



2021
OPERATING
BUDGET

DOUGLAS COUNTY BOARD OF COMMISSIONERS



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2021 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

Douglas County, Georgia 2021 Budget

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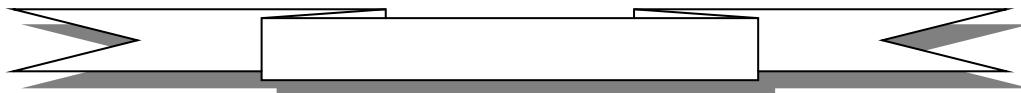
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The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:

**RICK MARTIN, COMMUNICATIONS DIRECTOR
MARK COX, PRINTING**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**Douglas County Board of Commissioners
Georgia**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Douglas County, Georgia for its Annual Budget beginning January 1, 2020.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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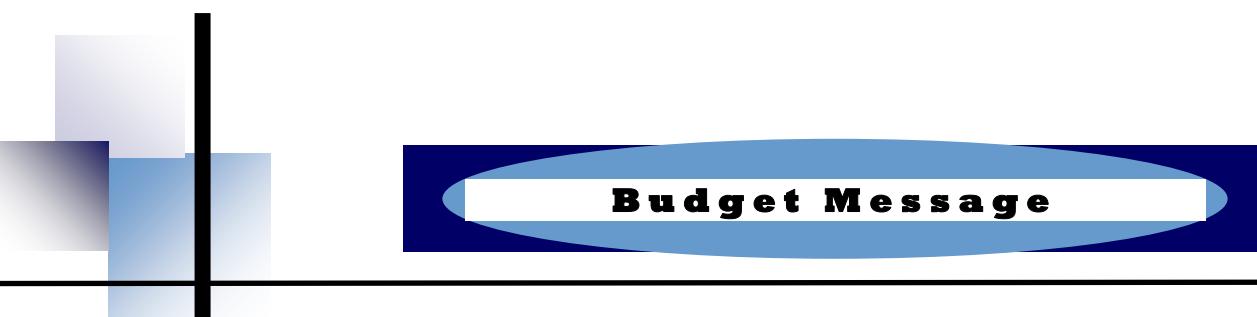
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Budget Message

2021 BUDGET SUMMARY

Honorable Members of the Douglas County Board of Commissioners and Citizens of Douglas County:

Submitted herewith are the Douglas County, Georgia 2021 annual operating and capital budgets totaling \$188,763,449. This amount includes the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Fund, and Internal Service Funds. This budget reflects the needed services to adequately take care of Douglas County citizens.

GENERAL VIEW OF THE 2021 BUDGET

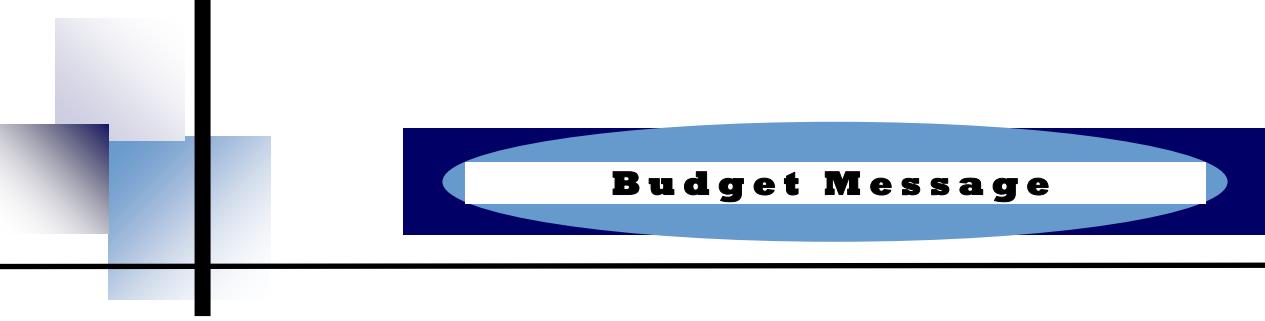
COVID Impact This budget message must begin with discussion of the Coronavirus and its impact on Douglas County. As you know, March 2020 was the beginning of this major pandemic and the County was navigating through unchartered waters. The Chairman launched a robust educational campaign emphasizing the Coronavirus remained ever present in Douglas County, across the nation and around the globe. This campaign was designated to heighten awareness and reminded Douglas County citizens that we all must work in a unified manner to protect our health as we thrive to sustain the economy. The education campaign efforts included; billboards throughout the County, Facebook advertisements, public service announcements on multiple Comcast channels, flashing variable messaging boards in strategic locations, mass community email/social media notifications, bold signage in key locations, rotating messaging on Connect Douglas buses, magnetic bumper stickers, full page ads in news media outlets and weekly news reporting and reminders from the Douglas County Communications Department. Free testing and tracing for COVID was available through Cobb/Douglas Public Health. "We are in this fight together and we must remain vigilant by protecting ourselves and our fellow citizens by wearing a mask, washing our hands, and watching our social distancing behavior. We cannot take this virus lightly, because if we do, this virus will take us," Chairman Jones said. The health and well-being of employees and citizens are very important to the County and we are very thankful for our public safety departments' dedication to this priority.

While there was constant communication to citizens and employees; there was also constant communication within the County's operations regarding the financial impact of COVID. Most departments (other than public safety) had limited operations and some employees were working remotely. Facilities such as libraries, parks, senior center, and aquatic center were closed while courts had limited operations. This was impacting services to citizens as well as revenues to the County. Both revenues and expenditures were being monitored on a weekly basis. While the County was experiencing a decline in operating expenditures, it was not enough to maintain a healthy fund balance in the General Fund. The County was unsure how long this pandemic was going to last. Therefore, after removing capital purchases, reducing operating expenditures and requiring 5-day employee furloughs, the millage rate was increased as well. Also, the Board revised budget and fund balance policies as they were preparing for a very lean/conservative 2021 budget.

The following paragraphs describe the 2021 budget and it reflects no major operating increases or no capital purchases. Revenues were adopted based on FY20 actual receipts and expenditures were adopted based on trends of FY20. The fund balance was not used to balance the General Fund budget.

General Fund The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning & Community Development Services. The 2021 budget totals \$98,704,706. This is a decrease of \$3,716,488 from the adopted 2020 budget. The decrease was due to several factors. The County assumed limited operations would continue in 2021 due to the pandemic. Also, in 2020 there were 27 pay periods versus the 26 in 2021. For revenues and expenditures to balance, an 8.25% operating cut across the board was applied to the 2021 Budget.

Capital In November 2016 the citizens of Douglas County voted for a Special Purpose Local Option Sales Tax (SPLOST) to fund infrastructure, parks, public safety radio system, and Fire and EMS. The term of the SPLOST is to be six years with an estimated \$134 million in revenue to be generated. Of this amount, the intergovernmental agreement with the cities within the County will have the County receiving 72.26% of collections. These SPLOST projects are underway, and this lessened the burden for the General Fund to have capital expenditures.



Budget Message

As mentioned above, no capital expenditures were included in the 2021 Budget. However, after the first quarter of the year, the Board will revisit potential budget requests that were not initially approved. Also, as an effort to look to the future, a long-term capital plan that includes financing options will be developed. Our Finance Department, financial advisors, Department of Transportation, and Development Services are working on this to present to the Board.

Salaries, Benefits, and Related Operational The Board is committed to attracting and retaining quality personnel. Unfortunately, with the current pandemic and a very conservative budget, there were no funds to allocate for cost of living or merit increase. The operating budgets (non-salary and benefits) were cut 8.25% as well.

Animal Control Services Fund This fund was established in 2014 with the first budget year being 2015. Funding in 2021 for this fund comes from several sources. Animal Control Fees of \$20,000 are the smallest revenue source. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$309,781. And the Unincorporated Area's portion is \$1,096,828. A balanced budget was adopted with expenditures of \$1.4 million.

District Attorney Confiscated Fund This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia, Title 16, Volume 12, Section 49. The District Attorney's Office is entitled to ten percent of the amount distributed to provide for payment of all necessary expenses for the operation of the office. The budget is projected to be balanced with revenues equaling expenditures of \$355,303 each.

Drug Abuse Treatment Fund This fund provides for mediation of drug abuse offenders mostly through classes and testing through sentencing by the court system. The budget is projected to be balanced with revenues equaling expenditures of \$285,100 each.

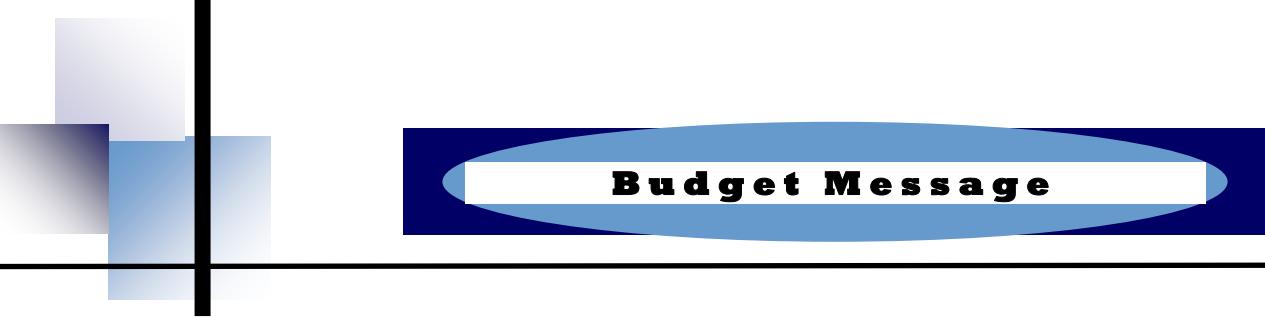
E-911 Dispatch Fund This fund provides emergency dispatch services to the Douglas County Fire & Emergency Medical Department, the Douglas County Sheriff's Department, the City of Douglasville Police Department, and the Georgia State Patrol. The budget is projected to be balanced with revenues equaling expenditures totaling \$3.2 million.

Fire Protection Services and EMS Fund This fund was established in 2014 with the first budget year being 2015. Funding for this fund comes from several sources. Emergency Medical Services Fees are \$2.5 million. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$2 million. The Unincorporated Area and General Fund are paying \$6.5 and \$6.0 million respectively. A balanced budget was adopted with expenditures of \$17.1 million.

Hotel-Motel Tax Fund The \$840,000 income generated in this fund is utilized to fund tourism through Douglas County Travel and Tourism. The DCTT is the County's Designated Market Organization and a 501c6. The 2021 ending fund balance is projected to be approximately \$67,577 which is to complete the County's gateway project.

Law Library Fund This fund is controlled by the Superior Court Judges and is utilized to keep the Douglas County Law Library updated. Revenues are received from Superior Court, Magistrate Court and Probate Court. Estimated revenues from fines and earnings amount to \$624,866. Expenditures for operating expenses are budgeted at the same rate.

State Court Technology Fund This fund generates revenue through a technology fee under certain circumstances under Senate Bill 345. This fund is to help administer technology plans within the courts. The budget is predicted to be balanced with revenues of \$57,377 equaling expenditures.



Budget Message

Sheriff Confiscated Funds This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia Title 16, Volume 13, Section 49. The Sheriff's Office is entitled to 1/3 of the amount distributed to provide for any official law enforcement purpose except for the payment of salaries or rewards to law enforcement personnel. The budget is projected to be balanced with revenues of \$2.6 million.

Sheriff Inmate Commissary Fund This fund generates revenue from the sale of supplies to jail inmates. The profit from the sales is used for the benefit of the general inmate population. Revenues are projected at \$630,582. The budget is projected to be balanced with revenues equaling expenditures.

Sheriff Other Programs Fund This fund generates revenue from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education and Combined Accident Reduction Effort programs. Revenues and expenditures are budgeted for \$42,003.

Unincorporated Special Services District Fund This fund is for revenues and expenditures that are solely for the unincorporated area of the County. Of the \$9.4 million 2021 budget, a total of \$7.6 million will be transferred to the Animal Control Fund and the Fire Services & EMS Fund.

Victim Assistance Fund This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$242,536. Revenues are projected at \$148,200 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$30,000.

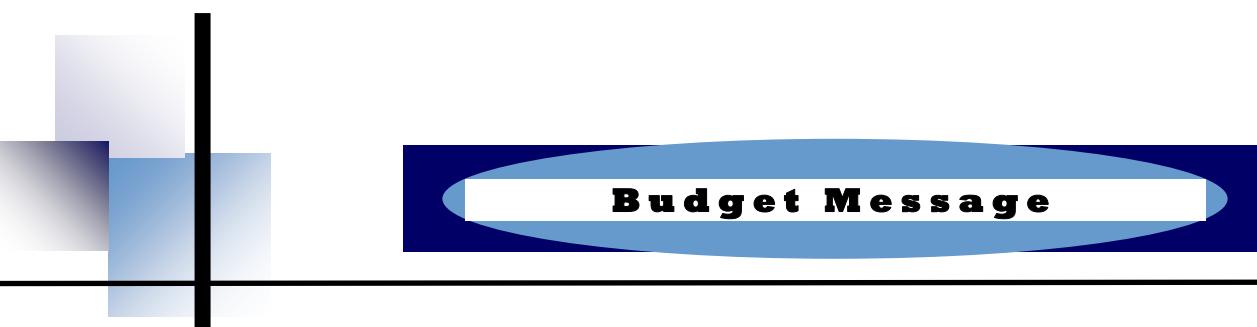
SPLOST Capital Project Funds. They are continuing to assist in the construction of and improvement to various County infrastructures. The SPLOST Capital Project Fund is for construction/improvements and/or equipment for various projects in the Department of Transportation, Parks & Recreation Department, and Fire & EMS Department and a public safety radio system.

NSP The County is now in the 3rd phase of the Neighborhood Stabilization Program. This program uses Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home and puts a home into the market that would have otherwise continued to deteriorate. The balanced budget for the coming year is \$250,200.

Landfill Enterprise Fund. This fund provides solid waste disposal services for the citizens of Douglas County. Services provided include a putricle waste transfer station, a construction and demolition landfill and a recycling facility. The estimated 2021 beginning retained earnings is negative \$1.1. Projected revenues and expenditures are both estimated at \$2 million. The ending retained earnings are projected to be a negative \$1.1 million.

Health and Employee Benefits Fund. This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds and employees. Total expenditures for 2021 are anticipated to be \$16,154,059. The employees contribute based on a tier structure of coverage which equals approximately \$2,709,470. Prior to 2016's open enrollment, a benefits consulting firm was brought on board to assess our plan. Changes continue to be made to the plan that offers overall savings while simultaneously transferring some of the cost to employees from the County. This fund will continue to be monitored for potential cost savings.

Workers' Compensation Fund. This is an internal service fund that provides workers' compensation benefits for Douglas County employees. Revenues are generated by transfer payments from the General Fund, E-911 Fund, Unincorporated Area Special Services District Fund, Fire Services and EMS Fund, Animal Control Services Fund, Victim Assistance Fund and Landfill Enterprise Fund. 2021 begins with an estimated \$750,000 fund balance. Total expenditures for 2021 are budgeted at \$756,900 with revenues to be the same.



Budget Message

ACCOMPLISHMENTS FOR 2020

As we all know, responding to the COVID pandemic was top priority for 2020. Demand for general government services, court services, law enforcement and other government services continued but non-essential services had limited operations for majority of 2020. County Departments are to be commended for a job well done on cutting expenses and maintaining essential services during this unprecedented time.

