mall area.

Of the remaining 83 ACCGov-occupied facilities that do not house departmental administrative functions:

- 33 are parks and public facilities managed by Leisure Services
- 17 are associated with public safety departments (Fire, Police, Sheriff, and Corrections)
- 24 are staffed sites operated by infrastructure-related departments (Central Services, Public Utilities, Transportation and Public Works, and Solid Waste)
- Additional operational facilities include the Transit Maintenance Facility and Leisure Services' Maintenance Shop, Wood Shop, and Planning & Trails building, all located in the Buena Vista neighborhood.

Since the construction of the Multimodal Transit Center and Solid Waste Facility in 2006–2007, only two new administrative buildings have been added: the Athens Airport Terminal (2017) and the Cooperative Extension Office (2019). While other facilities have been built for operational needs, most administrative

ACCGOV TODAY

buildings predate ACCGov's unification. The Costa Building, originally built in 1930 and expanded by 4,000 square feet during renovation, now houses the Economic Development Department (previously without dedicated space), the Housing and Community Development Department (relocated from Satula), and People and Belonging (from City Hall).

ACCGov's operational functions are physically decentralized, largely due to the nature of service, such as fire stations and parks, which are spread across the county. Clarke County, the smallest by land area in Georgia, faces geographic and jurisdictional constraints: the North and Middle Oconee rivers bisect the county, GDOT's State Route 10 Loop encircles the urban core, and the University of Georgia's land holdings influence land use decisions.

Much of this decentralization stems from ACCGov's practice of acquiring and repurposing existing properties. (*See Figure 8 for specific department locations and associated buildings*).

Examples include:

- Satula Government Building (1980): Former DFCS office, now home to Finance, Human Resources, and Organizational Development.
- Dougherty Street Government Building (former public library): Houses Building Permits and Inspections, Planning, and divisions of Transportation and Public Works.
- City Hall Campus: Includes the Simon Michael Building, Public Utilities Customer Service Center, and renovated Costa Building.
- College Avenue & Dougherty Street: Six recently acquired office units, some of which are currently leased to the Public Defender's Office.
- Skyline Terrace (leased): Future home of the Capital Projects Department, breaking from the trend of property acquisition.

Two operational functions—fleet and facilities/landscape management—are partially centralized. Of ACCGov's 43 departments, 26 use a mix of specialized and passenger vehicles. Central Services (CS) oversees the purchase and maintenance of most vehicles, except Transit (which has its own shop) and Solid Waste (which outsources maintenance due to labor shortages). For facilities and landscape management, CS handles most responsibilities, though some departments maintain their own staff or use outside contractors.

Facilities Model: Points of Interest

Advantages:

- Government buildings are visible across multiple geographic areas of the county.
- Geographic spread allows for relocation of services during localized disruptions.
- Decentralized approach enables acquisition and repurposing of existing buildings.
- Some administrative offices are located near operational functions (e.g., Police, Transit).

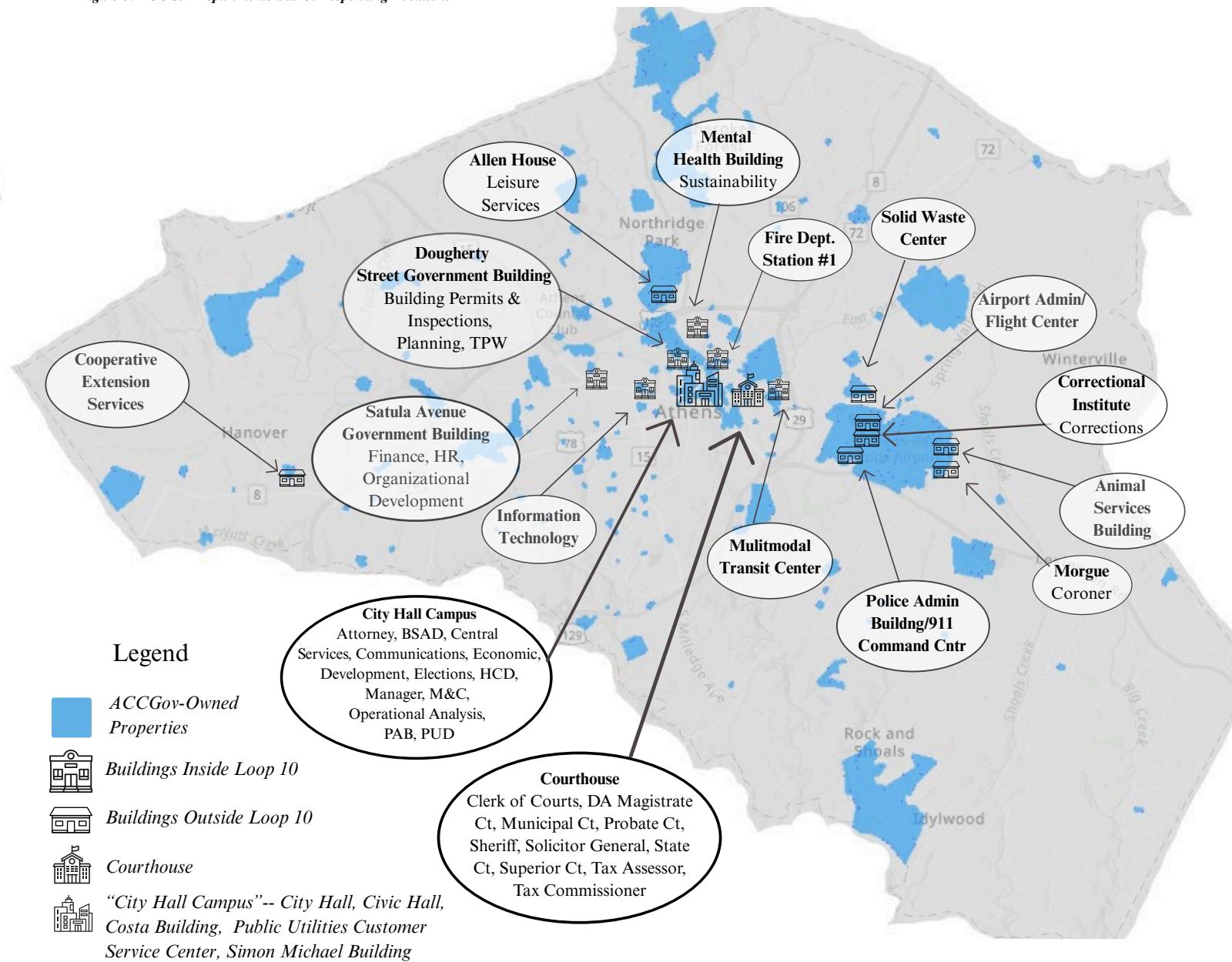
Facilities Model: Points of Interest

Disadvantages:

- Maintenance and operations must cover a wide area, increasing logistical complexity.
- Physical separation hinders collaboration and communication between departments.
- Indirect costs arise from issues like limited downtown parking and duplicated services.
- Managing multiple sites adds administrative burden and reduces resource efficiency.

ACCGOV TODAY

Figure 8: ACCGov Departments and Corresponding Locations



Budget & Staff

Organizational structure affects department operations, specifically in the areas of efficiency, control, and resource distribution. Span of control (see Figure 9), is determined by the number of employees under each manager and the number of management levels. This offers a model to analyze organizational structure. Wide spans, under which managers supervise large numbers of employees, can lead to lean communication and less administrative overhead. Narrow spans enable greater direct supervision and specialized monitoring. Flat structures, having fewer levels, can lead to quicker decision-making, whereas taller organizations can foster more established roles and formal reporting channels.

Department structure needs to fit service delivery needs, budget constraints, and staffing levels. Tasks need to match employee skills and pay, and job titles need to reflect current duties. Project assignments within suitable divisions foster access to resources needed. Manager's Office oversight is determined

ACCGOV TODAY

based on department size, staffing, funding, director longevity, scope of services, and public interest. Similar-function departments can be grouped to facilitate operational coordination as long as leadership positions are well defined.

Within the 25 departments reporting to the Manager's Office, structural models differ. Some have assistant directors and specialized coordinators, while others are split into sections that create additional vertical layers. This variation creates differences in the levels of separation between leadership and staff that can impact performance reviews, budgeting, and organizational alignment. Although structural flexibility allows for departmental variation, the lack of standard guidelines makes it difficult to justify staffing requests, budget revisions, and resource assignments. Reference models, like office assignment space allocation standards, show how consistent criteria can assist in making uniform decisions.

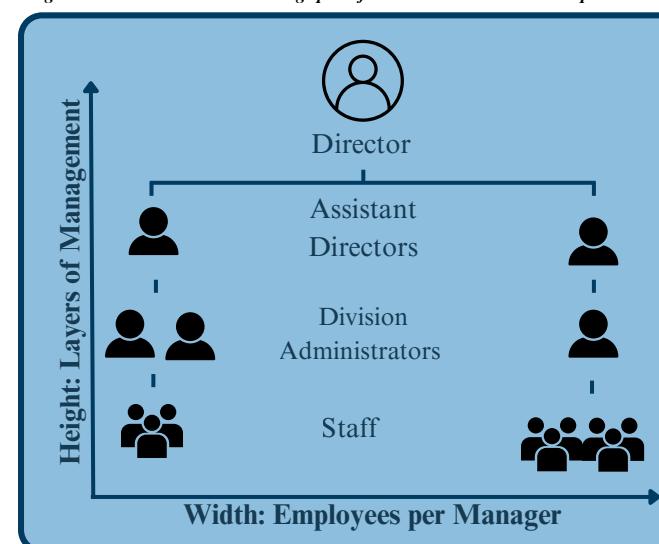
Staffing alignment entails several elements, such as supervisory relationships, evaluation systems, pay grades, job classifications, funding sources, and cost center designations. Legal and professional standards can impact the creation or revision of divisions. In the absence of formal policies on span of control or structural change, inconsistent departmental practices can influence strategic planning and service delivery. ACCGov departments of comparable staffing sizes frequently vary in internal structure, suggesting the absence of common criteria for divisional structure. The existing framework for providing funding for new positions through the budget process permits recommendations by both the Manager's Office and the mayor. Ultimate approval of funding, though, is the prerogative of the commission. Budget reports reveal a common scenario whereby departments request new positions over several years prior to gaining approval for either one position or a fraction of the staffing requested. This contributes to a lag in responding to workload pressures and can affect departmental ability to deliver service expectations.

Departmental functions—whether internal or external facing—impact staffing patterns, particularly in relation to pay grade distribution and customer service responsibilities. The reestablishment of assistant director positions over the past decade reflects a shift toward distributed leadership and succession planning. However, no formal procedures have been identified to guide structural changes, including the creation, elimination, or realignment of divisions. As organizational needs continue to develop, especially in relation to public engagement and operational logistics, structural alignment remains a key consideration in evaluating departmental effectiveness.

Budget & Staff: Points of Interest

- Service Alignment: Departmental structure should reflect the nature of services provided, as seen in cost centers, supervision models, and staffing levels.

Figure 9: Illustration demonstrating span of control across ACCGov Departments



ACCGOV TODAY

- Staffing Variability: Internal- vs. external-facing departments differ in staffing distribution across pay grades due to the contrast between customer-facing roles and administrative functions.
- Leadership Trends: Assistant director roles have been widely reinstated over the past decade to support shared leadership and succession planning.
- Structural Inconsistencies: Departments of similar staff size show significant variation in division count and staff per division.
- Lack of Formal Guidance: No standardized policies exist for span of control, or for the creation, elimination, or realignment of divisions.
- Impact of Staffing Alignment: Structural decisions influence pay grades, job descriptions, supervision, evaluations, and funding sources.

Organizational Composition

Within ACCGov, the FY26 budget classifies departments into three distinct groups: Legislative, Elected & Constitutional, and Manager. This audit aims to examine how the departments and divisions operating under the Manager's Office are currently structured. The Manager Group consists of 25 departments—not including the Manager's Office itself, the Cooperative Extension Office, and the Tax Assessor—and encompasses a total of 1,441 full-time employees and approximately 38 Boards, Authorities and Commissions (BACs), according to the FY26 budget. This figure does not account for approximately 470 seasonal employees and 316 part-time employees as of FY25, who contribute to departmental operations throughout the year, nor does it include the 13 full-time employees in the Legislative Group or the 367 full-time employees in the Elected & Constitutional Group, as referenced in the annual budget document. While reviewing the Manager Group, OA staff categorized departments into three tiers based on the number of full-time positions:

- Small (1–9 positions)
- Mid-sized (10–49 positions)
- Large (50 or more positions)

To analyze compensation across departments, OA staff applied a tiered paygrade framework based on the FY26 Pay Plans. This structure groups pay grades into three tiers: Tier 1 (grades 106–115) reflects entry-level and frontline roles; Tier 2 (grades 116–125) includes mid-level positions with technical or supervisory responsibilities; and Tier 3 (grades 126–135) represents senior leadership and specialized administrative roles. These tiers provide a consistent lens for comparing organizational structures and compensation patterns across departments of varying sizes. Paygrade patterns vary notably across department sizes. Small departments generally exhibit representation within the 106–115 and 116–125 bands, with limited presence in the highest tier. Their lean organizational models and specialized service delivery often result in fewer high-level roles. Mid-sized departments show a stronger concentration in the 116–125 range, reflecting a blend of technical expertise and managerial oversight. Large departments, by contrast, are predominantly staffed within the 106–115 band due to their extensive field and support personnel. Leadership and specialized administrative roles in these departments occupy higher paygrades, but the overall structure emphasizes broad service delivery over hierarchical complexity.

ACCGOV TODAY

Figure 10: Departments Categorized by Size and Leadership Structure

Small (1-9 positions)	
Departments	Leadership Structure
Organizational Development, Sustainability, Capital Projects, Communications, Economic Development, People & Belonging, Elections	Director
Airport, Budget & Strategic Analysis	Director + Assistant Director
Mid - Sized (10-49 positions)	
Animal Services	Director
Planning	Director + Assistant Director
Information Technology	Director + 2 Assistant Directors
Building Inspection	Director + 2 Administrators
Corrections	Director + Assistant Director + Superintendent
Finance	Director + Assistant Director + 3 Administrators
Housing & Community Development, Human Resources	Director + Assistant Director + 4 Administrators
Large (50 or more positions)	
Transit	1 Director + 1 Assistant Director + 2 Administrators
Leisure Services	Director + Assistant Director + 3 Administrators
Solid Waste	Director + 4 Administrators
Central Services	Director + Assistant Director + 4 Administrators
Transportation & Public Works	Director + Assistant Director + 2 Administrators + 1 Superintendent + 1 Engineer
Police	1 Chief + 3 Deputy Chiefs + 6 Division Captains + 2 Administrators
Fire	1 Chief + 1 Deputy Chief + Division Chief + 8 Battalion Chiefs
Public Utilities	Director + 2 Assistant Directors + 3 Administrators + 4 Superintendents + 1 Engineer

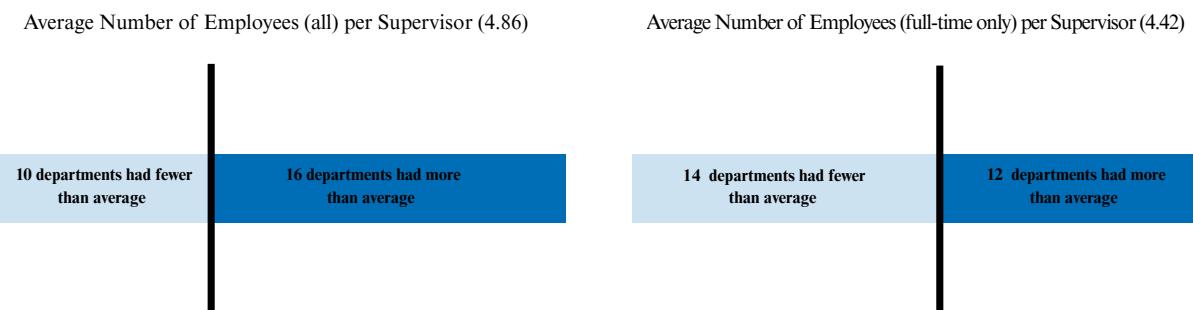
ACCGOV TODAY

Supervisor-to-Staff Ratios

Taking into account various methodologies—such as span of control—that can be applied to an organization's structure, OA staff quantified the supervisor-to-staff ratios for each ACCGov department within the Manager Group, excluding the Cooperative Extension Office and the Tax Assessor. Utilizing the FY26 organizational charts (see Appendix), two percentages were calculated: the total department staff overseen by each identified supervisor, to include various part-time (temporary, seasonal, interns, etc.) positions; and a separate marker based solely on full-time staff and supervisors. When comparing between the two average percentages, it was not surprising that the total department staff ratio was higher than full-time staffing alone, given the increase in part-time positions needing to be overseen.

The point of this exercise is to provide a basis from which management can further determine the optimal range for span of control across ACCGov departments, especially in consideration of the layers that exist amongst pay grade tiers, which generally correspond to increasing levels of responsibility. Essentially, this can assist in examining the number of positions within each compensation classification as they correlate to the average percentage of supervisor-to-staff ratio for that particular department, and whether an imbalance exists. (*For a specific breakdown of departments, please see appendix A.*)

Figure 11: The average number of employees reporting to each supervisor varied among departments (Total Employees and Full-Time only)



Boards, Authorities & Commissions

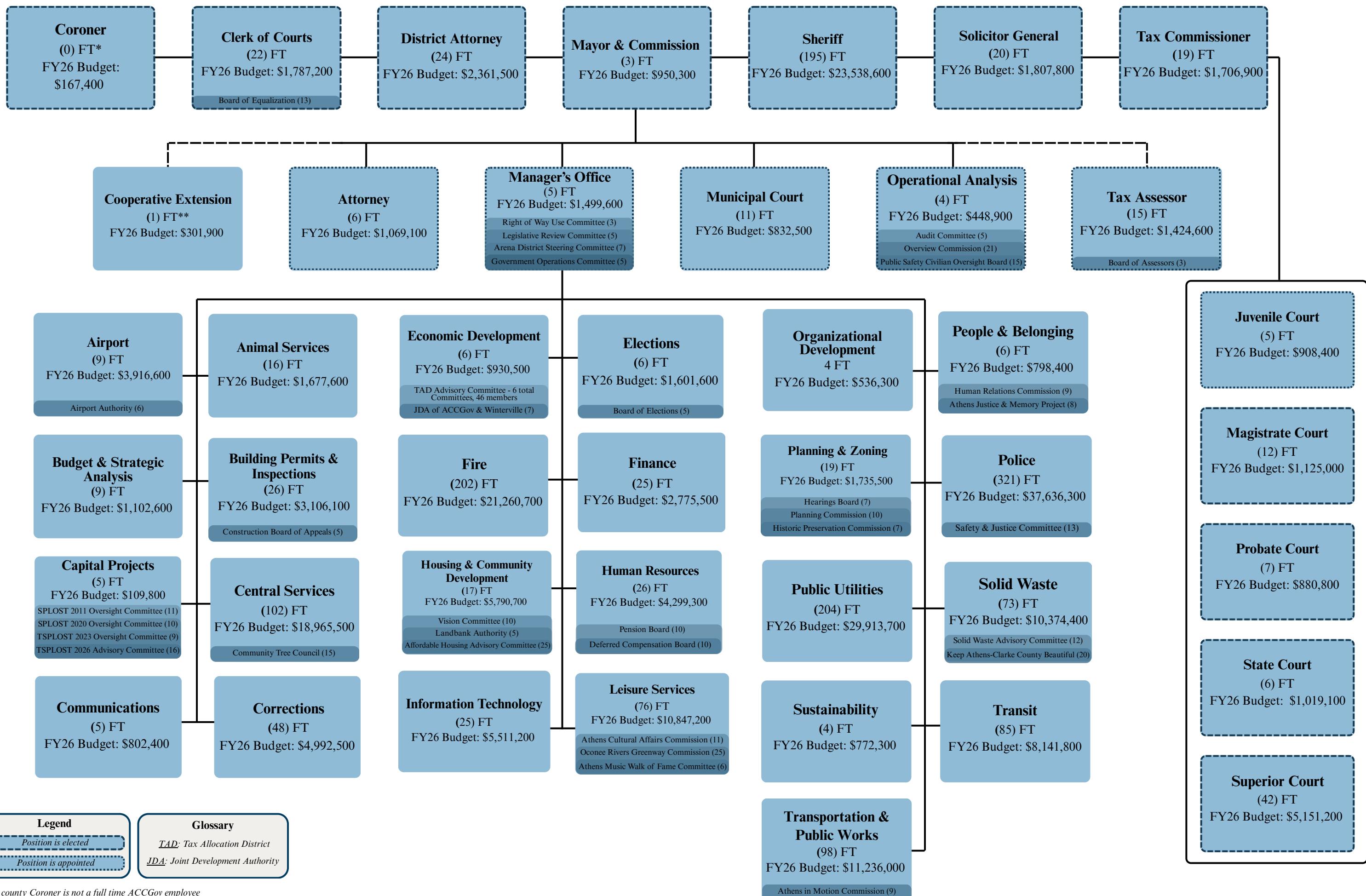
There are approximately 40 boards, authorities, and commissions (BACs) operated by the departments, offices, and courts associated with ACCGov. Of these, around 35 fall within the purview of departments in the Manager Group. For the purposes of this analysis, these figures only include BACs for which staff serve as the liaison and facilitator for each meeting, and handle inquiries regarding their work. They do not include BACs for which department administration is simply a member who regularly attends meetings.

There is no standard number of members on each BAC, even among those with similar responsibilities. For example, the Tax Allocation District (TAD) Advisory Committees have no set membership size, with numbers ranging from five to eight. The primary method of appointment for BACs are either by the mayor alone or by the mayor and commission, following a review of applications submitted by Athens-Clarke County residents.

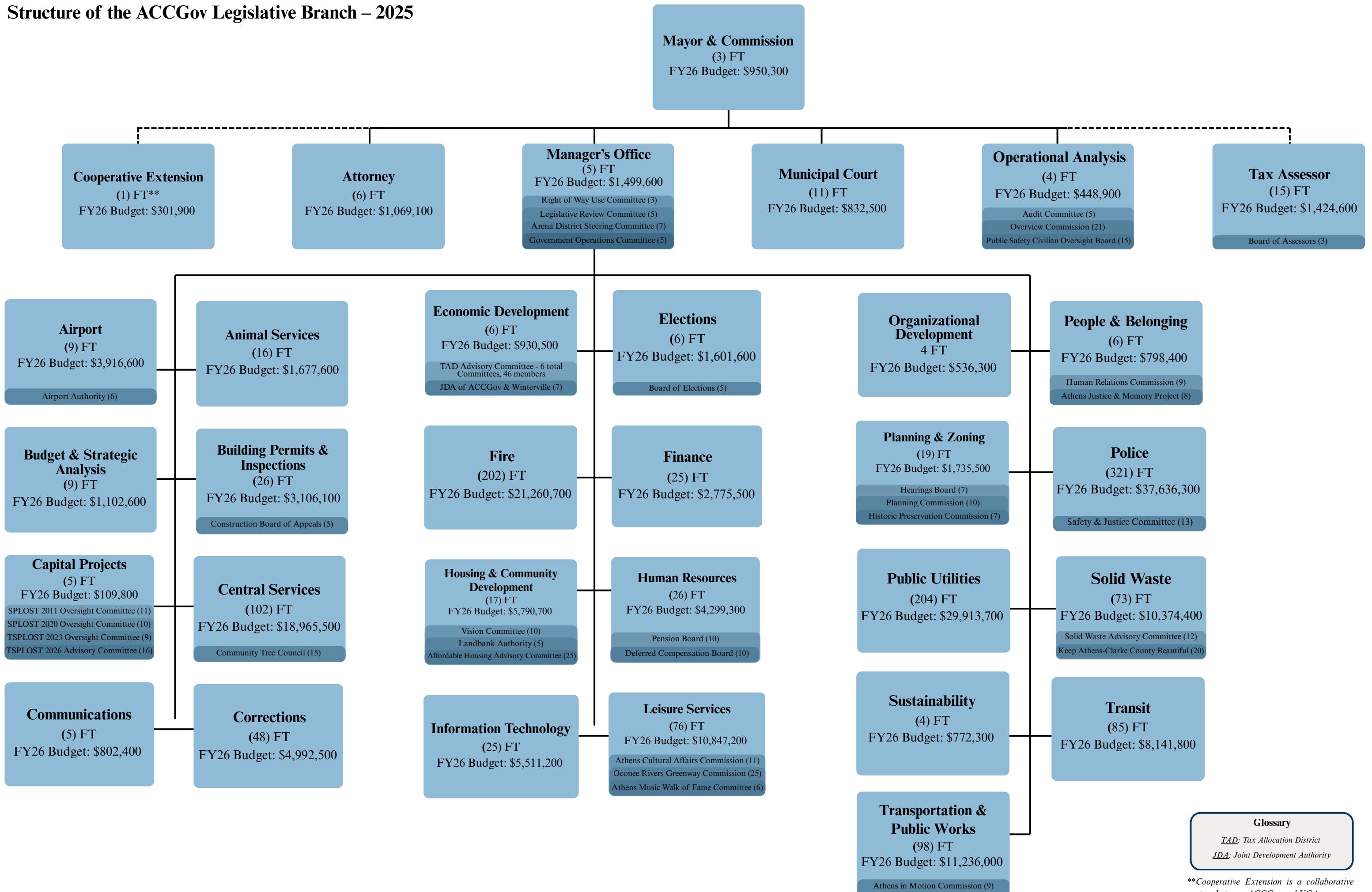
Boards, Authorities, and Commissions (BACs): Points of Interest

- OA staff observed that departments responsible for three or more BACs were often smaller in size, typically with fewer than nine staff members. While a few positions within ACCGov exist solely to serve as the liaison to a BAC, in most cases, staff members take on that role in addition to their regular job duties.

Comprehensive Organizational Chart - 2025

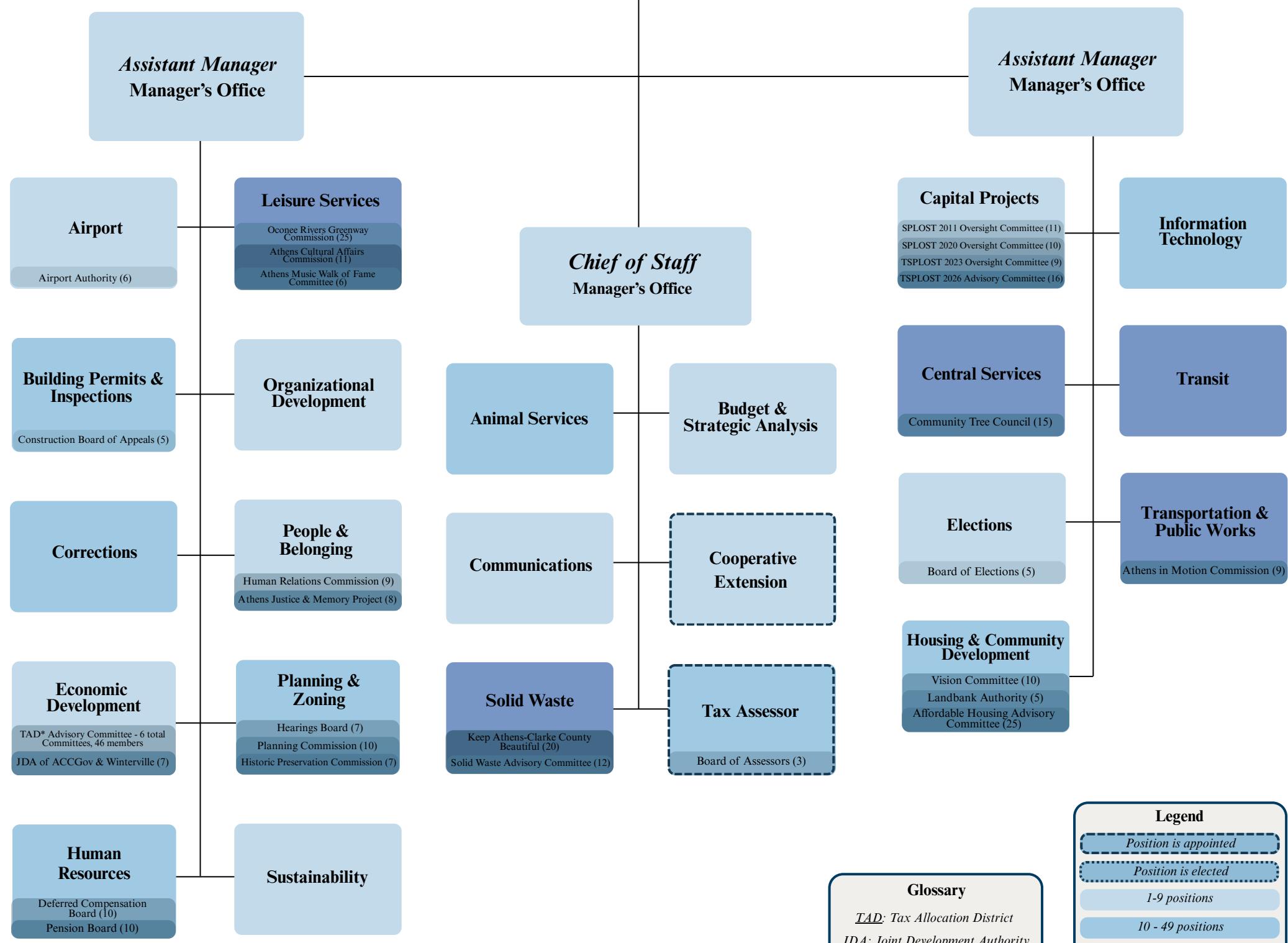
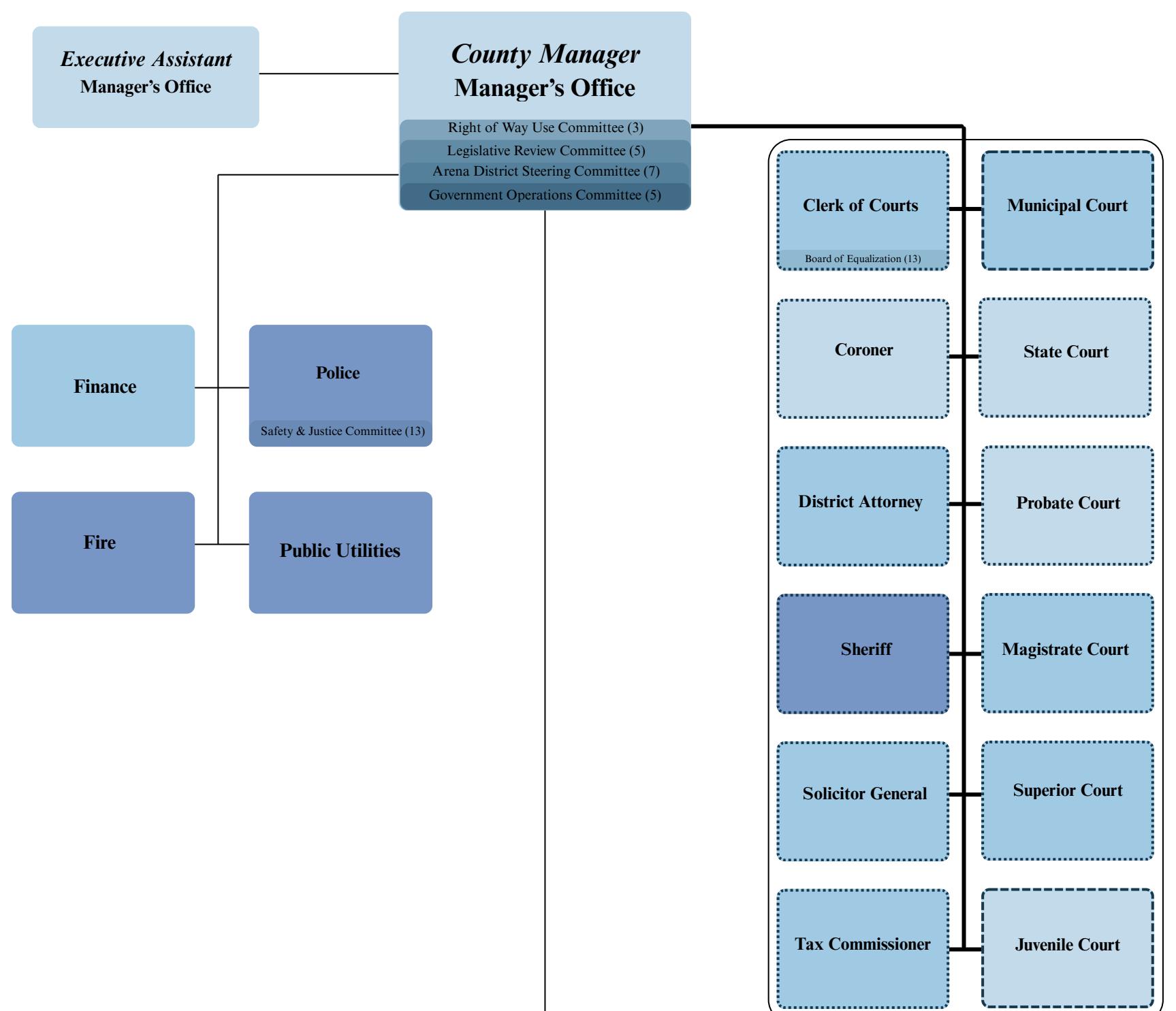


Structure of the ACCGov Legislative Branch – 2025



Structure of the Executive and Judicial Branches – 2025

Figure 14



COMPARATIVES

In-State Comparisons

Athens-Clarke County (ACC), with a consolidated government structure serving a population of approximately 129,000 residents—including 40,000 students at the University of Georgia—is both the most populous among its neighboring counties and the smallest in geographic size at 122 square miles. Despite its compact area, ACC plays a prominent role in Northeast Georgia's civic and institutional landscape. To better understand how counties and municipalities structure governance and deliver services, this examines adjacent counties such as Barrow, and Jackson; incorporates peer-institution comparisons with Bulloch County and Gwinnett County; and broadens the scope to include organizational systems in Savannah, Macon-Bibb, Columbus-Muscogee, Nashville-Davidson, Louisville-Jefferson, and Leon County, Florida.

Barrow County, with a population of about 93,000 and a larger area of 163 square miles, closely mirrors ACC demographically. Its organizational chart presents a centralized model led by a County Manager, who is supported by a Deputy County Manager and a Clerk of Commission. Nine departments report directly to the County Manager, among which Planning & Community Development and Public Works are further subdivided, although the structure of Public Works more closely resembles other departments in complexity. This streamlined managerial hierarchy suggests a focus on central oversight and administrative cohesion.

In contrast, Jackson County, though similar in population size at approximately 89,000, spans nearly three times the area of ACC at 343 square miles and includes seven municipalities. Its government is headed by both a County Manager and an Assistant County Manager, with responsibilities divided accordingly. The Assistant Manager oversees five departments and five additional governmental entities, while the County Manager supervises fifteen departments along with the county's transit service, a subdivision of Public Works. In total, five boards and authorities fall under the jurisdiction of the Board of Commissioners, while the judicial branch includes nine departments. This layered approach reflects an emphasis on both centralized administration and functional specialization within a sprawling jurisdiction.

Bulloch County was selected for this study due to its demographic parallel with ACC in terms of the university presence. Georgia Southern University's Statesboro campus enrolls over 17,000 students, composing about 17% of Bulloch's total population of 81,000—closely reflecting ACC's ratio of students to residents. Despite its expansive 700 square miles, Bulloch's organizational structure remains relatively streamlined, with seven divisions reporting to the Board of Commissioners. The county also features 13 Advisory Boards, seven Judicial Offices, and three elected positions. This model combines centralized oversight with advisory input, highlighting a balance between institutional responsiveness and accountability.

The City of Savannah, selected as a municipal comparison, is similarly sized to ACC with just over 78 square miles of land and a population of approximately 150,000. Governed by a mayor-council system, the structure includes a City Manager, City Attorney, and Clerk of Council, all reporting directly to elected officials. The City Manager oversees a Chief of Staff and eight Chiefs, each responsible for key functional areas: Public Safety (Fire, Police), Governance (Information & Public Affairs, Operations),

COMPARATIVES

Community Development (Community Services, Planning & Economic Development), and Public Works (Government Operations, Water Resources). While the Public Safety division lacks further administrative breakdowns on paper, the remaining six Chiefs manage a total of 35 departments, resulting in an extensive operational apparatus indicative of a large, diversified urban government.

Gwinnett County, encompassing 437 square miles in the northeastern metro Atlanta region, serves nearly one million residents across 17 municipalities—including the county seat of Lawrenceville and major cities such as Duluth, Norcross, and Peachtree Corners. Governed by a traditional county framework, it features a five-member Board of Commissioners composed of one full-time countywide Chairman and four district Commissioners. Executive leadership is provided by a County Administrator, who oversees a robust administrative apparatus of 15 departments spanning essential services like Police, Fire & Emergency Services, Planning & Development, Water Resources, and Parks & Recreation. The county's operational structure integrates both centralized oversight and independently elected constitutional officers—including the Sheriff, Tax Commissioner, and District Attorney—whose offices function autonomously from the Board. Gwinnett's governance model reflects institutional complexity shaped by scale and regional diversity, further compounded by intergovernmental relations with its 17 municipal governments, each led by locally elected officials. While not characterized by a large university presence, the county supports higher education through Gwinnett Technical College and Georgia Gwinnett College. In contrast to Athens-Clarke County's unified city-county government and smaller geographic footprint, Gwinnett's expansive jurisdiction and multi-municipal landscape underscore a more decentralized model of public administration.