Improved Planning and Community Development:

To continue to provide quality services to our citizens it is necessary for the County to look to the future. Connect Douglas continued to work off the comprehensive transportation study completed in 2015 to fulfill the transportation needs countywide across all demographics and locations. Some transportation options and assistance currently offered within the County are vanpools, fixed route bus systems, and one-way trips for senior/disabled citizens through a voucher program. Majority of these services are all through federal grants that have been secured that only require a minimal local match.

The Geographical Information Systems/Mapping department completed countywide aerial photography. This has not been completed in several years and was due for an update with the ever-changing County. The department's new plotter allowed them to better assist and serve County personnel and citizens.

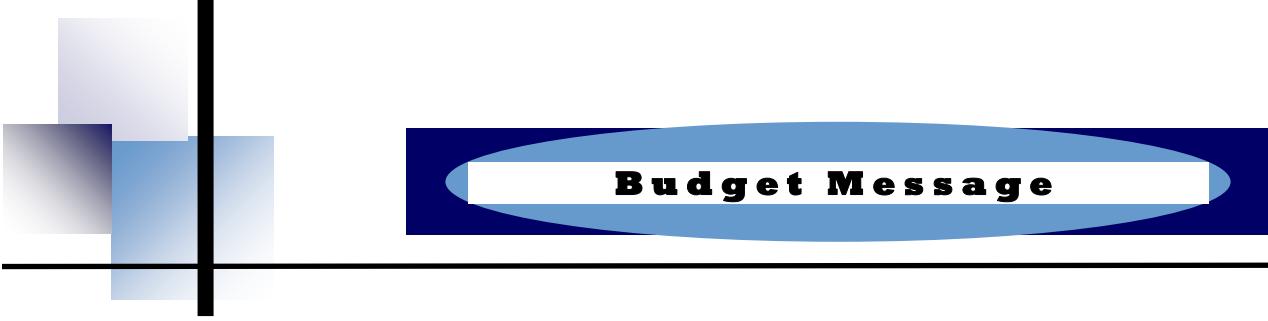
Improved General Government Operations:

Voter Registration and Elections experienced a presidential election in 2020. With this and the new State requirements of a new voting system they experienced additional costs. The State mandated new voting equipment. The new equipment was stored in a building that was leased and renovated. The equipment is also very heavy and required professional movers to transport the equipment to each election site and back to storage. The new equipment casted a paper ballot that was to be printed out; therefore, this also meant additional costs in toner for printing. The number of voters registered in Douglas County is currently at 108,923. The Board of Elections was awarded grants totaling \$2.3 million to help offset the costs as well as to purchase additional equipment needs.

Many County departments service other departments. While their operations are not seen by the public, their efforts affect the budget and accomplishments in operations and budget savings do impact the citizens of Douglas County. As the County grows, government operations grow. With this growth comes an increasing number of documents that need to be stored. With demising space options, our Records Department faced many challenges. To continue to provide quality record storage and retrieval methods, an imaging software allowed the County to maintain existing digital records and to continue to process imaging projects for ease of access for County departments and the public. The records department had over 1,100 open records requests and indexed over 55,000 documents in 2020.

Risk and Safety managed insurance claims in 2020 that resulted in collections of funds in deductibles, insurance settlements, and other receivables. In addition to their normal duties of investigating incidents, inspecting County facilities, conducting insurance contract reviews, and overall managing claims, Risk and Safety made exhaustive efforts to reduce the number and severity of claims. They actively engaged the County's Safety Board through regular meetings and completed a 30-chapter safety manual.

It is vital for the citizens to be informed and especially during the COVID pandemic. In 2020, the Communications and Community Relations Department enhanced the many avenues County information is disseminated. COVID press releases, mailers, newspaper advertisements and road signs were all ways the County communicated important COVID information. Also, new, and more informative programs on dctv23 were available for viewing such as the "Chairman's Show," "This is Douglas County," and "District Dialogue."



Budget Message

Improved Judicial Services:

In 2020, the Superior Court of Douglas County had over 2,500 civil filings and 1,000 criminal case filings. It is one of the busiest superior court circuits in the State of Georgia.

Douglas County has made progress in criminal justice reform with accountability courts. There is a Felony Drug Court, Mental Health Court, and a DUI Court. All these courts are focused on rehabilitation. Majority of these courts are funded partially by grants. The participation number continues to grow as well. One example is the Felony Drug Court, which has been trending at 20 new additional participants each year topping out at 102 estimated participants for the 2020 budget year.

The court is also the only one in the State which runs its own housing program assisted by the Board of Commissioners for homeless participants. The County can do this by partnering with two existing shelters, and adding three more, Sanctuary Farm, Sanctuary Cornerstone and Sanctuary Village.

The Juvenile Programs has operated Douglas County Family Treatment Court (FTC) from November 2007 until present. The FTC served over 150 clients with several graduations and babies born drug free. In this program, there were several child-to-parent reunifications. These parents were assisted and equipped to be able to maintain custody of their children by helping them enter the appropriate treatment faster than the normal dependency case. FTC in Douglas County is proud to have an Administrator, a Coordinator, a Case Manager and two Peer Support Specialists. Our team is well trained and always uses a non-adversarial approach to our participants. FTC is certified by the State through the Council of Accountability Court Judges. Douglas County's FTC also serves as a Peer Review Team to other family treatment courts in the state. Linking, integrating, and Networking for Kids Program served many families. We brought together a team of providers to address the needs of families having difficulty in being able to access services needed for their children. Juvenile Programs largely operates from grant funding from the Bureau of Justice Statistics, Criminal Justice Coordinating Council, and the Office of Juvenile Justice and Delinquency Prevention.

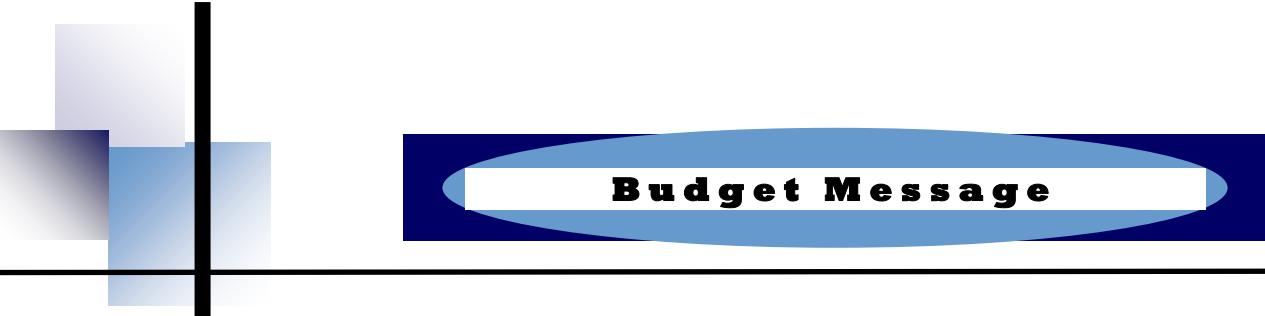
Improved Public Safety:

Safety of our citizens remained a priority in 2020. As the County navigated through the pandemic, public safety provided excellent service to protect our citizens. Outreach events included assisting children at Christmas and assisting families in a time of need.

Fire and EMS put the SPLOST pennies to good use in 2020. HVAC improvements to Station 11 and appliance upgrades in other stations were completed. A new fire truck and ambulance were purchased as well. With nearly 400 fire calls in 2020 these new upgrades will help continue to serve the public. In 2020 over 19,000 calls to service were ran and it is projected to have almost 19,600 in 2021. Transports, EMS calls, and inspections are all projected increase or remain constant in 2021.

E-911 improved text to 911 service with new technology, by continuing to add a texting technology platform that was not available when the service was first implemented. This took us away from the vulnerable internet-based program and place all the functions through console equipment. Operational improvements were made at the E-911 backup center.

The E-911 Director was sworn in on the Governors Emergency Communications Authority for a term to last through July 2021. The County continued partnerships with other jurisdictions such as the Georgia State Patrol's installation of a new GINLINK (interoperation) radio system in the 911 center and planning with Fulton County E-911 for them to utilize Douglas County's center in the event they needed to evacuate.



Budget Message

Improved Public Works:

LMIG and SPLOST dollars continue to be put to work with several ongoing projects. Our commitment to provide transportation alternatives is displayed with the completion of a comprehensive transportation study. Also, Douglas County Department of Transportation cut 2,150 shoulder miles, repaired 500 potholes, and removed 50 trees in 2020.

Improved Health and Welfare:

The Solid Waste Management received a favorable capacity report extending the life of the C&D Landfill to 16.4 years. In the past our C&D rates were the cheapest of all surrounding areas. By increasing our rates to match surrounding landfills this diverted a significant amount of construction and demolition waste. Even with these measures put into place the landfill still had over 115,000 transactions in 2020.

Senior Services met all contract standards as required by terms of the 2020 Aging Services Contract with the Atlanta Regional Commission. This ensured that the senior citizens of the County were provided quality services that met their needs. 51,075 meals were picked up or delivered to senior citizens. These meals were delivered with the assistance of 58 volunteers.

The Cobb/Douglas Public Health provided citizens with constant communication regarding COVID. They provided free COVID testing at several sites throughout Cobb & Douglas counties.

Improved Parks, Recreation, and Culture:

Several improvements to our parks began with the 2016 SPLOST being the funding source. In 2020, Deer Lick Park tennis courts were completed, as well as \$10,000 in new equipment was purchased. The larger scale projects with 2016 SPLOST funds are the Multi-Purpose Recreation Center, the new Senior Center, as well as renovations for Bill Arp and Fairplay Park. Other projects unrelated to SPLOST funds included a Department of Natural Resource grant of \$75,000 and it was used for trailhead development at Clinton Nature Preserve. Also, there was work done on the trailhead at the Pumpkintown Nature Reserve Park.

Maintained high level of Government Operations and Quality Service to Citizens:

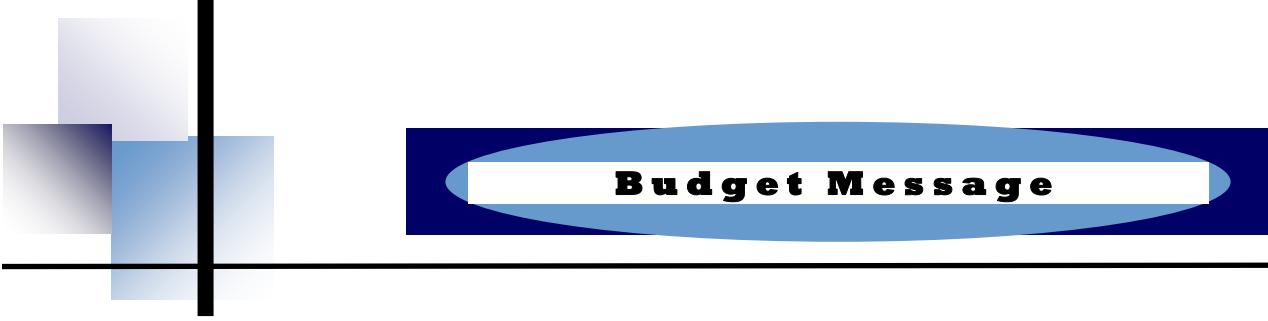
The County maintained a bond rating of AA/Stable, provided the employees with a strongly funded pension plan and continued to offer citizens the needed services during the COVID pandemic.

PRIORITIES FOR 2021

The County's top priority is navigating safely through the pandemic. This includes communicating with the citizens and working with the Board of Health regarding a vaccination rollout plan.

Improve Commitment to Citizens:

Ensuring that we are fiscally responsible with tax dollars is paramount. The County's tax digest and property tax revenues have improved. An increase to the 2020 millage rate showed the Board's commitment in keeping the County financially sound. This increase was necessary to meet the continued increased demands for services and to offset the reduction of some non-property tax revenue sources. The 2021 budget allows for the County to continue to maintain roads and traffic signals, provide public safety and provide for public welfare. For these services to continue to be provided the County needs to keep track with inflation and the 2021 Budget was approved with the notion that the mileage rate will be the same as 2020.



Budget Message

The County's 2021 budget does include a reserve fund to be used in emergencies so that our response to emergencies can be appropriate and timely.

Strong emphasis in 2021 will be placed on the health & well-being of our citizens. Douglas County will remain dedicated to providing services to the public in a safe, efficient, responsible, and professional manner. Services will be delivered in a caring and humane environment. Douglas County has been working closely with Cobb/Douglas Public Health to provide COVID vaccines to Douglas County residents. This partnership will allow easy access to the vaccination for the most vulnerable citizens in our community. Approximately 200 vaccinations are scheduled for January 28. The Lithia Springs Senior Center is being utilized as a mobile COVID vaccination clinic.

Douglas County is dedicated in providing a work environment where we respect the dignity, and recognize the merit, of each individual employee. Douglas County is committed to a policy of open government.

Improve Planning and Community Development:

Economic development continues to be priority. Funding for the Development Authority, tourism, infrastructure, transportation alternatives and public safety will help promote Douglas County to businesses and industries looking for a great place to locate.

Improve Public Safety & Judicial Process:

Public Safety is our highest priority and receives almost half of the total budget. Also, even with limited operations due to COVID, the judicial function continues to service the citizens in a safe & effective manner. Our accountability courts have seen great success in recent years with their treatment programs in three areas – misdemeanor drugs, DUI, and felony drug cases. These programs have served well in removing more drunk drivers and offering offenders a chance to make better life choices as well as ultimately prevent them from causing harm to themselves or others. All these programs keep people out of jail and put them back into their families and community with tools to become successful and productive contributors to both. Grant funding was the initial source for these programs and these dollars are still coming in to help cover a significant portion of these programs. Participant fees and County funds are also utilized to cover the cost of operations. Funding is included in the 2021 budget for accountability mental health, children's mental health and continued expansion of the Felony Drug Court housing.

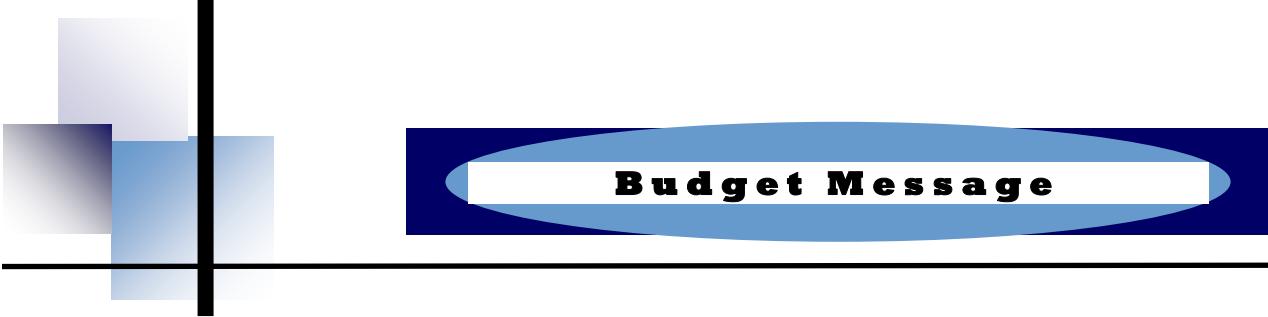
Improve Transportation:

SPLOST proceeds are planned for use in many needed areas of transportation, with the County's portion projected to be at least \$51 million. The County's Department of Transportation will continue to leverage Federal and State grants for roadway and transportation projects that will allow us to continue to make progress on much needed projects.

Work continues for approximately \$9 million in projects with funding from the Atlanta Regional Commission and local funds. The County's Intelligent Transportation System continues to be augmented with two projects which will extend fiber optic interconnect cables along major corridors such as Highway 5 and Thornton Road. The traffic signals along those corridors will be interconnected and re-timed to improve traffic flows. Work also continues for other long-term road improvement projects that are in the design phase and will move to construction in future years.

Improve Parks, Recreation & Culture:

As mentioned above, the larger scale projects with 2016 SPLOST funds are the Multi-Purpose Recreation Center and the new Senior Center. The facilities will be opening in 2021 but will have limited operations due to COVID.



Budget Message

Improve Responsibility

To strengthen the confidence the public has in this County, its transparency and integrity in the new year begins with adopted budgets not only for the General Fund, but for the funds such as the Unincorporated Area, Fire Services and EMS, and Animal Control.

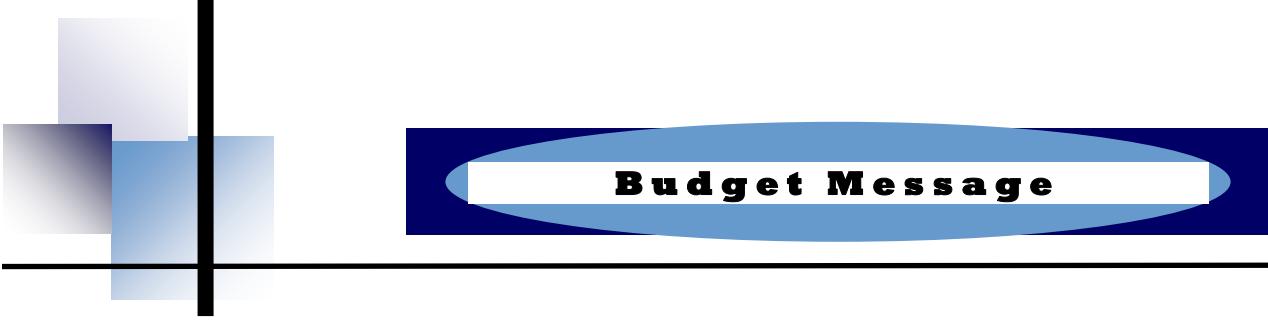
To further protect the human and financial resources of the County, the Risk and Safety department control and mitigate risks and losses in several ways. They train staff to prevent incidents and accidents in the areas of transportation and public safety. They strive to ensure injured employees receive superior medical treatment, recovery motivation and monitoring and are returned to work as soon as possible at maximum medical improvement.

The County begins 2021 with the long-term debt for the debt service associated with the Special Purpose Local Option Sales Tax. The most fiscally responsible way to handle the projects to be funded by the new Special Purpose Local Option Sales Tax was the issuance of bonds for some of the projects. The County also has several capital leases. One lease implemented the results of an energy savings audit conducted in 2017. The energy efficient equipment financed will result in utility savings sufficient to cover this debt. The other leases were for a new phone system, Douglas County Sheriff's Office computers, Sheriff equipment and additional server space. So even with these types of debt, the County is still in a good financial position. Maintaining reserves of at least 10% of the General Fund expenditures is a policy that we take seriously and have been able to continue to do for 2021.

COMPREHENSIVE PLAN FOR DOUGLAS COUNTY

In 2018 Douglas County updated a Comprehensive Plan that began implementation in 2019. The Georgia Department of Community Affairs has laid out required elements of the Comprehensive Plan. All communities must complete a Community Goals section, list Needs & Opportunities, and write a Community Work Program. The following five elements are only required for some communities: Capital Improvements (for communities that assess impact fees), Land Use (for communities with Zoning), Economic Development, Transportation, and Housing. While the County is not required to complete an Economic Development element as they are not included as Georgia Job Tax Credit Tier 1 Communities, these issues are considered in the plan and recommendations regarding economic development can be found throughout the document. As the County has zoning, the Land Use element is required and included as is the Transportation element. Included are recommendations from the Douglas County Comprehensive Transportation Plan. Designation as a Community Development Block Grant Communities are required to complete the Housing element. Douglas County holds this designation and has incorporated this element in the plan. All communities must complete a Community Goals section, list Needs & Opportunities, and write a Community Work Program and the County has done so.

Douglas County is a place of history, heritage and diversity that values family, culture and education. Responsible, transparent and accountable government maintains public facilities and programs through a solid and reasonable tax base. Communications with citizens, governments, and community partners will preserve the legacy of Douglas County as an attractive place to raise a family, conduct business and invest in the future.



Budget Message

Assets and Challenges

Douglas County has an ideal location in the metro region, with good access to transportation, employment centers, and the Hartsfield Jackson Atlanta International Airport. Douglas County has put in place appropriate growth mechanisms to ensure water quantity and quality, and planned for conservation of land in areas that conserve water supply and ground-water recharge. Douglas County residents benefit from access to excellent opportunities for Arts, Culture and Recreational Pursuits in their community. The County is growing in the areas of culture and recreation. The cities and community centers in Douglas County create opportunities for metropolitan amenities such as a regional shopping mall, while preserving small town character. In addition to preserving its existing neighborhoods, Douglas County provides options for a variety of housing choices for individuals and families of diverse incomes and age groups.

With regard to workforce development, Douglas County needs to encourage job growth to provide opportunities for residents within the county and mitigate the need for commute trips outside of the county. Also, Douglas County needs to develop the skilled workforce to match available jobs by encouraging workforce training programs, improving transportation access to existing employers, and targeting industry sectors that are suited to local resources and regional assets.

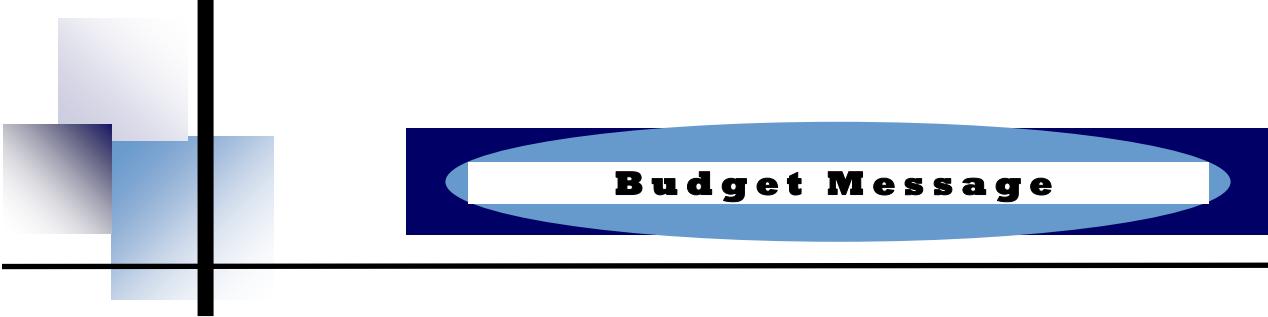
To preserve rural areas while allowing for growth Douglas County will continue to plan for areas of growth and areas of conservation to balance livability and environmental quality now and in the future.

There is always room for improvements. A challenge, but none the less a priority is provision of Senior Services programs. The aging population (19% of the County's population is 55 and older) has increasing needs and the County will need to be poised ready to meet these needs in a fitting way.

Community Vision and Goals

Much of Douglas County's identity is tied to its rural and small town heritage. Although large-scale farms are not a major use within the County, many smaller homestead and "estate farms" still exist. Two major farms have been identified in the south end of the County, and are included in this category. In addition, areas of sensitive natural resources require additional protection. The intent of the Rural Places Character Area is to provide a residential-agricultural community, which benefits from its scenic rural landscape with much of its identity based on its agrarian past while accommodating residential growth and very limited "County Crossroads" type commercial. Implementation strategies are:

- * Retain and conserve the rural character in the area
- * Protect sensitive natural resources areas
- * Encourage and accommodate the further development of estates and mint farms that is consistent with growth policies of the County and that blend into the overall fabric of the County
- * Adopt a policy to provide a lower level of service to these areas, in terms of transportation and sewer improvements in order to maintain and protect rural character



Budget Message

As Douglas County continues to experience growth in both residential and commercial development, areas meant for traditional subdivision and commercial growth to serve nearby residents are necessary. The intent of this character area is to channel growth pressures to areas that are suitable in terms of land use patterns and infrastructure investment, and to areas that have a more “suburban” feel. This character also includes older established neighborhoods, and could include appropriate senior housing. Commercial notes within this character area included existing County crossroads and neighborhood village centers.

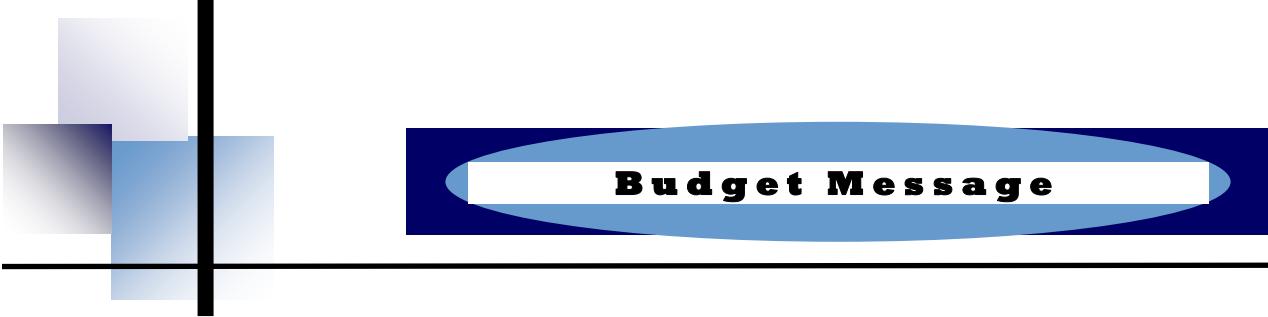
Guiding the growth to attract a population that will appreciate and help preserve our community can be done in a number of ways. The look of Douglas County is critical to maintaining that small town feeling. Careful planning of our urban design can achieve this goal. Urban design refers to the dynamic relationship of land uses and how they are connected within the built environment. Design strategies with the appearance of our buildings, open spaces, parks and plazas, transportation networks (pedestrian and automotive), can create a sense of place that achieves the community’s desired vision. Everything from lighting to landscaping can be organized in such a way as to transform intersections into walkable districts, and subdivisions into neighborhoods. Our urban design strategies will focus less on the visual appearance of buildings and streets and more on the organization of neighborhoods, commercial areas and open spaces and their connectivity to one another within a larger framework.

There are a variety of ways to achieve the County’s vision for the future. From an urban design standpoint, the key is to avoid dispersed development projects that are unrelated to one another and exist in isolation at random locations. Instead, by focusing appropriate development within distinct character areas, corridors and centers and arranging these areas within a comprehensive circulation system that incorporates multiple modes of transportation.

As a first step in creating an appropriate development atmosphere, the County has developed “Community Character Areas.” In the context of the Comprehensive Plan, urban design through distinct character areas describes a classification of development patterns, their distinct differences and their relationship to one another as the County continues to grow.

Community Work Program

The Community Work Program details specific projects and programs that Douglas County will undertake over the next five years to implement the vision and to help overcome some of the challenges facing Douglas County. Attracting high-wage industries is dependent on having an educated workforce capable of providing the knowledge and experience needed. Douglas County nurtures its strong talent base with aligned educational programs and engaged employers. Despite the financial challenges, Douglas County is rebounding with an amount of college educated individuals that exceeds the national average. Additionally, the primary job growth in Douglas County has been in the Manufacturing, Trade and Transportation, Financial Services, and Education and Health Services sectors, which all provide wages which exceed the county average.



Budget Message

Transportation

The 2008 Douglas County Comprehensive Transportation Plan CTP included Douglasville, Austell, and Villa Rica. The purpose of the plan was to create a guide for development over the following 25-year period by looking at current and future demands for transportation. In this plan, programs, policies, strategies, projects, schedules, responsibilities, needs, costs, and funding sources are all identified to ensure needs will be met for the 25 year period. In 2019 the plan is for the County to continue to meet the identified needs, the CTP outlines a set of goals and objectives. They are as follows:

Goal: enhance safety and mobility for all travelers

- Objective: Incorporate \ Goal: Enhance safety and mobility for all travelers
- Objective: Incorporate multimodal facilities into transportation planning
- Objective: Provide safe, accessible, and efficient transportation facilities
- Objective: Prioritize and balance transportation projects with political and public support

Goal: Preserve and protect neighborhood integrity

- Objective: Preserve existing neighborhood characteristics and aesthetics
- Objective: Maintain consistency with comprehensive land use plans
- Objective: Implement density appropriate facilities Goal: Preserve the environment
- Objective: Incorporate connectivity to greenways
- Objective: Identify priority environmental resources
- Objective: Sustain water quality
- Objective: Support alternative modes that reduce negative air quality impacts

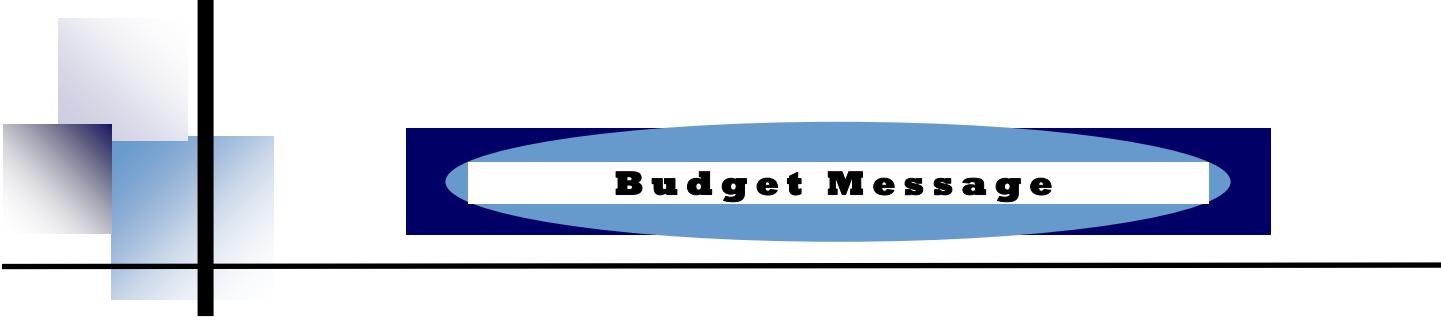
Goal: Promote economic development

- Objective: Focus new developments in economically depressed areas
- Objective: Locate transportation facilities near economic development activities

Goal: Encourage public involvement

- Objective: Provide updated information through various media in accessible locations
- Objective: Offer multiple opportunities for participation

Using the goals and objectives as a guidance for project identification, the CTP identified 42 projects that fall into the spending categories of major, minor, safety, and bicycle/pedestrian projects. Within those categories are roadway capacity projects, new interchanges, bicycle parkways, and more.