Looking beyond regional peers, Macon-Bibb County, with 157,346 residents and a land area of 254.9 square miles, operates under a consolidated city-county “strong mayor” system. The mayor serves as the chief executive and collaborates with nine commissioners who form the legislative body. The county's 25 departments and array of external agencies are supported by a proposed FY26 budget of over \$219 million. With three higher education institutions enrolling about 19,000 students, the county shares similarities with ACC in its student-driven service model. In addition, Macon-Bibb must also contend with significant socioeconomic challenges, including a poverty rate of 24.8% and a median household income of \$50,747, both of which shape budgetary priorities and service delivery strategies.

Columbus-Muscogee County, Georgia's first city-county consolidated government, spans 221 square miles with a population of 205,000 and operates under a mayor-council structure. Its proposed FY26 budget totals nearly \$392 million—up 6.99% from the previous year—and includes \$207 million in General Fund revenue. The county is home to Fort Benning Army Base with 120,000 soldiers and associated population, as well as Columbus State University, serving around 8,000 students who contribute to both the economy and civic life. Governed by a mayor as chief executive and a ten-member city council as the legislative body, Columbus-Muscogee represents a matured example of city-county consolidation on a larger scale than ACC.

COMPARATIVES

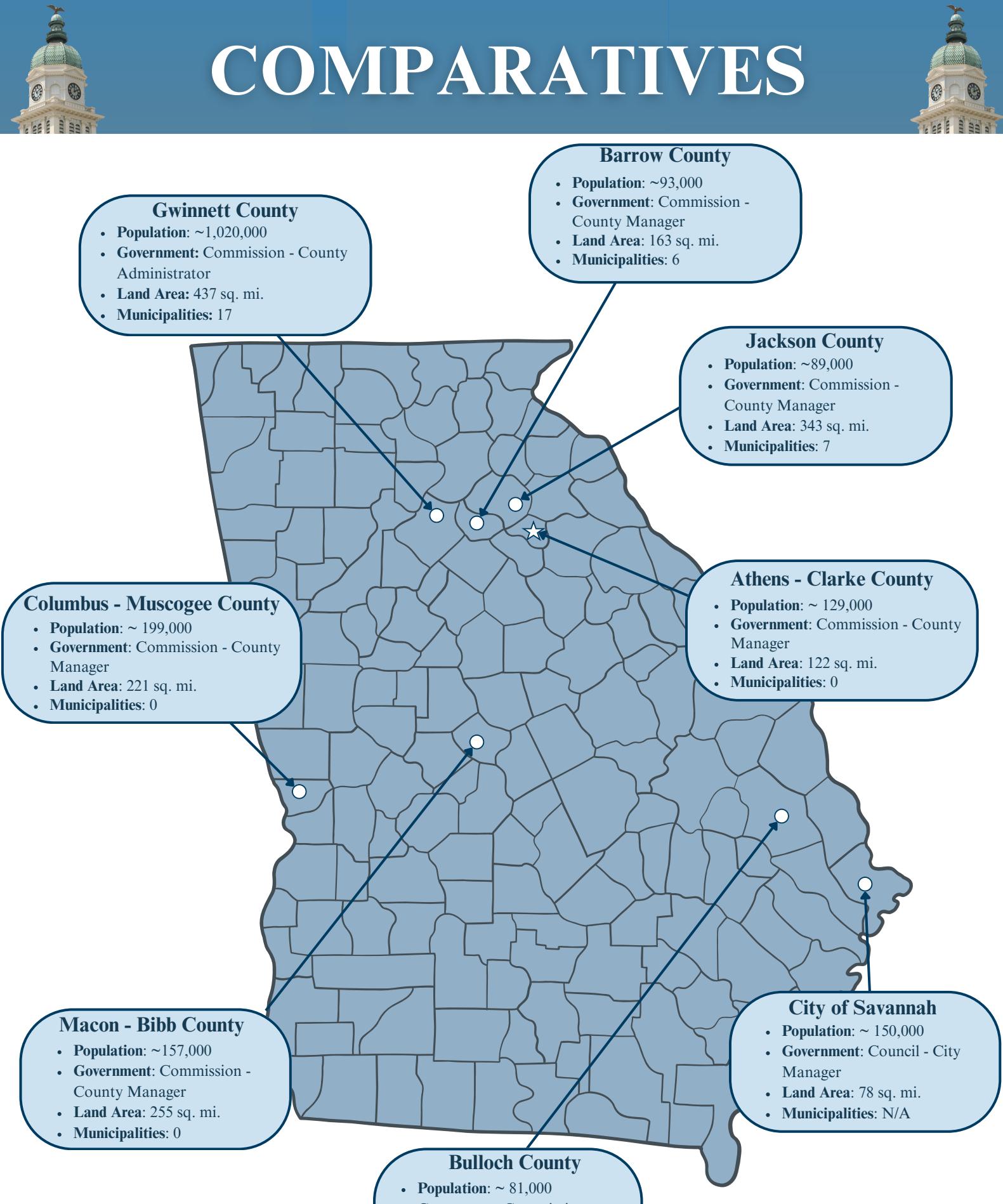


Figure 15: Similar, In-State Jurisdictions

COMPARATIVES

Out-of-State Comparisons

Nashville-Davidson County, Tennessee operates under a consolidated metropolitan government serving over 715,000 residents across 475.9 square miles. The administration is led by a mayor and a 40-member Metropolitan Council, overseeing more than 50 departments and agencies responsible for services including public health, transportation, water, and information technology. Vanderbilt University and other higher education institutions contribute approximately 100,000 students to the local population, reinforcing the county's role as an academic and research hub. With a median household income of \$75,664 and a poverty rate of 14.13%. The Fiscal Year 2026 operating budget totals approximately \$3.8 billion, with major allocations directed toward education (36.39%), public safety and justice (21.07%), and general government operations (11.5%). Revenue is primarily generated through property taxes (57.04%) and local sales taxes (19.41%), supporting initiatives in transit, school safety, health services, and affordable housing.

Louisville-Jefferson County, Kentucky operates under a consolidated city-county government model, serving approximately 631,890 residents across 398 square miles. The administration is led by a mayor and a 26-member Metro Council, overseeing around 30 departments responsible for services such as Public Works, Economic Development, Health and Wellness, and Public Safety. The University of Louisville and other local colleges contribute approximately 40,000 students to the overall population. With a median household income of \$64,731 and a poverty rate of 13.5%. For Fiscal Year 2026, Louisville Metro adopted a \$1.2 billion operating budget—an 8% increase over the previous year—driven by higher-than-expected tax revenues and a \$50 million surplus. Key investments include expanded funding for parks, first responders, affordable housing, and homelessness services, alongside a \$25 million increase to the Louisville Metro Police Department's budget.

Leon County, Florida, which includes the state capital of Tallahassee, operates under a commission-administrator model serving 292,198 residents across 668.4 square miles. A seven-member Board of County Commissioners sets policy direction, while a County Administrator manages daily operations across approximately 20 departments, including Emergency Services, Sustainability, and Community and Media Relations. The county's population is significantly shaped by its academic institutions—Florida State University, Florida A&M University, and Tallahassee Community College—which collectively enroll over 64,000 students. Despite its institutional strengths, Leon County faces fiscal constraints, with a median household income of \$65,074 and a poverty rate of 20.4%. For Fiscal Year 2026, the county adopted a \$400 million budget, supported by a 7.8% increase in taxable property values without raising the millage rate. Key allocations include expanded funding for affordable housing initiatives, infrastructure projects, and a fourth consecutive 5% across-the-board pay raise for county employees.

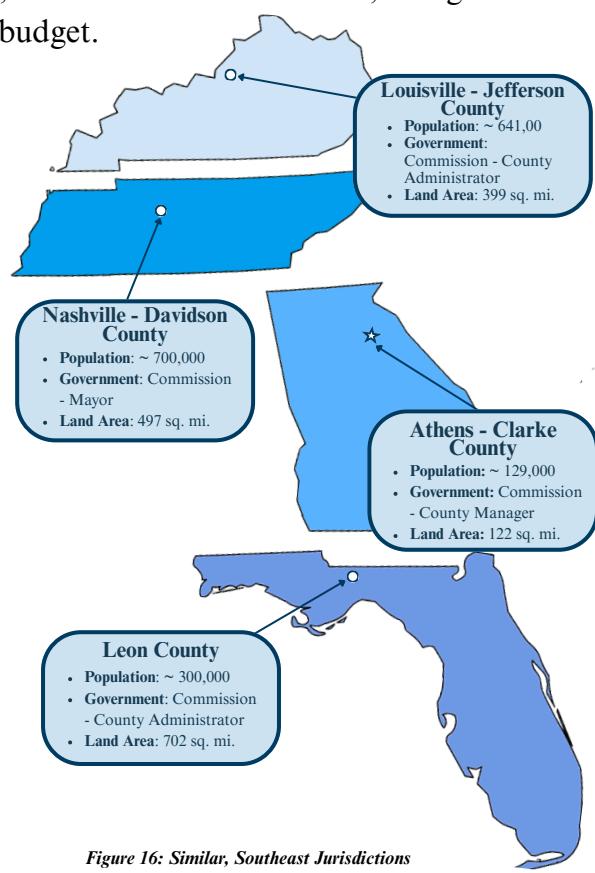


Figure 16: Similar, Southeast Jurisdictions

CONCLUSION

Overall Points of Interest

During the course of this audit, the theme that emerged is that ACCGov is highly centralized in some respects, hybridized in some, and completely decentralized in others. While the scope and time constraints of this audit do not permit investigation of all processes which are currently decentralized, the following is a partial list of services, processes, tasks and resources found to be decentralized which may warrant further analysis to evaluate the cost-effectiveness of centralizing and standardizing across ACCGov, should that be the format ultimately be pursued by management.

- Accounts receivable (i.e., payments of bills, taxes and fees by the general public)
- Audio-visual equipment, setup, maintenance and technical help
- Branding
- Community education
- Community engagement
- Community (private & non-profit) partnerships
- Customer service
- Employee recognition
- Event management
- General administrative and clerical tasks (Munis, Payroll, etc.)
- Strategic and other long-term planning
- Security
- Software licensing
- Training (e.g. general onboarding, position-specific, continuous improvement)
- Translation services

Data Collection, Accessibility & Transparency

The unification of the City of Athens and Clarke County occurred almost simultaneously with the beginning of the transition to the digital age. It is evident that the merger of the two separate administrative systems, along with changes brought about by moving to digital platforms, has created significant inconsistencies in data collection and storage. Furthermore, migrating to, and training staff on, different digital platforms has been a significant task for all departments and the organization as a whole over the past three decades. The continual evolution of digital platforms, and the limitations of ACCGov's data handling processes has impacted the development of this report due to significant time and effort used in reconciling data points from various internal sources.

The Organizational Development Department (OD) is currently tasked with the compilation of organizational (org) charts. This annual process entails each department submitting its updated org chart, with the director's signature, to OD, which then compiles the charts, proofreads for spelling and grammar, and sends to the Manager's Office for signature. Once signed by the manager, the updated charts are posted on the OD webpage and the TakeAim LMS platform. It is unclear as to whether there is a specific date annually on which the updated charts should be posted. Operational Analysis staff obtained copies of the most current org charts from OD and compared them with a report of approved positions obtained from Human Resources (HR). In 13 departments' org charts, data did not align with the HR report.

Beyond the org charts themselves, OA staff found other inconsistencies among data sets including the Finance Department's Annual Budget publications, the ACCGov website managed by the Communications Department, Munis reports generated by HR, and information requested from the departments themselves. Among these sources, there were differences in department naming, employee title descriptions, number of employees, and administrative reporting structure. It appears likely that these inconsistencies are a result of the hybrid

CONCLUSION

centralized/decentralized manner in which ACCGov generally operates. While OD is tasked to be the central clearinghouse for updating the org charts annually, there is not an established process for assuring the content submitted by the departments on the org charts they create/update is aligned with the HR and other records. It can be inferred that a lack of definitive data sets, as well as the absence of ownership of related processes, create significant indirect costs to the organization through errors and inefficiency. The lack of defined process also likely stems from the fact that there is not a defined purpose for exercise. That is, are the org charts currently compiled by OD primarily meant to be for internal or external use, and specifically for what audience? The need of the Manager's Office to understand the structure of each individual department can be different from the needs of the legislative body, the media, or the general public. All of these users would be viewing the charts in a capacity different from how internal users, especially the departments themselves, might be using the charts. This speaks also to the current absence of visual consistency among the charts, as well as pertinent information which is not included, such as the physical locations of departments and divisions (which can be particularly useful in the case of departments spread among several locations/facilities.) Research indicates that the Performance Pro employee evaluation platform and Munis are both capable of creating org charts which may fulfill some of these needs.

While the current system of allowing departments to handle the creation of their own org charts creates certain efficiencies due to departmental staff's familiarity with their own structure, this decentralized structure lacks consistency, thoroughness and purpose.

Budget Development Timeline & Organizational Impact

ACCGov has an annual budget cycle, with the fiscal year running from July 1-June 30. "Budget Season" commences in October and is technically complete with the adoption of the budget by commission vote, usually in June. However, much housekeeping must be done well into the new fiscal year to finalize the adopted budget, making the cycles nearly a year-round process. (While outside the scope of this audit, there are many examples of, and literature regarding jurisdictions which run on a biennial budget cycle, although an annual cycle is currently required by the state of Georgia.)

The current budget preparation structure requires that the Manager's Office conduct meetings with the 25 offices which report administratively to that office. There are then an additional 15 meetings held jointly with the Manager's Office and Mayor's Office in order to review the budget requests of the constitutional, legislated and charter offices. The budgets of the Manager's and Mayor and Commission's Offices must also be considered. Therefore, more than 40 meetings are held annually requiring the highest levels of the Manager's Office, Budget and Strategic Analysis Department, Human Resources Department, and each of the individual departments and offices, as well as representatives of the mayor and commission in some cases. Although the direct (salaries) and indirect (time, resources) costs used in this meeting is proportional to the number of departments within the organization, this may be outweighed by the advantages of the annual opportunities to meet face-to-face in this formalized setting to evaluate budgetary priorities and concerns. However, management could consider the regular interaction that occurs with departments as a venue to provide understanding of present and proposed budget changes over the course of an extended outlook that aligns with the strategic plan duration and anticipated structural capacity of staff and services provided.

Alignment with Purpose, Mission & Strategic Plan

Since 1998, the budget document of ACCGov contains, on its first page, Athens-Clarke County Mission Statement, adopted by the mayor and commission on Nov. 4, 1997:

Athens-Clarke County, an open and responsive government, will facilitate a positive environment for individuals to obtain a high quality of life and local organizations to achieve success by providing innovative, high-quality services and responsible stewardship of the community's resources, to benefit current and future generations.

CONCLUSION

Each department also includes within the budget document its own mission statement, with most departments also listing goals and objectives in various formats, as well as performance measures (statistics and metrics). Each department's staffing levels (prior and current year actual, requested level and approved level) are also included.

The above elements would seem to indicate that the organization's structure is continually monitored to assure maximum value is delivered in fulfilling the county's mission. This investigation, however, has noted gaps in the information presented and used to develop the budget. Without certain vital information connecting a department's mission, staffing and measurable results, a department's structure—and in fact the structure of the organization as a whole—can stray from its stated mission and ultimately become less effective in stewarding the resources with which it is entrusted. Some of the gaps noted in the budget development process are:

- There is an absence of demonstrable measures to assure alignment of departmental structure with its mission and budget request. That is, each department lists a mission statement, goals, objectives and performance measures, but there is no narrative or quantitative indicator of how the department's structure is built and funded to satisfy a clearly defined purpose.
- Part-time and contracted staff, and overtime expenditures, are not fully integrated and/or clarified within the budget process and documentation, leading to what can be a skewed analysis of a department's true staffing capacity. That is, while these numbers are submitted with other budget request materials, there does not seem to be a system or formula in place for translating these amounts into a measurement of impact on a department's core mission.
- Specific programs and responsibilities (temporary or permanent) assigned to, or removed from, a department since the last budgeting cycle which might alter its capacity to perform its core mission are not fully analyzed. While dollar amounts and explanations for new initiatives are included in the budget request process, and the "Budget Highlights" for each department give some insight into specific programs and responsibilities, there does not appear to be an established manner of establishing performance metrics, nor for assuring alignment with staffing levels and structure.

The Path Forward

There are immense complexities involved in creating an organizational structure which is efficient, effective and able to meet the demands placed on a local government in attaining the goals of its strategic plan. The one constant is change. However, the negative effects of adjusting to change can be turned into positives, so long as the need for re-assessment is built into the structure itself. ACCGov has, probably since its inception, relied heavily on position-specific, decentralized processes instead of adopting broader, centralized systems and prioritizing a modicum of standardization which has the potential to yield economy of scale. It is up to the executive and legislative leaders to decide if they have an appetite to explore and possibly adopt processes which are built into regular cycles of the government function. Such initiative could objectively prioritize and measure the effectiveness and efficiency of the processes and procedures, and in turn the organizational structure of ACCGov.

APPENDIX

Appendix A Department Organizational Charts

For Appendix A.1–A.47, OA staff obtained the most current organizational charts from the Organizational Development (OD) Department. These charts were originally submitted by each ACCGov department, office, or court prior to the adoption of the FY26 budget. OA staff verified the accuracy of the information and made revisions only when discrepancies were identified between the submitted materials and the publicly available FY26 budget. Minor edits were also made to select charts to enhance clarity. Each departmental organizational chart includes three key elements: the department’s self-stated mission as presented in the FY26 budget, its approved FY26 budget allocation, and the percentage of that allocation dedicated to employee compensation.

To analyze compensation structures, OA staff applied a consistent framework across all departments reporting to the Manager’s Office, with the exception of public safety. For these departments, OA staff identified pay grade tiers based on span of control and internal hierarchy, referencing the List of Authorized Positions from Human Resources, organizational charts from Organizational Development, and the FY26 Pay Plans of the Unified Government of Athens-Clarke County. Public safety departments—Fire, Police, and Corrections—were assessed separately due to their participation in the Public Safety Pay Plan and use of distinct classification systems.

To categorize compensation levels across departments, OA staff applied a tiered pay grade structure:

- Tier 1: Grades 106–115
- Tier 2: Grades 116–125
- Tier 3: Grades 126–135

These tiers generally reflect increasing levels of responsibility and seniority. In some departments, this structure aligns with step-based classifications (e.g., Planner I, II, III), though titles and progression may vary by role and department.

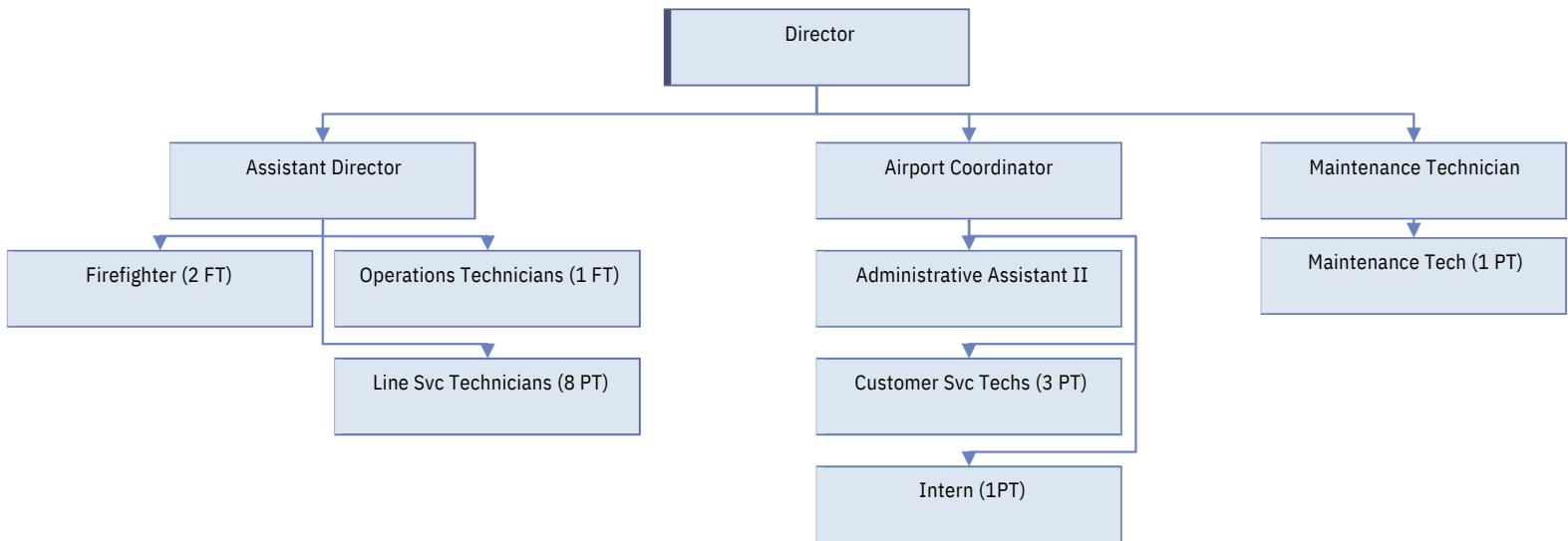
Public safety departments—specifically Fire, Police, and Corrections—use a parallel classification system to indicate career progression. While these classifications do not map directly to the Unified Government’s numerical pay grades, they reflect similar tiers of responsibility and advancement. The table below illustrates this alignment:

Department	Tier 1	Tier 2	Tier 3
Fire	FD1A–FD3A	FD3F–FD5F	FD6A–FD8F
Police	PD1A–PD2B	PD2G–PD4A	PD4B–PD5H
Corrections	CR1A–CR2B	CR2C–CR4A	CR4B–CR5C

All three public safety departments participate in the Public Safety Pay Plan, which is tailored to operational roles and progression within those departments. However, select personnel—typically those in specialized, administrative, or support roles—may also fall under the Unified Pay Plan. This dual participation introduces complexity for payroll, benefits administration, and HR operations, as it requires coordination across two compensation systems with differing structures and advancement criteria.

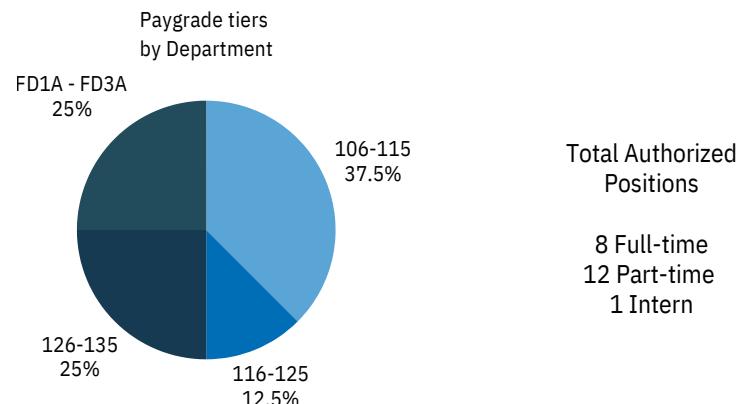
APPENDIX

Appendix A.1 AIRPORT 2025



Mission : To promote a safe, consistent, and efficient aviation environment; provide quality aviation products and services; and serve as a catalyst in the creation and development of aviation related industry in Athens – Clarke County. The airport will strive for self-sufficiency through the development and implementation of competitive rates and fees.

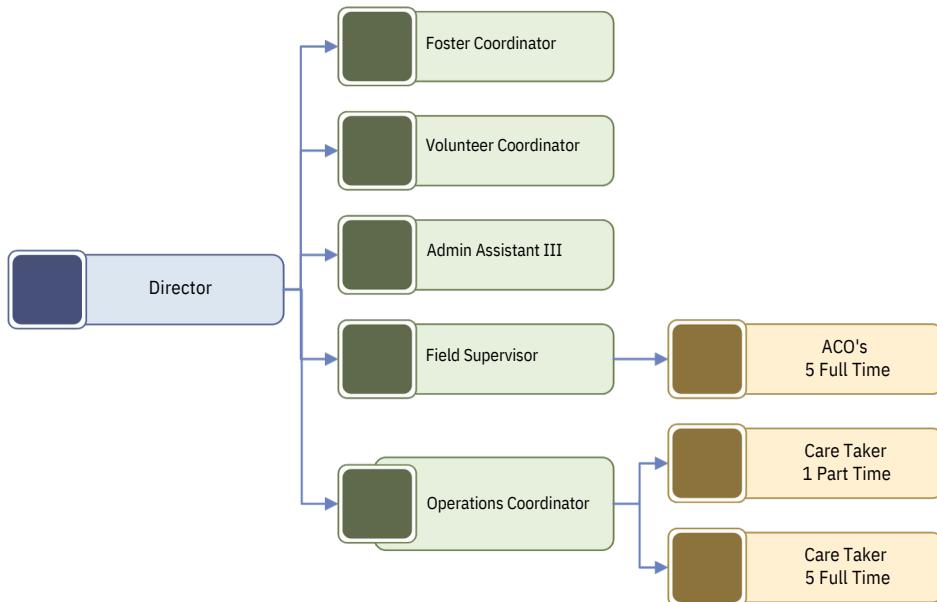
FY26 Budget (Airport Fund): \$3,916,600
Percent Compensation: 21.98% (\$860,900)



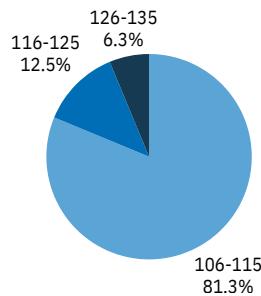
APPENDIX

Appendix A.2

ANIMAL SERVICES 2025



Paygrade tiers
by Department



Mission: We are Athens-Clarke County Animal Services, an open admission shelter and compassionate team of animal welfare professionals. Through our Adoption Center, we provide quality care and seek positive outcomes for all animals that come through our doors. Through our Field Services, we aim to protect community members and neglected animals by enforcing laws and educating the public. We are a resource for our community and work to keep people and their pets together where possible

FY26 Budget: \$1,677.600

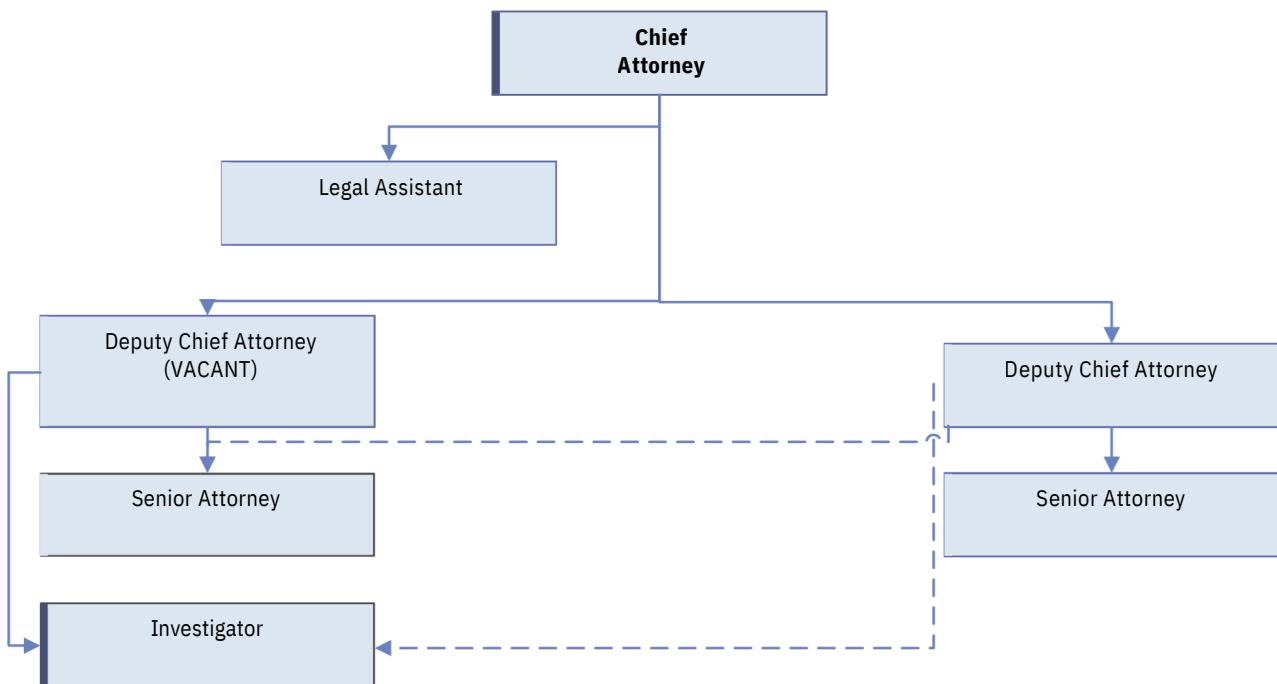
Percent Compensation: 64.55% (\$1,083,000)

Total Authorized Positions
16 full-time
1 part-time

APPENDIX

Appendix A.3

ATTORNEY'S OFFICE 2025



Mission: The Athens-Clarke County Attorney's Office provides legal services to Unified Government of Athens-Clarke County through its representation, including the Mayor and Commission, the Manager, Constitutional Officers, and all other Departments and Divisions of the Athens-Clarke County Government. The Attorney's Office handles legal matters, including instituting and defending lawsuits except for lawsuits covered by liability insurance. The Office communicates with the Justice Department and other Federal and State agencies to keep the Athens-Clarke County government in compliance with Federal and State laws and regulations. The Attorney's Office researches and drafts proposed local legislation concerning Athens-Clarke County. In addition, the Office researches and drafts ordinances and resolutions to be considered for adoption by the Mayor and Commission. The office drafts or reviews all contracts and deeds to be executed or accepted by the government. A representative of the Attorney's Office attends all meetings of the Mayor and Commission, Planning Commission, Historic Preservation Commission, Hearings Board, and Board of Tax Assessors, as well as Commission work sessions and committee meetings.

Total Authorized Positions

6 Full-time
1 Part-time

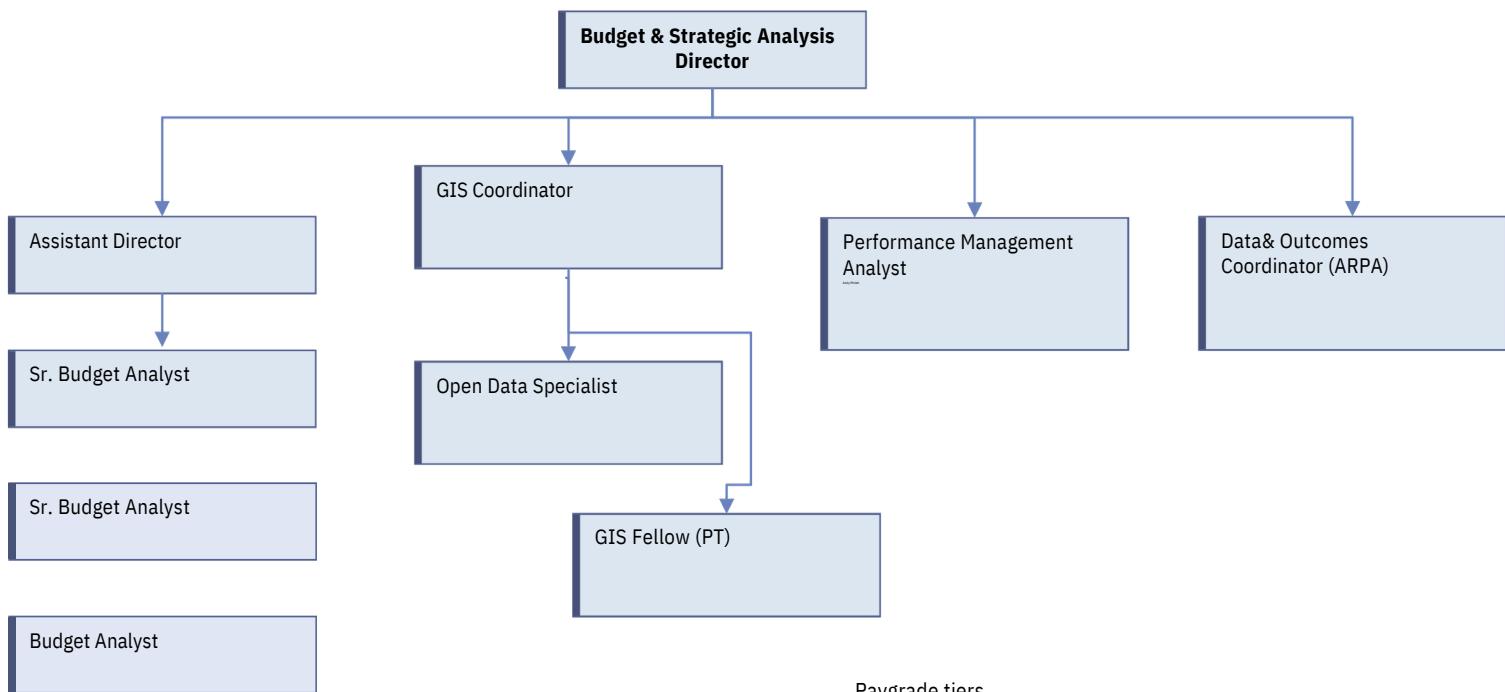
FY26 Budget: \$1,069,100

Percent Compensation: 85.06% (\$909,400)

APPENDIX

Appendix A.4

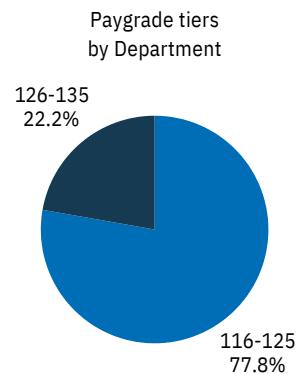
BUDGET & STRATEGIC ANALYSIS 2025



Mission: Coordinate the preparation and presentation of the annual Capital and Operating budgets, data analysis and governance, strategic planning and measurement of performance outcomes in a transparent and easy-to-understand format.

FY26 Budget: \$1,102,600

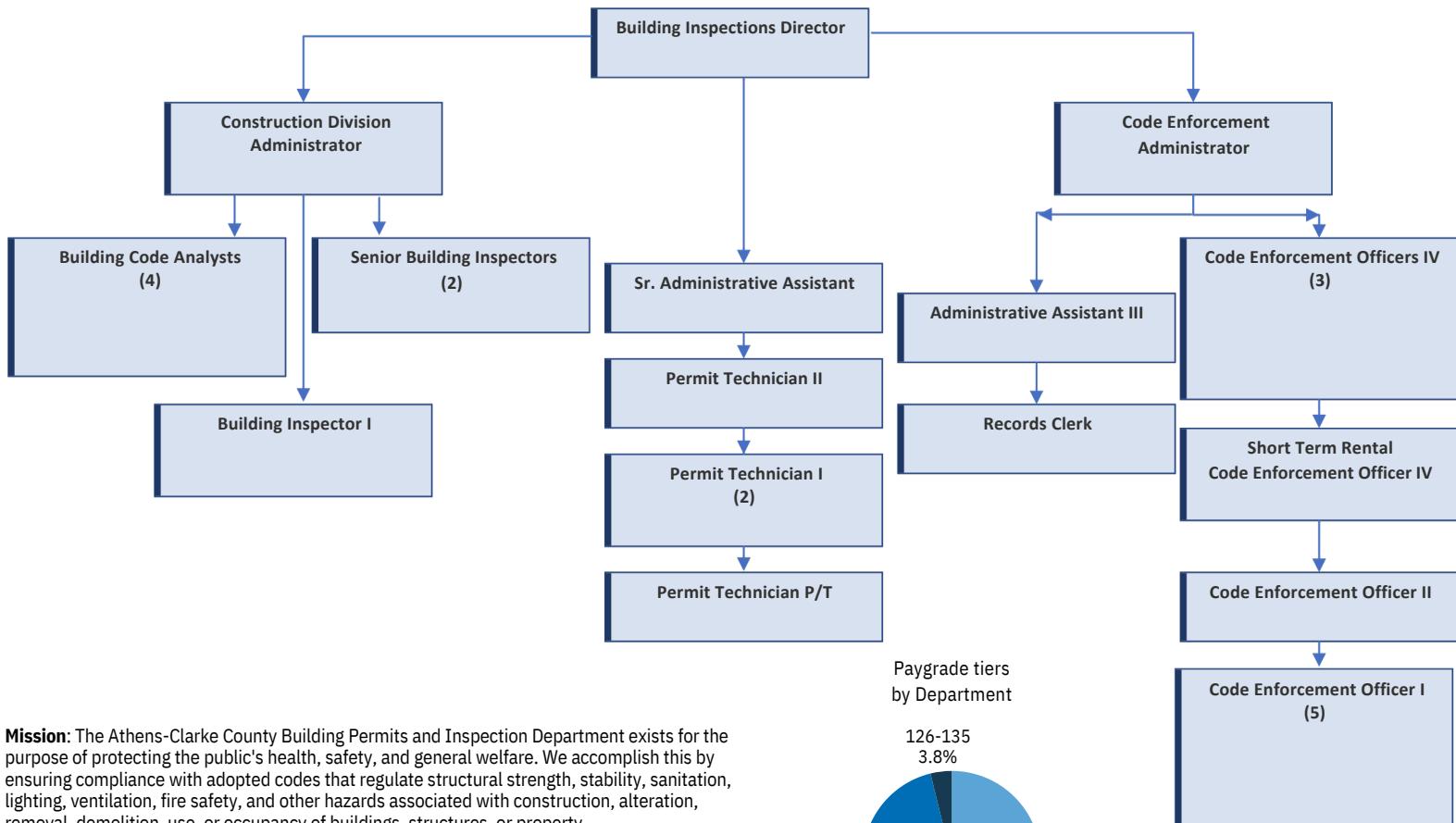
Percent Compensation: 79.28% (\$874,100)



Total Authorized Positions
9 Full-time, 1 Part-time

APPENDIX

Appendix A.5 BUILDING INSPECTION 2025



Mission: The Athens-Clarke County Building Permits and Inspection Department exists for the purpose of protecting the public's health, safety, and general welfare. We accomplish this by ensuring compliance with adopted codes that regulate structural strength, stability, sanitation, lighting, ventilation, fire safety, and other hazards associated with construction, alteration, removal, demolition, use, or occupancy of buildings, structures, or property.