Budget Message

In 2017, Douglas County created the Community and Economic Development Strategy to foster greater economic vitality and prosperity for its residents. The vision statement explained that Douglas County is well known as a thriving business location, a destination for culture and nature lovers, and home to compassionate, collaborative people. The plan has four pillars, which act as the foundation of the vision:

- I. Celebrate the Community: Douglas County celebrates its unique assets and shares its story with the world.
- II. Invest with Intention: Douglas County makes purposeful investments that align with the community's vision, values, and targets.
- III. Cultivate Talent: Douglas County nurtures its strong talent base with aligned educational programs and engaged employers.
- IV. Build Business Success: Douglas County has robust recruitment, business retention & expansion (BRE), and entrepreneurial programs that foster business success.

Douglas County experienced challenges after the great recession given that the primary sectors were Retail and Construction, which relied on consumer spending. Despite the financial challenges, Douglas County is rebounding with an amount of college educated individuals that exceeds the national average. Additionally, the primary job growth in Douglas County has been in the Manufacturing, Trade and Transportation, Financial Services, and Education and Health Services sectors, which all provide wages which exceed the County average.

Some key opportunities for Douglas County are its affordability for attracting prospective residents, the undeveloped land, a young talent pool, and venture capital funds available in the Atlanta Metro region, the potential for downtown Douglasville, the Chattahoochee River frontage and more. There is still a need to improve transportation and invest in infrastructure to help improve its competitiveness as a place to do business.

A close look was taken at the County's community and economic development strategy to addresses brand development of what is the County's local identity, and how does the County differ from its competitors in a meaningful way. The results - Douglas County needs focus on who its primary target audiences are and how to use unified branding and messaging to engage those groups. So, in 2017, Douglas County created the Community and Economic Development Strategy to establish a unified vision and direction for the County that results in greater economic vitality and prosperity for its residents.

The target clusters identified as key sectors for economic development are advanced manufacturing, professional technology services, and media and entertainment.

Douglas County shall continue to embrace its rural heritage, historical significance, ethnic diversity and small town feel while creating a sense of place that nurtures family, cultural values and education. Responsible, transparent and accountable government maintains public facilities and programs through a solid and reasonable tax base. Communication with citizens, governments and community partners will preserve the legacy of Douglas County as an attractive place to raise a family, conduct business and invest in the future.

Jennifer Hallman, CPFO

Finance Director

DESCRIPTION

General Information

HISTORY

Douglas County was formed in 1870 from parts of Carroll County and old Campbell Counties (now Fulton County) plus a small section of the original Cherokee County. The county was named after Stephen A. Douglas, a U.S. Congressman and rival of Abraham Lincoln for the presidency. Two Indian groups originally inhabited the land of Douglas County: the Creeks and the Cherokees. Douglas County is home to several Civil War battle sites.

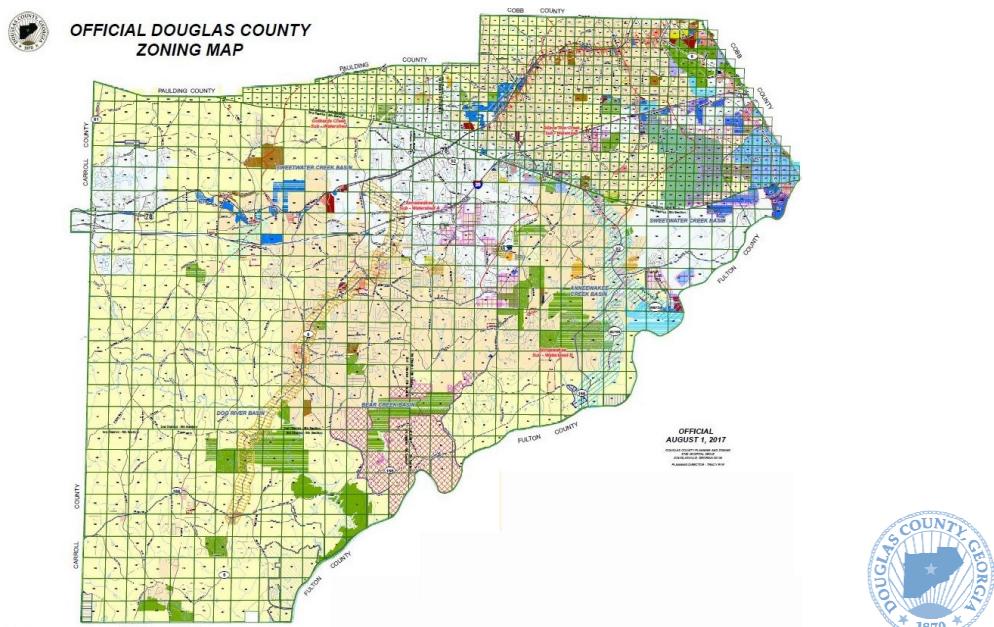
The Creek and Cherokee Indians originally inhabited Douglas County.

LOCATION

Douglas County is included in the Atlanta Metropolitan area. The County is located twenty-five miles west of the City of Atlanta and thirty miles east of the State of Alabama. The County is bordered by Paulding and Cobb Counties on the North, Carroll County on the South & West, and Fulton County on the South & East. All of this is part of the Piedmont region of the Appalachian Mountains.

LAND AREA

Douglas County is one of the smallest counties in the State of Georgia. It occupies an area of only 199.3 square miles. Of the 159 counties in Georgia, Douglas County ranks 139th in size.



General Information

DOUGLAS COUNTY MUNICIPALITIES

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 33,992 residents. The cities of Villa Rica and Austell are mainly located in other counties—Carroll and Cobb counties respectively. Both cities have a minute share of the population in Douglas County.

The largest City and County Seat is Douglasville—Population 33,992

TRANSPORTATION

Interstate 20 runs East/West through Douglas County between the metropolitan cities of Atlanta and Birmingham. This interstate highway provides easy vehicular traffic access between Douglas County and all major metropolitan cities of the South. The Norfolk Southern Railway also traverses Douglas County providing easy rail access for all local industries. Hartsfield-Jackson International Airport—one of the world's busiest airports—is located 15 miles east of Douglas County.

ECONOMY

According to the latest information available, the total number of employees located in Douglas County was 41,481 Douglas County's unemployment rate of 6.0% is slightly higher than the State's rate of 5.6%. Median household income of Douglas County residents is estimated at \$ 63,835 which is higher than the average for the State's 159 counties of \$ 58,700.

Douglas County's unemployment rate of 6.0% is slightly higher than the State's rate of 5.6%.

POPULATION

According to the latest information available from the U.S. Census, Douglas County's estimated population is 146,343 making it one of the metropolitan region's most populated counties. And according to the U.S. Census Bureau, Douglas County's population has increased 10.6% since 2010. The average household size is 2.89 with a median value of owner-occupied housing of \$ 161,600.



General Information

DESCRIPTION

Douglas County is governed by a Board of Commissioners composed of five members. Four of the positions on the Board are elected by geographic districts. These four positions are part-time positions and serve staggered four-year terms. The Chairman of the Board of Commissioners is elected countywide for a four-year term. This position is full-time, and is responsible for the administration of the county. The Commission appoints a County Administrator who acts in such administrative matters as the Chairman determines are necessary. The Administrator is also responsible for submitting the annual budget and to report on the finances and administrative activities of the county.

Douglas County is governed by a B. O. C., composed of 5 members: four part-time District Commissioners and one full-time Chairman.

Douglas County operates a system of courts with Judges, a District Attorney, a Public Defender's Office, a Solicitor and a Superior Court Clerk

Law enforcement is provided through an elected Sheriff.

Tax collection is provided through an elected Tax Commissioner.

The County Coroner's position is also an elected position.

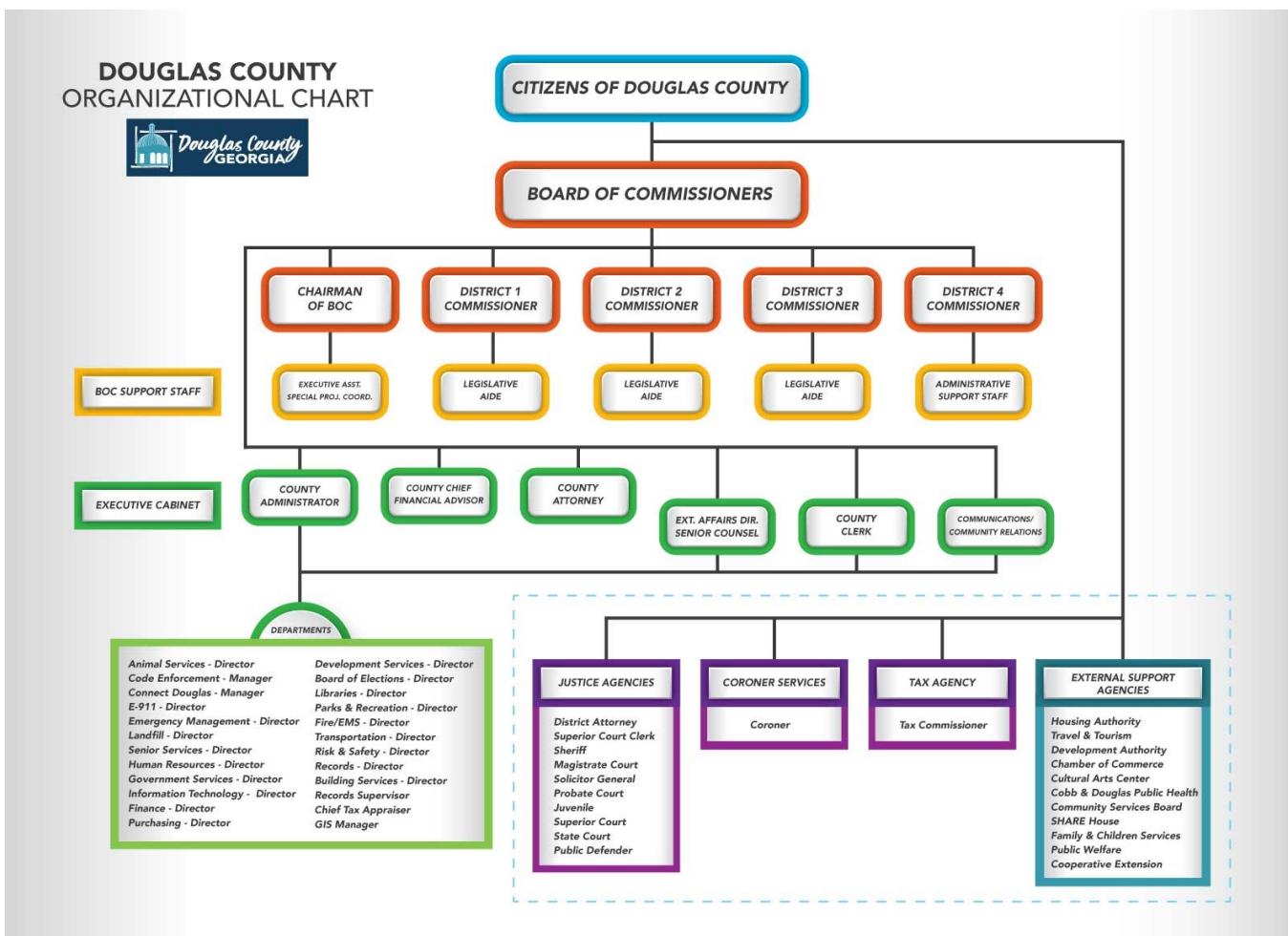
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of Family and Children Services.

Douglas County also provides the following urban services:

- Fire Protection
- Emergency Medical Services
- Road Maintenance & Construction
- Solid Waste Disposal
- Code Enforcement
- Parks and Recreation Programs
- Public Transportation
- Libraries
- Planning and Zoning
- Emergency Dispatching
- Emergency Management
- Fleet Management
- Tax Appraisal
- Administration
- Agricultural Extension
- Juvenile Court Administration



Organizational Chart



Budget Process

The budget process is the plan Douglas County uses for the expenditure of public funds. It is designed to identify the needs of Douglas County citizens for services to improve their quality of life, to quantify those needs, to categorize them into cost centers for accountability, and to determine the revenues which will be available to provide those needs. Public hearings are held to encourage input from the citizens and to provide information regarding the County plans for the coming fiscal year.

The formal process of budget preparation begins in August. The financial software streamlines the process and eliminates all paperwork from the process.

The budget module in our financial software is initialized and a new budget year opened. Department Heads and Elected Officials are notified of the budget schedule and they or their designee(s) can begin entering data.

The budget data entered is processed through five levels, at each level changes are made as deemed appropriate by the highest level of staff at that budget level. The levels are as follows:

- Department
- Division
- Finance Department
- County Administrator
- Board of Commissioners

The County does zero based budgeting, but as with most anything, historical spending patterns are often a good indicator of future expenditures. Therefore, to assist in the preparation of the operating expenses the budget program provides comparative data from previous years including real time information of activity in the current budget cycle.



A department's budget is comprised of three parts as follows:

Salaries and related Benefits – pull from the actual Human Resource files. Choosing calculate options after entering estimated overtime and part-time hours result in budgeted salaries and related benefits that can be calculated with a high degree of accuracy. Any requested additions, deletions or changes to Salaries must be entered as a Budget Improvement Request as discussed below.

Operating Expenditures – The estimated budget is entered as transactions. These transactions are totaled for each line item.

Capital – items requested are not entered into the Capital General Ledger Line items. Request for these items must be submitted as a Budget Improvement Request as discussed below.

All lines have available areas to attach any Comments, Notes, or Documents to support the request for that line.

Budget Improvement Request (BIR) – should be completed and attached to the BIR general ledger line item for any additions to or enhancements of the present budget. This would consist of any new employee positions requested, any new projects to be undertaken, or any new capital items to be purchased in the next year. The estimated operational cost associated with the new request should also be detailed in the justification for the request and the total dollar entered as an individual transaction on the BIR general ledger line item. Each BIR is to be numbered according to the priority given it by the Department Head. All of the costs associated with each project or program are to be included on that BIR. If an addition is not associated with a program or project, then it is to be recorded on a separate BIR by itself. These BIRs are not included in the regular budget figures so that the decision makers can see what the personnel services and operating costs would be for the County to continue to operate in the next fiscal year at the same service level as the current fiscal year. This also isolates the costs and benefits associated with each BIR and assists management in individually evaluating the merits of each request.



Revenue Projections - can be entered in the same manner as expenditures and the previous fiscal years data are available to be viewed for reference. More than one department shares some revenue line items such as miscellaneous income. Each department estimates based on their own knowledge. Management will prepare the estimated revenue projections for all the funds. Information provided by departments assists in determining those projections.

Upon notification the budget module is open, the departments review their goals for the coming year, determine their costs to achieve those goals, and record the costs in the system.

Once the Department has completed their entry they notify the Finance Department to have the data advanced to the Division. Division Directors review and make any changes. The budget is then advanced to the Finance Department Level.

At the Finance Department Level the budgets are reviewed individually and in total and changes are made. Upon completion of all these changes the budget is advanced to the County Administrator level.

Budget hearings are scheduled with Department Heads and Elected Officials. The County Administrator, Finance Director and Assistant Finance Director meet with departments to discuss their budget submission and requests. After each hearing, the County Administrator makes recommendations that are entered into the system.

The Finance Director and Assistant Finance Director prepare summary documents which detail the County Administrator's recommendations to include major changes in the budget by department, recommended new positions, proposed major capital purchases, planned new programs and projects, and any other significant expenditure changes. The County Administrator, Finance Director and Assistant Finance Director then meet with the Board of Commissioners and present the information to them. The Board reviews this presentation, asks questions, and further refines the budget.