FY26 Budget (Building Inspection, General, Affordable Housing, and Water & Sewer Funds): \$3,171,100

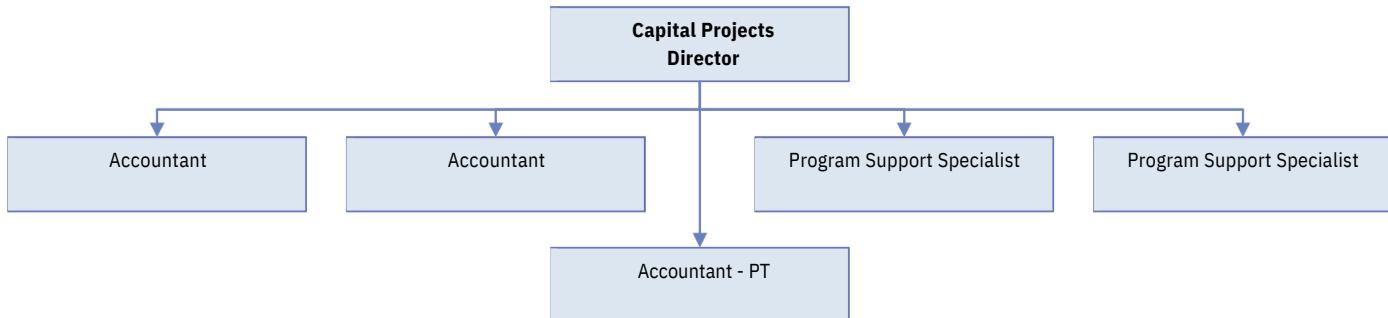
Percent Compensation: 78.22% (2,480,400)

Capital Budget: \$35,000

APPENDIX

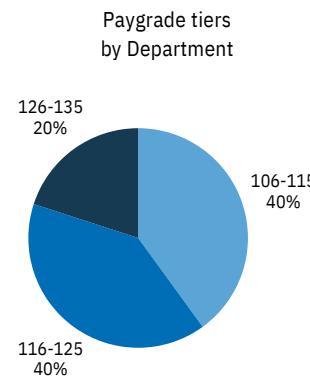
Appendix A.6

Capital Projects 2025



Mission: This department was established by the Mayor & Commission during the FY25 budget process. Departmental Mission & Goals and Performance Measures are being developed.

FY26 Compensation (based on active TSPLOST & SPLOST allocations): \$313,797.16

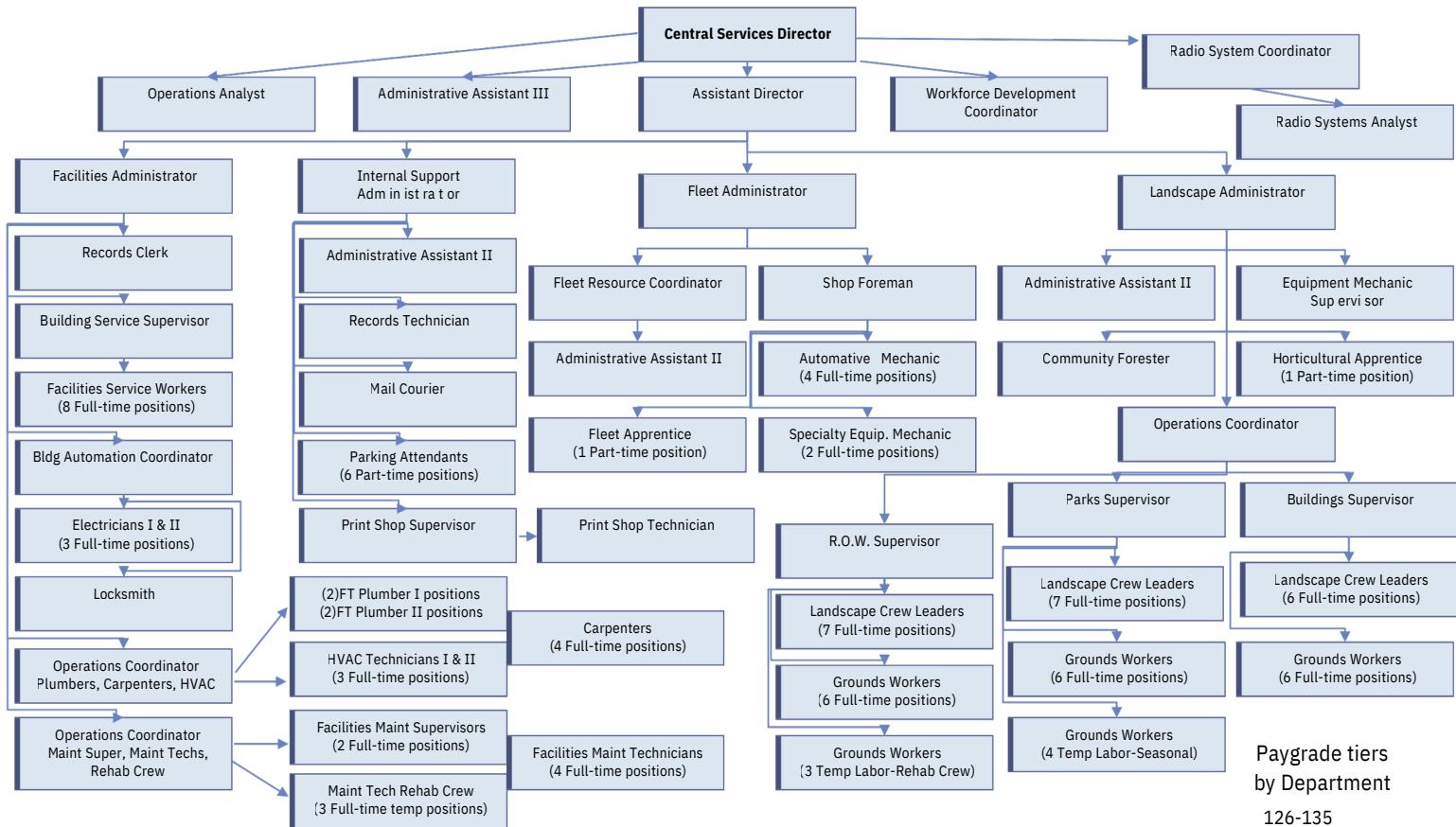


Total Authorized Positions
5 Full-time 1 Part-time

APPENDIX

Appendix A.7

CENTRAL SERVICES 2025



Mission: To provide our customers, both public and internal, with efficient and cost-effective high-quality services which meet or exceed their expectations and which promote the image of the Unified Government and the Athens-Clarke County community.

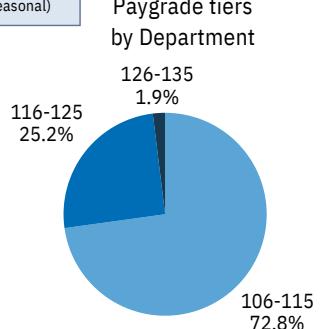
FY26 Budget (General, Hotel/Motel, Internal Support, and Fleet

Management Funds): \$19,291,900

Percent Compensation: 36.31% (\$7,004,000)

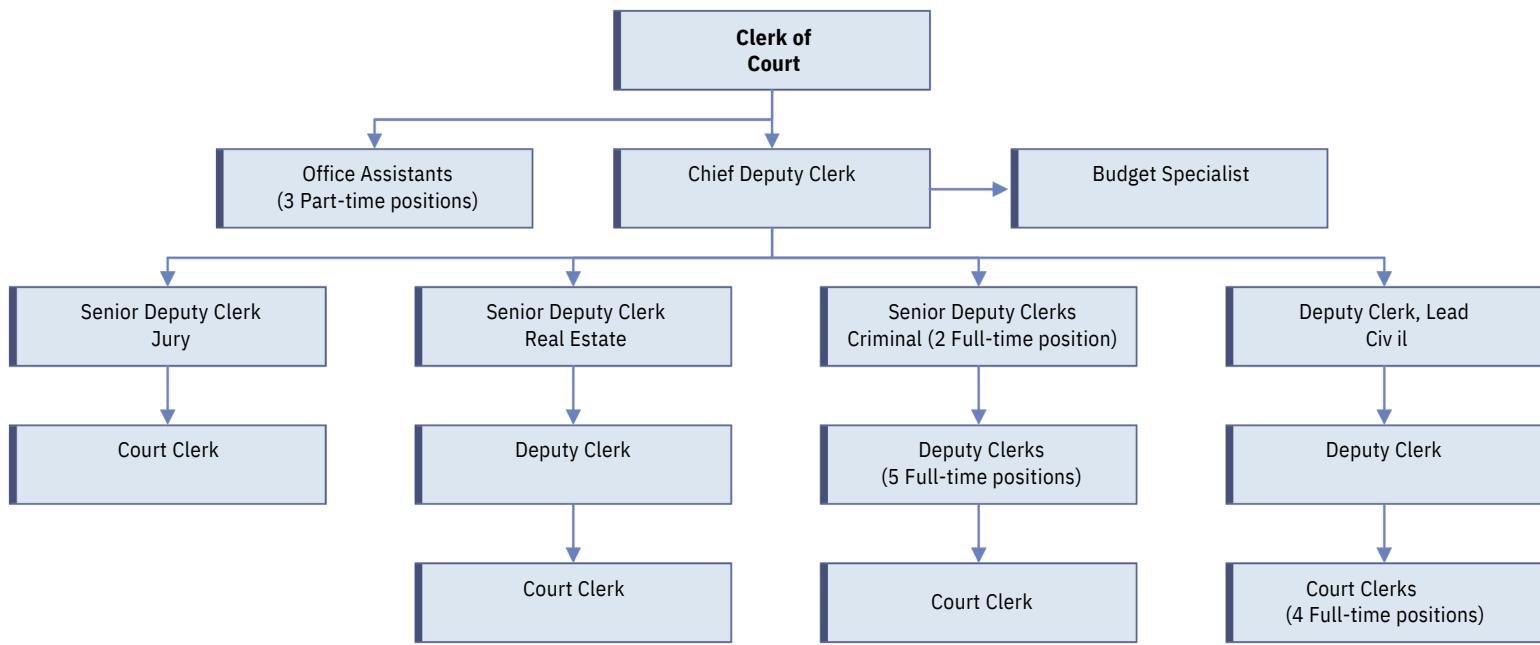
Capital Budgets (Fleet Management, Fleet Replacement, Hotel/Motel, Internal Support): \$7,715,400

Total Authorized Positions
100 Full-time 8 Part-time 4 Seasonal + 3 Full-time temp



APPENDIX

Appendix A.8 CLERK OF COURTS 2025



Mission: To effectively and efficiently file and record all proceedings, actions, orders and minutes and to perform all duties and functions mandated by law, of the Superior and State Courts of Athens-Clarke County and to protect and secure all records entrusted therein.

FY26 Budget: \$1,787,200

Percent Compensation: 77.65% (1,397,000)

Total Authorized Positions

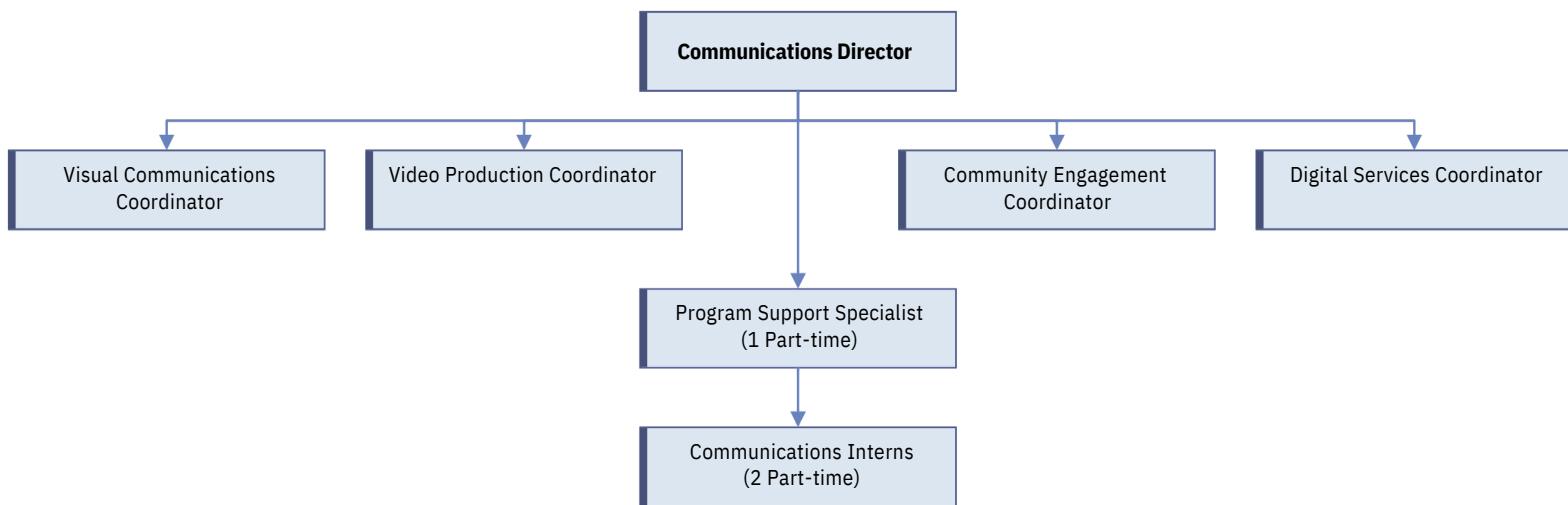
22 Full-time

3 Part-time

APPENDIX

Appendix A.9

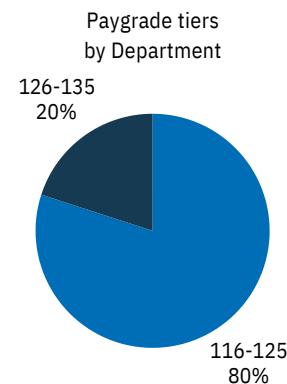
COMMUNICATIONS 2025



Mission: The Communications Office provides clear and open communications through a variety of outlets about the government's goals, activities, and services and coordinates and collaborates with other departments' communication staff.

FY26 Budget (General and Grants Funds): \$802,400

Percent Compensation: 72.15% (\$578,800)

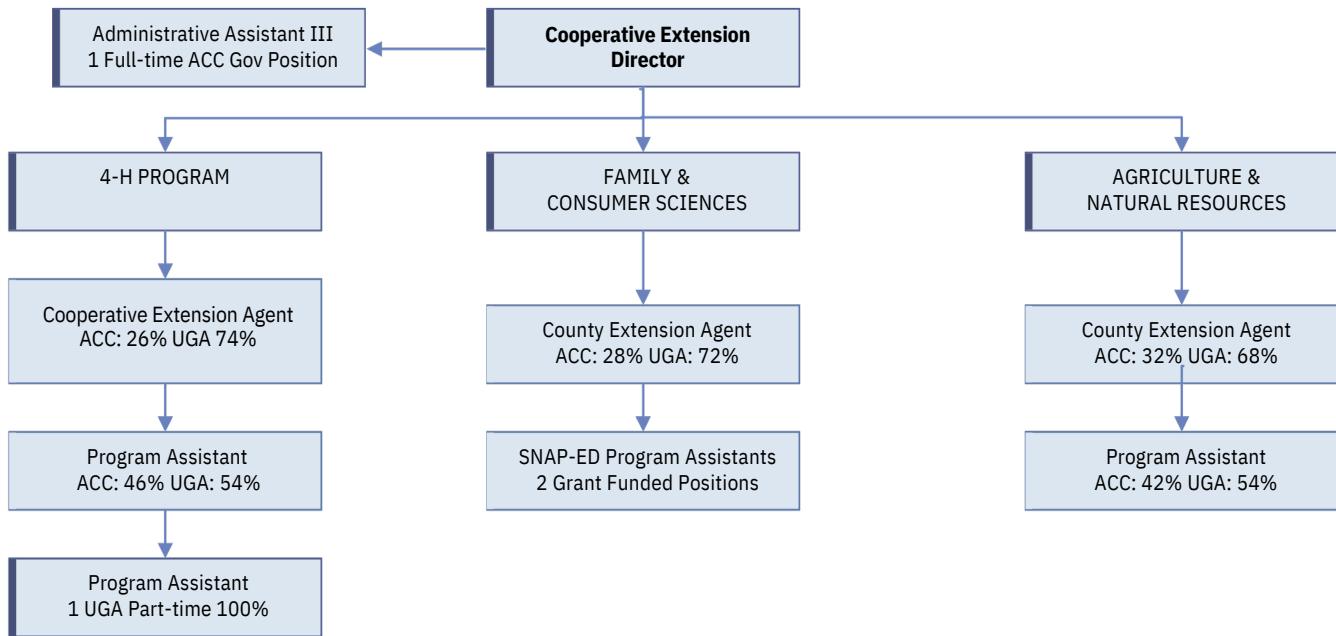


Total Authorized Positions
5 Full-time
3 Part-time

APPENDIX

Appendix A.10

COOPERATIVE EXTENSION 2025



Mission: The mission of UGA Cooperative Extension is to extend lifelong learning to the people of Georgia through unbiased, research-based education in agriculture, the environment, communities, youth and families. Cooperative Extension provides education and information for all citizens of Athens-Clarke County in the areas of Families, Food & Nutrition, Agriculture, Horticulture, & the Environment, and Youth Development.

FY26 Budget: \$301,900

Percent Compensation: 73.89% (\$223,000)

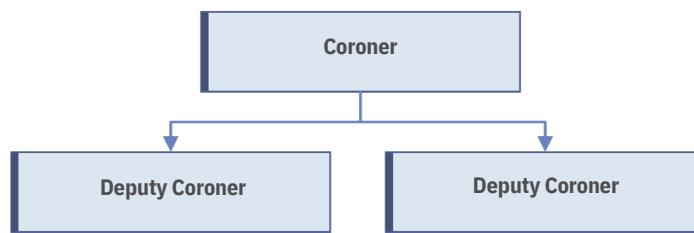
Total Authorized Positions

1 Full-time
2 Grant-funded
1 UGA Part-time funded
(5 Other FT Positions UGA/ACC Funded)

APPENDIX

Appendix A.11

CORONER 2025



Mission: Our mission is to fulfill the statutory requirements of the Coroner's Office of Athens-Clarke County in a manner that is professional, efficient and compassionate to the citizens of Athens-Clarke County.

FY26 Budget: \$167,400

Percent Compensation: 63.81% (\$106,800)

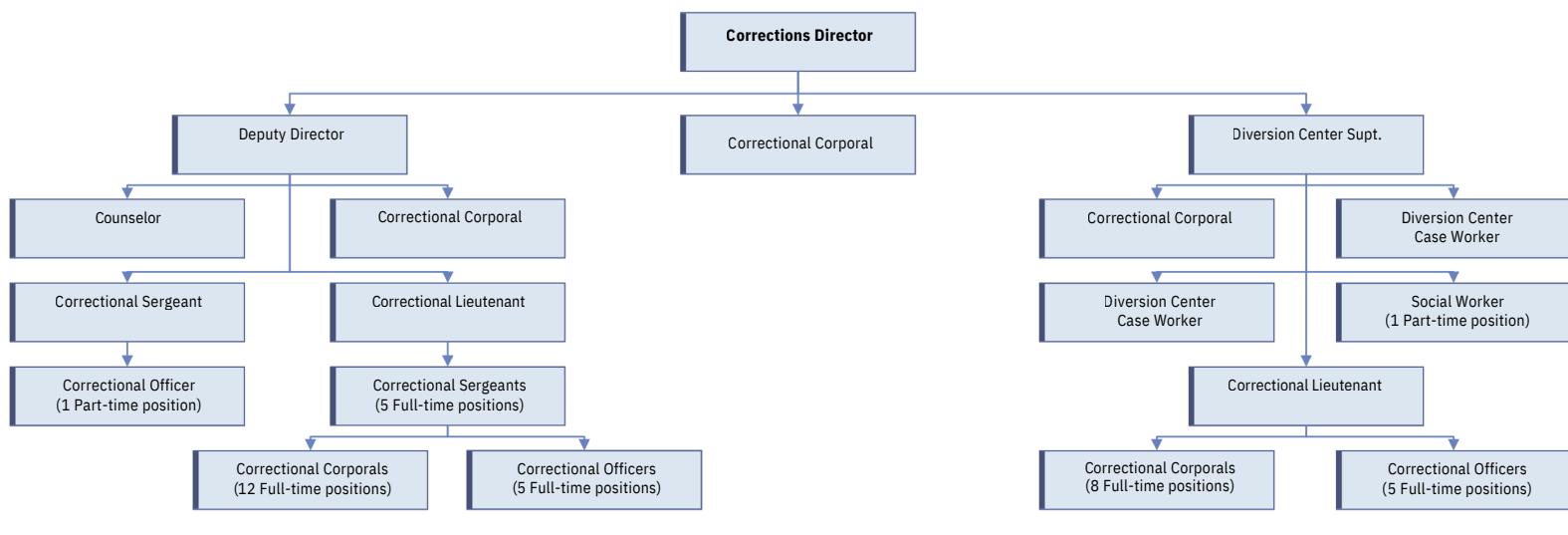
Total Authorized Positions

3 Part-time

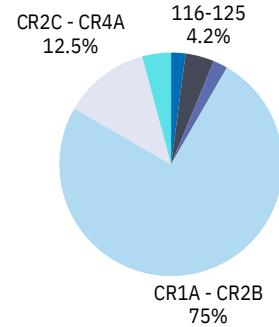
APPENDIX

Appendix A.12

CORRECTIONS 2025



Paygrade tiers
by Department



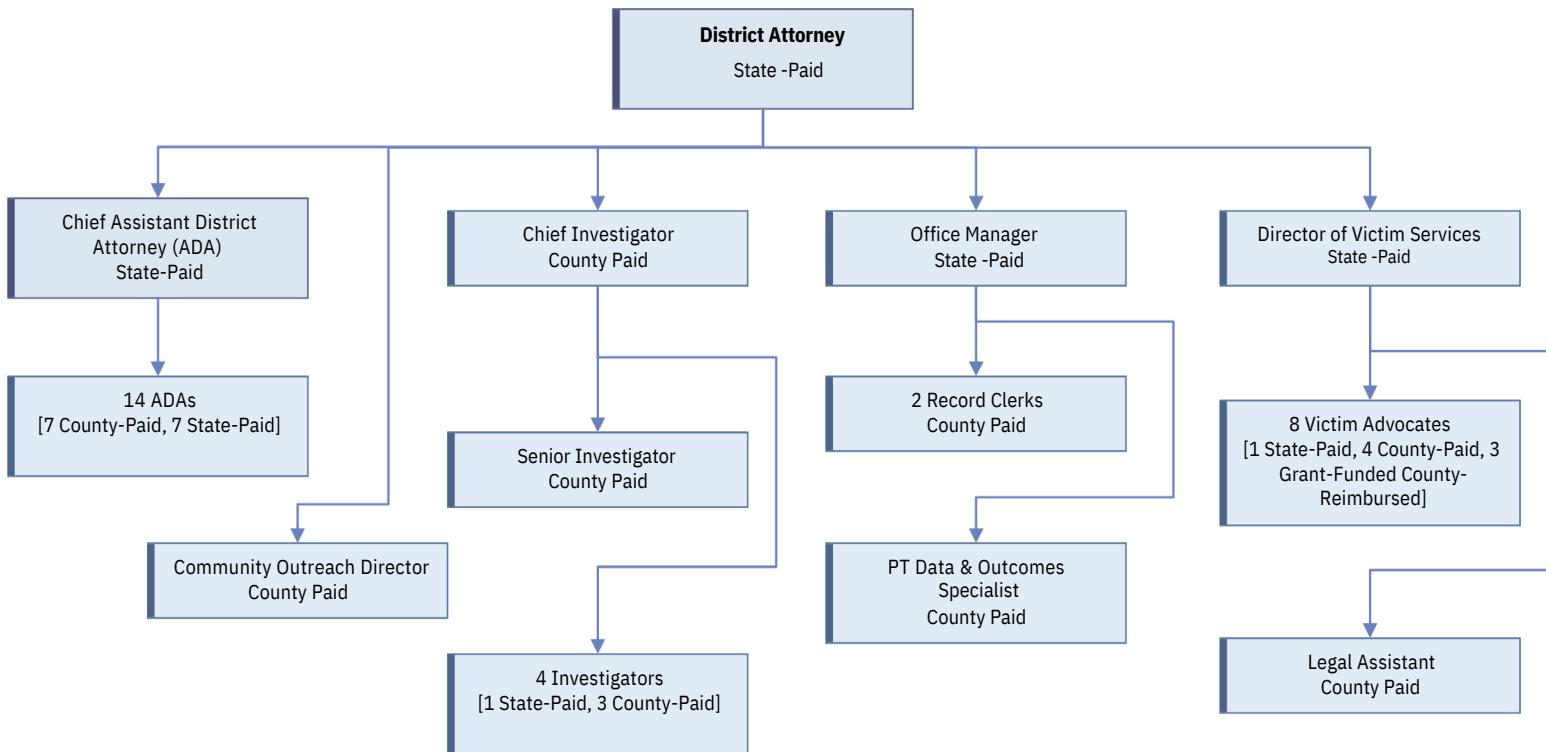
Total Authorized Positions
48 Full-time
2 Part-time

Mission: The mission of the Athens-Clarke County Department of Corrections is to provide a humane and safe environment for staff, offenders, returning citizens, and the community at large through the use of modern correctional management techniques and supervision.

FY26 Budget (General, Corrections Inmate, and Grants Funds): \$5,720,200
Percent Compensation: 80.55% (\$4,607,600)

APPENDIX

Appendix A.13 DISTRICT ATTORNEY 2025



Mission: The Western Judicial Circuit District Attorney's Office serves our community by ensuring that justice is served for victims, the rights of all involved in the criminal justice process are respected, and the laws of the State of Georgia are applied fairly and equally to all people in our community. We are focused on delivering justice in the most serious felony cases so that those who hurt others in our community are not able to do so again while also seeking outcomes in non-violent cases that help limit repeat contact with the criminal justice system. We are committed to working with law enforcement partners, community organizations, and individual citizens to continually improve the safety and strength of our community.

FY26 Budget (General, Grants, and Special Programs Funds): \$2,441,500

Percent Compensation: 87.85% (\$2,144,800)

Total Authorized Positions:

36 Full-time [23 County-Paid, 13 State-Paid]

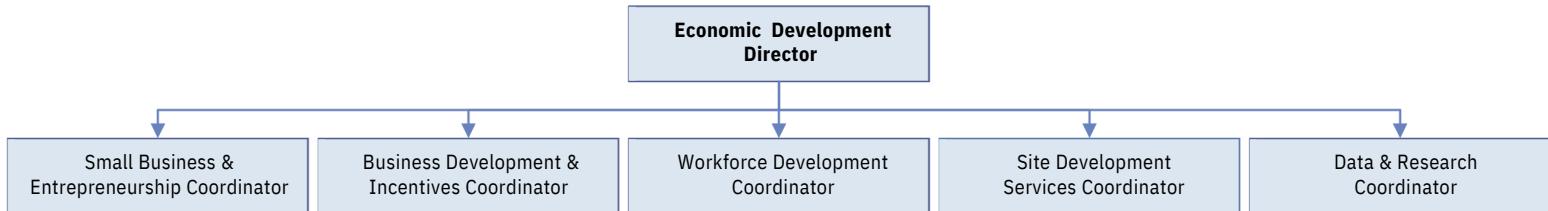
1 Part-time

9 Supplemental

APPENDIX

Appendix A.14

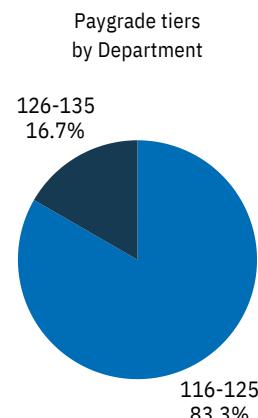
ECONOMIC DEVELOPMENT 2025



Mission: To facilitate economic growth by supporting businesses and industries interested in developing, locating, and growing in Athens-Clarke County by providing needed resources, assistance, and connections. To identify and recruit economic development opportunities that support and enhance Athens-Clarke County's quality of life, increase our tax base, and provide opportunities for sustainable employment and wages for workers. To serve as an active partner in workforce development in Athens-Clarke County by increasing awareness of and access to lifelong learning opportunities that help residents develop high-demand skills for sustainable employment.

FY26 Budget (General, Hotel/Motel, and Special Programs Fund & Tax Allocation Districts): \$930,500

Percent Compensation: 64.68% (\$601,900)

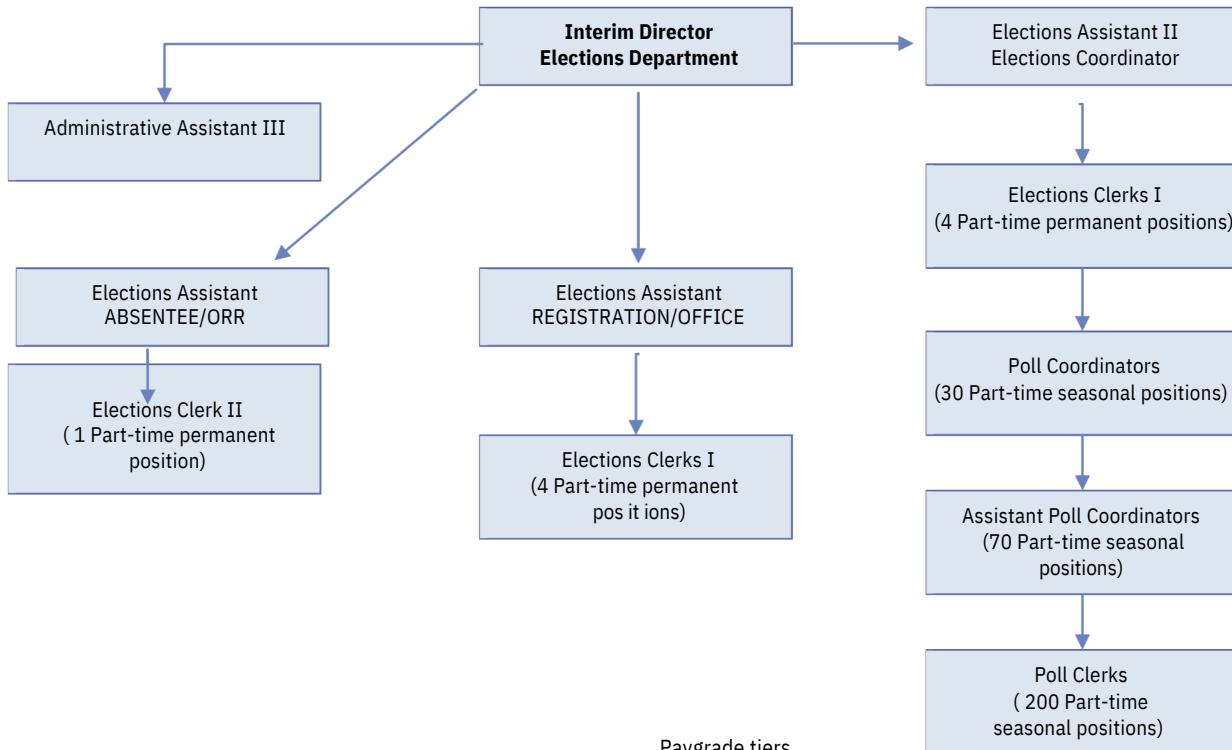


Total Authorized Positions
6 Full-time

APPENDIX

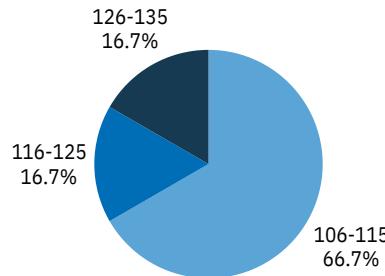
Appendix A.15

ELECTIONS 2025



Mission: The mission of the Athens-Clarke County Elections and Voter Registration Office is to provide excellent election services. We ensure accessibility for all voters, protect the integrity of votes, and maintain a transparent, accurate and fair process in which Athens-Clarke County voters have confidence. As trustworthy stewards of the Elections and Voter Registration Department's Budget, we provide the best possible election experience for the voters and candidates of Athens-Clarke County and produce trusted results that reflect the will of eligible Athens-Clarke County voters.

FY26 Budget (General and Grants Funds): \$1,601,600
Percent Compensation: 76.06% (\$1,218,400)

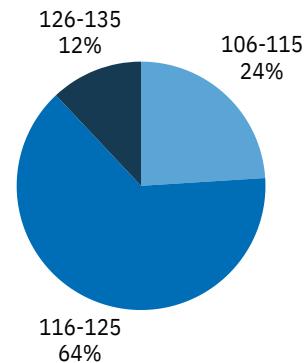
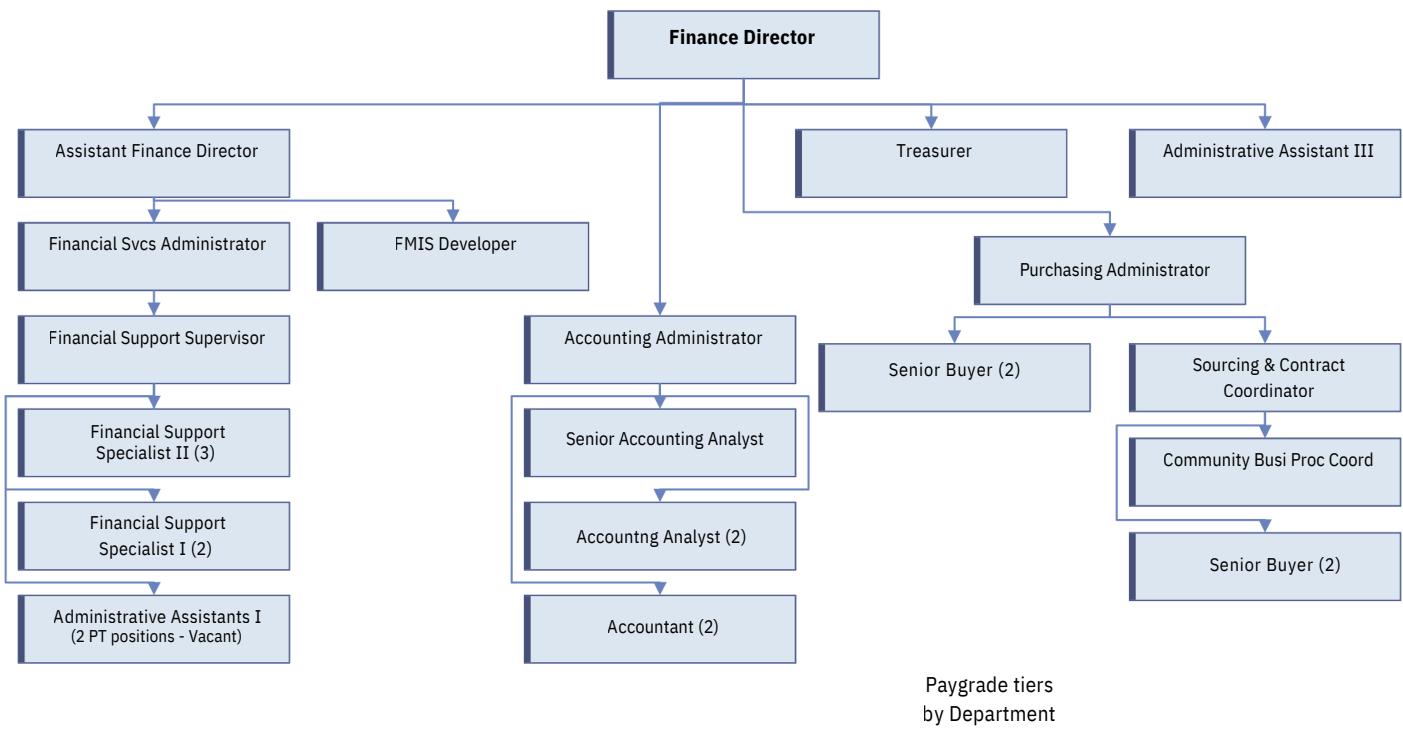


Total Authorized Positions
 6 Full-time
 9 Part-time Permanent
 300 Part-time Seasonal

APPENDIX

Appendix A.16

FINANCE 2025



Total Authorized Positions
25 Full-time
2 Part-time

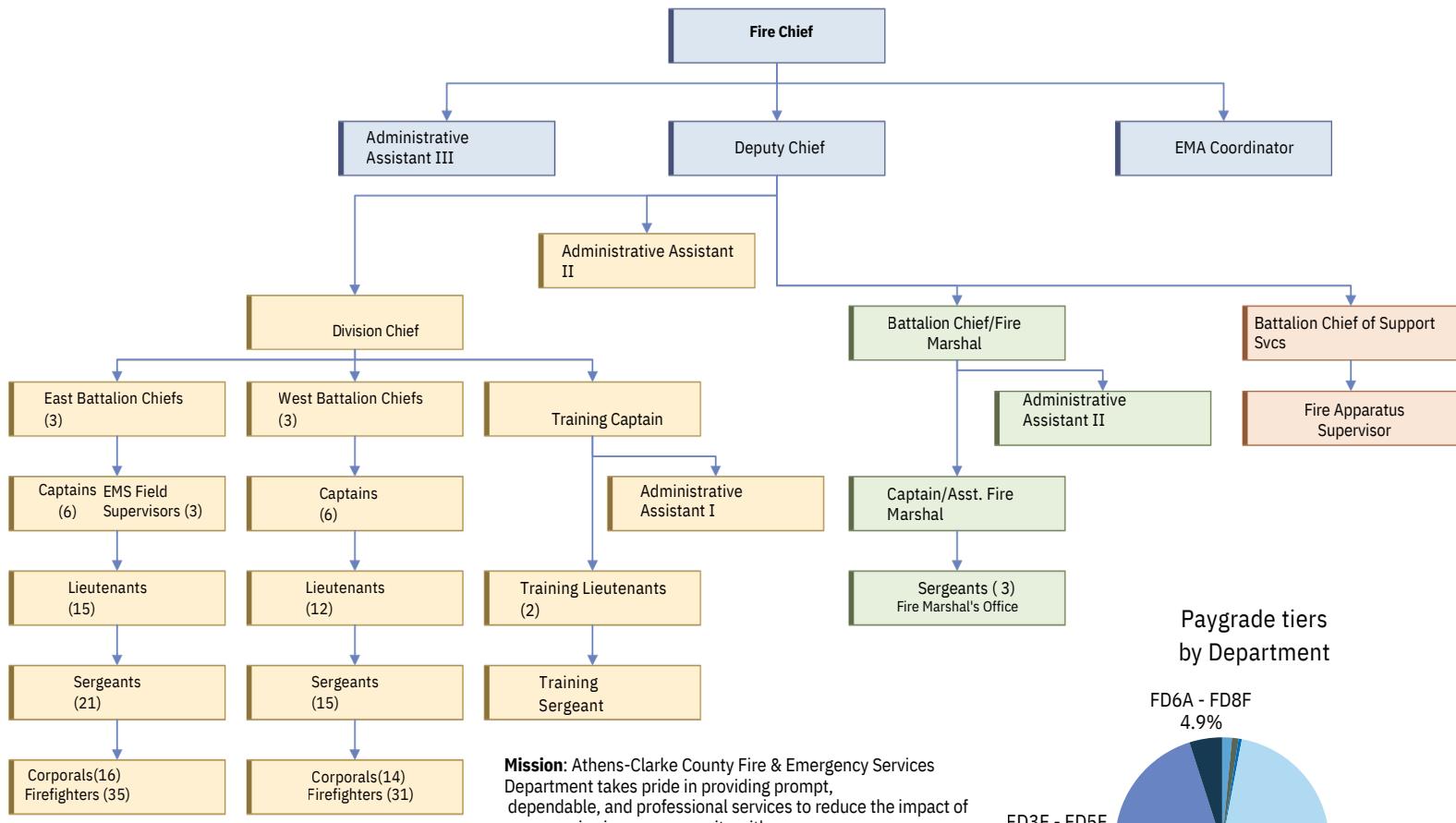
Mission: The Finance Department supports the Manager's Office by guiding the government's financial operations. It employs conservative fiscal policies emphasizing financial stability and resilience. The department collects and processes data, advises management in financial matters, provides information to various stakeholders, monitors expenditure and revenue trends, and provides various financial reports.

FY26 Budget: \$2,775,500

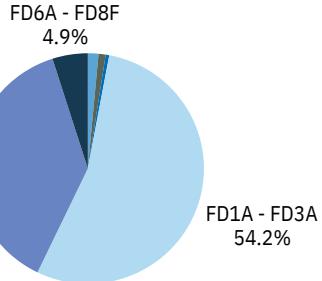
Percent Compensation: 91.89% (\$2,550,900)

APPENDIX

Appendix A.17 Fire Department 2025



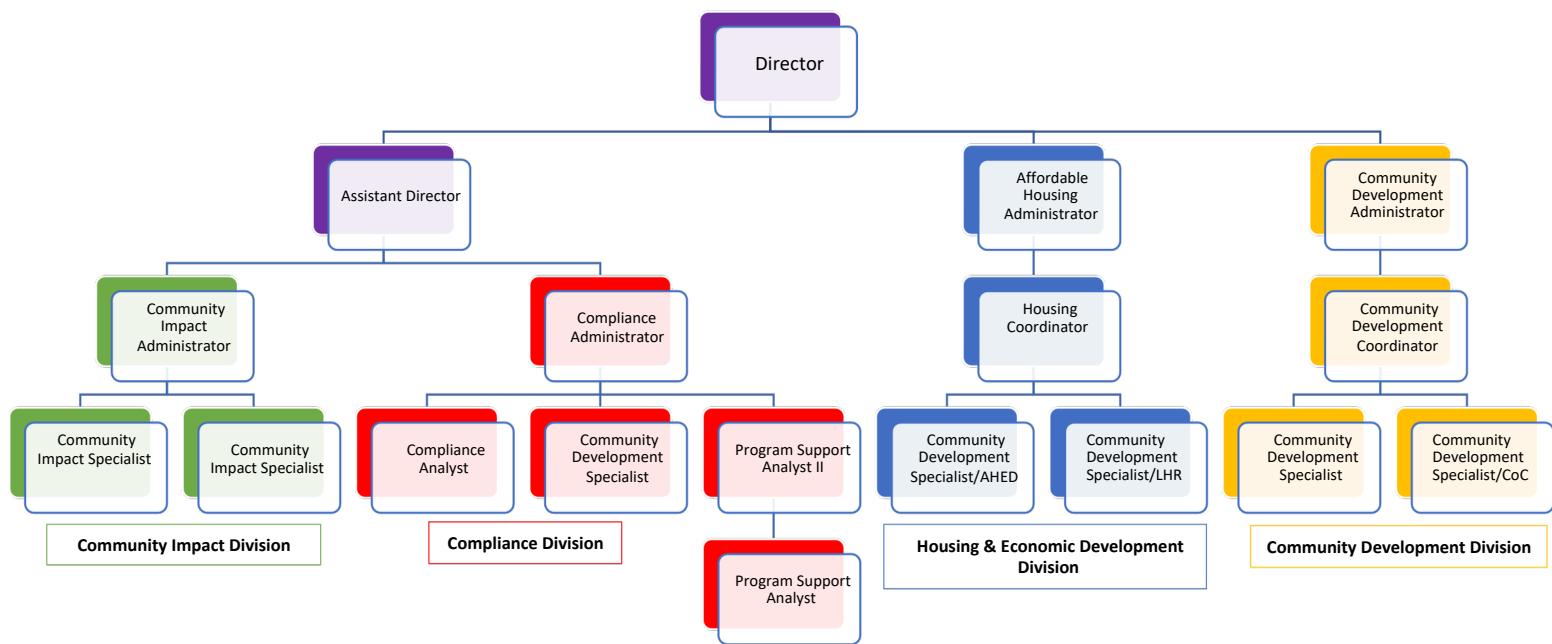
Paygrade tiers
by Department



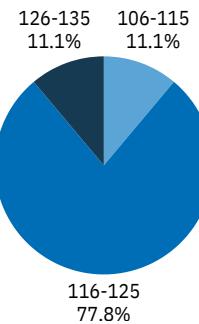
APPENDIX

Appendix A.18

HOUSING & COMMUNITY DEVELOPMENT 2025



Paygrade tiers by Department



Mission: The Housing and Community Development (HCD) department provides funding for the creation and rehabilitation of affordable housing, fosters and coordinates services for disadvantaged populations, and promotes economic mobility among residents of Athens-Clarke County.

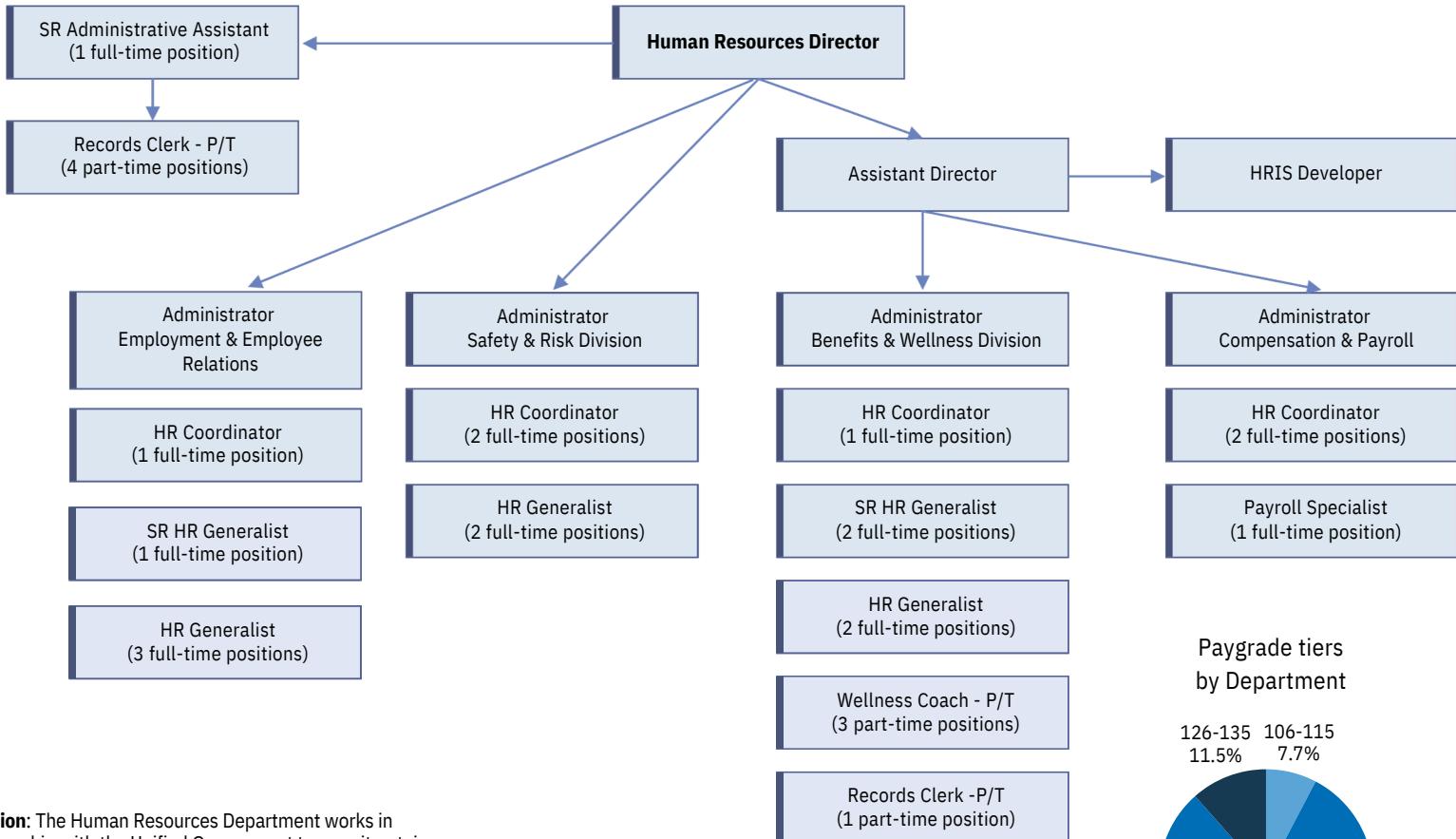
FY26 Budget (General, CDBG, HOME, Affordable Housing, Supportive Housing, and Special Programs Funds): \$5,790,700
Percent Compensation: 23.06% (\$1,335,400)

18 Full-Time Positions
1 position submitted and approved for reclassification (Admin Asst II reclassified to Program Support Analyst I)

APPENDIX

Appendix A.19

HUMAN RESOURCES 2025



Mission: The Human Resources Department works in partnership with the Unified Government to recruit, retain, and reward an engaged, prepared, and committed workforce to serve the citizens of Athens-Clarke County in an environment of diversity, equity, inclusion, excellence, responsiveness, transparency, and fairness.

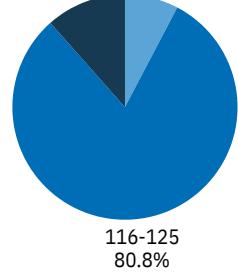
FY26 Budget (General, Special Programs, Insurance & Claims, Health Insurance Funds): \$4,229,300
Percent Compensation: 65.63% (\$2,821,100)

Total Authorized Positions

26 Full time
8 Part time

Paygrade tiers
by Department

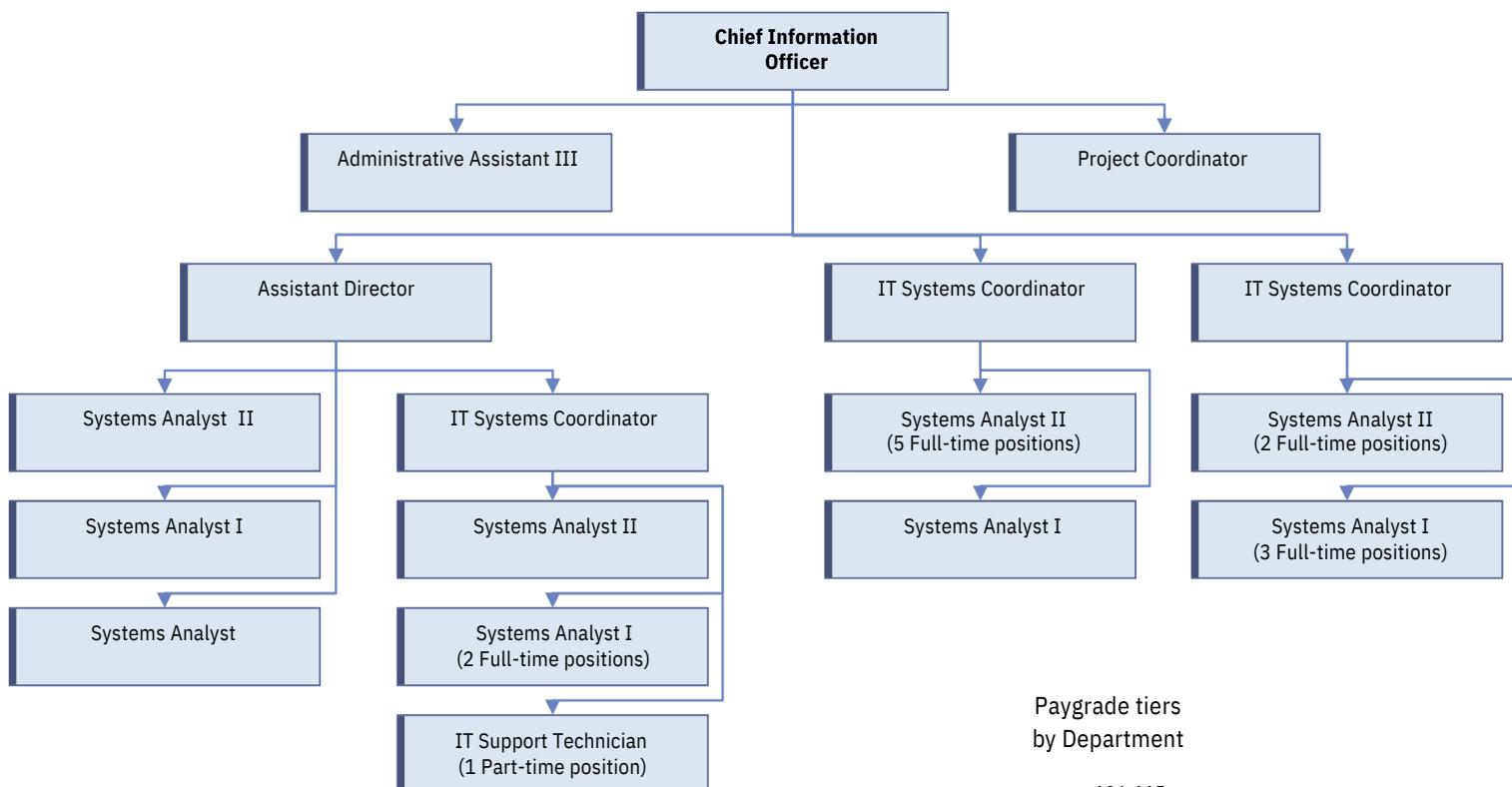
126-135 11.5%
106-115 7.7%



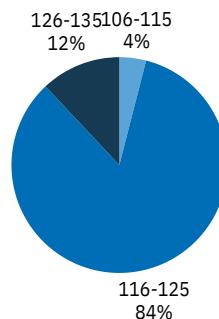
APPENDIX

Appendix A.20

INFORMATION TECHNOLOGY 2025



Paygrade tiers
by Department



Total Authorized Positions
25 Full-time
1 Part-time

Mission: To empower the Athens-Clarke County Unified Government's responsible stewardship of the community's resources by leveraging secure, effective technology, and quality support.

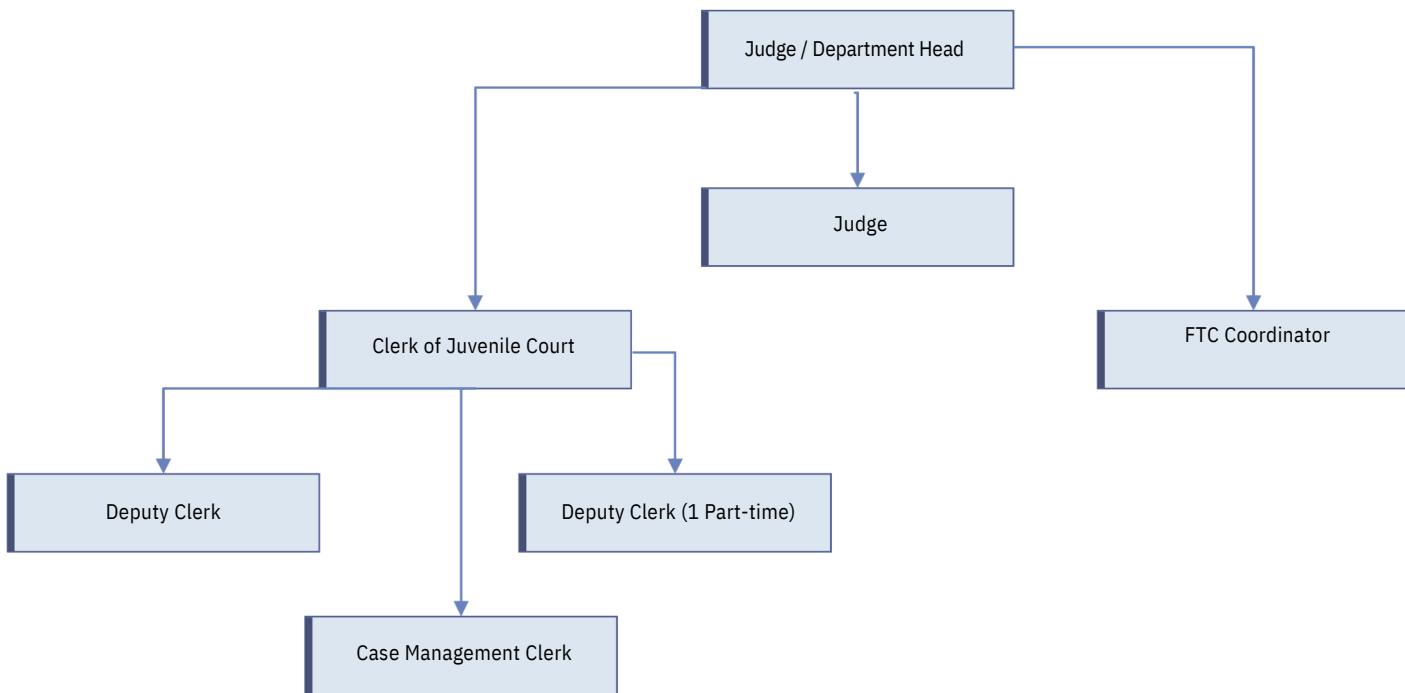
FY26 Budget (General, Grants, and Water & Sewer Funds): \$5,511,200
Percent Compensation: 40.48% (\$ 2,231,700)

Capital Budget: \$400,000

APPENDIX

Appendix A.21

Juvenile Court 2025



Mission: The purpose of Georgia's Juvenile Courts is to secure for each child who comes within the jurisdiction of the court such care and guidance, preferably in with the family, as will secure the moral, emotional, mental, and physical welfare of the child as well the safety of both the child and the community. The intention of the General Assembly of Georgia in creating the juvenile code is to strengthen and preserve family relationships, countenancing the removal of a child from the home only when state intervention is essential to protect such child. (O.C.G.A. 15-11-1, Effective January 1, 2014.)

The mission of the Athens-Clarke County Juvenile Court is to protect the well-being of the child under the Court's jurisdiction, providing guidance and control as necessary, while balancing the needs and best interest of the community, while fulfilling the intent of the newly rewritten Juvenile Code.

FY26 Budget (General and Grants Fund) : \$908,400
Percent Compensation: 65.05% (\$590,800)

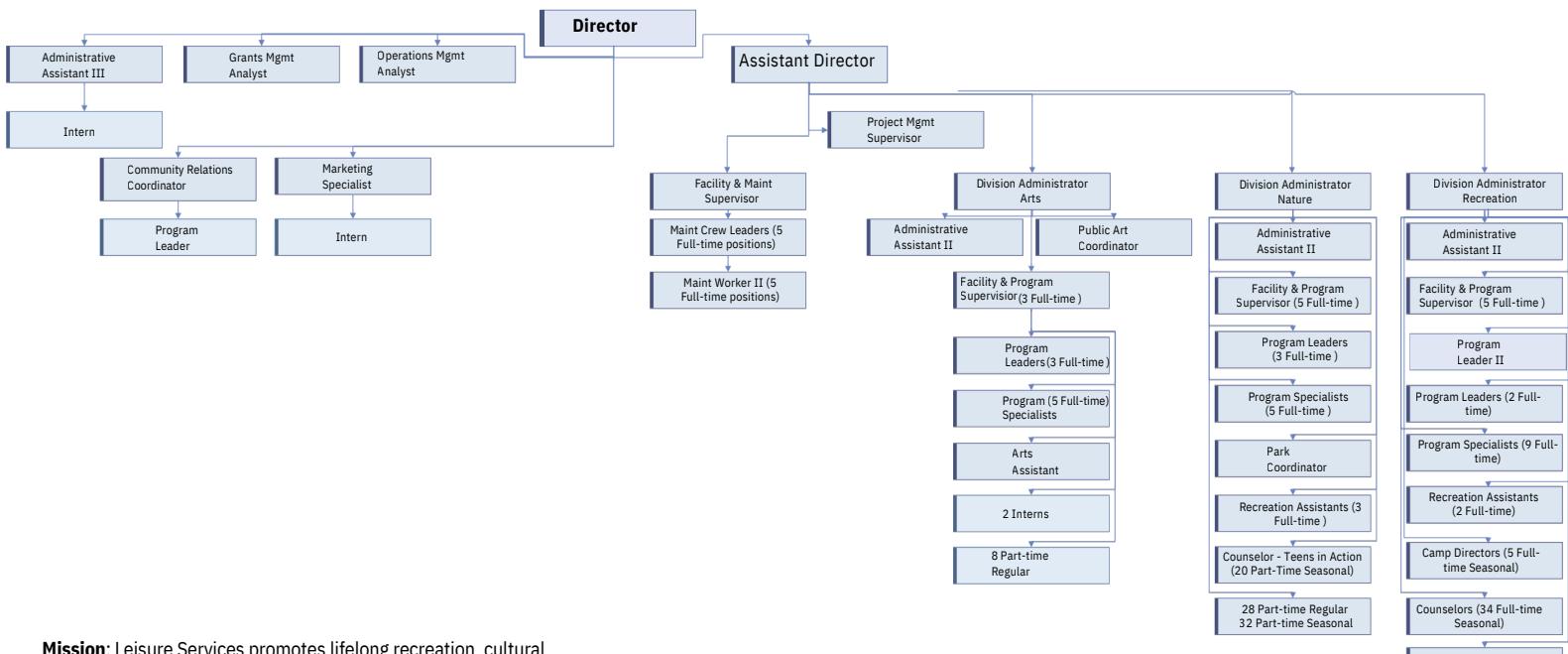
Total Authorized Positions
6 Full-time
1 Part-time

APPENDIX



Appendix A.22

LEISURE SERVICES 2025



Mission: Leisure Services promotes lifelong recreation, cultural, environmental, and educational opportunities for Athens-Clarke County's diverse communities. We contribute to Athens' health and wealth and wellness by providing connections to parks, facilities, programs, and community.

FY26 Budget (General, Special Programs, and Grants Fund):

\$10,847,200

Percent Compensation: 73.32% (\$7,952,700)

Capital Budget: \$30,000

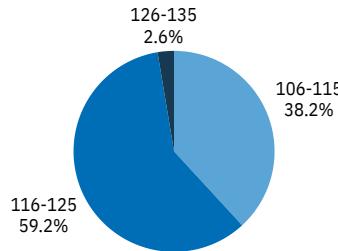
Total Authorized Positions

76 Full-time

96 Part-time

140 Seasonal Part-time

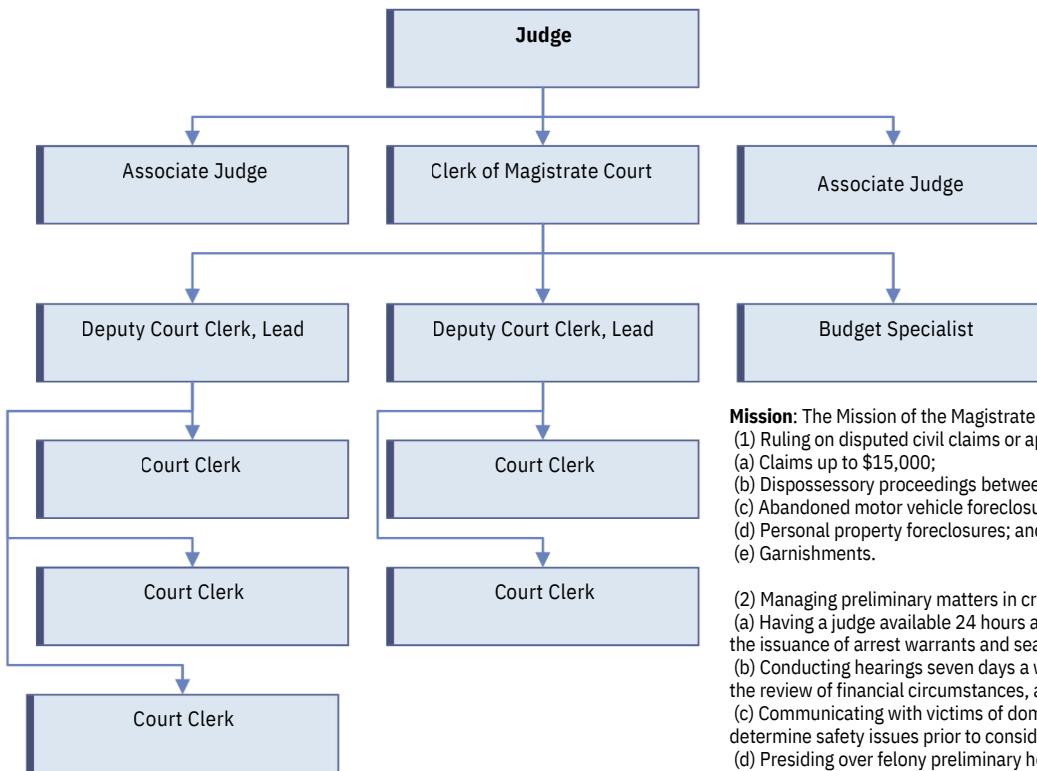
Paygrade tiers by Department



APPENDIX

Appendix A.23

MAGISTRATE COURT 2025



Mission: The Mission of the Magistrate Court is to deliver justice to the citizens of Athens-Clarke County by:

- (1) Ruling on disputed civil claims or approving mutual settlements in civil cases involving:
 - (a) Claims up to \$15,000;
 - (b) Dispossessory proceedings between landlords and tenants;
 - (c) Abandoned motor vehicle foreclosures;
 - (d) Personal property foreclosures; and
 - (e) Garnishments.
- (2) Managing preliminary matters in criminal cases by:
 - (a) Having a judge available 24 hours a day, seven days a week (including holidays) to consider requests for the issuance of arrest warrants and search warrants in misdemeanor and felony cases;
 - (b) Conducting hearings seven days a week (including holidays) to set bail for persons arrested, including the review of financial circumstances, and imposition of special conditions of pre-trial release;
 - (c) Communicating with victims of domestic violence and victims of other violent or sex crimes to determine safety issues prior to consideration of bail;
 - (d) Presiding over felony preliminary hearings;
 - (e) Presiding over warrant application hearings brought by both private citizens and law enforcement officials;
 - (f) Assigning a Superior Court Judge to each criminal case where bond has been set by a Magistrate Court Judge (by Special Order of the Superior Court Judges, entered January 10, 2005).
 - (g) Assigning a State Court Judge to each criminal case where bond has been set by a Magistrate Court Judge (by Special Order of the State Court Judges, entered December 20, 2016).
 - (h) Conducting hearings to set bail for persons arrested after indictment (true bill) by the grand jury on cases where the Magistrate Judge would otherwise have the authority to set bail (by Special Order of the Superior Court Judges, entered January 11, 2006).
- (3) Appointing defense counsel and presiding over the arraignment, trial, sentencing, and probation revocation hearings in cases involving misdemeanor deposit account fraud ("bad checks") less than \$1,500.00.

FY26 Budget: \$1,125,000

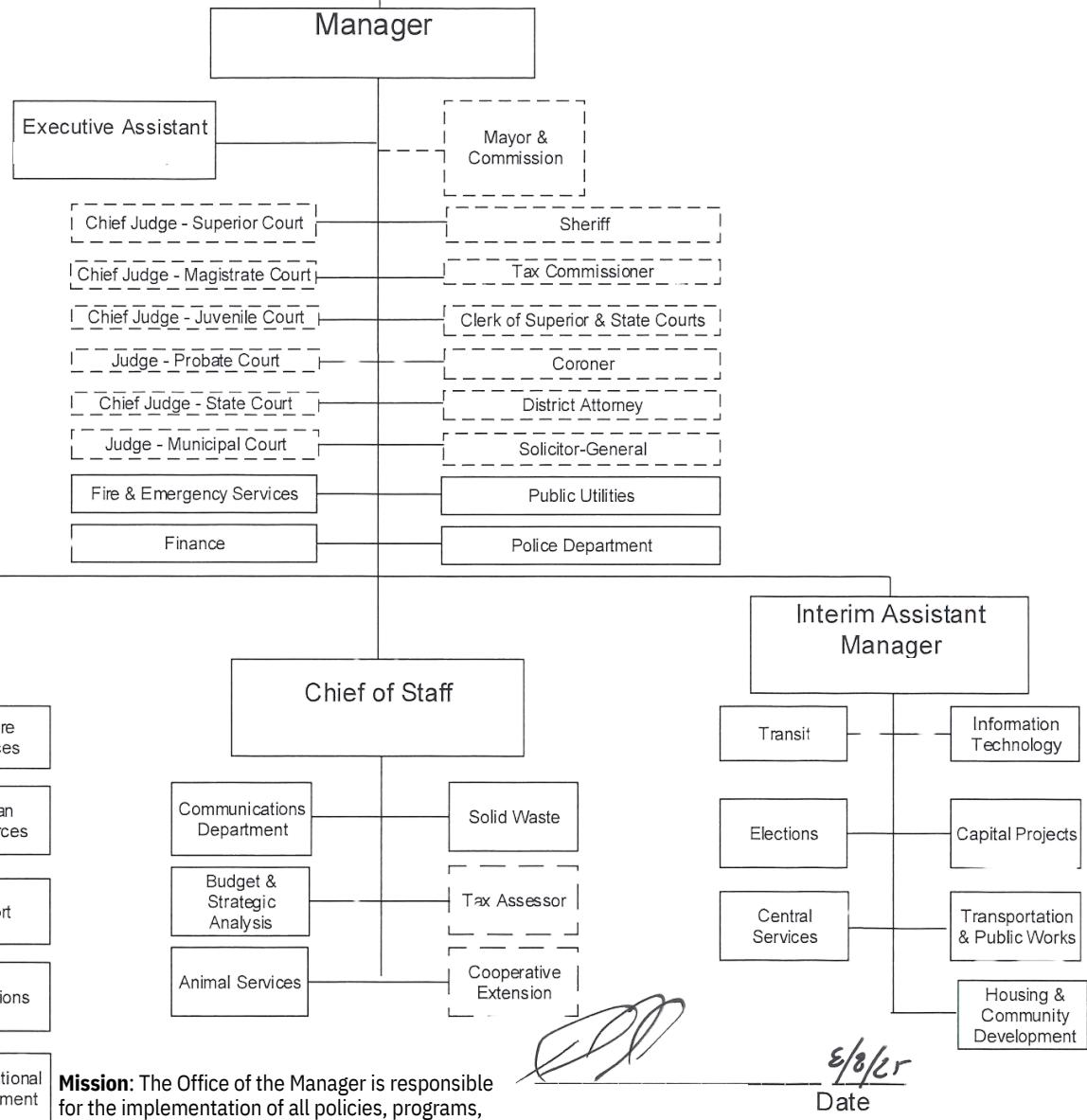
Percent Compensation: 91.11% (\$1,025,000)

APPENDIX

Appendix A.24

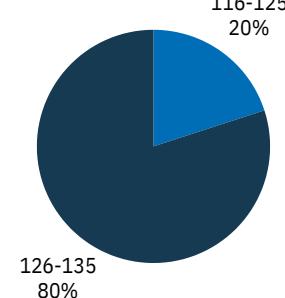
Manager's Office

Mayor & Commission



FY26 Budget: \$1,499,600
Percent Compensation: 80.67% (\$1,209,700)

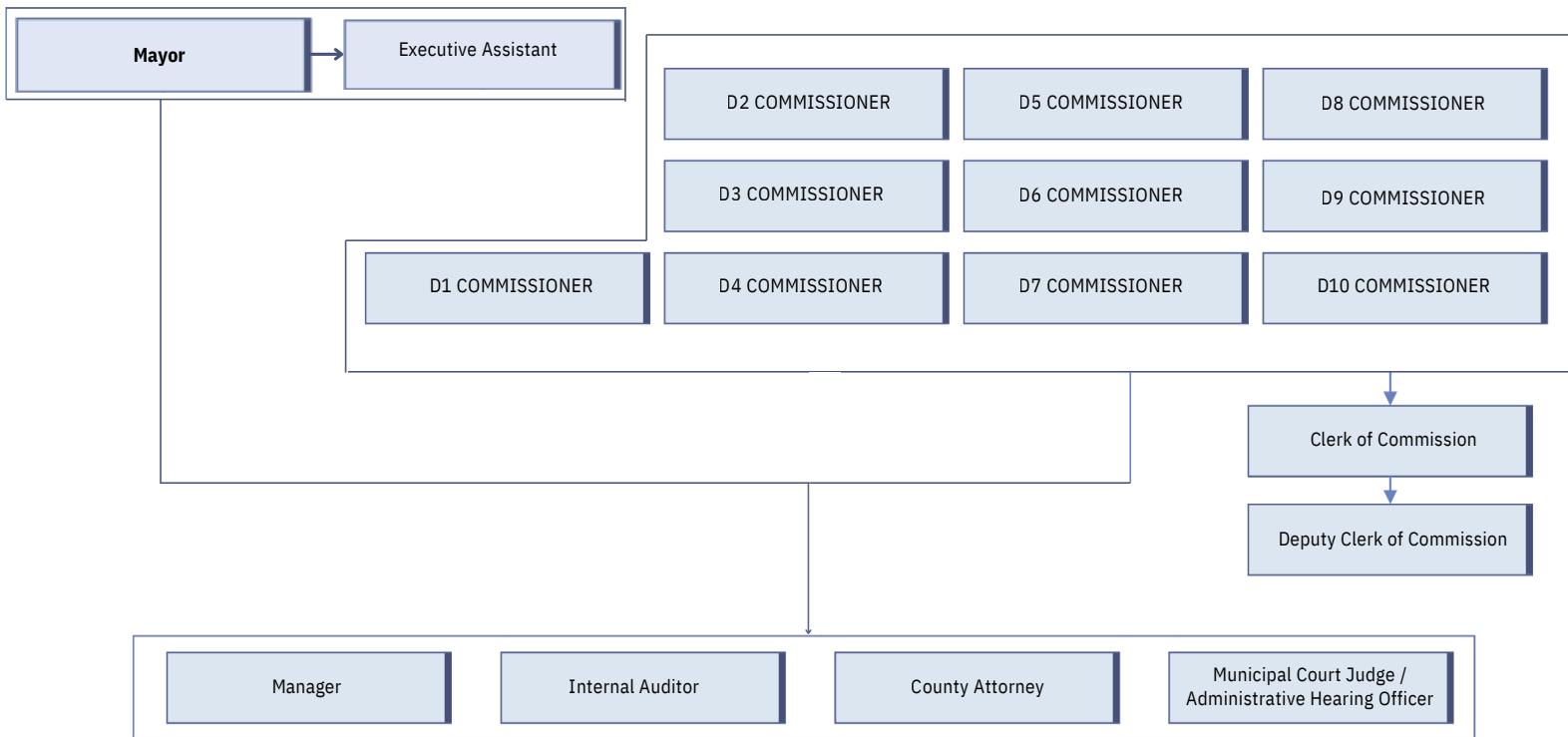
Total Authorized
 Positions
 5 Full-time



APPENDIX

Appendix A.25

MAYOR & COMMISSION 2025



Mission: The Mayor and Commission serve as the governing authority of the Unified Government of Athens-Clarke County with powers and jurisdiction throughout the territorial limits of Athens-Clarke County. The Mayor and Commission are elected to establish policy through the adoption of Ordinances and Resolutions, and are responsible for placing in effect the powers conferred by the Charter, which created the Unified Government of Athens-Clarke County; and for the promotion and protection of the safety, health, peace, security, and general welfare through ordinances, resolutions, rules, and regulations. The Mayor and Commission have the power to set tax rates and adopt a budget. It is the responsibility of the Mayor and Commission to assure the cost efficient and effective delivery of quality services to every citizen and entity in a fair and equitable manner, and to act as liaison and advocate for citizens experiencing problems with, or needing information from government services.