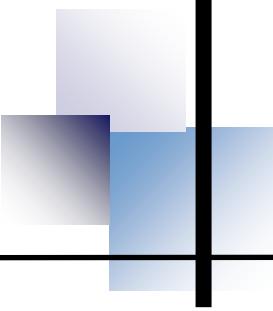


Budget Process

Once the Board is satisfied with the budget, an advertisement is placed for a public hearing and copies of the budget are made available for review by the public. Public hearings are then held to allow for comments and input from the public. Once the public hearings are completed and any and all changes have been made, the Board adopts the budget at the last regular Commission meeting in December.

Upon adoption of the budget, the Finance Department begins the preparation of the formal budget document, which includes some general information about Douglas County, policy overviews, personnel summaries for funds and departments, financial summaries, departmental summaries and a capital summary. When this is published, it is made available to our public libraries and website. The following page is a budget calendar, which summarizes this process according to dates.





Budget Calendar

POLICIES & PROCEDURES

Douglas County Board of Commissioners

2021 Budget Calendar

July 27,2020	Budget is initialized in the system and opened for entry by Elected Officials and Department Heads.
Aug 28,2020	Budget is due from all Departments.
Aug 29 — Oct 6, 2020	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
Oct 6—20, 2020	County Administrator, Finance Director & Assistant Finance Director meet with Elected Officials and Department Heads for budget hearings.
Oct 21—Nov 8, 2020	County Administrator, Finance Director & Assistant Finance Director finalize and prepare recommended budget summary documents.
Nov 9-10, 2020	Proposed budget is presented to Board of Commissioners at Budget Workshop.
Nov 21, 2020	Advertise for public hearing to review the budget.
Dec 1, 2020	Public hearing to review the budget.
Dec 15, 2020	Board of Commissioners adopts the 2021 budget.

The mission of Douglas County is to provide the citizens of Douglas County with an honest, well-planned, effective and efficient local government. A major part of that mission is to provide certain essential, basic services of government necessary to have the quality of life that our citizens desire. Our goal is to deliver the maximum amount of these services, which promote the health, safety, welfare, comfort and convenience of our citizens for the least amount of cost possible. The annual operating budget is one tool that is used to see that public funds are properly accounted for, that they are prudently expended, and that they are used to meet these objectives.

The County adopts and maintains a balanced budget. A balanced budget is achieved when current expenditures equal receipts. When receipts exceed current expenditures, a reserve/fund balance is created (see Reserve Fund Policies on pages 30-31). When current expenditures exceed receipts, the fund must have enough in reserves/fund balance to compensate the shortfall in receipts. If this occurs, it is budgeted as "Fund Generated from Fund Balance/Fund Reserves." The County adopts an operating budget each year for the General Fund, Special Revenue Funds, Internal Service Funds, Capital Project Funds, Debt Service Funds and Enterprise Funds on a basis in conformity with Generally Accepted Accounting Principles (GAAP) as applied to government units. The County adopts governmental funds' operating and capital improvement budgets on the modified accrual basis. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Measurable means the amount of the transaction can be determined. Available means collective within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are generally recognized when the related services or goods received and the liability is incurred. Proprietary funds are accounted for on the full accrual basis of accounting, which requires that revenues be recognized in the period in which the service is given; and that expenses be recorded in the period in which the benefit is received. The basis of budgeting for each of these funds is the same as the basis of accounting for each of these funds.

With the implementation of Governmental Accounting Standards Board 34 (GASB 34), government-wide financial statements are prepared using the full accrual basis. This approach includes current assets and liabilities but it also includes capital assets and long-term liabilities. Some of the major adjustments involved in the operating statement in regards to GASB 34 are the removal of capital outlays (with depreciation expense being reported in its place), the removal of debt service principal outlays and the removal of the receipt of the proceeds of long-term debt. Also, the reporting of amortizations, reporting of interest on debt when incurred

rather than “when due,” reporting expense in connection with prepaid items and consumption of inventory, reporting revenue that is not yet “available” for spending and reporting expense related to the non-current portion of certain liabilities are also major adjustments involved in implementing GASB 34.

The County utilizes a line item, zero-based budgeting approach in preparing its annual operating budgets. This approach requires that each department submit a budget request and justify all expenditures each year rather than justifying only the expenditures with proposed changes from the prior year budget. This justification is presented through budget narratives. Even though some expenditures are repetitious every year, they still must be included in a budget narrative and explained. Budget narratives force departments to identify the specific elements, which make up each line item and to place a value on each one. This not only helps to justify the request but also allows the identification of specific items when cuts are applied. By supplying a narrative it can support the request or it can display “padded” items, which need to be eliminated. It provides a more valid basis of need than taking last year’s figures and just adding a percentage.

Any new position, new programs or projects or capital items are made in the form of a Budget Improvement Request (B.I.R.). This request identifies that it is not presently funded, provides an explanation of the need for it, the benefits to be gained, and the cost associated with it. It should be ranked in priority order by the department submitting it.

These requests can then be evaluated independently on their own merits and either approved or rejected accordingly. If a B.I.R. is approved, the specific amounts in each line item will then be added to the budget totals.

Encumbrance accounting is utilized in the governmental funds. Encumbrances represent commitments related to unperformed contracts for goods or services. They are budget monies that are “set aside” or encumbered for materials or services that have been ordered but not yet delivered or provided. Encumbrances that are outstanding at the end of the fiscal year are reported as reservations of fund balances and are incorporated as adjustments to the following year’s budget. All unencumbered appropriations lapse at fiscal year end.

Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The basic unit of organization and

operation within the county exists at the “fund” level. Consistent with this operational concept, the County’s accounting system also employs the “fund” as the basic budgetary and accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are summarized by type in the financial statements and all are budgeted each year. The following fund types are used by the County for budgeting.

Governmental Fund Types:

These are funds through which most governmental functions of the County are financed. The acquisition, use and balances of the County’s current financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. These fund types use the flow of current financial resources measurement focus where determination of changes in financial position rather than net income is important. This means that only current assets and current liabilities are generally included on their balance sheets. Operating statements of these funds present increases (i.e. revenues and other financing sources) and decreases (i.e. expenditures and other financial uses) in net current assets. The following are the County’s Governmental Fund Types:

General Fund—The General Fund is the general operating fund of the County. It is used to account for all revenues and expenditures of the County, which are not accounted for in other funds.

Special Revenue Funds—Special Revenue Funds are generally used to account for certain specific revenue sources, including special services district, grants, and similar funds, which are legally restricted to expenditures for specified purposes.

Debt Service Funds—Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

Capital Projects Fund—The Capital Projects Fund accounts for Capital Improvements (except for those financed by Proprietary Funds) which are from the county’s General Obligation Bond Issues, Certificates of Participation, certain Federal Grants and other County funds.

Proprietary Fund Types:

These funds are used to report the County's ongoing activities which are similar to those often found in the private sector. All proprietary funds are accounted for on a cost of service or "capital maintenance" measurement focus where determination of net income is important. The measurement focus is upon determination of net income, financial position, and cash flows. The following are the County's Proprietary Fund Types:

Internal Service Funds—Internal Service Funds are used to account for the financing of services provided by one department to other departments of the County on a cost-reimbursement basis.

Enterprise Funds—Enterprise Funds are used to account for those operations that are financed and operated in a manner similar to private business or where the Board has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

Budget Amendments

The level of budgetary control is at the department level. Any changes, which would increase a department's total expenditures requires the advance approval of the Board of Commissioners.

Douglas County has established the policy of maintaining a minimum reserve of 10% of the total General Fund Expenditures for working capital in the County General Fund.

Each year, an annual budget is formulated which represents the County's plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of December, it is, at that point in time, management's best estimate as to the most efficient allocation of the financial resources to meet the service needs of the citizens.

The original amount adopted for a particular line item can be affected by a number of different factors such as: subsequent increases in price, change in departmental priorities, or an unanticipated event resulting in the need to expend funds. In order to allow for these types of things procedures have been put into place to allow the budget to be amended.

There are generally two types of situations which call for a budget amendment. The first type is when there is a source of revenues that has not been budgeted in a particular fund for the current year that will be used to acquire materials or services in a department in that fund. This may be a new source of revenues, an unexpected windfall above and beyond the original projection, or may come from another fund (such as Confiscated Assets, etc.). The second type is when there are no revenue sources available and will have to be drawn from a particular fund's fund balance.

Either of these situations requires the advance approval of the Board of Commissioners. The request has to be submitted to the County Administrator and placed on the Commissioners' agenda at the public Commission meeting. If the Board of Commissioners approves the request, a resolution is passed and sent to the Assistant Finance Director to amend the budget accordingly.

Transfers from one line item to another that are within the same department are requested from the Department Head and the Assistant Finance Director records the transaction in the budget. However, all transfers from one department to another have to be presented to the Board of Commissioners for advance approval.

The procedure is very similar to the budget amendments. The request for transfer will be presented to the County Administrator as an agenda item and will be heard in a public Commission meeting. If approved, it will be forwarded to the Assistant Finance Director to record the transfer in the budget. A record of all transfers or amendments is maintained in the computer and reported monthly to the Assistant Finance Director.

To ensure compliance with the legal provisions of the annual appropriations budgets for the General Fund, Special Revenue Funds, and Enterprise Funds, Douglas County maintains certain budgetary controls. Since the budget is officially adopted at the department level then the legal level of control required is at the department level. However, the controls are at the line item level for each department. The first control is to require a purchase order for all purchases of materials or services. This allows the County Administrator and the Board of Commissioners to see the request (requisition) and to deny it if it has not been approved in the budget.

The second control is very similar to the first. When requisitions have been submitted they are electronically forwarded to the Assistant Finance Director. The Assistant Finance Director reviews all requisitions verifying that items are being charged to the correct line item and funds are available in the line item. If the line item does not have sufficient funds, the Assistant Finance Director requests a budget transfer or budget amendment from the Department Head. Once the budget transfer/budget amendment is received the requisition is approved by the Assistant Finance Director and electronically sent to Purchasing for further approvals and processing.

Each month, every department receives a report of the budget activity from the Finance Department. The departments are requested to clear any negative balances via a transfer or budget amendment.

The County maintains an encumbrance accounting system, which is another budgetary control. Encumbered amounts at year-end are recorded as a reservation of fund balance and are reflected as an adjustment to the ensuing year's budget.

OPERATING BUDGET POLICIES

1. The budget shall comply with all Georgia State laws applicable to budget hearings, public notices, public inspections and budget adoption.
2. Total expenditures for each fund will not exceed the budget amount in order to comply with State law. Procedures are set up to insure that each individual department will not exceed their allotted appropriation amount.
3. All current expenditures are financed with current revenues. The only short-term borrowing to meet cash-flow need that will be utilized is Tax Anticipation Notes.
4. All budgets will be adopted on a basis consistent with Generally Accepted Accounting Principles. For Governmental Fund types, revenues are budgeted when they become measurable and available. Expenditures are charged against the budget when they become measurable. All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be reserved on the year ending balance sheet and re-appropriated in the following year. For Proprietary Fund types, revenues are budgeted in the period in which the service is given. Expenditures are charged against the budget when the benefit is received.
5. A budgetary control system will be maintained to insure adherence to the budget. Timely financial reports on the budget status will be prepared.
6. Enterprise and Internal Service budgets will be self-supporting.

RESERVE FUND POLICIES

1. A Fund Balance refers to the excess of assets over liabilities and is therefore also known as surplus funds. The fund balance policy for the General Fund is a minimum unassigned fund balance of ten percent. The total fund balance is estimated at \$27,024,481. Therefore, with an expenditure budget of \$98,704,706 there would be a 27% reserve. Of the \$27 million Fund Balance, the estimated Unassigned Fund Balance is \$12,045,423 which is approximately 12.2% of the General Fund budget.

2. Reserves will be maintained to comply with all debt service requirements to maintain bond ratings.
3. Sufficient reserves will be accumulated in the Enterprise Funds to equal 10% of operating expenses to provide sufficient working capital.

REVENUE ADMINISTRATION POLICIES

1. Douglas County will estimate its revenues in a conservative manner.
2. Douglas County will utilize user fees, if at all possible, to reduce the reliance on taxes.
3. Douglas County will aggressively seek grants for funding projects where appropriate.
4. User charges will be evaluated on an annual basis.

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

1. Douglas County will maintain accounting systems that conform to Generally Accepted Accounting Principles.
2. Douglas County will retain a qualified external auditor that will perform an independent audit in compliance with Generally Accepted Audit Standards and comply with Georgia Code Section 36-81-7.
3. Douglas County will follow a policy of full disclosure on its Financial Reports.
4. Douglas County will provide reporting systems that monitor costs of providing services, promote budgetary control, and provide comparative analysis.

INVESTMENT POLICIES

1. Douglas County will maintain an investment policy that complies with all State of Georgia laws and Federal Regulations for investing public funds and safekeeping requirements.
2. Douglas County's investment program will use a competitive selection process for investments in excess of 30 days.
3. Douglas County's investment program will operate on the principles of safety, adequate liquidity, maximization of return and legality.

PURCHASING POLICIES

1. It is the intent of the Douglas County Board of Commissioners to establish uniform procurement policies to provide for an efficient and fiscally responsible system of the purchase of goods and services necessary for the effective operations of the County. The administration of this system will comply with the highest ethical and fiscal standards and applicable laws.
2. The Purchasing Director will be responsible for the County's purchasing system.
3. All departments and agencies of Douglas County must utilize competitive bidding, as set forth in the Douglas County Code of Ordinances and Purchasing Policies and Procedures.
4. Douglas County continually strives to obtain goods and services of the highest quality at the most reasonable price.

DEBT POLICIES

1. Douglas County will utilize only Tax Anticipation Notes payable by December 31 of each year as short-term debt for operating purposes.
- 2.
3. Douglas County will utilize capital lease purchases sparingly.
3. General Obligation Debt will only be utilized with voter approval.
4. Certificates of Participation will be utilized only when there is a dedicated source of revenue, such as the Special Purpose Local Option Sales Tax or Enterprise Fund Earnings available for repayment or debt service.
5. Long-term borrowing will be confined to capital improvements.

LEGAL DEBT MARGIN / GENERAL OBLIGATION DEBT

Georgia law mandates that general obligation debt issued by counties cannot exceed 10% of the assessed value of all taxable property. A computation of Douglas County's legal debt margin is as follows:

Assessed Value of Taxable Property	\$ 4,935,502,444
Debt Limit – 10% of Assessed Value	\$ 493,550,244
Less General Obligation Bonds Outstanding	\$ 19,469,250
Legal Debt Margin	\$ 474,080,994

Douglas County issued General Obligation Bonds in 2017 to begin working on projects that will be paid off with the 2016 S.P.L.O.S.T. The calculation above show that we have a legal debt margin of \$ 474,080,994.

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BUDGET SUMMARIES

Funding Sources & Appropriations

The budget information exhibited on the summary of funding sources and appropriations is an example of approved expenditures and appropriations for each budgeted fund. This summary demonstrates compliance with State law, which requires adoption of a balanced annual operating budget. The total amount of projected revenues plus fund balance equals or exceeds appropriations.

The “Projected Revenues” column represents the amount of income that each fund expects to receive during the current budget year. The “Transfers From Reserves” column shows the amount of additional monies that will have to be taken from that funds’ fund balance to make up the difference in projected revenues less appropriations. The “Operating Transfers” column represents appropriations from one fund to another to pay for costs that are generated in other funds.

The “Adopted Expenditures” column represents the amount of expenditures budgeted for each fund. The “Operating Transfers” column represents expenditures that are generated in one fund and are also exhibited in an “Internal Service Fund” or as an operating transfer out in a particular fund. These transfers are shown so that “Net Expenditures” may be shown.



BUDGET SUMMARIES

Funding Sources

DOUGLAS COUNTY, GEORGIA
 BUDGET SUMMARY
 SUMMARY OF REVENUES AND OTHER FUNDING SOURCES
 YEAR ENDED DECEMBER 31, 2021

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
<u>BUDGETED FUNDS</u>					
Governmental Fund:					
General Fund	<u>98,793,431</u>	<u>(118,725)</u>	<u>30,000</u>	<u>-</u>	<u>98,704,706</u>
Special Revenue Funds:					
District Atty Confiscated Funds	-	355,303	-	-	355,303
Drug Abuse Treatment	150,000	135,100	-	-	285,100
E-911	3,234,950	1	-	-	3,234,951
Hotel-Motel Tax Fund	840,000	-	-	-	840,000
Law Library	-	624,866	-	-	624,866
Sheriff Inmate Commissary	-	630,582	-	-	630,582
Sheriff Confiscated Funds	-	2,637,627	-	-	2,637,627
Sheriff Other	-	42,003	-	-	42,003
Sidewalk Fund	50	-	-	-	50
State Court Technology Fund	57,378	-	-	-	57,378
Neighborhood Stabilization Prog	250,200	-	-	-	250,200
Victim Assistance	148,200	94,336	-	-	242,536
Uninc. Area Special District	10,478,243	(1,383,984)	315,000	-	9,409,259
Fire Protection Services	4,558,286	-	12,523,184	-	17,081,470
Animal Control Services	<u>329,781</u>	<u>-</u>	<u>1,096,828</u>	<u>-</u>	<u>1,426,609</u>
Total Special Revenue Fund	<u>20,047,088</u>	<u>3,135,834</u>	<u>13,935,012</u>	<u>-</u>	<u>37,117,934</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>2,196,600</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,196,600</u>
Total Enterprise Funds	<u>2,196,600</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,196,600</u>
Internal Service Funds:					
Employee Benefit	<u>16,154,059</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>16,154,059</u>
Worker's Compensation	<u>756,900</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>756,900</u>
Total Internal Service	<u>16,910,959</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>16,910,959</u>
Capital Project Funds:					
2016 SPLOST Capital Project	<u>16,916,625</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>16,916,625</u>
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Capital Project Funds	<u>16,916,625</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>16,916,625</u>
Debt Service Funds					
2016 SPLOST Debt Service	<u>-</u>	<u>-</u>	<u>16,916,625</u>	<u>-</u>	<u>16,916,625</u>
Total Debt Service Funds	<u>-</u>	<u>-</u>	<u>16,916,625</u>	<u>-</u>	<u>16,916,625</u>
Total of All Budgeted Funds	<u>154,864,703</u>	<u>3,017,109</u>	<u>30,881,637</u>	<u>-</u>	<u>188,763,449</u>

Appropriations

BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF APPROPRIATIONS
YEAR ENDED DECEMBER 31, 2021**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<u>BUDGETED FUNDS</u>			
Governmental Fund:			
General Fund	<u>92,663,971</u>	<u>6,040,735</u>	<u>98,704,706</u>
Special Revenue Funds:			
District Atty Confiscated Funds	355,303	-	355,303
Drug Abuse Treatment	285,100	-	285,100
E-911 Dispatch	3,234,951	-	3,234,951
Hotel-Motel Tax Fund	525,000	315,000	840,000
Law Library	624,866	-	624,866
Sheriff Inmate Commissary	630,582	-	630,582
Sheriff Confiscated Funds	2,637,627	-	2,637,627
Sheriff Other	42,003	-	42,003
Sidewalk Fund	50	-	50
State Court Technology Fund	57,378		57,378
Neighborhood Stabilization Prog	250,200	-	250,200
Victim Assistance	212,536	30,000	242,536
Uninc. Area Special District	1,829,982	7,579,277	9,409,259
Fire Protection Services	17,081,470	-	17,081,470
Animal Control Services	<u>1,426,609</u>	<u>-</u>	<u>1,426,609</u>
Total Special Revenue Fund	<u>29,193,657</u>	<u>7,924,277</u>	<u>37,117,934</u>
Enterprise Funds:			
Landfill Enterprise Fund	<u>2,196,600</u>	<u>-</u>	<u>2,196,600</u>
Total Enterprise Funds	<u>2,196,600</u>	<u>-</u>	<u>2,196,600</u>
Internal Service Funds:			
Employee Benefit	16,154,059	-	16,154,059
Worker's Compensation	<u>756,900</u>	<u>-</u>	<u>756,900</u>
Total Internal Service	<u>16,910,959</u>	<u>-</u>	<u>16,910,959</u>
Capital Project Funds:			
2016 SPLOST Capital Project	-	16,916,625	16,916,625
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>
Total Capital Project Funds	<u>-</u>	<u>16,916,625</u>	<u>16,916,625</u>
Debt Service Funds			
2016 SPLOST Debt Service	<u>16,916,625</u>	<u>-</u>	<u>16,916,625</u>
Total Debt Service Funds	<u>16,916,625</u>	<u>-</u>	<u>16,916,625</u>
Total of All Budgeted Funds	<u>157,881,812</u>	<u>30,881,637</u>	<u>188,763,449</u>

Financing Sources by Type

SPECIAL REVENUE FUNDS												
	TOTAL	GENERAL FUND	D.A. CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY	STATE COURT TECHNOLOGY	NEIGHBORHOOD STABILIZATION PROG	SHERIFF INMATE COMMISSARY	SHERIFF CONFISCATED FUNDS	
Revenues												
Taxes												
Real and Personal Property	58,573,402	\$ 58,573,402	\$	-	\$	-	\$	-	\$	-	\$	-
TAVT	7,000,000	7,000,000		-	-	-	-	-	-	-	-	-
Sales and Use	19,848,763	17,734,623		-	-	-	-	-	-	-	-	-
Insurance Premium	7,065,456	0		-	-	-	-	-	-	-	-	-
Other Taxes / Penalties	21,995,885	4,034,310		-	-	950	840,000	-	-	-	-	-
Licenses and Permits												
Permits/Zoning Fees	1,020,272	47,000		-	-	-	-	-	-	-	-	-
Inspection Fees	1,375	-		-	-	-	-	-	-	-	-	-
Alcohol License	60,000	-		-	-	-	-	-	-	-	-	-
Intergovernmental	6,114,138	3,752,471		-	-	-	-	-	-	100	-	-
Charges for Services/Fines												
Telephone	3,412,000	178,000		-	-	3,234,000	-	-	-	-	-	-
Landfill	2,196,600	-		-	-	-	-	-	-	-	-	-
Tax Commissions	1,104,100	1,104,100		-	-	-	-	-	-	-	-	-
Ambulance Charges	2,803,500	-		-	-	-	-	-	-	-	-	-
Sheriff's Fees	450,000	450,000		-	-	-	-	-	-	-	-	-
Streetlights	904,000	904,000		-	-	-	-	-	-	-	-	-
Rideshare Fees	77,500	77,500		-	-	-	-	-	-	-	-	-
Parks & Rec Fees	151,000	151,000		-	-	-	-	-	-	-	-	-
Other Charges	17,362,092	370,133		-	-	-	-	-	-	-	-	-
Courts and Law Enforcement												
Superior Court	1,100,000	1,100,000		-	-	-	-	-	-	-	-	-
State Court	1,435,000	1,435,000		-	-	-	-	-	-	-	-	-
Probate Court	375,000	375,000		-	-	-	-	-	-	-	-	-
Magistrate Court	397,000	397,000		-	-	-	-	-	-	-	-	-
Juvenile Court	6,200	6,200		-	-	-	-	-	-	-	-	-
Surcharges	325,000	325,000		-	-	-	-	-	-	-	-	-
Fees and Fines	879,200	581,000		150,000	-	-	-	-	-	-	-	-
Confiscated/Commissary	-	-		-	-	-	-	-	-	-	-	-
Use of Property and Money	120,150	120,000		-	-	-	-	-	-	100	-	-
Miscellaneous	387,070	77,692		-	-	-	-	-	57,378	250,000	-	-
Other Financing Sources												
Bond Proceeds	-	-		-	-	-	-	-	-	-	-	-
Sale of Assets	-	-		-	-	-	-	-	-	-	-	-
Transfers	30,881,637	30,000		-	-	-	-	-	-	-	-	-
Appropriated Fund Balance	3,017,109	(118,725)	355,303	135,100	1	-	624,866	-	-	630,582	2,637,627	-
Total Revenues & Other Financing Sources	\$ 188,763,449	\$ 98,704,706	\$ 355,303	\$ 285,100	\$ 3,234,951	\$ 840,000	\$ 624,866	\$ 57,378	\$ 250,200	\$ 630,582	\$ 2,637,627	

Financing Sources by Type

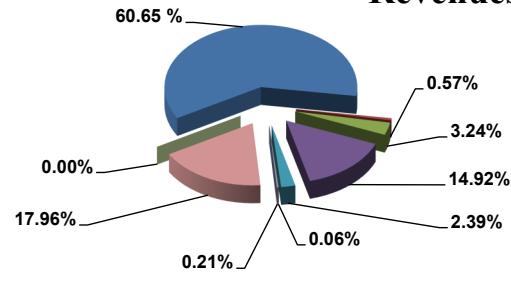
	SPECIAL REVENUE FUNDS						ENTERPRISE FUND				INTERNAL SVC FUNDS			CAPITAL PROJECT FUNDS		DEBT SERVICE FUNDS	
	SHERIFF OTHER	SIDEWALK FUND	VICTIM ASSIST.	FIRE PROTECTION	ANIMAL CONTROL	UNINC. AREA SPECIAL DIST.	LANDFILL FUND	EMPLOYEE BENEFITS	WORKER'S COMP	2016 SPLOST CAPITAL PROJECTS	CAPITAL TRANSPORTATION	2016 SPLOST DEBT SERVICE					
Revenues																	
Taxes																	
Real and Personal Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TAVT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sales and Use	-	-	-	-	-	-	2,114,140	-	-	-	-	-	-	-	-	-	
Insurance Premium	-	-	-	-	-	-	7,065,456	-	-	-	-	-	-	-	-	-	
Other Taxes / Penalties	-	-	-	-	-	-	204,000	-	-	-	-	16,916,625	-	-	-	-	
Licenses and Permits																	
Permits/Zoning Fees	-	-	-	3,000	-	970,272	-	-	-	-	-	-	-	-	-	-	
Inspection Fees	-	-	-	-	-	1,375	-	-	-	-	-	-	-	-	-	-	
Alcohol License	-	-	-	-	-	60,000	-	-	-	-	-	-	-	-	-	-	
Intergovernmental	-	-	-	2,051,786	309,781	-	-	-	-	-	-	-	-	-	-	-	
Charges for Services/Fines						-	-	-	-	-	-	-	-	-	-	-	
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Landfill	-	-	-	-	-	-	2,196,600	-	-	-	-	-	-	-	-	-	
Tax Commissions	-	-	-	2,503,500	-	-	-	-	-	-	-	-	-	-	-	-	
Ambulance Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sheriff's Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Streetlights	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Rideshare Fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Parks & Rec Fees	-	-	-	-	-	20,000	61,000	-	16,154,059	756,900	-	-	-	-	-	-	
Other Charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Courts and Law Enforcement																	
Superior Court	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
State Court	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Probate Court	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Magistrate Court	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Juvenile Court	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surcharges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fees and Fines	-	-	148,200	-	-	-	-	-	-	-	-	-	-	-	-	-	
Confiscated/Commissary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Use of Property and Money	-	50	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Miscellaneous	-	-	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	
Other Financing Sources																	
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	12,523,184	1,096,828	315,000	-	-	-	-	-	-	-	-	16,916,625	-	
Appropriated Fund Balance	42,003	-	94,336	-	-	(1,383,984)	-	-	-	-	-	-	-	-	-	-	
Total Revenues & Other Financing Sources	\$ 42,003	\$ 50	\$ 242,536	\$ 17,081,470	\$ 1,426,609	\$ 9,409,259	\$ 2,196,600	\$ 16,154,059	\$ 756,900	\$ 16,916,625	\$ -	\$ 16,916,625					

BUDGET SUMMARIES

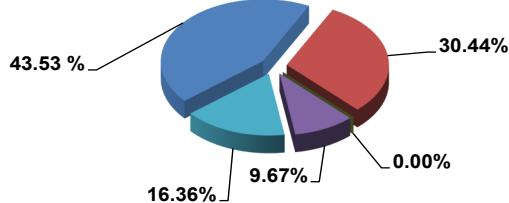
Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
Revenues							
Taxes							
Real & Personal Property Taxes	58,573,402	58,573,402	-	-	-	-	-
TAVT	7,000,000	7,000,000	-	-	-	-	-
Sales and Use Taxes	19,848,763	17,734,623	2,114,140	-	-	-	-
Insurance Premium Taxes	7,065,456	-	7,065,456	-	-	-	-
Other Taxes / Penalties	21,995,885	4,034,310	1,044,950	-	-	16,916,625	-
Licenses and Permits	1,081,647	47,000	1,034,647	-	-	-	-
Intergovernmental Revenues	6,114,138	3,752,471	2,361,667	-	-	-	-
Charges for Services/Fine & Forfeitures	28,160,792	3,234,733	5,818,500	2,196,600	16,910,959	-	-
Court and Law Enforcement	4,517,400	4,219,200	298,200	-	-	-	-
Use of Money and Property	120,150	120,000	150	-	-	-	-
Miscellaneous	387,070	77,692	309,378	-	-	-	-
Other Revenues and Sources	33,898,746	(88,725)	17,070,846	-	-	-	16,916,625
Reserves	-	-	-	-	-	-	-
	188,763,449	98,704,706	37,117,934	2,196,600	16,910,959	16,916,625	16,916,625
Expenditures							
Personnel Services	82,171,879	61,348,777	19,978,944	844,158	-	-	-
Operating Expenses	57,451,003	30,222,939	8,964,663	1,352,442	16,910,959	-	-
Capital Outlay	50	-	50	-	-	-	-
Debt Service	18,258,880	1,092,255	250,000	-	-	-	16,916,625
Transfers Out	30,881,637	6,040,735	7,924,277	-	-	16,916,625	-
	188,763,449	98,704,706	37,117,934	2,196,600	16,910,959	16,916,625	16,916,625

Revenues



Expenditures



Comparison of Expenditures

This budget summary provides a three-year comparison of costs by Department and Fund. Significant variances shown are:

- **General Government** increased \$1,552,231 over the prior year adopted budget. There was an increase for retirement funding in General Appropriations totaling \$3.7 million compared to 2020. However, some of this increase was offset by a decrease in funding for technology upgrades for Tax Commissioner and Information Services totaling \$1.2 compared to 2020. Also, Elections budget decreased \$570,984 due to fewer elections in 2021 verses 2020. There was also an extra bi-weekly pay period in 2020 that didn't have to be budgeted in 2021. This happens every ten years for bi-weekly payrolls.
- **Judicial** decreased \$509,219 due to the pandemic of Covid-19 and only 26 pay periods in 2021 verses 27 pay periods in 2020. This additional payroll occurs every 10 years. The most notable increase took place in Probate Court due to an expansion of court service requirements with a new Probate Judge.
- **Public Safety** decreased \$2,716,377 compared to the prior year adopted budget. This is attributed to one less pay period in 2021 as discussed above as well as no funding for capital items (i.e. new Sheriff cars) in the 2021 budget. All departments within the Public Safety function showed a decrease, except Emergency Management. They showed an increase of \$ 57,772 due to a grant.
- **Public Works** decreased \$1,110,293 compared to the prior year adopted budget. This is attributed to one less pay period in 2021 as discussed above. Also, the budget reduction in road maintenance was due to decrease funding for capital infrastructure improvements. The 2016 SPLOST will provide funding for various road improvements in 2021.