Clerk of Commission

The Clerk of the Commission directs the activities necessary to prepare for Commission meetings and dispenses information regarding the decisions and actions of the Commission.

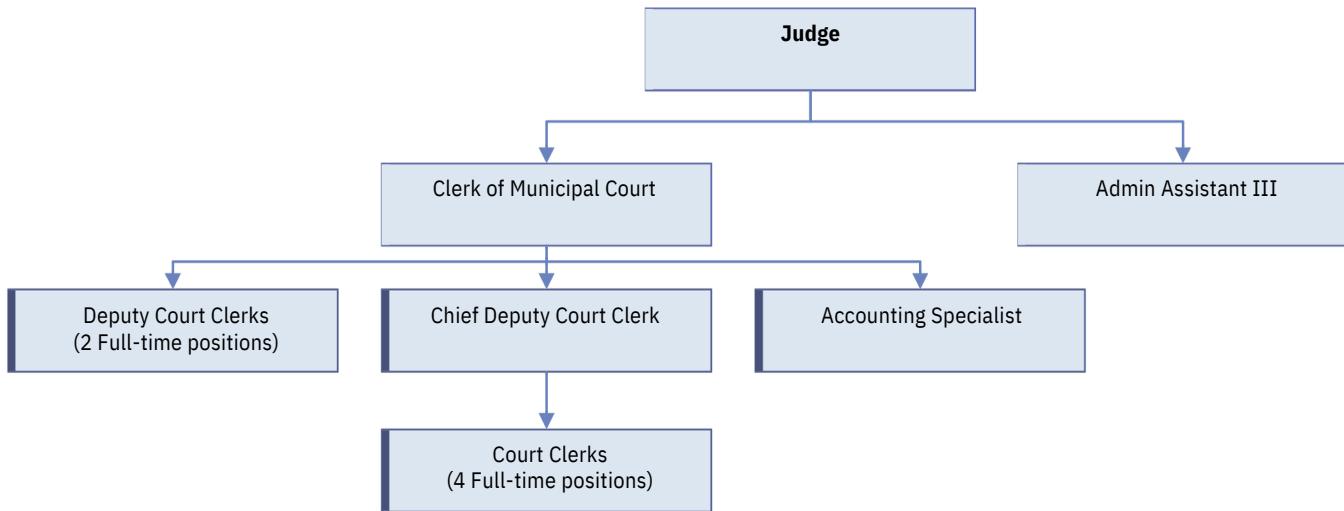
FY26 Budget: \$950,300

Percent Compensation: 89.45% (\$850,000)

APPENDIX

Appendix A.26

MUNICIPAL COURT 2025



Mission: The mission of the Municipal Court is to fairly, efficiently, and accurately adjudicate state misdemeanor and traffic cases, county ordinance cases, and county administrative cases in accordance with the laws of the United States, the State of Georgia, and the Charter and Municipal Code of the Unified Government of Athens- Clarke County.

Total Authorized Positions
11 Full-time

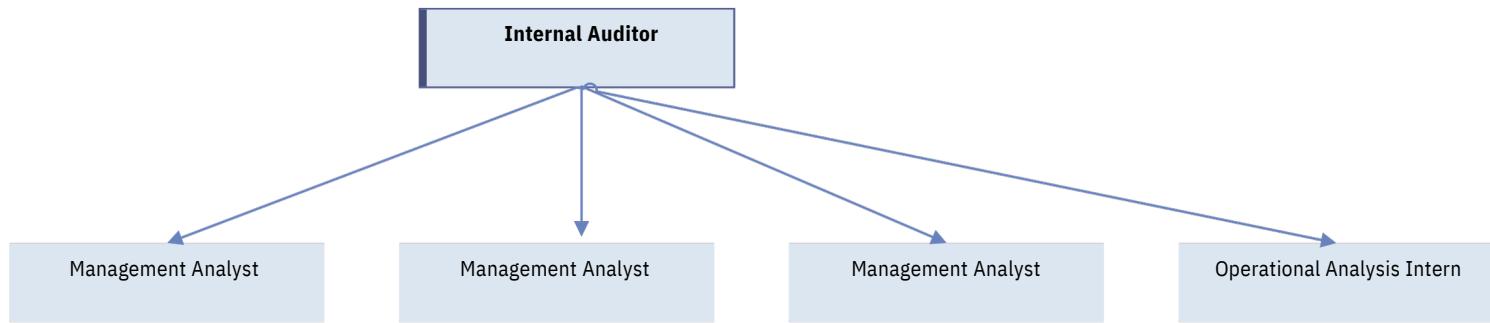
FY26 Budget: \$832,500

Percent Compensation: 88.23% (\$743,500)

APPENDIX

Appendix A.27

OFFICE OF OPERATIONAL ANALYSIS 2025



Mission: The mission of the Office of Operational Analysis is to provide quality internal audit services through independent and objective reviews and assessments of the activities, operations, financial systems, and internal accounting controls that supports the Mayor and Commission's adopted goals and strategies; to make recommendations that will improve governance, risk management, sound budgetary practices, and legal adherence, all with the intent of demonstrating confidence in local public administration, including public-safety initiatives, assuring the community of value and future commitment.

FY26 Budget: \$448,900

Percent Compensation: 90.59% (\$406,600)

Total Authorized Positions

4 Full-time

1 Part-time

APPENDIX

Appendix A.28

ORGANIZATIONAL DEVELOPMENT 2025

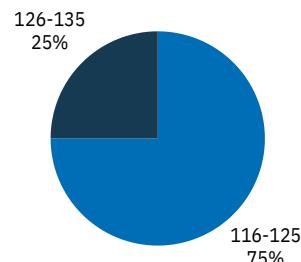


Mission: To foster a culture of continuous learning and professional growth within Athens-Clarke County Unified Government (ACCGov) by delivering innovative, high-quality training, leadership development programs, and organizational support that empowers employees to excel in their roles, enhance community impact, and achieve strategic objectives. Through its mission-driven approach, the Athens-Clarke County Unified Government Organizational Development Department aims to create a resilient, skilled, and motivated workforce capable of meeting the evolving needs of the community while fostering a thriving organizational culture.

FY26 Budget: \$536,300

Percent Compensation: 84.59% (\$453,700)

Paygrade tiers
by Department

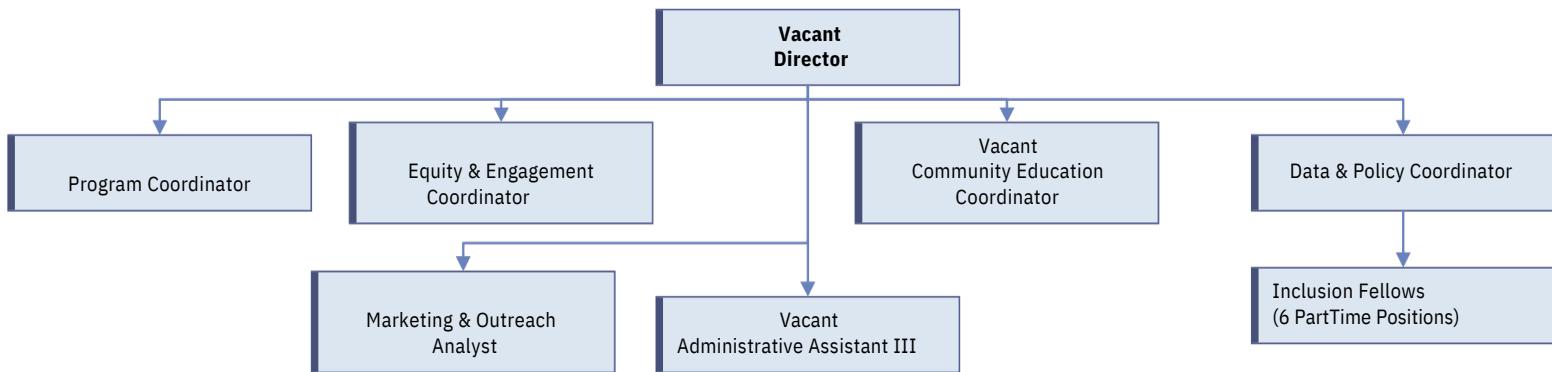


TOTAL AUTHORIZED POSITIONS
4 Full-time

APPENDIX

Appendix A.29

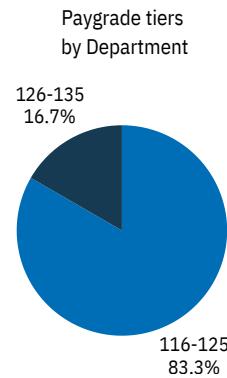
PEOPLE & BELONGING 2025



Mission: Cultivate an inclusive, equitable, and supportive community by embracing diversity equity and inclusion principles. We achieve this through education, advocacy, outreach, and ensuring accessible city services and equitable outcomes for all community members and employees. Our dedicated efforts are focused on protecting the fundamental rights of individuals, recognizing and valuing diverse lived experiences, and using community input and research to proactively address and close equity gaps.

FY26 Budget: \$798,400

Percent Compensation: 59.52% (\$475,200)



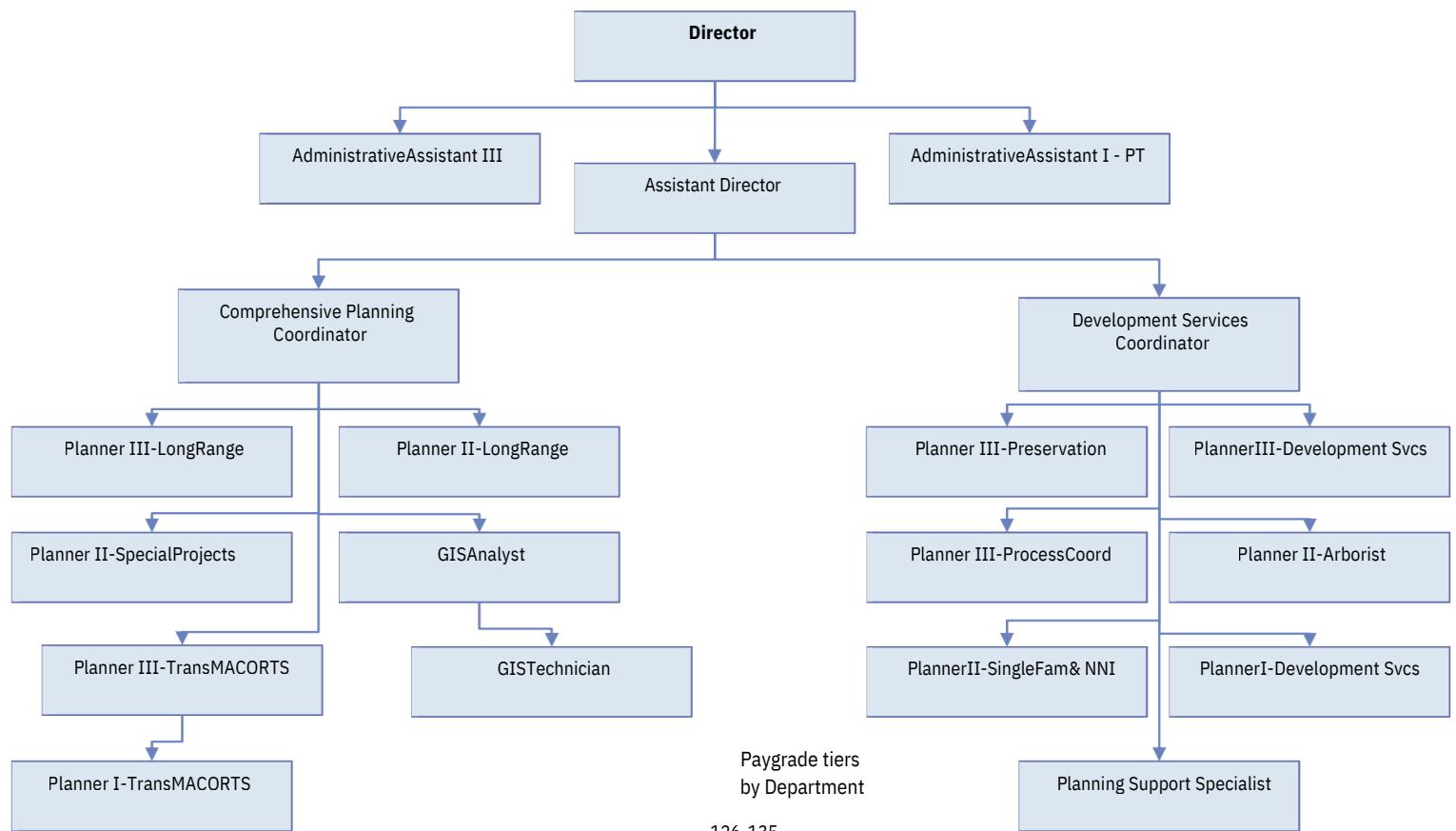
Total Authorized Positions
6 Full-time

APPENDIX

Appendix A.30

PLANNING DEPARTMENT 2025

Total Authorized Positions
19 Full-time
1 Part-time



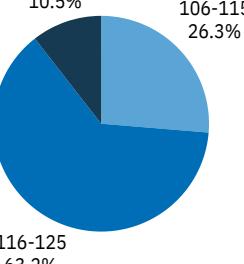
Mission: To effectively manage community change in both the short and long term with regard to land use, transportation, historic preservation, urban design and overall community development in order to ensure that the natural and built environment of Athens-Clarke County are of the highest quality.

FY26 Budget (General, Building Inspection, and Grants Fund):

\$1,735,500

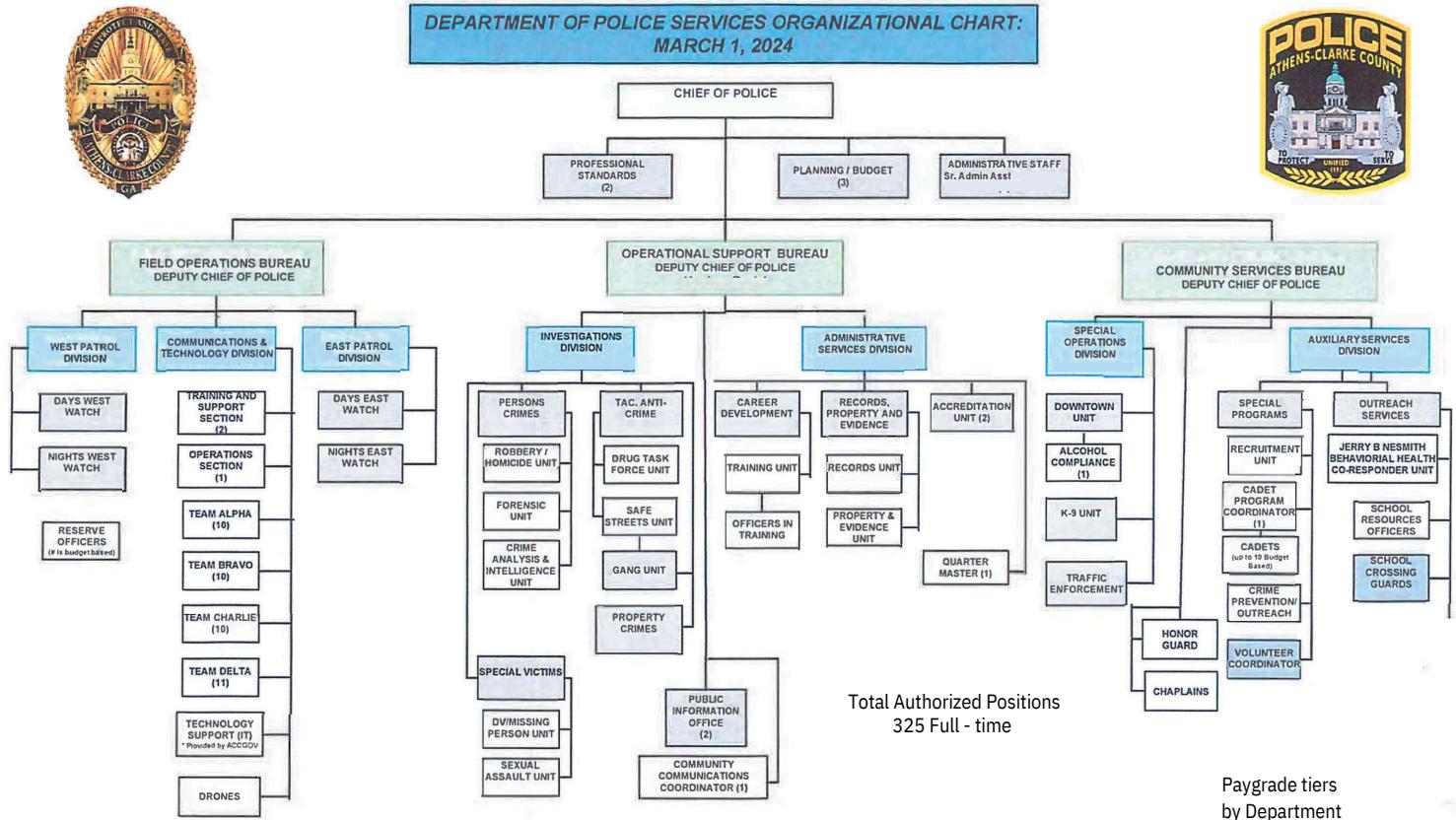
Percent Compensation: 91.93% (\$1,595,200)

Capital Budget: \$50,000



APPENDIX

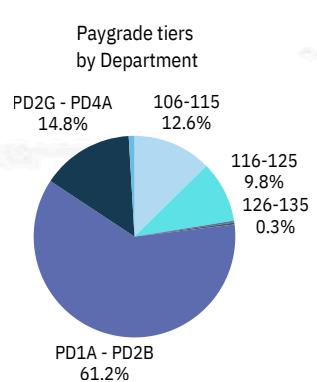
Appendix A.31



Mission: As the full-service law enforcement agency for Athens-Clarke County, the Athens-Clarke County Police Department's vision is to ethically, efficiently, and effectively police in collaboration with the community we serve. In support of that vision, our mission is to preserve life and reduce crime through continued enforcement of the law and sustained, meaningful partnerships across the community. The department must perform its mission within the Constitution and with respect for law. All departments are bound and obligated to recognize and adhere both to the statutory as well as the judicial limitations of police authority. It is not the role of police to legislate, to render legal judgments, or to punish.

FY26 Budget (General, Emergency Telephone, Special Programs, and Grants Funds): \$37,975,600
Percent Compensation: 83.16% (\$31,581,800)

Capital Budget: \$35,000

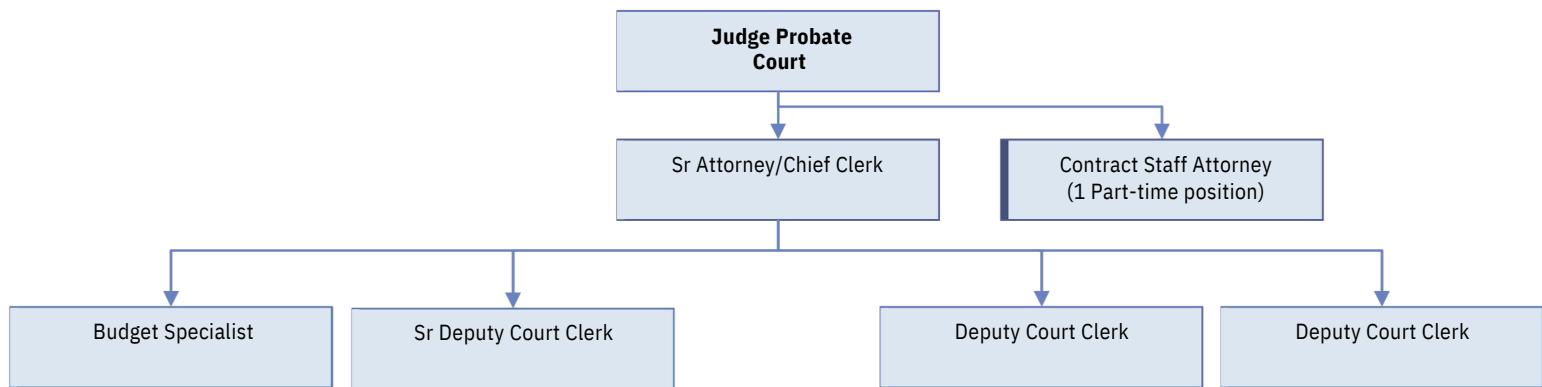


APPENDIX

Appendix A.32

PROBATE COURT 2025

Total Authorized Positions
6 Full-time
1 Part-time



Mission: The mission of the Probate Court is to serve the public, protect the incapacitated, and assist persons living with mental illness, dementia or other cognitive impairments, safeguarding the due process rights of all with efficiency and grace.

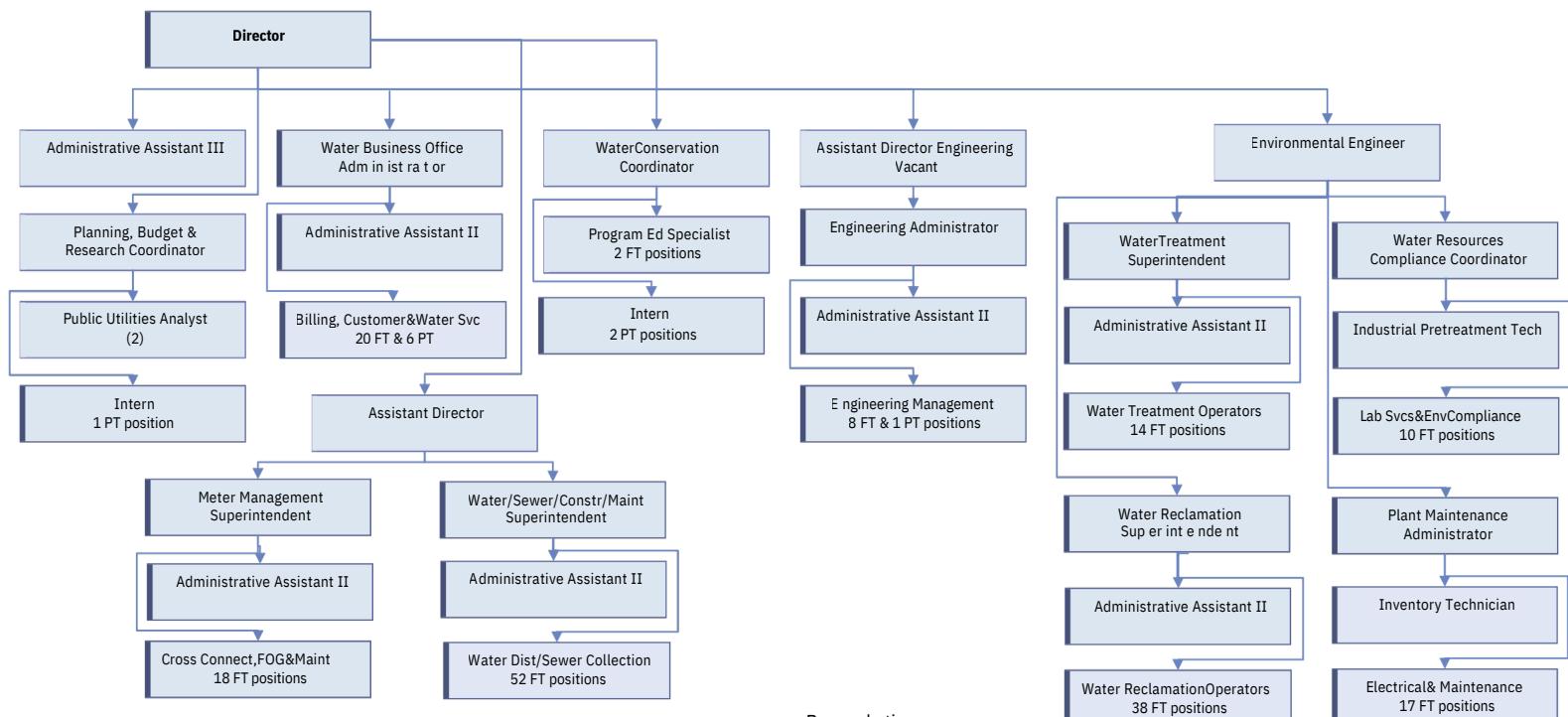
FY26 Budget: \$880,800

Percent Compensation: 94.04% (\$831,500)

APPENDIX

Appendix A.33

PUBLIC UTILITIES 2025

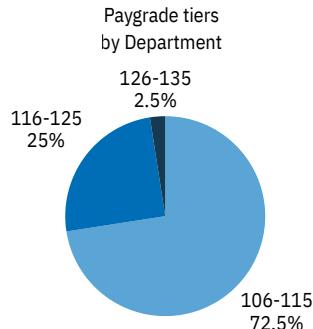


Mission: To provide an uninterrupted supply of safe drinking water for public health, fire protection and economic productivity, and to safely convey and recycle wastewater in an environmentally responsive way. We operate and manage an effective and reliable enterprise, and responsibly reinvest in public health and environmental protection infrastructure at value to our ratepayers.

FY26 Budget: \$29,913,700

Percent Compensation: 46.74% (\$13,978,800)

Capital Budget: \$33,888,900



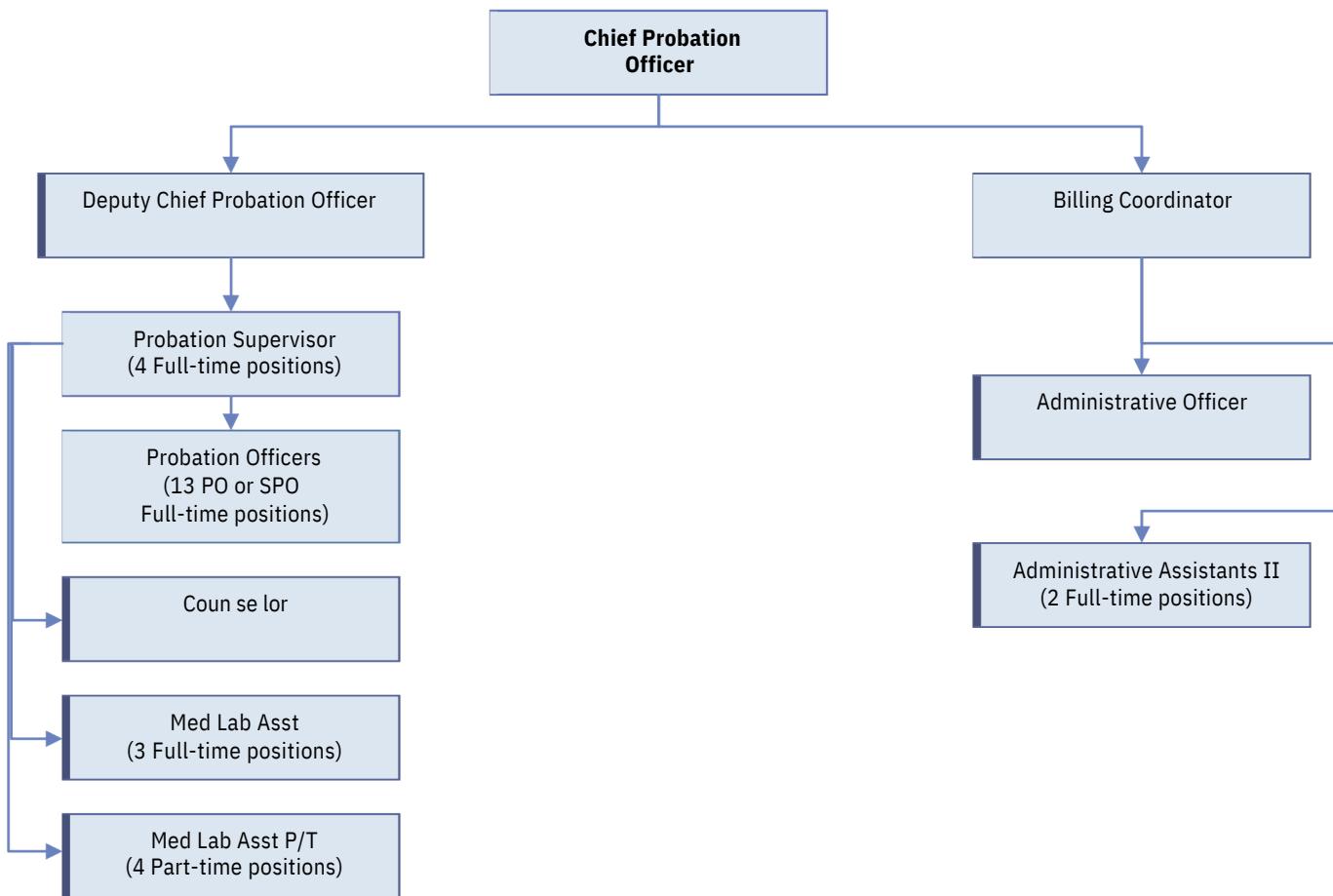
Total Authorized Positions
204 FT 10 PT

APPENDIX

Appendix A.34

PROBATION SERVICES 2025

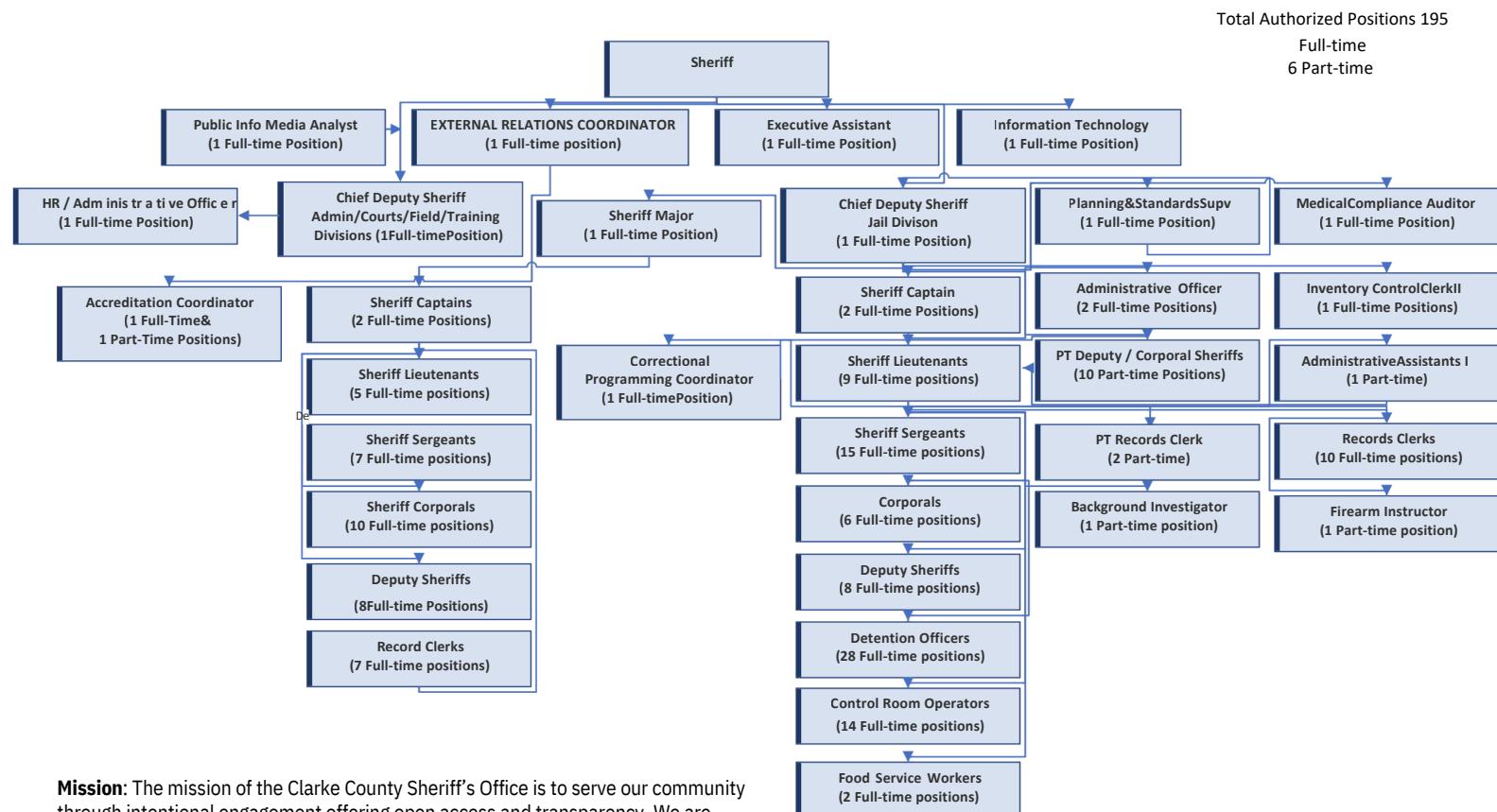
Total Authorized Positions
27 Full-time 4 Part-time



APPENDIX

Appendix A.35

SHERIFF 2025



Mission: The mission of the Clarke County Sheriff's Office is to serve our community through intentional engagement offering open access and transparency. We are committed to conducting ourselves in a manner reflective of the public trust. We will perform the Constitutional and statutory mandates of the Office of Sheriff with the highest degree of competence, expertise, and professionalism. We will actively enforce the laws of our state and safely operate our detention facility using progressive, innovative, and humane practices. Our operations strive to rehabilitate those in custody returning citizens back into our community with hope and opportunity for a successful future.

FY26 Budget (General, Grants, Special Programs, and Sheriff Inmate Funds):

\$24,153,600

Percent Compensation: 67.13% (\$16,215,400)

Capital Budget: \$22,500

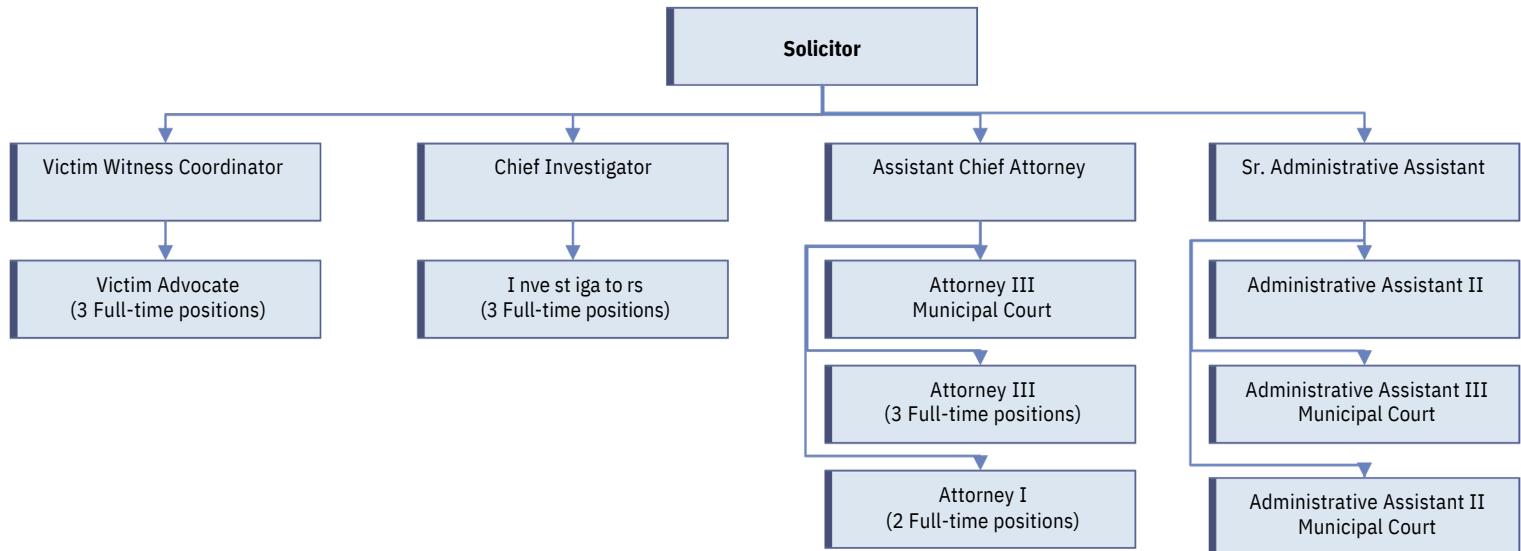
APPENDIX

Appendix A.36

Total Authorized Positions

20 Full-time

SOLICITOR GENERAL 2025



Mission: "The mission of the Office of the Solicitor-General is to seek justice through the appropriate prosecution of misdemeanor criminal offenses under Georgia state law and criminal violations of local ordinances in the State Court of Clarke County, the Municipal Court of Athens-Clarke County, the Municipal Court of the City of Winterville, and the Magistrate Court of Clarke County. Seeking justice requires us to investigate cases in order to gather the necessary information upon which to base prosecutorial decisions. Through the exercise of prosecutorial discretion, we seek to allocate the resources of the office in the most efficient manner in order to secure justice by maximizing the rate of successful resolution of cases, through trial, plea, or dismissal (when appropriate), while minimizing the length of time required for final disposition.

An important part of seeking justice for society is seeking justice for the individual victims of crimes. Accordingly, it is also the mission of the Office of the Solicitor-General to ensure that victims are given a voice in criminal proceedings by giving them a meaningful opportunity to express themselves through the judicial process. In order to achieve this mission, victims are provided with information about court dates and case status, education about victim compensation and restitution, and referrals to appropriate social service agencies. Additionally, we provide support for victims who face the emotionally difficult task of appearing and testifying in court.

Another important component of seeking justice, particularly in the prosecution of misdemeanor cases, is to avoid doing more harm than good. While we take a victim-centered approach to our cases, that does not mean we ignore the facts and circumstances that led a defendant to be involved in the criminal justice system. Substance abuse, mental health, childhood trauma, poverty, and a number of other factors must be considered in the resolution of any case to ensure that we are setting each individual on a path that leads away from the courthouse. Research has shown that when those factors are appropriately addressed, an individual is less likely to reoffend, and the community becomes that much safer as a result. To that end, our office heavily invests both time and resources in three distinct treatment & accountability courts to ensure that anyone with a diagnosed behavioral health disorder is referred to the appropriate treatment.

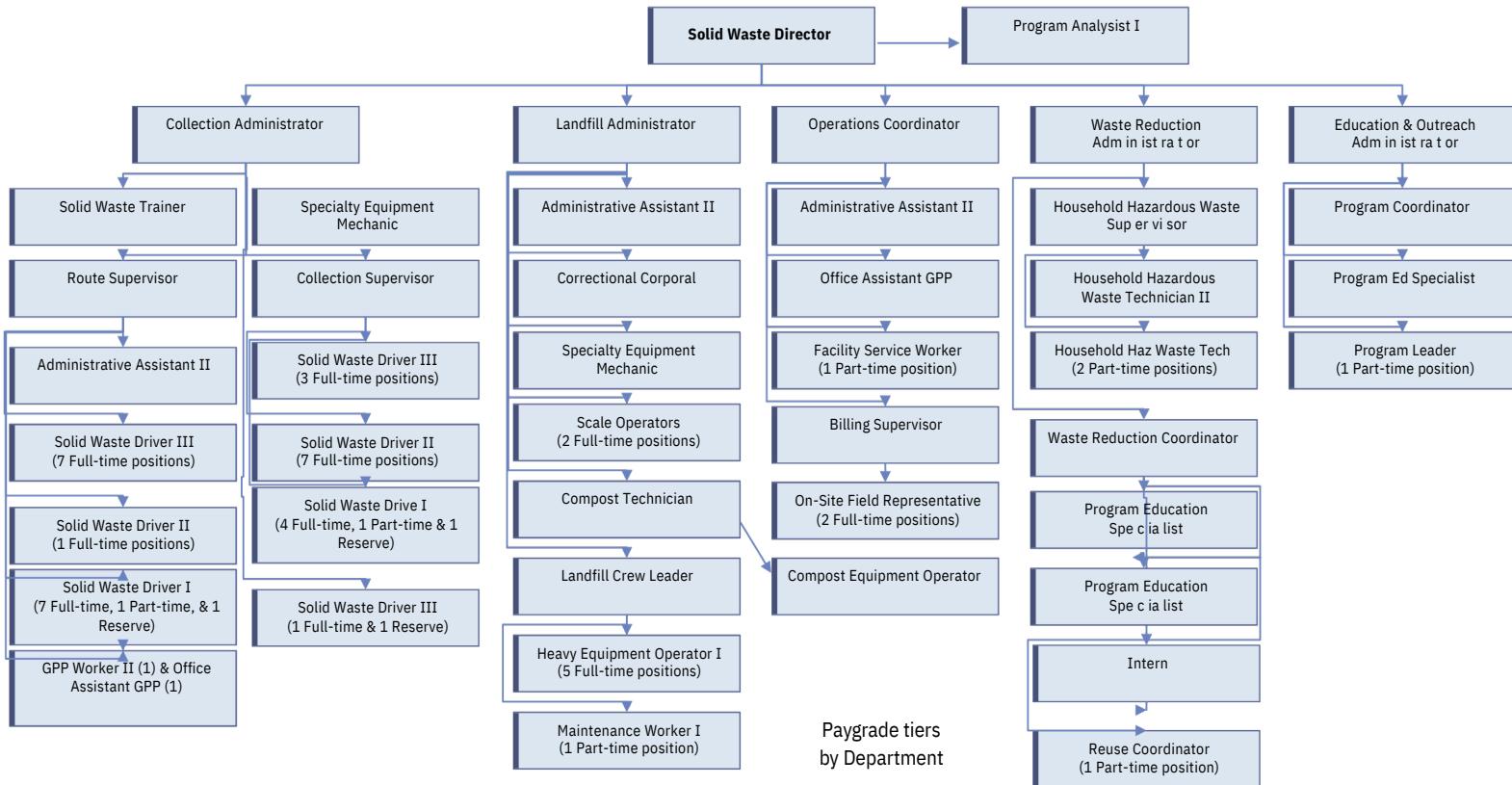
FY26 Budget (General, Special Programs, and Grants Funds): \$1,807,800

Percent Compensation: 93.88% (\$1,697,300)

APPENDIX

Appendix A.37

SOLID WASTE 2025

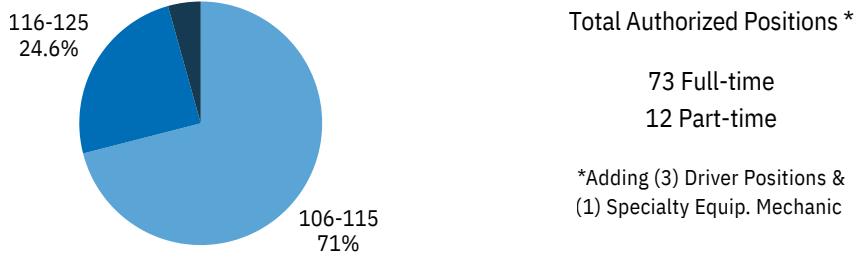


Mission: To efficiently deliver integrated material management through comprehensive and innovative collection, disposal, waste reduction and education services.

FY26 Budget (General, Landfill, Solid Waste Collection, and Grants Funds): \$10,374,400

Percent Compensation: 50.28% (\$5,216,000)

Capital Budgets (Landfill and Solid Waste Funds): \$1,289,500

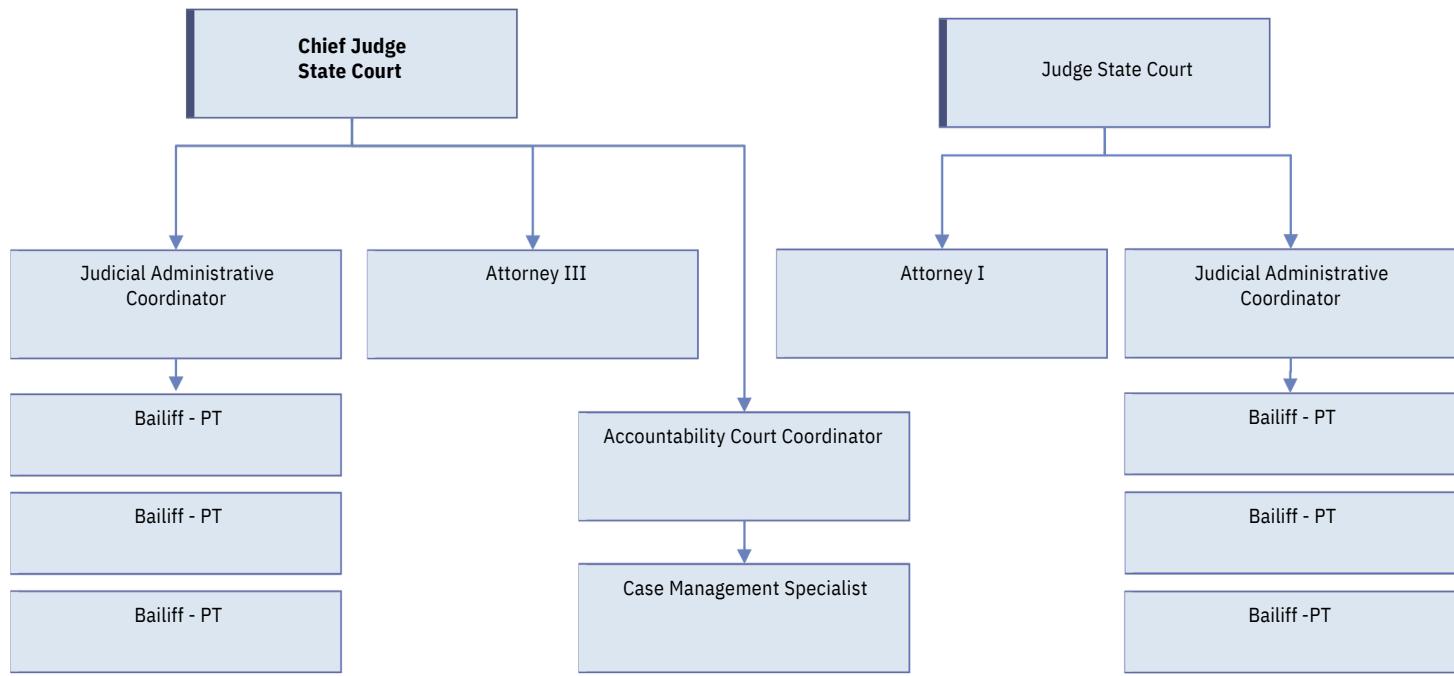


APPENDIX

Appendix A.38

STATE COURT 2025

Total Authorized Positions
8 Full-time
6 Part-time



Mission: The Mission of the State Court is to preside over civil and criminal cases fairly, impartially, and consistent with the law and interests of justice. The Court seeks to handle all cases in a timely, efficient, and cost-effective manner and to treat all persons who appear in Court with dignity, courtesy, and respect.

The DUI Treatment Court strives to promote public safety and save lives while focusing on justice-involved persons with substance use disorders in order to improve the quality of their lives and those around them. The DUI Treatment Court's mission is to provide early intervention for individuals with repeat alcohol and drug offenses. This includes enhanced community and legal supervision, substance use treatment, and continuing community support. An integral goal of the program is to give participants access to tools to live a substance-free life through treatment, recovery support, accountability, and local resources in hopes that they will continue to thrive.

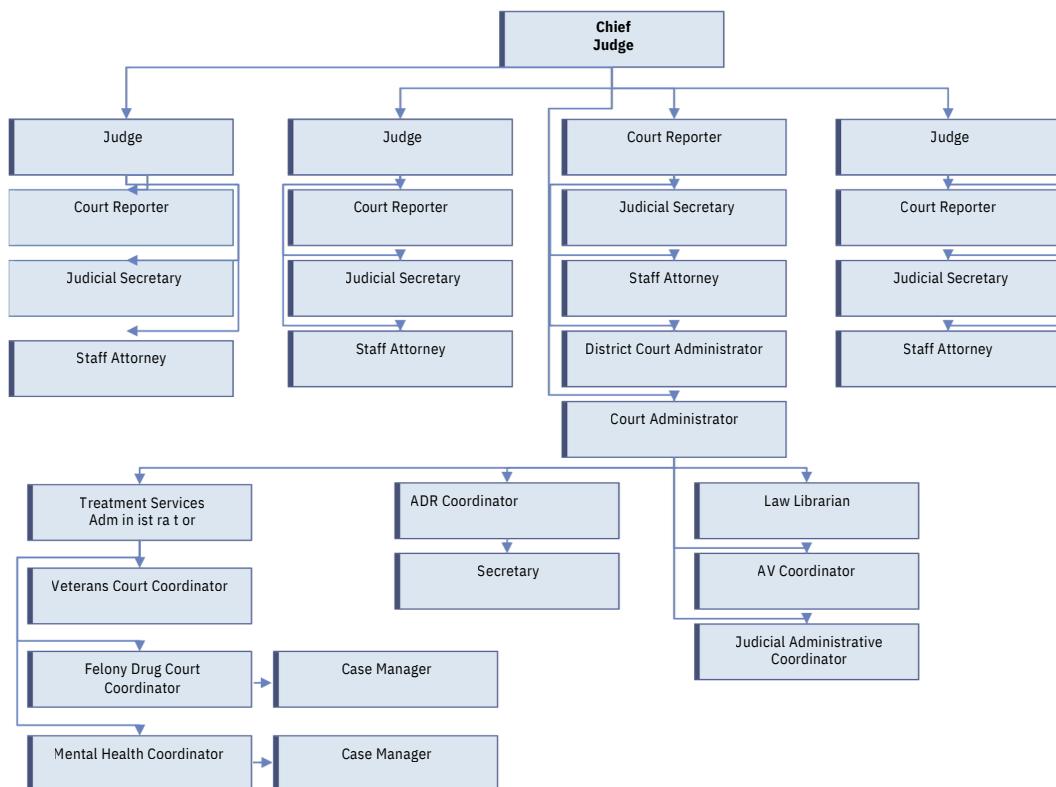
FY26 Budget (General and Grants Funds): \$1,117,400

Percent Compensation: 76.95% (\$859,800)

APPENDIX

Appendix A.39

SUPERIOR COURT 2025



Mission: Superior Courts: The mission of the Superior Courts is to provide for the timely, effective and legally correct resolution of civil disputes, criminal prosecutions, appellate and equity matters in the furtherance of justice and in compliance with the Constitution and the laws of the State of Georgia. The Superior Courts also supports and oversees the operation of programs and functions within the Superior Courts' authority.

Probation Services: The mission of Probation Services is to be a leader in community corrections, working with the judiciary and the community to create a safer society. Probation Services is committed to providing the courts with quality information while offering viable, cost-effective sentencing and pretrial options. Through a balance of compliance enforcement and treatment strategies, offenders are held accountable and afforded opportunities to become productive, law-abiding citizens. Probation Services provides offender management for Felony Drug Court, Treatment and Accountability Court, Veterans Court, DUI/Drug Court, and the Solicitor's Pretrial Intervention Program. Probation Services also operates the full-service Athens Drug Lab.

Felony Drug Court: The mission of the Western Judicial Circuit Felony Drug Court is to provide an alternative means for addressing substance abuse offenses through a judicially supervised regimen of treatment for chemically dependent offenders with the goal of yielding sober, law-abiding citizenry, thereby reducing the cost and negative effect on the community while resolving public safety issues.

Total Authorized Positions
40 Full-time
(Including probation)

FY26 Budget (General, Alternative Disputes Res., Special Programs, and Grants Funds): \$5,164,800

Percent Compensation: 73.12% (\$3,776,700)

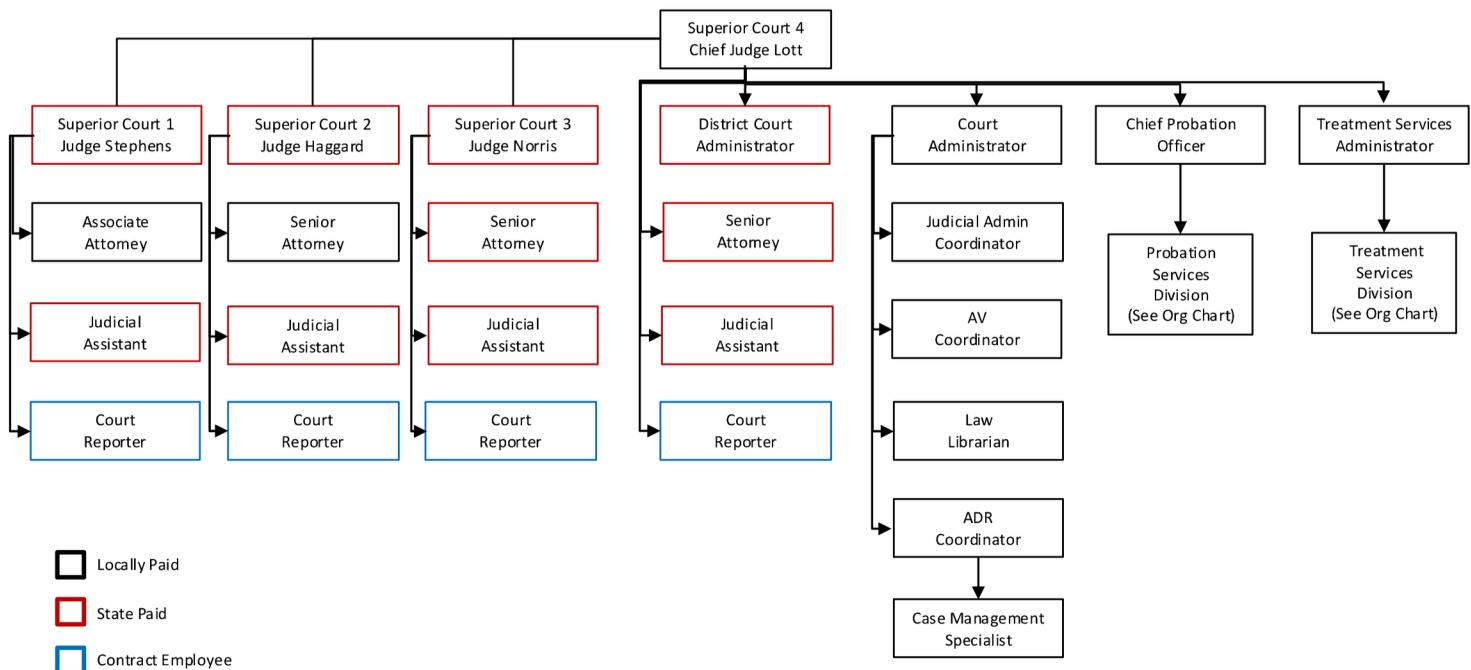
APPENDIX

Appendix A.40

Athens-Clarke County Judiciary

Western Judicial Circuit Judges		Elected and Constitutional Officers				ACCGov Charter Officer
Superior Court Judge (4)	Appointed, locally-paid	State Court Judge (2)	Magistrate Court Judge (3)	Probate Court Judge (1)	Municipal Court Judge (1)	
<i>Elected, state-paid</i>		<i>Elected, locally-paid, tied to Superior</i>	<i>Elected (1), Appointed (2) locally-paid, statutory calculation</i>	<i>Elected, locally-paid, statutory calculation</i>	<i>Negotiated salary, two-year contract</i>	

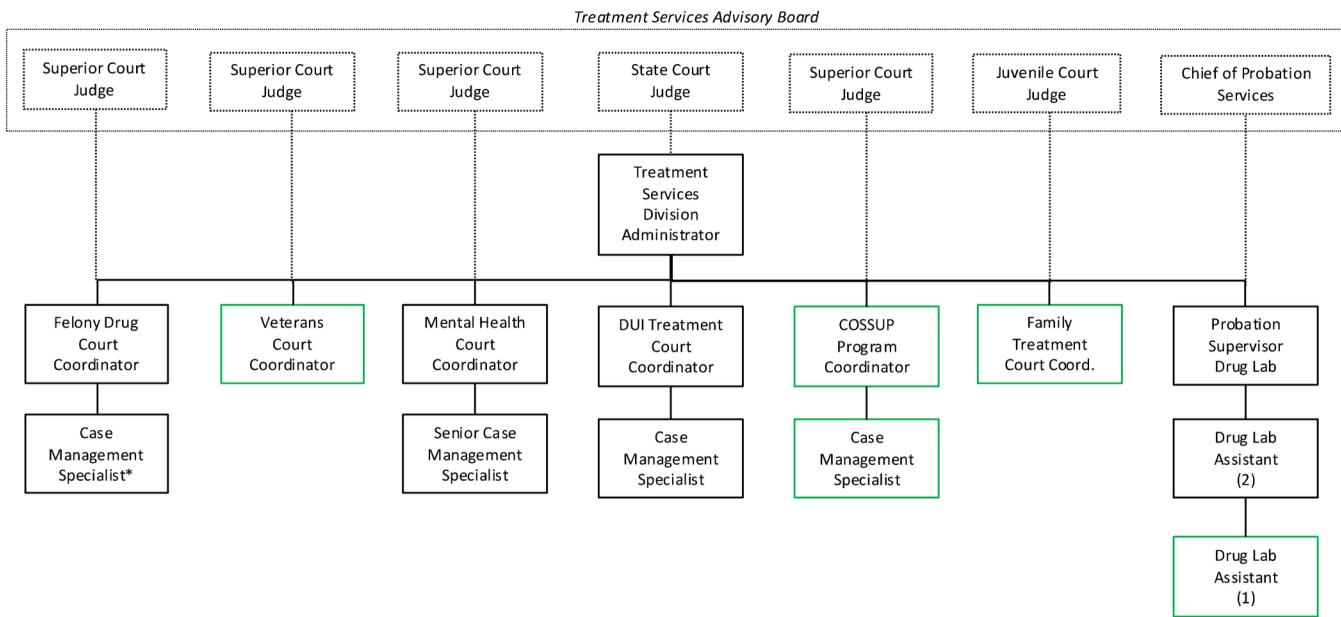
Superior Court of Athens-Clarke County



APPENDIX

Appendix A.41

Superior Court of Athens-Clarke County Treatment Services Division

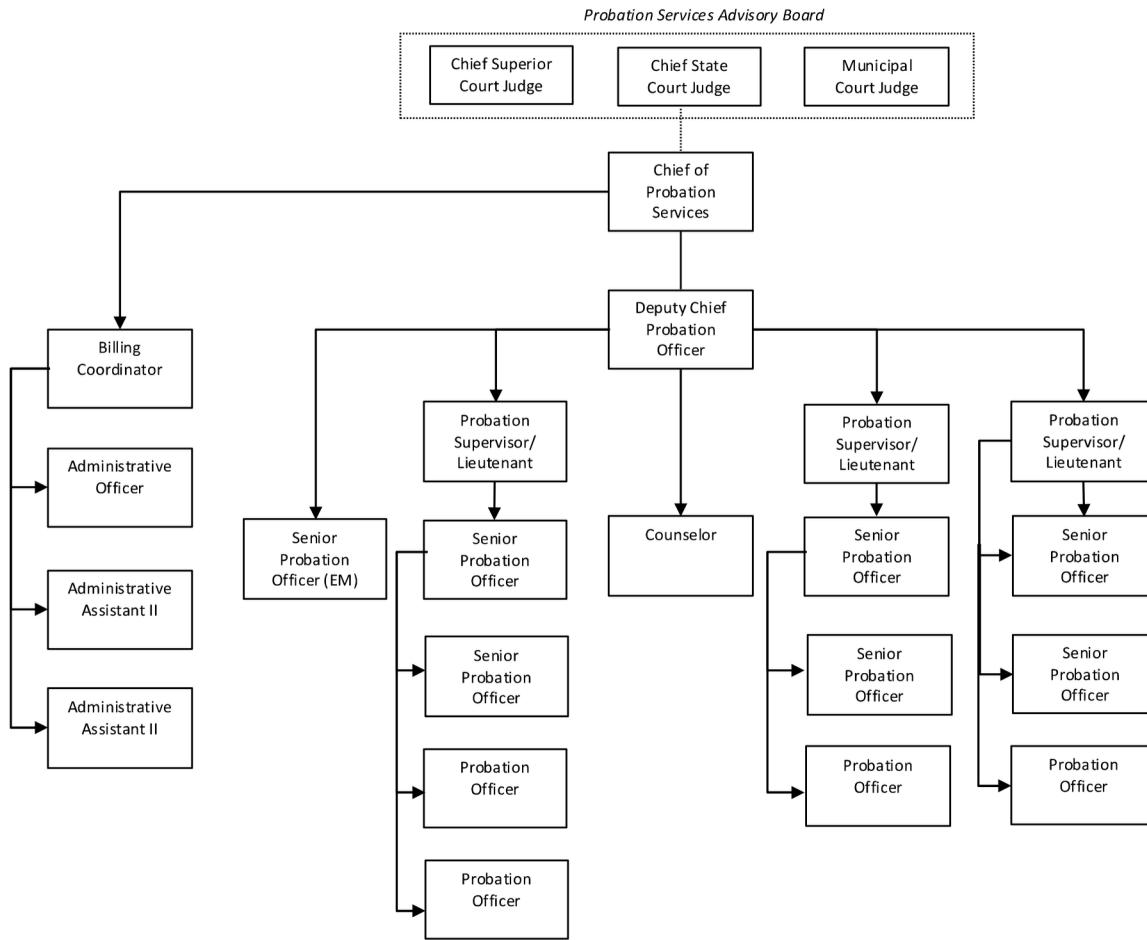


 Grant Funded

APPENDIX

Appendix A.42

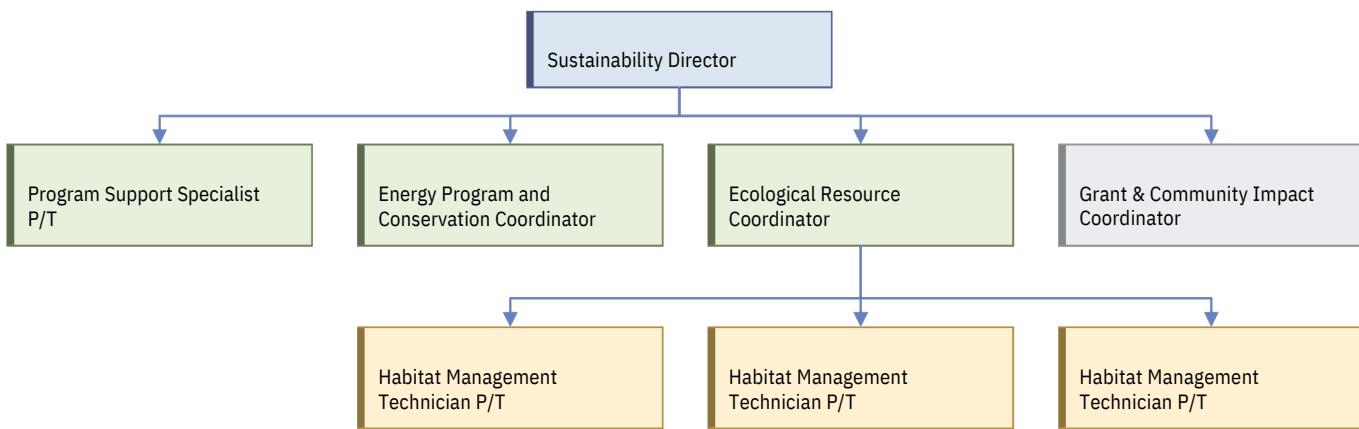
**Superior Court of Athens-Clarke County
Probation Services Division**



APPENDIX

Appendix A.43

SUSTAINABILITY DEPARTMENT 2025

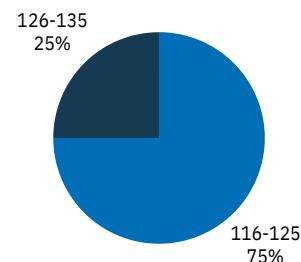


Mission: The mission of the Sustainability Department is the stewardship of public resources, promoting innovative practices and policies to reduce the Athens-Clarke County Unified Government's environmental footprint, grow the local economy, conserve ecosystem services, and foster a thriving community by networking staff, ideas, and resources across departments and throughout the community.

FY26 Budget (General, Grants, and Special Programs Fund): \$772,300

Percent Compensation: 65.90% (\$508,900)

Paygrade tiers
by Department



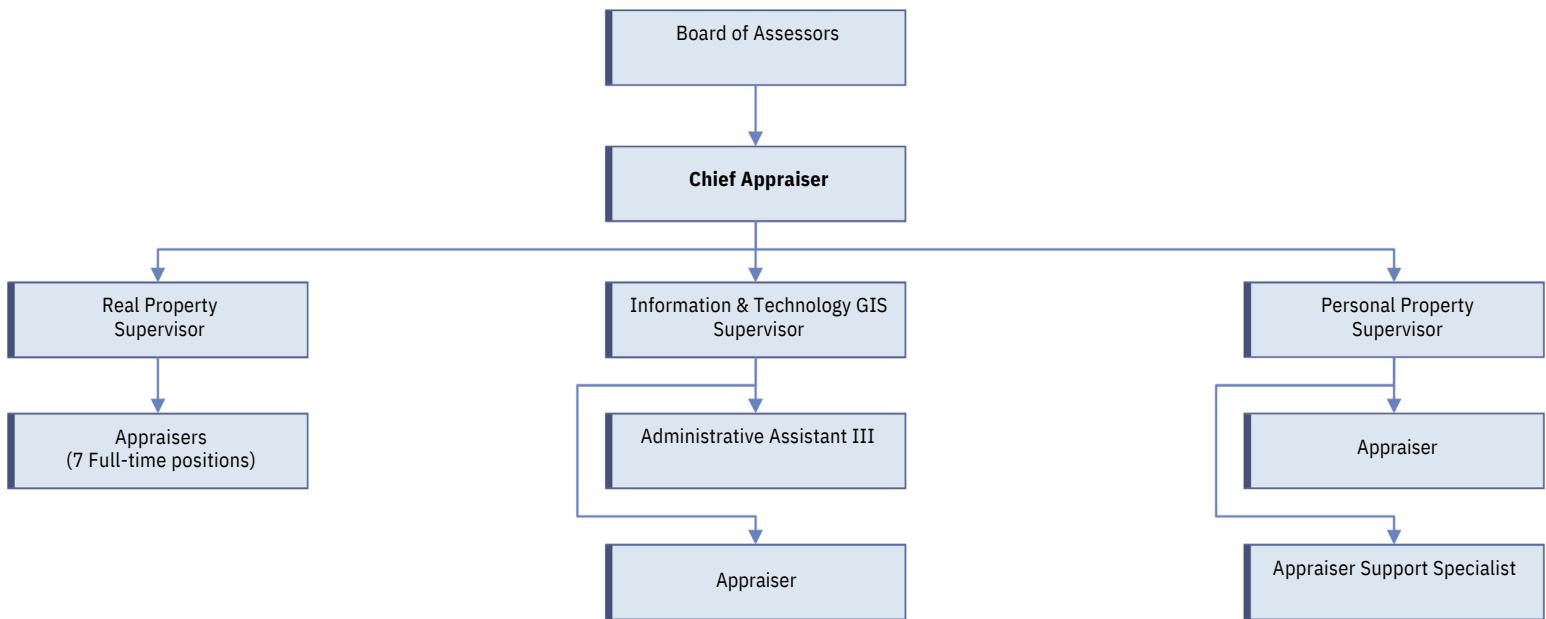
TOTAL AUTHORIZED POSITIONS

4 Full-time
4 Part-time

APPENDIX

Appendix A.44

TAX ASSESSOR 2025



Mission: Appraise all property located in Athens-Clarke County at its fair market value to ensure that taxpayers pay no more than their fair share of property taxes.

- Achieve fair and equitable valuations of all properties within state mandated specifications.
- Produce a statutorily acceptable digest by August 1 of each year.

Total Authorized Positions
15 Full-time
Board Relationship: Direct

FY26 Budget: \$1,424,600

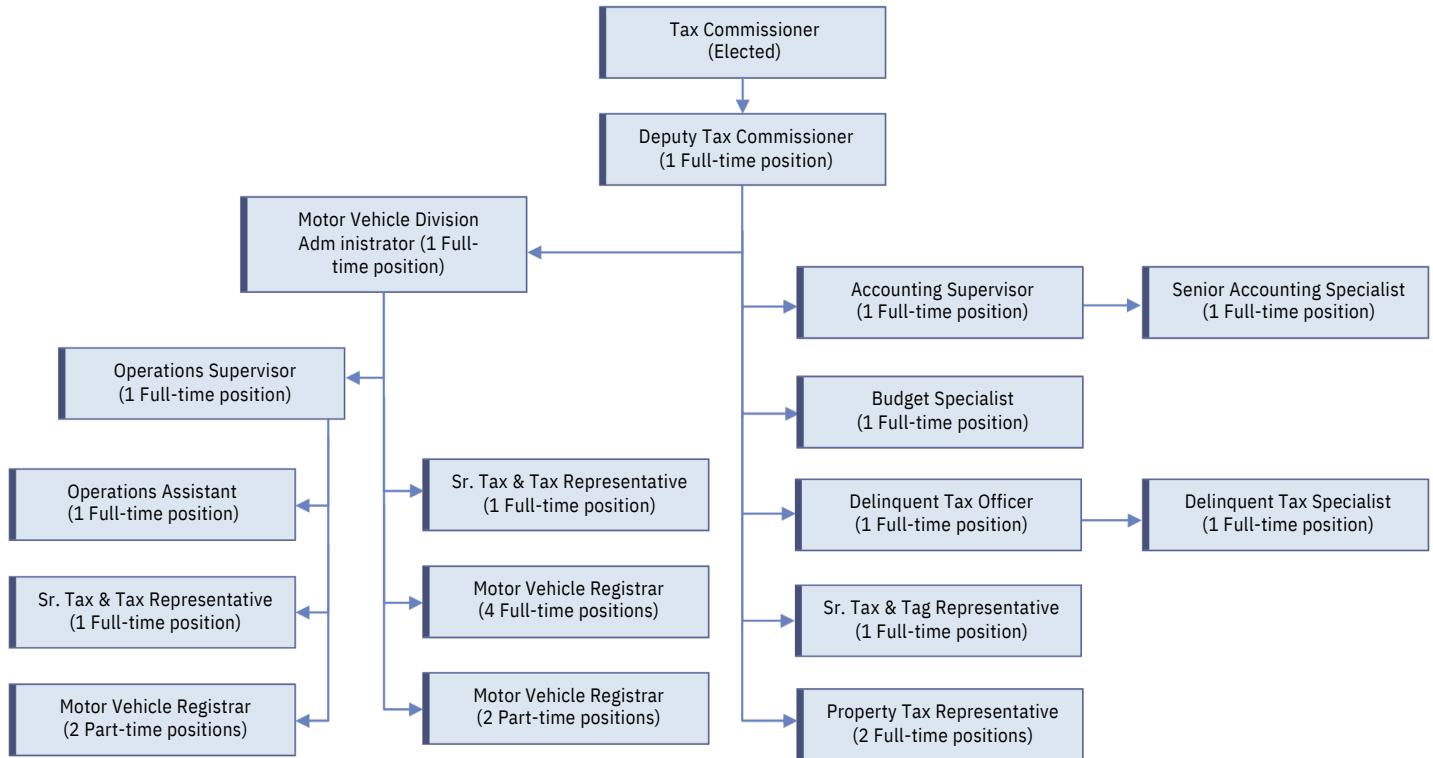
Percent Compensation: 88.89% (\$1,266,500)

APPENDIX

Appendix A.45

TAX COMMISSIONER

March 30, 2025



Mission: "The overall goal of the Office of the Tax Commissioner is to provide effective service and accountable tax administration to the citizens of Athens-Clarke County in a fair and courteous manner.

The Property Tax Division is involved in the preparation of the digest, collection of ad valorem tax on real and personal property, disbursements of these collections to the levying authorities, and final audit of these transactions.

The Delinquent Tax Division's mission is to maximize collection of ad valorem tax by working with taxpayers in financial difficulty and maintaining an ongoing levy program. We use all legal measures to collect delinquent tax from those who willfully refuse to pay.

The Motor Vehicle Division - Services provided by this division are: (1) registration and titling of vehicles, collection, and disbursements of related taxes and fees; and (2) advising taxpayers of legal means of transferring vehicle ownership and proper registration and titling procedures.