Comparison of Expenditures

- Health and Welfare decreased \$ 163,190 compared to the prior year budget. Community Services Board and Family and Children Services are all agencies outside the County and receive funding from the State and other funding sources. These entities also received an 8.25% across the board cut to their budgets.
- Culture and Recreation decreased \$ 545,559 compared to the prior years adopted budget. Each department within this function showed an decrease within their respective budget due to limited operations with COVID.
- Planning and Community Development decreased \$ 224,081 compared to the prior year budget. Connect Douglas did not have any capital improvements in 2021 as compared to 2020. The only department with an increase was Economic Development. Their budget increased \$ 10,750 from 2020 due to a TAD Feasibility Study project.
- Special Revenue Funds these funds decreased by \$ 670,048 compared to the prior year adopted budget. The largest decrease was in Unincorporated Special Area District fund. This fund decreased \$ 1,156,974, due to there being no transfers out to the Healthcare Fund as there was in 2020.

Comparison of Expenditures

- Enterprise Fund decreased \$ 351,410 compared to prior years budget. This decrease came from no budgeted capital outlay.
- Internal Service Funds decreased by \$ 558,837. The County is self-insured and pays claims on for Health Care and Workers Compensation. Both of these funds performed better in 2020; therefore, less funding was needed to cover the expected claims for 2021.
- Capital Funds decreased by more than \$ 2.55 million. This is directly related to the amount of SPLOST funds needed to transfer out to the Debt Service Fund to make this year's payment.
- Debt Service Funds decreased by \$ 2.55 million. This is directly related to the amount of SPLOST funds needed to transfer in from the Capital Fund to make this year's payment.

BUDGET SUMMARIES

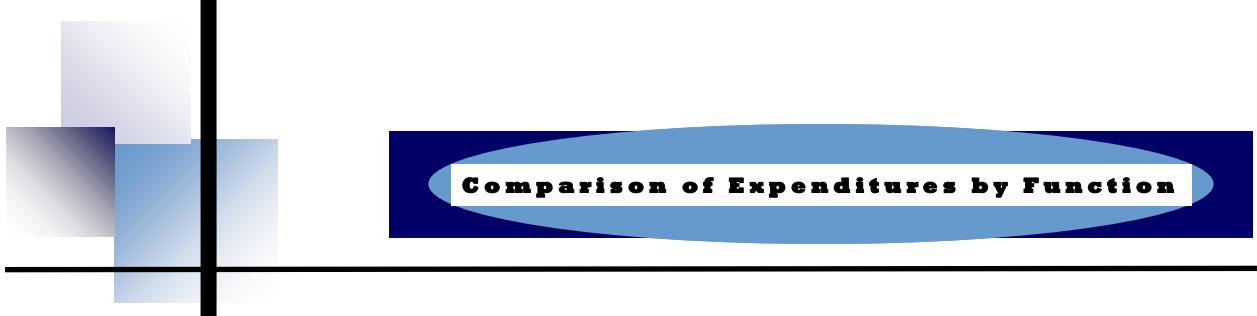
Comparison of Expenditures by Function

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIORITY YEAR</u>
GENERAL FUND				
General Government				
Board of Commissioners	907,624	1,166,992	995,777	(171,215)
District 1 Commissioner	-	53,600	59,060	5,460
District 2 Commissioner	383	53,600	59,060	5,460
District 3 Commissioner	-	53,600	59,060	5,460
District 4 Commissioner	-	3,600	16,000	12,400
Communications	450,408	539,521	504,422	(35,099)
Courthouse Maintenance	2,604,987	1,014,167	935,853	(78,314)
Election Board	344,245	1,051,253	480,269	(570,984)
Finance	844,908	939,243	822,924	(116,319)
General Appropriations	11,240,515	11,153,558	15,402,004	4,248,446
Human Resources	420,349	456,437	378,493	(77,944)
Information Services	1,412,229	1,617,350	1,493,634	(123,716)
Legal Services	723,944	708,811	645,007	(63,804)
Motor Pool	(8,434)	2,503	1,150	(1,353)
Printing	136,979	145,751	136,483	(9,268)
Property Management	2,835,545	785,947	707,384	(78,563)
Purchasing	341,682	397,687	359,271	(38,416)
Records Retention	255,345	160,441	149,312	(11,129)
Risk & Safety	247,964	288,728	272,418	(16,310)
Tax Appraisal	1,043,114	1,244,037	1,215,600	(28,437)
Tax Assessor	139,912	149,037	140,254	(8,783)
Tax Commissioner	1,739,539	3,116,238	1,849,949	(1,266,289)
Tax Equalization Board	43,151	50,805	51,827	1,022
External Affairs Department	206,799	221,113	191,039	(30,074)
TOTAL GENERAL GOVERNMENT	25,931,188	25,374,019	26,926,250	1,552,231

BUDGET SUMMARIES

Comparison of Expenditures by Function

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2021 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIORITY YEAR</u>
Judicial				
Clerk of State Court	549,825	635,608	569,904	(65,704)
Clerk of Superior Court	1,942,926	2,311,266	2,268,642	(42,624)
District Attorney	2,967,533	3,481,386	3,371,852	(109,534)
State DUI Court	343,442	331,679	337,651	5,972
Juvenile Court	1,751,763	1,557,146	1,458,443	(98,703)
Juvenile Programs Administration	1,332,752	1,150,870	1,021,873	(128,997)
Juvenile Public Defender	6,509	218,108	202,794	(15,314)
Superior Court Felony Drug Court	681,071	623,893	687,694	63,801
Magistrate Court	837,483	953,816	923,974	(29,842)
Probate Court	456,289	564,450	836,396	271,946
Public Defender	2,202,205	2,636,708	2,461,572	(175,136)
State Court Judges	783,754	915,077	858,605	(56,472)
State Court Solicitor	1,576,897	1,882,630	1,754,395	(128,235)
Superior Court Judges	552,001	561,609	561,232	(377)
TOTAL JUDICIAL	15,984,451	17,824,246	17,315,027	(509,219)
Public Safety				
Coroner	209,691	214,552	204,070	(10,482)
Emergency Management	305,529	284,967	342,739	57,772
Sheriff Detention	17,922,583	19,523,640	18,909,962	(613,678)
Sheriff Enforcement	15,939,903	18,772,762	16,622,773	(2,149,989)
TOTAL PUBLIC SAFETY	34,377,707	38,795,921	36,079,544	(2,716,377)
Public Works				
D.O.T. Administration	677,195	967,141	776,993	(190,148)
D.O.T. Maintenance & Construction	2,638,101	3,299,656	2,642,431	(657,225)
D.O.T. Traffic Operations	949,475	1,280,747	1,153,599	(127,148)
Fleet Management	1,061,935	1,342,158	1,206,386	(135,772)
TOTAL PUBLIC WORKS	5,326,705	6,889,702	5,779,409	(1,110,293)



Comparison of Expenditures by Function

BUDGET SUMMARIES

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>	INCREASE/ DECREASE FM PRIORITY YEAR
Health and Welfare				
Board of Health	401,800	389,746	376,175	(13,571)
Boys & Girls Club	14,700	14,259	12,428	(1,831)
Community Services Board	623,480	604,776	559,007	(45,769)
Public Welfare	246,507	409,339	387,942	(21,397)
Family and Children Services	82,908	73,332	63,918	(9,414)
Senior Center	1,374,351	1,413,422	1,342,214	(71,208)
TOTAL HEALTH AND WELFARE	<u>2,743,746</u>	<u>2,904,874</u>	<u>2,741,684</u>	<u>(163,190)</u>
Culture/Recreation				
Cultural Arts Council	-	-	-	-
Douglas County Library	1,721,810	1,970,322	1,788,868	(181,454)
Parks and Recreation	2,829,636	3,240,517	3,062,657	(177,860)
Parks and Recreation Aquatic Center	823,838	864,662	650,281	(214,381)
Parks and Recreation Senior Center	387,229	435,001	463,137	28,136
TOTAL CULTURE/RECREATION	<u>5,762,513</u>	<u>6,510,502</u>	<u>5,964,943</u>	<u>(545,559)</u>
Planning and Community Development				
Cooperative Extension	131,392	134,480	117,014	(17,466)
Economic Development	343,000	339,500	350,250	10,750
Geographic Information Systems	248,890	343,537	251,928	(91,609)
Connect Douglas Program	3,819,900	3,295,858	3,171,200	(124,658)
S.H.A.R.E. House	8,820	8,555	7,457	(1,098)
TOTAL PLANNING AND COMMUNITY DEVELOPMENT	<u>4,552,002</u>	<u>4,121,930</u>	<u>3,897,849</u>	<u>(224,081)</u>
TOTAL GENERAL FUND	<u>94,678,313</u>	<u>102,421,194</u>	<u>98,704,706</u>	<u>(3,716,488)</u>

BUDGET SUMMARIES

Comparison of Expenditures by Function

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2021 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
SPECIAL REVENUE FUNDS				
District Attorney Confiscated Funds	325,114	200,000	355,303	155,303
Drug Abuse Treatment	119,000	171,600	285,100	113,500
E-911 & Wireless	3,425,591	3,250,553	3,234,951	(15,602)
Hotel-Motel Tax Fund	975,578	1,400,000	840,000	(560,000)
State Court Technology Fund	-	57,377	57,378	1
Law Library	590,882	600,853	624,866	24,013
Sheriff Confiscated Funds	2,440,794	2,345,593	2,637,627	292,034
Sheriff Inmate Commissary	361,767	491,468	630,582	139,114
Sheriff Other Programs	47,700	40,743	42,003	1,260
Sidewalk	50	1,000	50	(950)
Neighborhood Stabilization Program	250,501	250,501	250,200	(301)
Victim Assistance	225,088	240,576	242,536	1,960
Uninc. Area Special District	15,082,136	10,566,233	9,409,259	(1,156,974)
Fire Protection Services & EMS	15,554,554	16,563,265	17,081,470	518,205
Animal Control Services	1,652,655	1,608,220	1,426,609	(181,611)
TOTAL SPECIAL REVENUE	41,051,410	37,787,982	37,117,934	(670,048)
ENTERPRISE FUND				
Landfill	2,663,030	2,548,010	2,196,600	(351,410)
TOTAL ENTERPRISE	2,663,030	2,548,010	2,196,600	(351,410)
INTERNAL SERVICE FUNDS				
Health and Employee Benefits	15,390,510	16,512,896	16,154,059	(358,837)
Worker's Compensation	956,900	956,900	756,900	(200,000)
TOTAL INTERNAL SERVICE	16,347,410	17,469,796	16,910,959	(558,837)
DEBT SERVICE FUND				
2016 SPLOST Debt Service	9,904,485	19,469,250	16,916,625	(2,552,625)
TOTAL DEBT SERVICE FUND	9,904,485	19,469,250	16,916,625	(2,552,625)
CAPITAL FUND				
GRTA Capital Project Fund	-	-	-	-
2016 SPLOST Capital Project Fund	43,007,140	19,469,250	16,916,625	(2,552,625)
Capital Transportation Fund	2,277,807	-	-	-
TOTAL CAPITAL FUND	45,284,947	19,469,250	16,916,625	(2,552,625)
TOTAL ALL FUNDS	209,929,595	199,165,482	188,763,449	(10,402,033)

BUDGET SUMMARIES

Three-Year Comparison of Revenue

	2019 ACTUAL	2020 BUDGET	2021 APPROVED
General Fund			
Taxes			
Real & Personal Property	48,302,027	50,544,904	58,573,402
TAVT	5,963,707	7,823,000	7,000,000
Sales and Use Taxes	17,734,623	22,414,250	17,734,623
Insurance Premium Taxes	-	-	-
Other Taxes / Penalties	1,314,520	1,441,642	4,034,310
Licenses and Permits	51,503	45,000	47,000
Intergovernmental	6,032,643	5,030,265	3,752,471
Charges for Services/Fines & Forfeitures	4,804,704	4,029,400	3,234,733
Courts and Law Enforcement	4,928,699	5,092,460	4,219,200
Use of Money and Property	427,885	487,525	120,000
Other Financing Sources	945,369	30,000	30,000
Miscellaneous	1,976,528	5,482,748	(41,033)
TOTAL REVENUES	92,482,209	102,421,194	98,704,706
Special Revenue Funds			
District Attorney Confiscated Funds			
Courts and Law Enforcement	197,000	100,000	0
Use of Money and Property	0	0	0
Intergovernmental	145,000	100,000	0
Miscellaneous	(16,886)	0	355,303
TOTAL REVENUES	325,114	200,000	355,303
Drug Abuse Treatment Fund			
Courts and Law Enforcement	200,400	222,000	150,000
Interest	-	-	-
Miscellaneous	(81,400)	(50,400)	135,100
TOTAL REVENUES	119,000	171,600	285,100
E-911 and Wireless Fund			
Wireless Charges	2,650,000	2,600,000	3,234,000
User Fees	-	-	-
Intergovernmental	-	-	-
Taxes	-	-	950
Investment Earnings	-	-	-
Miscellaneous	775,591	650,553	1
Other Financing Sources	-	-	-
TOTAL REVENUES	3,425,591	3,250,553	3,234,951
Hotel-Motel Tax Fund			
Hotel-Motel Taxes	876,000	1,400,000	840,000
Other Financing Sources	99,578	-	-
TOTAL REVENUES	876,000	1,400,000	840,000
State Court Technology			
Miscellaneous	-	57,377	57,378
TOTAL REVENUES	-	57,377	57,378
Law Library			
Courts and Law Enforcement	590,882	600,853	624,866
Use of Money and Property	-	-	-
TOTAL REVENUES	590,882	600,853	624,866
Sheriff Confiscated Assets Fund			
Fines and Forfeitures	2,440,794	2,345,593	2,637,627
Investment Earnings	-	-	-
TOTAL REVENUES	2,440,794	2,345,593	2,637,627
Sheriff Inmate Commissary			
Intergovernmental	-	-	-
Use of Money and Property	-	-	-
Miscellaneous	361,767	491,468	630,582
TOTAL REVENUES	361,767	491,468	630,582
Sheriff Other Programs			
Charges for Service	-	-	-
Miscellaneous	47,700	40,743	42,003
TOTAL REVENUES	47,700	40,743	42,003
Sidewalk Fund			
Fees	-	1,000	-
Use of Property & Money	50	-	50
TOTAL REVENUES	50	1,000	50
Neighborhood Stabilization Program Fund			
Intergovernmental	1	1	100
Investment Earnings	500	500	100
Other	250,000	250,000	250,000
TOTAL REVENUES	250,501	250,501	250,200
Victim Assistance Fund			
Victim Assistance Fines	192,000	204,000	148,200
Investment Earnings	-	-	-
Interest	33,088	36,576	94,336
TOTAL REVENUES	225,088	240,576	242,536