FY26 Budget: \$1,721,900

Percent Compensation: 88.62% (\$1,526,000)

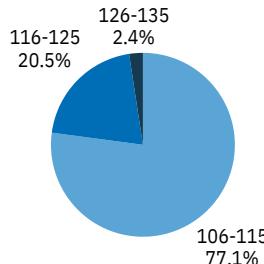
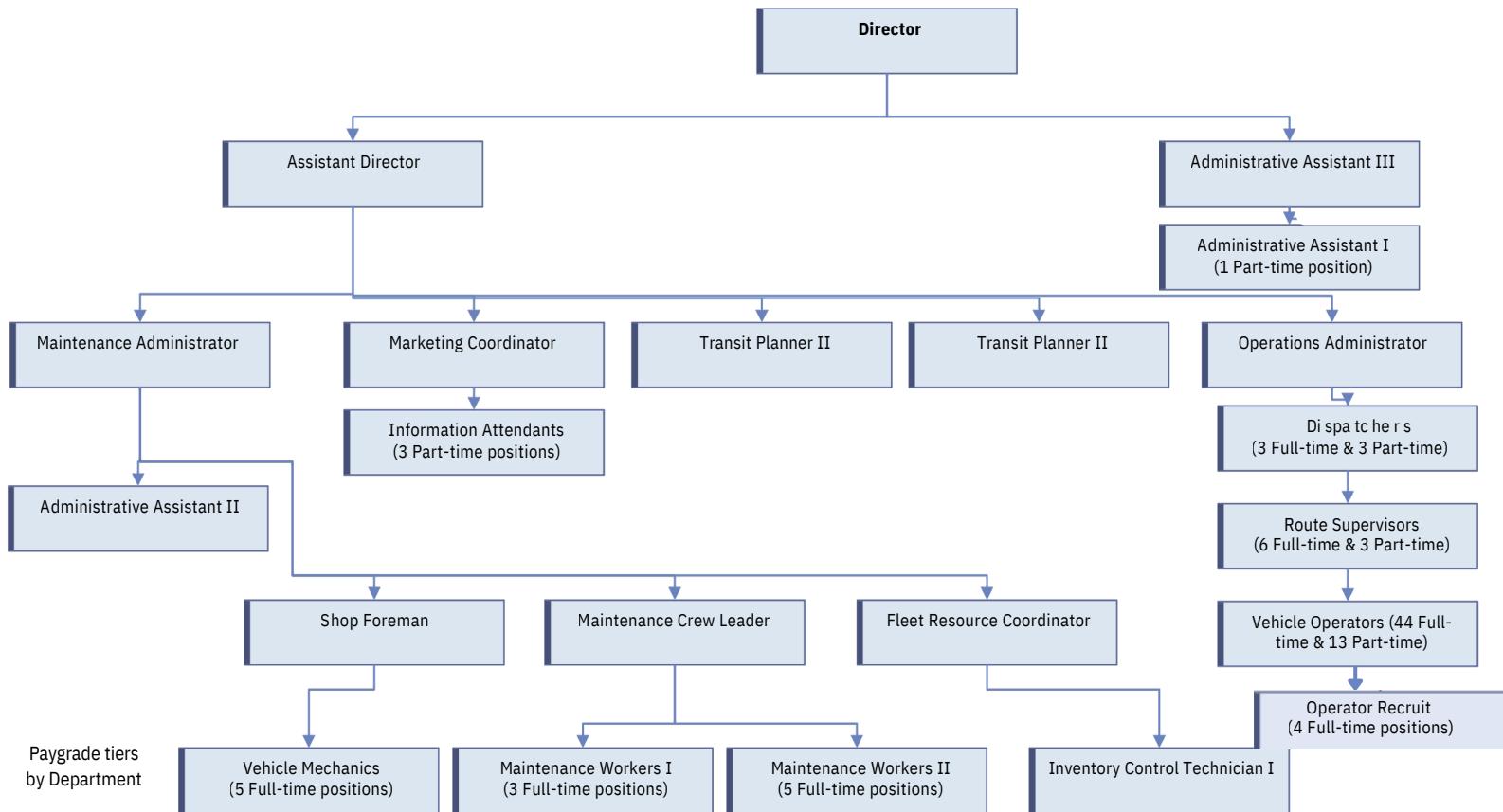
Capital Budget: \$100,000

Total Authorized Positions
18 Full-time
2 Part-time

APPENDIX

Appendix A.46

TRANSIT 2025



Total Authorized Positions
83 Full-time
24 Part-time

Mission: The mission of the Transit Department is to provide safe, courteous, and efficient public transportation services to the Athens-Clarke County community, and to achieve the Strategic Goals set forth by the Athens-Clarke County Mayor and Commission.

FY26 Budget (Transit and Grants Funds):

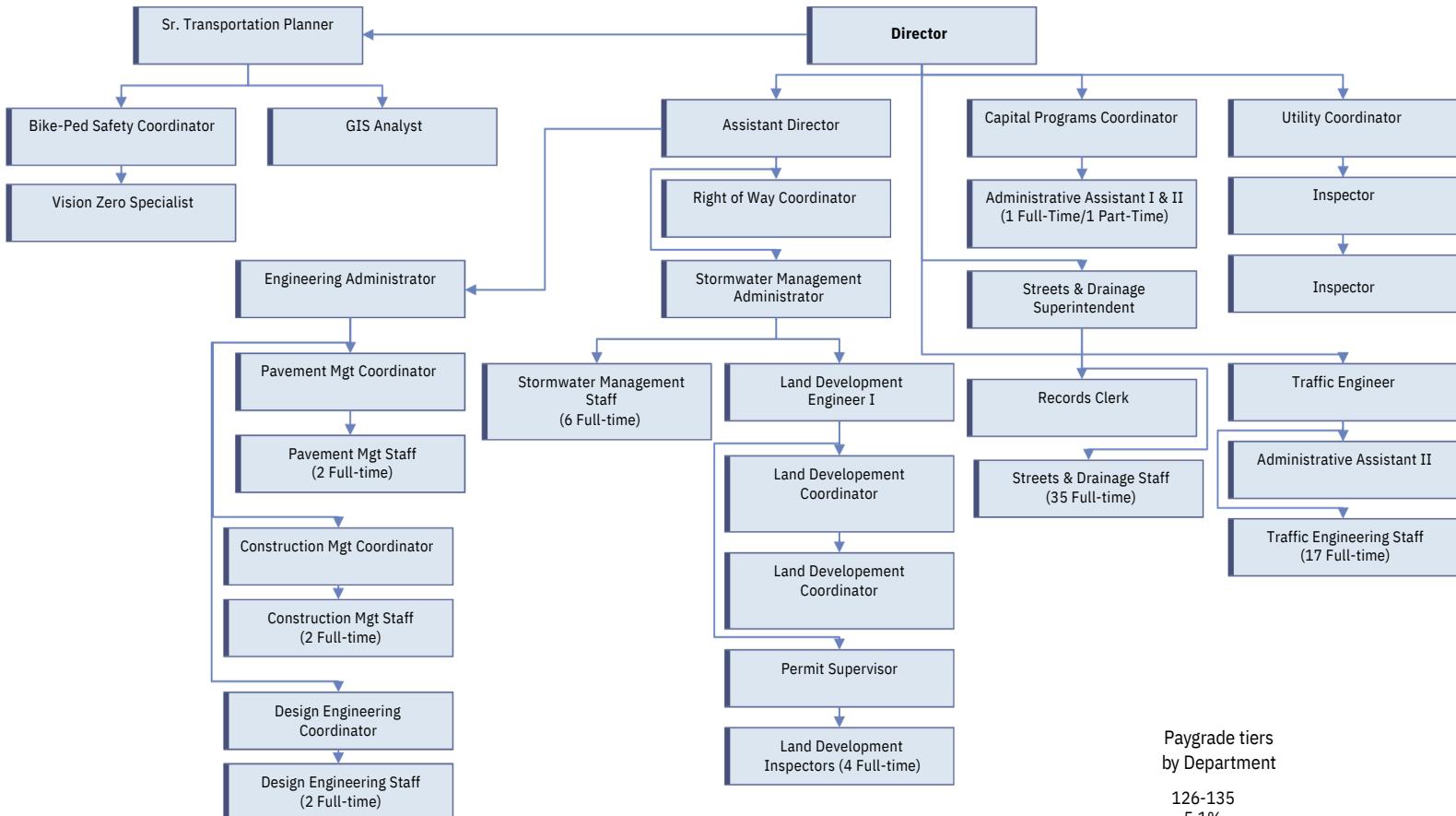
\$8,141,800

Percent Compensation: 77.27% (\$6,291,000)

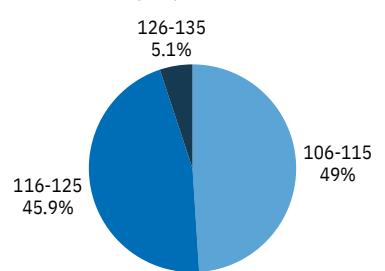
APPENDIX

Appendix A.47

TRANSPORTATION & PUBLIC WORKS 2025



Paygrade tiers by Department



Mission: Transportation and Public Works is committed to ensuring a high quality of life for current and future generations of people living in Athens-Clarke County by providing safe and efficient multi-modal transportation systems throughout the entire county. Transportation and Public Works oversees the maintenance of efficient stormwater systems and promotes practices that support healthy streams and rivers.

FY26 Budget (General and Stormwater Funds): \$11,236,000
Percent Compensation: 61.89% (\$6,951,300)

Capital Budgets: \$1,336,000

Total Authorized Positions
 98 Full-time
 1 Part-time

APPENDIX

Appendix B

Manager's Office Departmental Supervisory Ratios*

Department	Total Avg. Staff/Supervisors	F/T Only Avg. Staff/Supervisors
Airport	5	1.75
Animal Services	5.33	5
Budget & Strategic Analysis	3	2.67
Building Inspections	8.67	8.33
Capital Projects	5	4
Central Services	6.33	5.5
Communications	3.5	4
Corrections	2.13	2.04
Economic Development	5	5
Elections	2.91	1.25
Finance	3.71	3.43
Fire	2.17	2.16
Housing & Community Dev.	1.89	1.89
Human Resources	4.71	3.57
Information Technology	5	4.8
Leisure Services	28.27	6.82
Manager's Office	7.25	7.25
Organizational Development	3	3
People & Belonging	6	2.5
Planning	6.33	3
Police	5.14	5.14
Public Utilities	15.21	14.5
Solid Waste	6.46	5.54
Sustainability	3.5	1.5
Transit	11.78	9.11
Transportation & Public Works	6.53	6.47
Total	163.82	120.22
Average	4.86	4.41

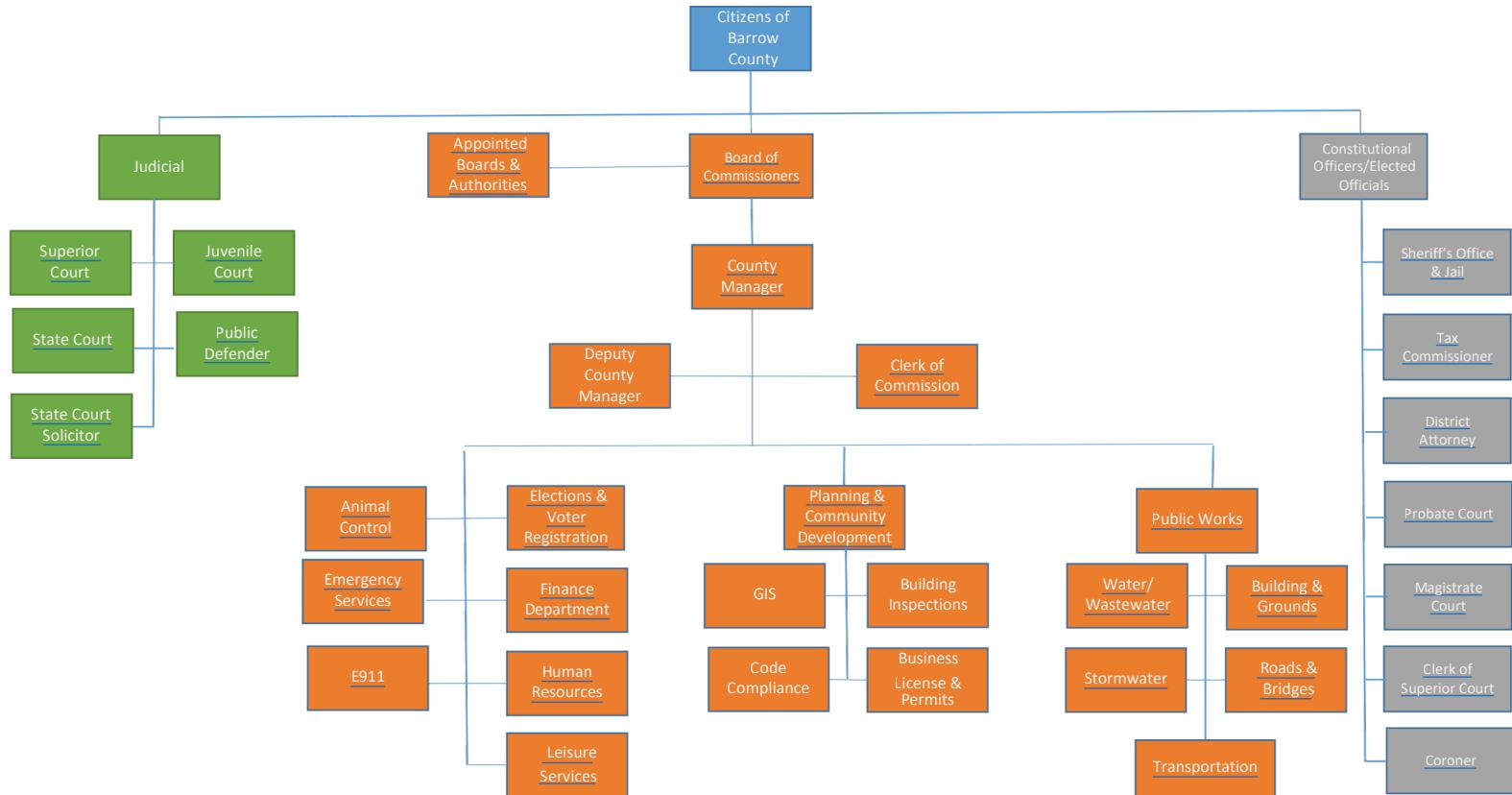
Legend

Below average
Above Average

*All department directors are in Manager's Office

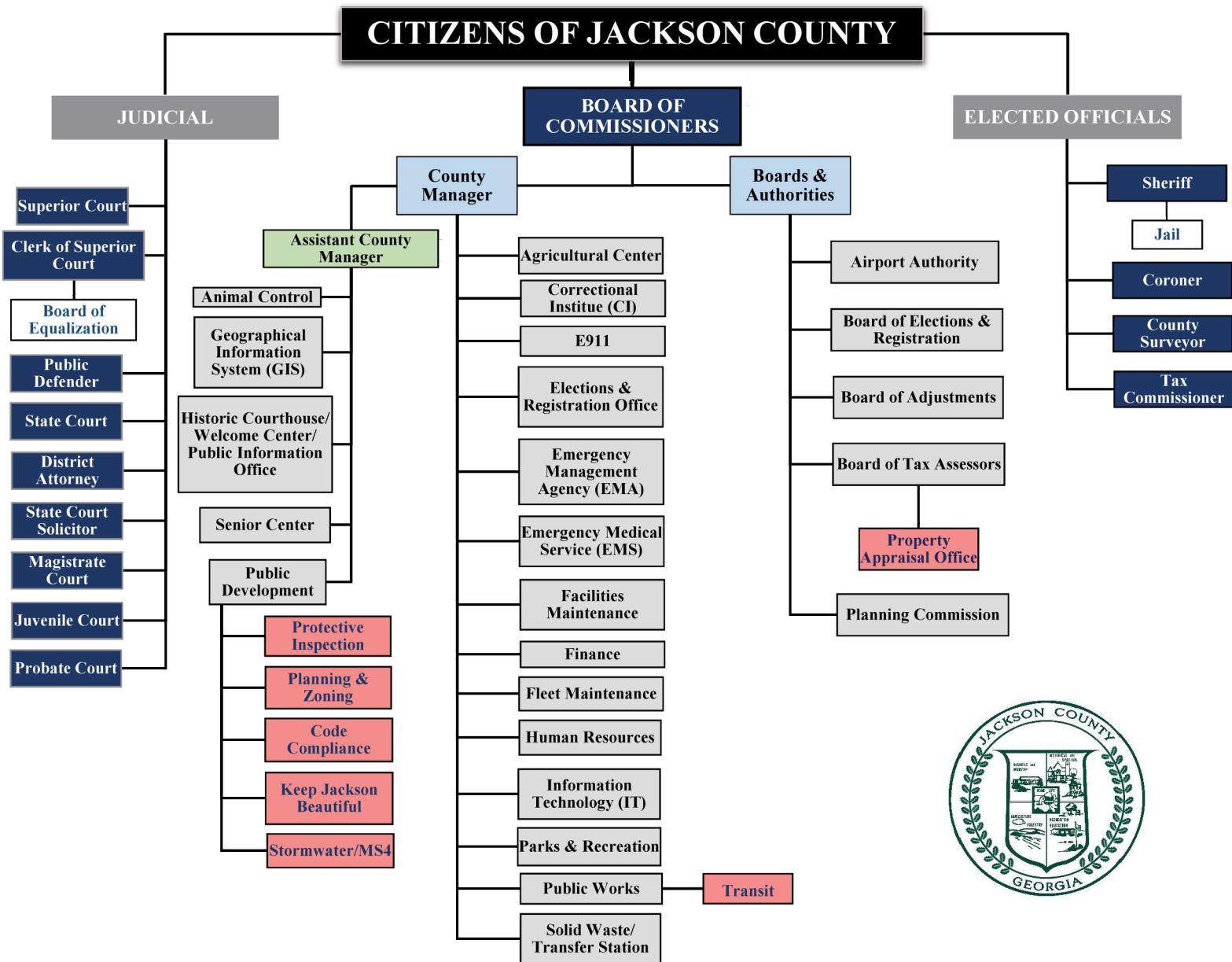
APPENDIX

Appendix C Comparative Organizational Structures - Barrow County



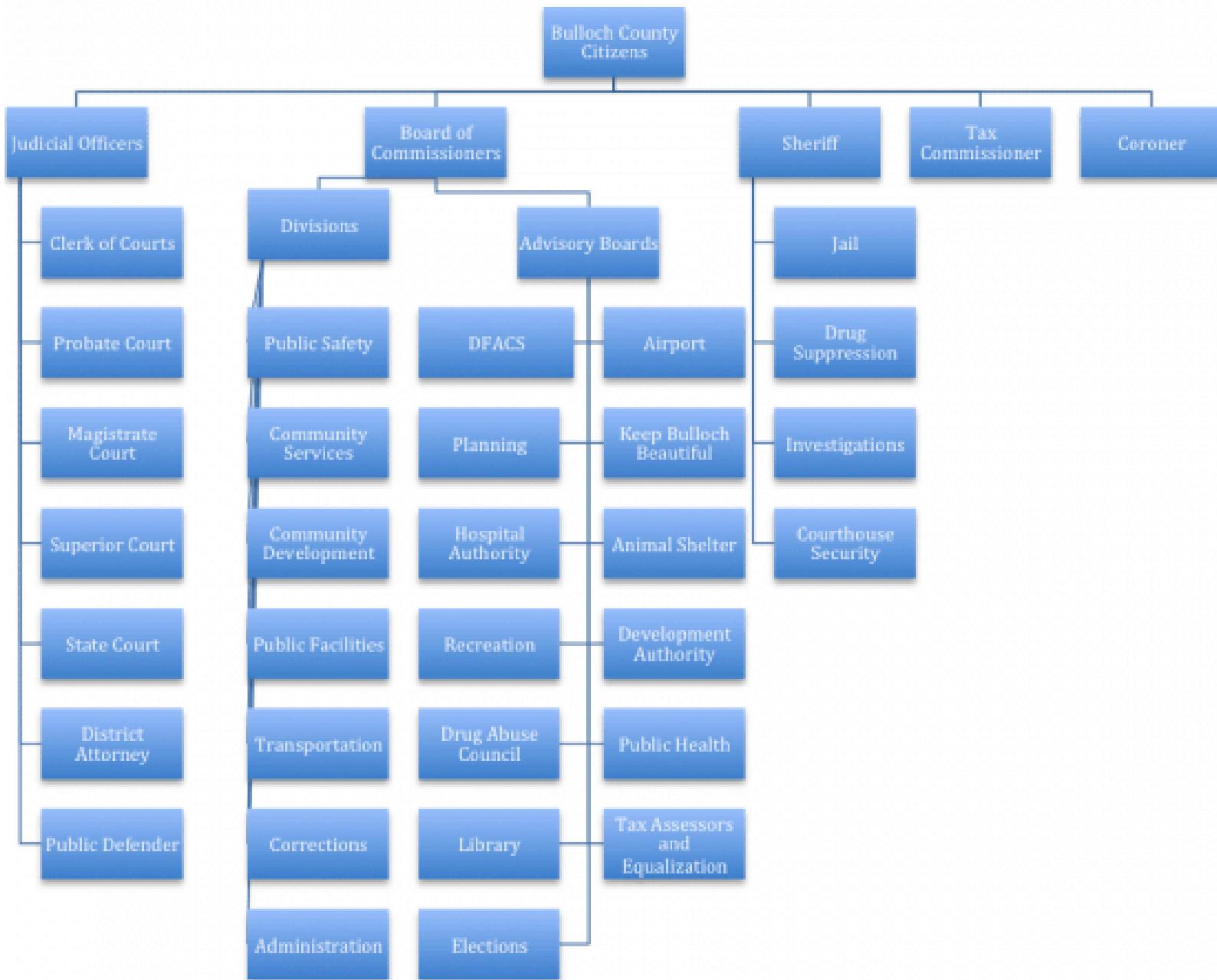
APPENDIX

Appendix C Comparative Organizational Structures - Jackson County



APPENDIX

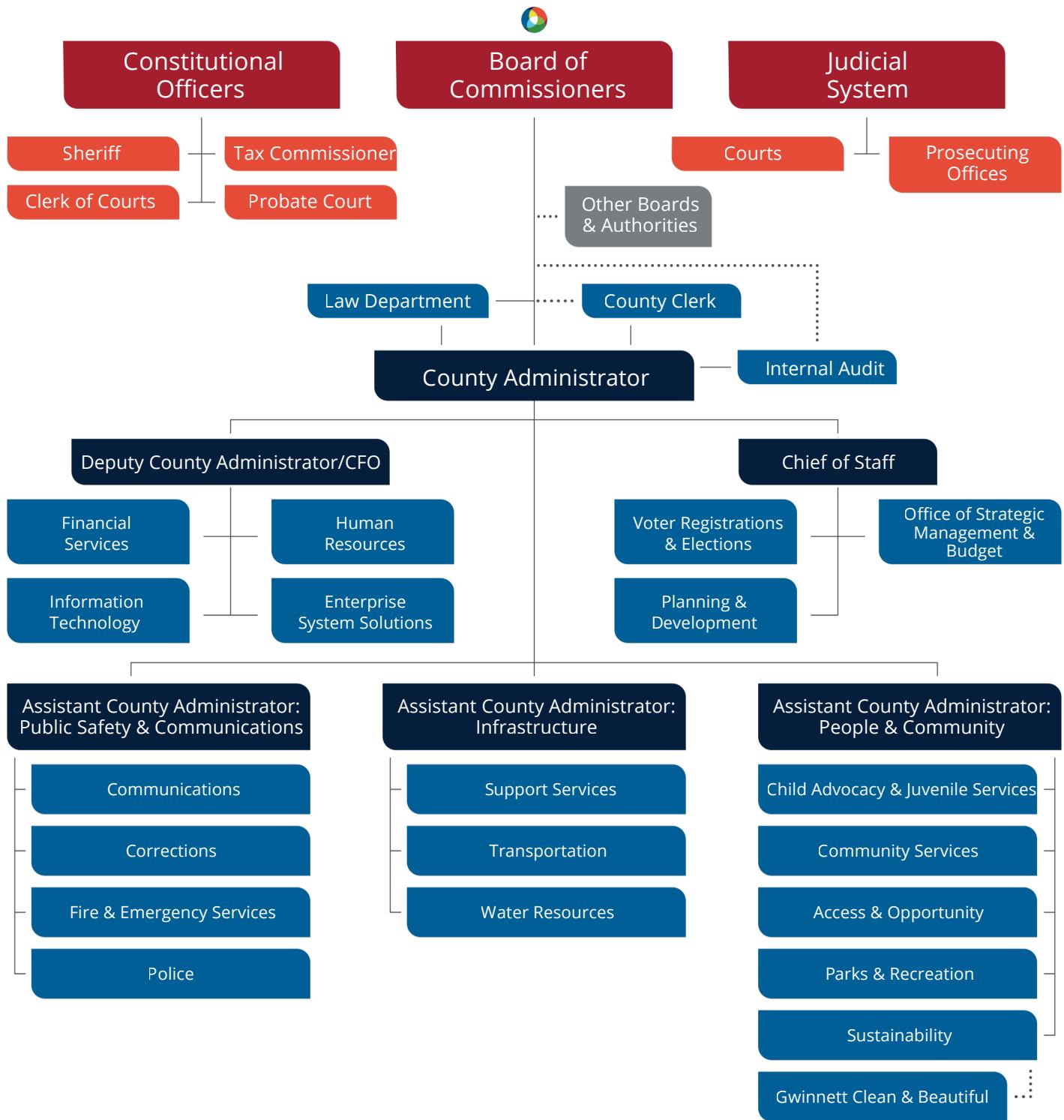
Appendix C Comparative Organizational Structures - Bulloch County



APPENDIX

Appendix C Comparative Organizational Structures - Gwinnett County

Gwinnett County Residents



Gwinnett

APPENDIX

Appendix C Comparative Organizational Structures - City of Savannah

TOC



CITY OF SAVANNAH
RESIDENTS

CLERK OF COUNCIL

MAYOR & CITY
COUNCIL

CITY ATTORNEY

CITY MANAGER

CHIEF OF STAFF
OFFICE OF THE CITY
MANAGER

WORKING
TOGETHER TO SERVE
OUR RESIDENTS

CHIEF OF
POLICE

CHIEF OF
FIRE

SAVANNAH
POLICE
DEPARTMENT

SAVANNAH
FIRE DEPARTMENT

CHIEF OF
INFORMATION
& PUBLIC
AFFAIRS

INNOVATION &
TECHNOLOGY
SERVICES

MARKETING &
COMMUNICATIONS

RECODER'S COURT

POLICY &
INTERGOVERNMENTAL
AFFAIRS¹

CHIEF
OPERATIONS
OFFICER

FINANCIAL
SERVICES

MANAGEMENT &
BUDGET

HUMAN
RESOURCES

REAL ESTATE
SERVICES

CAPITAL PROJECTS
MANAGEMENT

RISK
MANAGEMENT

INTERNAL AUDITING

CHIEF OF
COMMUNITY
SERVICES

NEIGHBORHOOD
SAFETY &
ENGAGEMENT

RECREATION &
LEISURE

HUMAN
SERVICES

HOUSING
SERVICES

CULTURAL
RESOURCES

INTERAGENCY
COUNCIL ON
HOMELESSNESS¹

CHIEF OF
PLANNING &
ECONOMIC
DEVELOPMENT

DEVELOPMENT
SERVICES

PLANNING &
URBAN DESIGN

ECONOMIC
DEVELOPMENT

PARKING
SERVICES

TRANSPORTATION
SERVICES

ENVIRONMENTAL
SERVICES &
SUSTAINABILITY

SPECIAL EVENTS,
FILM, & TOURISM

CHIEF OF
GOVERNMENT
OPERATIONS

SANITATION

CODE
COMPLIANCE

PARK & TREE

FLEET
SERVICES

WATER
RESOURCES
PLANNING &
ENGINEERING

SEWER
CONVEYANCE

WATER
DISTRIBUTION

INDUSTRIAL &
DOMESTIC WATER
PLANT

PUBLIC SAFETY

GOVERNANCE

COMMUNITY
DEVELOPMENT

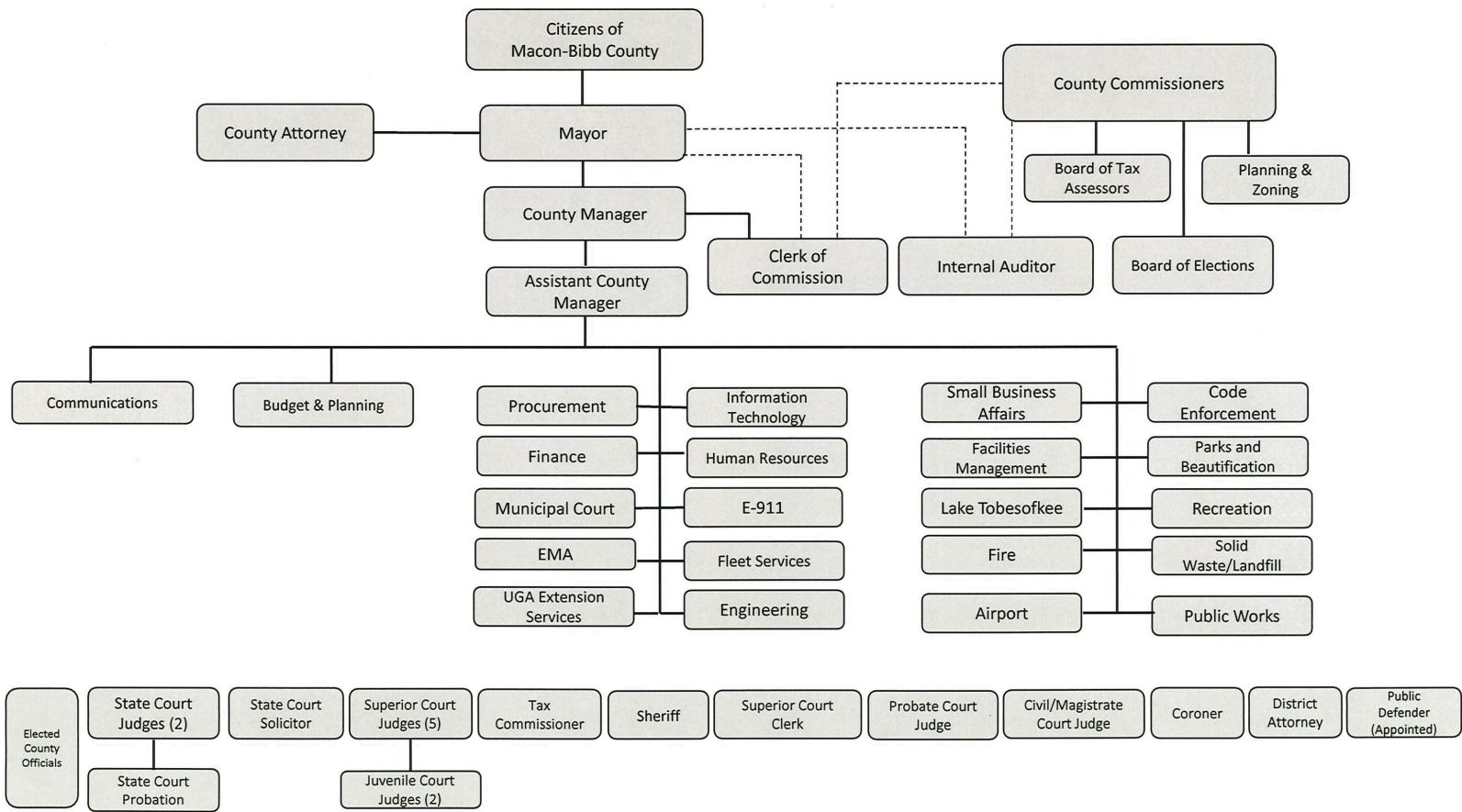
PUBLIC WORKS

¹ Policy & Intergovernmental Affairs is a function of the Chief of Information & Public Affairs office. The Interagency Council on Homelessness is a County-wide partnership.

APPENDIX

Appendix C

Comparative Organizational Structures - Macon Bibb County

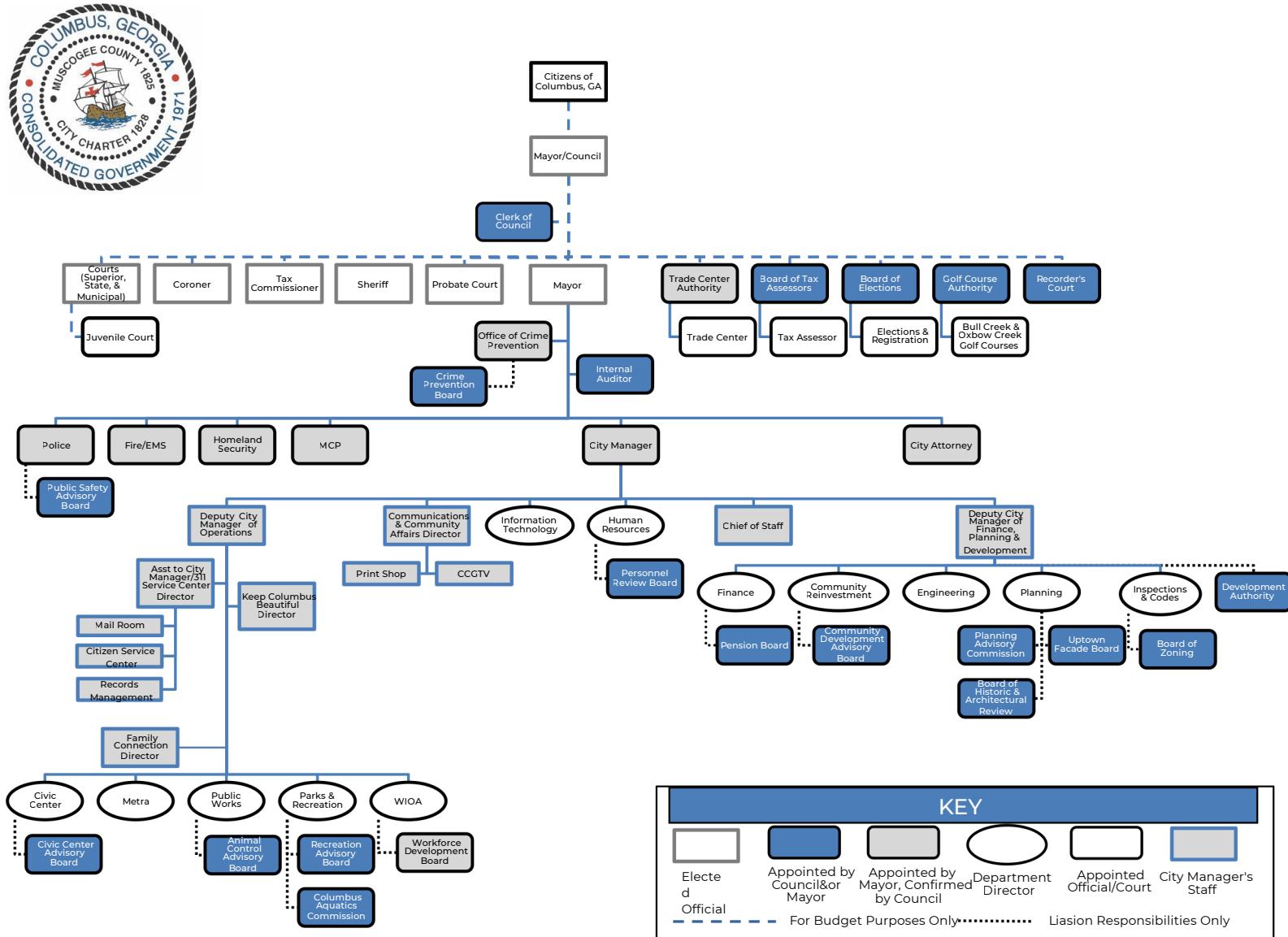


APPENDIX

Appendix C

Comparative Organizational Structures - Columbus - Muscogee County

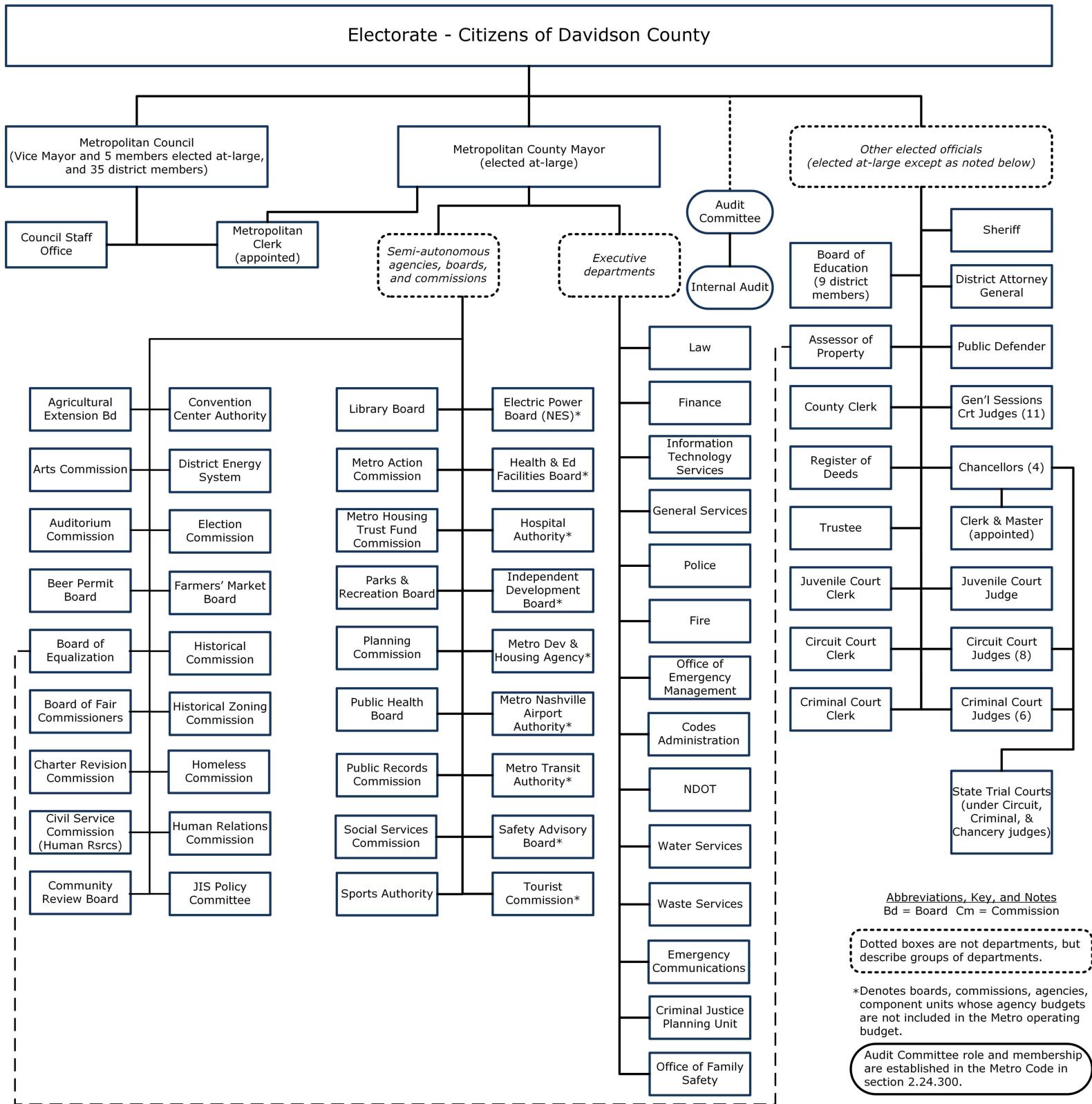
Columbus Consolidated Government Organizational Chart



APPENDIX

Appendix C

Comparative Organizational Structures - Nashville Davidson County

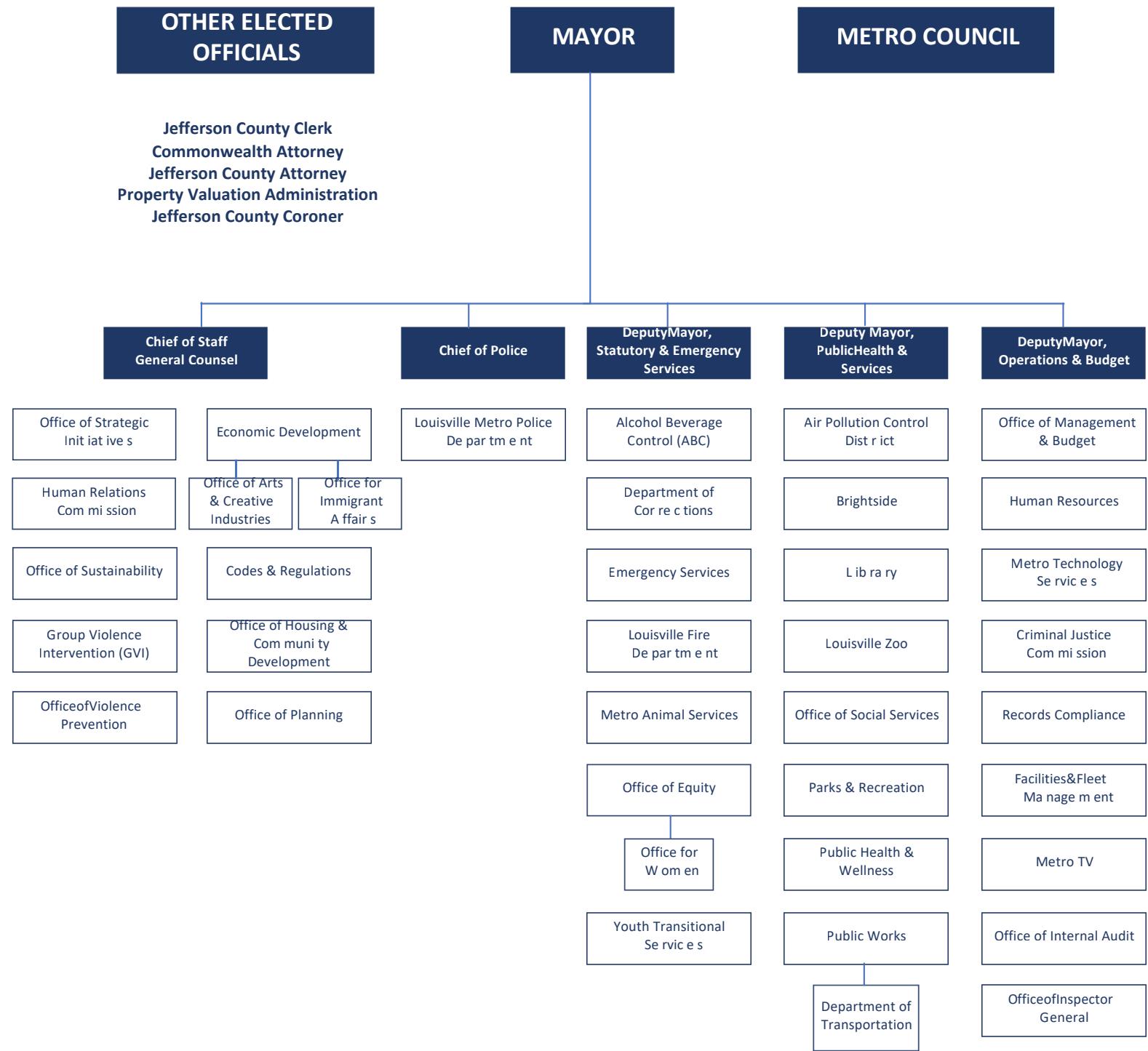


APPENDIX

Appendix C

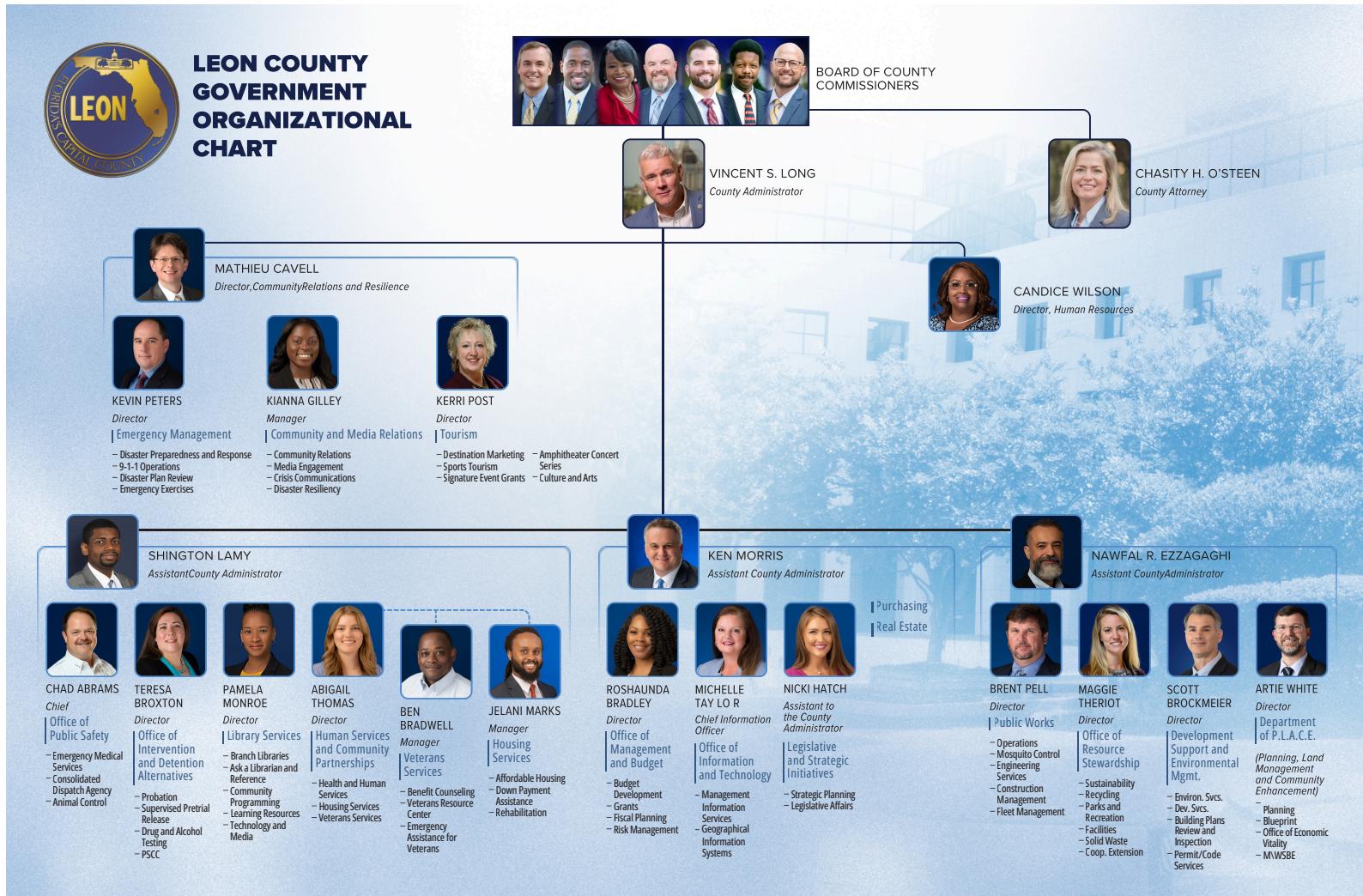
Comparative Organizational Structures - Louisville Jefferson County

LOUISVILLE METRO GOVERNMENT



APPENDIX

Appendix C Comparative Organizational Structures - Leon County



APPENDIX

Appendix D FY26 - 28 Strategic Plan



FY26-28 **STRATEGIC PLAN GOALS, STRATEGIES AND INITIATIVES**



APPENDIX



GOAL AREA 1: GOOD NEIGHBORS

A. Proactively reform systems of accountability to reduce jail recidivism rates and plan for transition and returning residents

- **Initiative 1.A.1:** Train Care & Treatment staff to deliver behavioral-based programs to the Returning Citizens including Motivation for Change and Reentry Skills Building
- **Initiative 1.A.2:** Research and assess the viability of implementing an in-house Co-Responder Program with ACCPD clinicians
- **Initiative 1.A.3:** Allow Returning Citizens to develop skills under the supervision ACCGov employees in on-the-job opportunities around the county and within the Corrections campus while monitoring the skills in accordance with the Department of Labor's O*Net online resources
- **Initiative 1.A.4:** Create a tracking mechanism for recidivism
- **Initiative 1.A.5:** Expand partnerships to mitigate the impacts of homelessness within the community
- **Initiative 1.A.6:** Increase the number of veterans served with substance use and mental health disorders that have involvement in the criminal justice system by growing and creating community partnerships and educating the community about the benefits and positive impact of participation in Veterans Treatment Court to the community at large
- **Initiative 1.A.7:** Increase our ability to serve justice-involved individuals with substance use disorders through therapeutic, evidence-based care that empowers recovery, reduces recidivism, and promotes community safety
- **Initiative 1.A.8:** Increase the number of referrals to Family Treatment Court for parents with substance use disorders who have open cases with the Department of Family and Children Services where substance use is a significant factor in the case being opened
- **Initiative 1.A.9:** Increase the number of participants served in Family Treatment Court to provide substance abuse treatment, accountability and recovery services that will help develop healthy family relationships and reunification services for children in foster care
- **Initiative 1.A.10:** Provide quality substance abuse treatment, behavioral health treatment, and recovery support services in order to reduce foster care stays and involvement with the judicial system
- **Initiative 1.A.11:** Expand the Felony Drug Court by enhancing evidence-based treatment, peer support, and community partnerships to increase the census and reduce recidivism among high-risk/high-need felony offenders with substance abuse and co-occurring disorders
- **Initiative 1.A.12:** Implement and Expand the COSSUP Program to Support Community-Based Substance Use Disorder Treatment and Prevent Recidivism



APPENDIX

B. Decrease crime and enhance public trust through collaborative strategies between the police and the community, especially to target a reduction in gang activity

- **Initiative 1.B.1:** Engage with community groups, neighborhoods, faith groups, etc.

C. Use funds from National Opioids Settlement and other resources to reduce negative effects of drug use on the community

- **Initiative 1.C.1:** Expand partnerships to mitigate the impacts of opioid crises **Initiative 1.C.2:**
- Prioritize enrollment of unhoused individuals in COSSUP and support those participants until they are able to obtain stable housing

APPENDIX



GOAL AREA 2: IDENTIFY AND CLOSE GAPS IN PARTNERSHIP WITH THE COMMUNITY

A. Partner to develop tools and relationships to increase awareness of and access to Athens' workforce and workplace development opportunities

- **Initiative 2.A.1:** Turntable Revolving Loans for Small Business - Joint Development Authority
- **Initiative 2.A.2:** Proactive Targeting and Recruitment
- **Initiative 2.A.3:** Solidify transition plan for Manufacturer's HR Committee, while maintaining listserv and continuing to share resources and information with group
- **Initiative 2.A.4:** Assist industry partners and Career Academy with Biomanufacturing Pathway effort

B. Build and maintain two-way information pipelines through relationship building and resident engagement

- **Initiative 2.B.1:** Support Boards, Authorities, and Commissions (BACs) as vehicles for education, information sharing, and engagement in decision-making
- **Initiative 2.B.2:** Develop common practices, policies, and procedures and train all Board, Authority, and Commission (BAC) members and department liaisons
- **Initiative 2.B.3:** Develop a solutions-based outreach program to provide interactive information and resources to the community, prioritizing areas of highest need
- **Initiative 2.B.4:** Increase education in the business community through partnerships such as the Chamber of Commerce, Athens Area Apartment Association, Downtown Athens Business Association
- **Initiative 2.B.5:** Pursue local partnerships with economic development agencies, business leaders, and community groups

APPENDIX



GOAL AREA 3: ORGANIZATIONAL IMPROVEMENT

A. Develop strategies to recruit, reward, and retain high performing employees, both internally and externally, including individuals coming out of the justice system

- **Initiative 3.A.1:** Compile, analyze, and respond to changes in applicant demographic data and ACCGov workforce demographic data
- **Initiative 3.A.2:** Compile and analyze retention data by department on a monthly basis; make recommendations as needed. (Compensation & Payroll Division, Employment Division)
- **Initiative 3.A.3:** Establish formal relationships for recruitment of applicants, interns, and work-based learning students from UGA, Clarke County School District, Piedmont College, Athens Technical College, and University of North Georgia
- **Initiative 3.A.4:** Implement annual pay increases in the form of Table Adjustment, Market Adjustment, and Pay for Performance for the Unified Pay Plan and Public Safety Pay Plans. Effectively communicate methodology and rationale to all internal stakeholders
- **Initiative 3.A.5:** As a fiduciary entity, improve retirement benefits and asset portfolios to include design change recommendations to future Defined Benefit/ Deferred Compensation offerings to meet recruitment and retention needs for a 21st Century workforce
- **Initiative 3.A.6:** Create and distribute Total Reward / Compensation Statements to all employees annually, highlighting the total cost of benefits and compensation provided by ACCGov through salary, health insurance contributions, basic life insurance, short term disability coverage, wellness initiatives and incentives, health reimbursement account funding, pension funding, and deferred compensation matching

B. Create a culture for high performance: increase interdepartmental collaboration, events, better cross-departmental workforce strategy

- **Initiative 3.B.1:** Leverage opportunities to measure progress and improve processes
- **Initiative 3.B.2:** Develop centralized IT policy platform. Ensure that staff are following proper procedures and providing consistent service
- **Initiative 3.B.3:** Invest in the professional development of ACC poll workers through a monthly informational and training newsletter
- **Initiative 3.B.4:** Build a framework for the cultivation of embodied behaviors that support the vision of ACCGov
- **Initiative 3.B.5:** Measure the effectiveness of Customer Service training and employee performance
- **Initiative 3.B.6:** Conduct Succession planning workshops

APPENDIX



GOAL AREA 4: QUALITY, STABLE, AFFORDABLE HOUSING FOR ALL

A. Implement recommendations from the 2023 Minority and Women-Owned Business Enterprise Disparity Study

- **Initiative 4.A.1:** Increasing awareness of available minority and women vendors and the available product lines and services they provide through the development of a Minority Business Enterprise and Women Business Enterprise Vendor Availability Database
- **Initiative 4.A.2:** Increasing Minority and Women Business Enterprise utilization in construction and A&E contracting
- **Initiative 4.A.3:** Monitoring, evaluating, and reporting on Minority and Women Business Enterprises (hereafter “M/WBE”) participation and contract compliance with the provisions of the ACCGov Business Inclusion Policy

B. Update zoning code and development standards to enable diverse, affordable housing options that meet community needs, and identify funding/resources to support these efforts.

- **Initiative 4.B.1:** Develop and maintain future land use analysis and mapping to inform land use policy development and implementation in compliance with State of Georgia Qualified Local Government (QLG) standards
- **Initiative 4.B.2:** Leverage resources in the Fire Marshal’s Office to facilitate high-quality, higher-volume reviews of building plans, life safety inspections, and fire code investigations

C. Preserve and increase the supply of affordable housing, and improve equitable housing opportunities in identified disinvested or underinvested areas

- **Initiative 4.C.1:** Leverage relationship with the Neighborhood Leaders group to tell the HCD story
- **Initiative 4.C.2:** Develop an annual one-page graphic that highlights HCD’s accomplishments (This would help present community data in a humanized and digestible way)
- **Initiative 4.C.3:** Provide technical assistance to subrecipients for any Concerns or Findings determined to successfully close out monitoring process by December 31st of each year
- **Initiative 4.C.4:** Increase the eligible scope of work and award per unit for rehabilitation activities by allocating more CDBG funding for AH activities and/or reducing the number of annual projects completed by sub-recipient partners
- **Initiative 4.C.5:** Initiative: Maintain updates to the HCD fair housing webpage that include training videos, partner events, and contacts
- **Initiative 4.C.6:** Develop an Acquisition Strike Fund to allocate resources to promote affordable housing development, preserve the affordability of existing rental homes & rehabilitate current inventory



APPENDIX

- **Initiative 4.C.7:** Initiative: Focus CDBG public services funding toward projects serving people experiencing homelessness
- **Initiative 4.C.8:** Collaborate and support the Athens Homeless Coalition on the annual Continuum of Care (CoC) grant application process and applying for other funding resources to bridge the gap in wrap-around and supportive services provided by partners **Initiative 4.C.9:** Complete narratives, set up tables, add supporting documents, and complete submission of annual AAP and annual CAPER reports by September 30th of each year (since the strategic plan will likely be included in these reports) **Initiative 4.C.10:** Identify local funding sources to support affordable housing development in support of a Local Housing Fund
- **Initiative 4.C.11:** Complete narratives, set up tables, and complete full submission of 5-Year Consolidated Plan, including AFFH and NRSA documentation
- **Initiative 4.C.12:** Partner with Magistrate Court to prevent tenant evictions
- **Initiative 4.C.13:** Collaborate with DCA to present workshop(s) that present best practices and action steps that can be initiated to address fair housing issues
- **Initiative 4.C.14:** Identify and secure local and new funding sources in support of Down Payment Assistance for qualified homebuyers (as this can directly tie into preventing eviction by supporting low-income renters)

APPENDIX



GOAL AREA 5: SAFELY MOVE AROUND ATHENS

A. Expand multi-modal Transit access to reduce auto dependency and provide greater mobility for Athens residents

- **Initiative 5.A.1:** Develop a sidewalk gap program to prioritize small gaps (< 5,000 ft) as the foundation for a priority list of annual projects, aimed towards completing our sidewalk network by 2030
- **Initiative 5.A.2:** Become a Silver Level Bicycle Friendly Community by 2025
- **Initiative 5.A.3:** Re-instate Safe Routes to School Program
- **Initiative 5.A.4:** Maintain, update, and implement a multiuse trail plan in partnership with ORGC to expand trail access and connectivity

B. Enhance safety for all modes of transportation

- **Initiative 5.B.1:** Support Vision Zero community strategies to reduce traffic fatalities
- **Initiative 5.B.2:** Maintain and improve trail safety through regular inspections, hazard removal, additional safety features, and upgrades at key crossings

APPENDIX



GOAL AREA 6: BUILT AND NATURAL INFRASTRUCTURE

A. Adequately plan infrastructure to support our community in the future

- **Initiative 6.A.1:** Re-examine Land Development policy that promotes private development expansion of multi-modal infrastructure (TAD, technical standards, future ROW needs)
- **Initiative 6.A.2:** Design and construct water supply sufficiency for future generations
- **Initiative 6.A.3:** Use department master plan to address service gaps and maintain existing parks, amenities, and services

B. Follow through on the commitment to 100% Clean and Renewable Energy resolution

- **Initiative 6.B.1:** Determine energy benchmarks for all ACCGov facilities
- **Initiative 6.B.2:** Identify and prioritize opportunities to utilize renewable energy to meet ACCGov needs
- **Initiative 6.B.3:** Transform ACCGov fleet to renewable energy sources
- **Initiative 6.B.4:** Identify opportunities to incorporate clean energy practices into all ACCGov operations
- **Initiative 6.B.5:** Advance electrification, waste reduction, and sustainable design across park operations

OPERATIONAL ANALYSIS FY26 WORKPLAN

INTRODUCTION

The Operational Analysis Office (OA) has prepared its annual workplan for fiscal year 2026. This document, once approved, will serve as the guide for assignments and a completion schedule, ensuring efficient and effective use of OA resources and staff.

The OA workplan focuses on a limited number of topics to study, formulating a list considering estimated time, cost, staffing, complexity, and number of years since any previous audit. Topics for consideration are generated from a number of sources, narrowed down to a total that is realistic and most appropriate for analysis. The Audit Committee has reviewed and recommended this workplan for submission and approval by the Mayor and Commission (M&C). As a matter of both professional and ethical practice, assignments conducted by the Internal Auditor are to maintain a high level of objectivity and confidentiality.

Commitments not included in the Workplan

Staff from the Operational Analysis Office are assigned to and provide significant administrative support to the following Boards, Authorities, Commissions (BACs):

- Mayor & Commission (agenda setting session, voting session, work sessions, and retreats)
- Audit Committee
- Public Safety Civilian Oversight Board (PSCOB)

The Public Safety Civilian Oversight Board (PSCOB) continues to progress as an ACCGov program, significantly increasing OA staff time over the previous year's workload.

Audit Sources and Selection

The Internal Auditor and Operational Analysis Office maintain an active list of potential issues, points of concern, and areas of interest. Additionally, requests for analysis are received from elected officials, county management, and/or from stakeholders within ACCGov and throughout community. Discussion at public meetings, work sessions, and retreats will also generate topics of interest.

It is beneficial for the M&C and other partners to participate in the annual proposal of workplan topics, knowing that not every subject put forth will make the final list of audits to be undertaken that year. It is also important to keep in mind that the few audit proposals that are selected can ultimately change in scope, possibly altering the original intent behind a certain nomination. This defines the critical divide between the initial workplan, and the progression to a formal, objective audit maintaining compliance with standards and neutrality.

INTRODUCTION

Upon receipt of audit recommendations, the Operational Analysis Office creates a refined list in which each subject, project, program, or department is reviewed/measured against a variety of metrics. Risk, in both possibility and severity, is a primary factor in the assessment.

Some projects, programs, or departments are naturally prone to a higher level of risk given their size, function, and/or services provided. Lower risk topics are still worthy of attention, though perhaps just not as frequent or vast in scope. Ultimately, consideration includes not only those topics highlighted by the M&C or staff, but also previous items put forth as part of a prior workplan. Once scored in an assessment matrix, a draft list of potential items is presented to the Audit Committee for deliberation.

The topic assessment matrix includes seven scoring factors:

1. Risk Occurrence: *Probability of an unfavorable event occurring.*
2. Risk Result: *Consequence of an unfavorable event occurring.*
3. Duplication: *Acknowledgement of recent, relevant coverage of topic, avoiding redundancy.*
4. Public Perception: *Public interest and knowledge of the topic.*
5. Community Impact: *Positive or negative effects upon the general public (efficiency/effectiveness).*
6. Strategic Plan Connection: *Level of connection between topic and FY23-25 M&C Strategic Plan.*
7. Budget Significance: *Review of the current FY budget size allocated toward topic.*

FY25 Workplan Completion

Audits:

- Tax Assessor's Office (Periodic)
 - (3) Findings; 100% "Agreed" response from department/management
- Economic Development Department (Periodic)
 - (3) Findings; 66% "Partially Agreed" & 33% "Disagree" response from department
- Employee Recruitment, Hiring, and Orientation (Comprehensive)
 - Employee Recruitment, Hiring, and Orientation (Comprehensive)
 - (6) Findings with (26) Sub-findings; 38% "Agree," 24% "Partially Agree," & 38% "Disagree" response from the department
- Cybersecurity (Investigative)

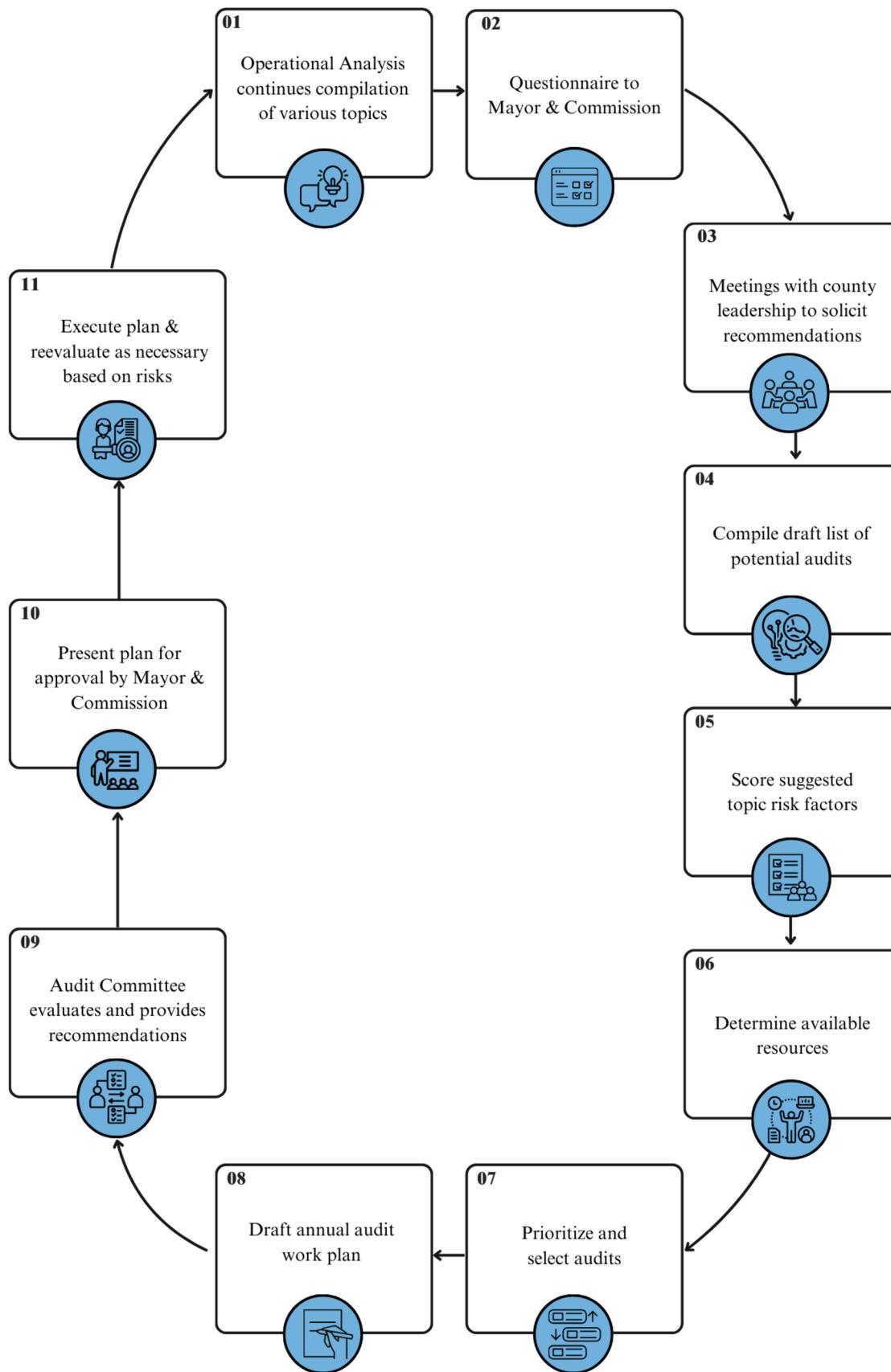
Follow-Ups:

- Tax Assessor's Office
 - (1) Recommendation Completed; (2) Recommendations In Progress

PLAN DEVELOPMENT

Annual Plan Development

The process used to create our 2026 Audit Workplan is depicted in the following flowchart.



PLAN DEVELOPMENT

There are many types of audits, the most common of which fall within the categories of performance or financial, with compliance as yet another option ACCGov has previously incorporated. Each of these directly corresponds to an assessment of associated internal controls. Short-term (periodic; investigative) audits are specific in their focus, with both a limited scope and vastness to the topic in question. A long-term (comprehensive) audit is broader, and meant to provide information in addition to just testing a key initiative. These also tend to be more programmatic or organizational, versus a short-term audit that is solely project or departmentally based. Although both periodic and comprehensive audits are worthy of attention, an emphasis on practicality must be observed when balancing potential Public Safety Civilian Oversight Board (PSCOB) implications during the fiscal year.

The FY26 Audit Workplan consists of the following audits, previously completed status updates (follow-ups), special projects, and subsequent workplan coordination in preparation for the next fiscal year that is to be conducted by the Operational Analysis Office, as recommended by the Audit Committee.

Each audit type (comprehensive, periodic, investigative) is subject to administrative changes in objective and scope as dictated by the Internal Auditor and overseen by the Audit Committee, provided the overall intent and contextual goals are maintained. The type of audit, topic, and primary department will remain as approved by the M&C. Adjustments in workload, among other factors, may cause a delay or elimination of specific audits during the year, while other initiatives not originally included may necessitate immediate attention. The result of this effort is the eventual issuance of a final audit report that may contain findings of significance with associated recommendations that could ultimately improve the subject department, program, or project for the betterment of the citizenry.

Comprehensive (Performance/Financial/Compliance) Audit: Constitutes an in-depth, comprehensive review of the stated objective and scope for each topic, usually occurring over a >6-month period of time. This type of audit can often include various elements of a periodic audit, such as departmental mission, operations, and internal controls, in addition to subject specific topics. These factors can in turn formulate sub-topics of focus based on initial information obtained early in the process.

Periodic Departmental Mission, Operations, & Internal Controls Audit: Constitutes a brief, focused review of predetermined factors surrounding the three main categories of auditing: financial, performance, and compliance; using a standard objective and prioritized scope that provide a basic update on a department's or division's present position, usually occurring over a 3-5 month timeframe.

Investigative Audit: Constitutes a fact-finding engagement, often via attestation of the associated department, by which information accuracy is relied upon in the absence of typical testing or other means of verification. Formal findings and recommendations are not usually stated in the final report since it is primarily developed to clarify objective data, usually over a 1-2 month timeframe.

Follow Ups: Reexamination of findings and recommendations for a completed audit, including the status of any implementation, usually occurring within a year's time from when the original audit was completed.

Special Projects: Activities associated with the general auditing program of the Operational Analysis Office that enhance strategic function or administrative capability. This may include unplanned engagements, consultations, educational outreach, and/or office operational aspects.

PLAN DEVELOPMENT



1 Audit Topic	Type	Departments	Timeframe (Est.)
Emergency Management Program	Comprehensive Performance Audit	Fire & Emergency Services	4-5 months*

Objective

- The purpose of this audit will be to conduct a comprehensive review and analysis of the Emergency Management Office and program as-a-whole. Although presently located under Fire & Emergency Services, the audit will be focused on this particular service aspect. The threat of disasters (natural/human) continues to increase across society and focus on such activities has elevated the status of similar programs/offices with regard to staffing, budget, and resources.

Scope

- Budget and staffing
- Review of existing or proposed emergency plans
- Technology and equipment
- Internal and external community partners
- Evaluation of policies/procedures/practices as compared to industry best practices

2 Audit Topic	Type	Departments	Timeframe (Est.)
ACCGov Organizational (Depts.) Structuring	Investigative Audit	Multiple	2-3 months*

Objective

- The purpose of this audit will be to evaluate the current organizational structure of those departments/divisions under the Manager's Office with respect to broad government efficiency and effectiveness at the foundational level. Analysis of ACCGov's growth since unification will assist in comparison of similar local government structural models to determine viability and appropriateness of the current format.

Scope

- Comparison of similar jurisdictions' organizational charts
- Track historical growth in government structure
- Analyze potential service delivery impacts
- List the number of departments/divisions, including key positions
- Calculate percentage of department staff encompassing administration/supervisors/front-line
- Identify pros/cons to current model with focus on budget, staff, equipment, facilities

**Although it is the goal of the Operational Analysis Office to complete each audit listed within the estimated schedule (fiscal year), such deadlines maybe amended based on mitigating factors, as guided by the Audit Committee and determined by the Internal Auditor.*

PLAN DEVELOPMENT

3 Audit Topic	Type	Departments	Timeframe (Est.)
Standard Review of Basic Performance, Financial, & Compliance Practices	Periodic Departmental Mission, Operations, & Internal Controls Audit	Capital Projects Department	3-4 months*
Objective			
<ul style="list-style-type: none"> The purpose of this audit is to conduct a basic review and analysis of the Capital Projects Department for established performance (operations) measures and sound financial management strategies to deliver exceptional service, while also ensuring compliance through internal controls. 			
Scope			
<ol style="list-style-type: none"> 1. Financial Review & Analysis 2. Performance Review & Analysis 3. Compliance Review & Analysis 4. Apply aspects of the COSA or Green Book model of Internal Controls to the departmental functions being audited, generally, with respect to the tailored nature of this unique approach. 5. Provide other pertinent observations or points of interest made by the Internal Auditor that may warrant future examination (inefficiency, ineffectiveness; customer dissatisfaction; staff vacancies; missing records; misspending; fraud; abuse; negligence; etc.) 			

4 Audit Topic	Type	Departments	Timeframe (Est.)
Follow-Up of Recently Completed Audit(s)	Previous Audit Status Update	HR; HCD; & PUD (Water Business)	< 2 months each*
Objective			
<ul style="list-style-type: none"> Evaluate the status of any previously recommended actions to be implemented as based on formal findings, and within the strategies outlined by the subject department. To be effective, audit results should be followed up on within an adequately scheduled timeframe, usually one year or less from the date an audit was completed, or as past audit statements may dictate based on circumstance. 			
Scope			
<ol style="list-style-type: none"> 1. Review accepted audit report, specifically the findings, recommendations, and conclusion for key initiatives to evaluate. 2. Schedule interview(s), site visit, or other means (as appropriate) of analysis in which to inspect implementation progress. 3. Document any resolution or unresolved issues and discuss with departmental leadership. 4. Draft a summarized response for distribution to the Audit Committee and M&C. 			

*Although it is the goal of the Operational Analysis Office to complete each audit listed within the estimated schedule (fiscal year), such deadlines maybe amended based on mitigating factors, as guided by the Audit Committee and determined by the Internal Auditor.

PLAN DEVELOPMENT



5 Audit Topic	Type	Departments	Timeframe (Est.)
Development of Subsequent Year's Assignments	Annual Audit Workplan	Operational Analysis, Manager's Office, M&C	~5 months**
Objective <ul style="list-style-type: none"> To research, analyze, and ultimately formulate the subsequent fiscal year's audit workplan in a timely manner that allows input on various topics, assessment of risk, and coordination budgetary needs with staffing capacity. 			
Scope <ol style="list-style-type: none"> Initiate outreach with ACCGov stakeholders to create preliminary list of topics with corresponding description, objective, and scope. Conduct risk assessment by means of matrix scoring and eventual ranking. Apply aspects of time, budget, and staff capability. Discuss and debate merits of potential audits that result in agreed upon recommendation. 			

***Staff will initiate the process during the third quarter of the present fiscal year in order to promptly begin work within the first quarter of the subsequent fiscal year.*

6 Audit Topic	Type	Departments	Timeframe (Est.)
T.B.D.	Special Projects, Limited Scope Audits, & Investigations	T.B.D.	T.B.D.

Objective

- To provide adequate flexibility for the Operational Analysis Office to initiate related projects that improve overall success; respond to unanticipated occurrences; and, allow continuous research into observed practices that may justify future analysis, per the Internal Auditor's discretion, as based on relevance, timeframe, and impact.
- External Audits Repository: Accumulate and assess various external audits across ACCGov departments/offices/courts for centralized accounting and future reference.*

Scope

- Ongoing consideration of potential audit examination(s) in the future.
- Development and implementation of associated initiatives to enhance the auditing function of the Operational Analysis Office and ACCGov. This may include, but not be limited to, policies, programs, and/or projects that strengthen the efficiency and effectiveness of ACCGov's auditing capacity and capability.
- Allow for expedited review of unanticipated or minor investigative audits that warrant timely coordination/completion based on significance and/or defined scope.
 - External Audits Repository*
 - Confirm external audits of various departments/offices/courts
 - Obtain digital and/or hard copies of completed external audits
 - Develop a database of recorded external audits