BUDGET SUMMARIES

Three-Year Comparison of Revenue

		2019 ACTUAL	2020 BUDGET	2021 APPROVED
Uninc. Area Special District				
Taxes	8,941,260	9,329,164	9,383,596	
Licenses and Permits	1,223,000	1,329,647	1,031,647	
Charges for Services	69,500	61,000	61,000	
Miscellaneous	4,519,876	(678,578)	(1,381,984)	
Other Financing Sources	328,500	525,000	315,000	
TOTAL REVENUES	15,082,136	10,566,233	9,409,259	
Fire Protection Services				
Licenses and Permits	2,500	2,500	3,000	
Intergovernmental	2,020,000	2,045,200	2,051,786	
Charges for Services	2,423,000	2,506,500	2,503,500	
Miscellaneous	660,000	(575,001)	-	
Other Financing Sources	10,449,054	12,584,066	12,523,184	
TOTAL REVENUES	15,554,554	16,563,265	17,081,470	
Animal Control Services				
Intergovernmental	317,051	315,851	309,781	
Charges for Services	75,000	58,800	20,000	
Courts and Law Enforcement	-	-	-	
Miscellaneous	-	575,000	-	
Other Financing Sources	1,260,604	658,569	1,096,828	
TOTAL REVENUES	1,652,655	1,608,220	1,426,609	
Enterprise Funds				
Landfill Fund				
Transfer Fees	781,200	970,440	1,144,200	
C & D Fees	756,000	650,400	693,600	
Camp Road Transfer Fees	114,240	62,127	23,580	
Investments	-	-	-	
Insurance Claims	-	-	-	
Recycling Sales	503,400	342,000	335,220	
Charges b/w Funds	-	-	-	
Intergovernmental	-	-	-	
Other	508,190	523,043	-	
TOTAL REVENUES	2,663,030	2,548,010	2,196,600	
Internal Service Funds				
Health and Employee Benefit Fund				
Charges for Services	9,560,510	15,312,896	16,154,059	
Interest	-	-	-	
Miscellaneous	-	-	-	
Transfer In	5,830,000	1,200,000	-	
TOTAL REVENUES	15,390,510	16,512,896	16,154,059	
Worker's Compensation Fund				
Charges for Services	956,900	956,900	756,900	
Interest Earned	-	-	-	
Transfers In	-	-	-	
TOTAL REVENUES	956,900	956,900	756,900	
Debt Service Funds				
2016 SPLOST Debt Service				
Investment Earnings	-	-	-	
Other Financing Sources	17,294,250	19,469,250	16,916,625	
TOTAL REVENUES	17,294,250	19,469,250	16,916,625	
Capital Fund				
Capital Transportation Fund				
Miscellaneous	-	-	-	
Intergovernmental	-	-	-	
Transfers In	-	-	-	
TOTAL REVENUES	-	-	-	
GRTA				
Intergovernmental	-	-	-	
Investment Earnings	-	-	-	
Transfers In	-	-	-	
TOTAL REVENUES	-	-	-	
2016 SPLOST Capital Project				
Taxes	17,294,250	19,469,250	16,916,625	
Intergovernmental	-	-	-	
Investment Earnings	-	-	-	
Miscellaneous	-	-	-	
Other Financing Sources	-	-	-	
TOTAL REVENUES	17,294,250	19,469,250	16,916,625	
TOTAL REVENUES OF ALL FUNDS	187,032,981	199,165,482	188,763,449	

BUDGET SUMMARIES

Three-Year Comparison of Expenditures

		2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2021 <u>APPROVED</u>
General Fund				
General Government	20,954,555	25,374,019	26,926,250	
Judicial System	15,570,469	17,824,246	17,315,027	
Public Safety	34,198,686	38,795,921	36,079,544	
Public Works	5,976,635	6,889,702	5,779,409	
Health and Welfare	2,362,600	2,904,874	2,741,684	
Parks, Recreation and Culture	5,878,151	6,510,502	5,964,943	
Planning and Community Development	4,674,529	4,121,930	3,897,849	
TOTAL EXPENDITURES	89,615,825	102,421,194	98,704,706	
Special Revenue Funds				
District Attorney Confiscated Funds				
Operating	318,947	200,000	355,303	
Capital Outlay	6,167	-	-	
TOTAL EXPENDITURES	325,114	200,000	355,303	
Drug Abuse Treatment Fund				
Other Professional Services	102,500	108,000	224,500	
Supplies	16,500	16,500	16,500	
Training	-	47,100	44,100	
Budget Improvement Requests	-	-	-	
Minor Equip and Improvements	-	-	-	
TOTAL EXPENDITURES	119,000	171,600	285,100	
E-911 and Wireless Fund				
Salaries and Related Costs	2,193,735	2,399,623	2,263,280	
Other Expenses	1,054,456	850,930	971,671	
Capital Outlay	177,400	-	-	
Transfers Out	-	-	-	
TOTAL EXPENDITURES	3,425,591	3,250,553	3,234,951	
Hotel-Motel Tax Fund				
Salaries and Related Costs	76,247	133,060	130,600	
Other Professional Services	425,374	684,700	394,400	
Transfers Out	473,957	582,240	315,000	
TOTAL EXPENDITURES	975,578	1,400,000	840,000	
Law Library				
Operating	590,882	600,853	624,866	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	590,882	600,853	624,866	
Sheriff Confiscated Assets Fund				
Operating	2,440,794	2,345,593	2,637,627	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	2,440,794	2,345,593	2,637,627	
Sheriff Inmate Commissary				
Operating	361,767	491,468	630,582	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	361,767	491,468	630,582	
Sheriff Other Programs				
Operating	47,700	40,743	42,003	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	47,700	40,743	42,003	
State Court Technology				
Supplies	-	-	-	
Professional Services	57,000	57,377	57,378	
TOTAL EXPENDITURES	57,000	57,377	57,378	
Sidewalk Fund				
Operating	-	-	-	
Capital Outlay	50	1,000	50	
Miscellaneous	-	-	-	
TOTAL EXPENDITURES	50	1,000	50	
Neighborhood Stabilization Program Fund				
Other Professional Services	250,501	250,501	250,200	
Transfers Out	-	-	-	
TOTAL EXPENDITURES	250,501	250,501	250,200	
Victim Assistance Fund				
Salaries and Related Costs	186,903	203,276	194,827	
Other Expenses	10,552	7,300	17,709	
Transfers Out	27,633	30,000	30,000	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	225,088	240,576	242,536	
Uninc. Area Special District				
Salary and Wages	1,047,316	1,160,028	1,117,259	
Benefits	519,171	588,315	524,832	
Advertising	3,300	27,500	6,300	
Vehicle Expense	35,879	34,984	22,375	
Dues and Subscriptions	4,250	14,125	13,855	
Maintenance Charges	2,940	2,940	1,840	
Supplies	30,604	34,371	21,503	
Professional Services	17,125	15,180	17,718	
Utilities	5,934	5,934	4,909	
Travel & Training	19,754	17,429	7,838	
Minor Equipment & Impr.	-	-	-	
Capital Outlay	137,600	-	-	
Other Financing Sources	13,210,381	8,661,002	7,579,277	
Uniforms and Clothing	4,698	4,425	2,075	
Other	-	-	-	
Budget Improvement Request	43,184	-	89,478	
TOTAL EXPENDITURES	15,082,136	10,566,233	9,409,259	

BUDGET SUMMARIES

Three-Year Comparison of Expenditures

		2019 ACTUAL	2020 BUDGET	2021 APPROVED
Fire Protection and EMS	Salary and Wages	8,966,364	10,135,672	10,208,898
	Benefits	4,416,258	4,657,281	4,521,322
	Advertising	18,050	11,050	9,050
	Vehicle Expense	401,000	452,000	412,000
	Dues and Subscriptions	7,065	7,065	12,805
	Equipment Rental	18,900	18,900	-
	Maintenance Charges	111,200	110,900	95,900
	Supplies	301,500	301,500	291,950
	Professional Services	280,000	300,000	318,696
	Utilities	282,020	257,897	248,650
	Travel & Training	61,000	61,000	41,130
	Minor Equipment & Impr.	-	-	-
	Capital Outlay	-	-	-
	Other Financing Sources	-	-	-
	Debt Service	97,357	-	-
	Uniforms and Clothing	158,000	125,000	75,000
	Other	125,000	125,000	125,000
	Budget Improvement Request	310,840	-	721,069
	TOTAL EXPENDITURES	15,554,554	16,563,265	17,081,470
Animal Control Services	Salary and Wages	706,110	786,194	672,513
	Benefits	404,393	409,290	345,413
	Advertising	2,500	2,500	-
	Vehicle Expense	26,500	25,000	22,500
	Dues and Subscriptions	400	400	400
	Maintenance Charges	11,867	12,267	9,267
	Supplies	115,500	103,250	89,750
	Professional Services	89,510	78,919	70,470
	Utilities	56,900	55,800	41,500
	Travel & Training	3,200	3,300	-
	Minor Equipment & Impr.	-	-	-
	Capital Outlay	38,241	-	-
	Uniforms and Clothing	8,000	6,300	1,400
	Other	125,000	125,000	125,000
	Budget Improvement Request	64,534	-	48,396
	TOTAL EXPENDITURES	1,652,655	1,608,220	1,426,609
Enterprise Funds				
Landfill Fund	Salary and Benefits	864,223	986,378	844,158
	Operating Expenses	1,384,697	1,515,632	1,292,442
	Capital Outlay	360,000	-	-
	Depreciation	54,110	46,000	60,000
	TOTAL EXPENDITURES	2,663,030	2,548,010	2,196,600
Internal Service Funds				
Health and Employee Benefit Fund	Claims	14,049,376	14,984,722	14,576,771
	Administrative	1,341,134	1,528,174	1,577,288
	TOTAL EXPENDITURES	15,390,510	16,512,896	16,154,059
Worker's Compensation Fund	Claims	811,900	811,900	611,900
	Administrative	145,000	145,000	145,000
	TOTAL EXPENDITURES	956,900	956,900	756,900
Debt Service Funds				
2016 SPLOST Debt Service	Other Financing Sources	-	-	-
	Debt Service	2,294,250	1,469,250	611,625
	Other	15,000,000	18,000,000	16,305,000
	TOTAL EXPENDITURES	17,294,250	19,469,250	16,916,625
Capital Fund				
GRTA	Capital Outlay	-	-	-
	Road Maintenance	-	-	-
	TOTAL EXPENDITURES	0	0	0
2016 SPLOST Capital Project Fund	Audit and Legal	-	-	-
	Salary & Wage	-	98,316	90,713
	Professional Services	887,734	(98,316)	(90,713)
	Capital Outlay	14,328,316	-	-
	Transfers Out	17,669,250	19,469,250	16,916,625
	Road Maintenance	2,903,090	-	-
	Other	7,218,749	-	-
	TOTAL EXPENDITURES	43,007,140	19,469,250	16,916,625
Capital Transportation Fund	Advertising	-	-	-
	Capital Outlay	-	-	-
	Transfers Out	1,000,000	-	-
	Road Maintenance	1,277,807	-	-
	TOTAL EXPENDITURES	2,277,807	0	0
	TOTAL EXPENDITURES OF ALL FUNDS	212,313,872	199,165,482	188,763,449
	LESS INTERNAL SERVICE FUNDS	16,347,410	17,469,796	16,910,959
	LESS TRANSFERS OUT	1,501,590	612,240	345,000
	TOTAL NET INTERNAL SERVICE FUNDS	194,464,872	181,083,446	171,507,490

BUDGET SUMMARIES

Appropriation Class Comparison

<u>APPROPRIATION CLASSIFICATION</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Salary and Wages	56,186,997	60,101,548	57,229,732
Benefits	18,713,014	26,779,580	25,032,859
Advertising	276,480	388,786	199,866
Audit and Legal	1,368,965	1,432,660	1,267,160
Vehicle Expenses	2,338,599	2,908,005	2,424,214
Dues and Subscriptions	338,378	400,578	411,652
Equipment Rental	23,528	39,585	22,315
Rentals	21,437	22,479	41,679
Maintenance Charges	2,278,248	2,369,990	2,336,594
Supplies	5,939,541	9,237,910	8,051,783
Professional Services	13,956,498	11,760,995	12,109,834
Utilities	4,434,465	4,659,184	4,472,612
Travel and Training	602,825	745,087	469,768
Minor Equipment and Improvements	389,691	-	-
Capital Outlay	16,017,460	8,500	50
Interfund / Interdepartment Charges	13,258,321	18,344,342	17,712,788
Other	2,014,257	2,222,373	2,188,746
Other Financing Sources	39,303,542	34,466,886	30,881,637
Debt Service	2,871,688	1,908,227	1,428,880
Uniforms and Clothing	302,322	495,005	381,718
Road Maintenance	7,028,062	924,000	924,000
Grants	339,807	126,000	126,000
Closure and Post Closure	64,413	120,000	100,000
Other	30,828,647	18,661,000	16,830,000
Budget Improvement Requests	-	1,042,762	4,119,562
TOTAL	\$ 218,897,186	\$ 199,165,482	\$ 188,763,449

BUDGET SUMMARIES

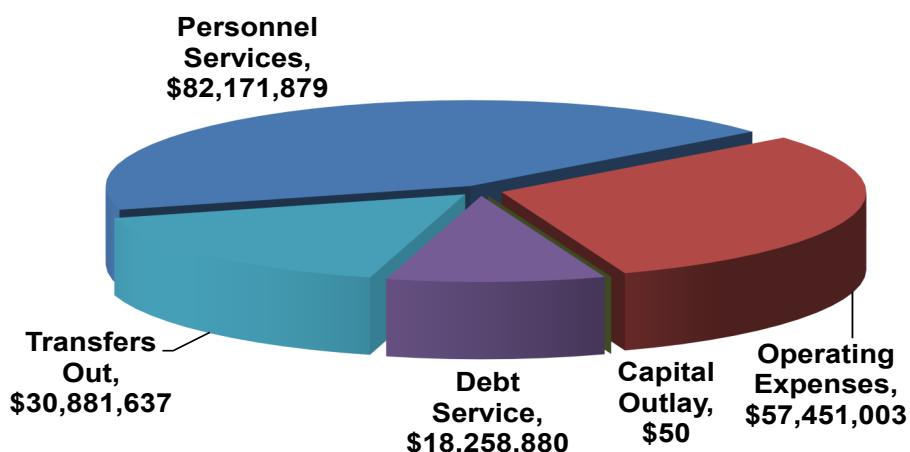
Appropriations by Type

	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Transfers Out</u>	<u>Total</u>
General Fund	61,348,777	30,222,939	-	1,092,255	6,040,735	98,704,706
Special Revenue Funds:						
District Atty Confiscated Funds	-	355,303	-	-	-	355,303
Drug Abuse Treatment	-	285,100	-	-	-	285,100
E-911	2,263,280	971,671	-	-	-	3,234,951
Hotel-Motel Tax Fund	130,600	394,400	-	-	315,000	840,000
State Court Technology Fund	-	57,378	-	-	-	57,378
Law Library	-	624,866	-	-	-	624,866
Sheriff Inmate Commissary	-	630,582	-	-	-	630,582
Sheriff Confiscated Funds	-	2,637,627	-	-	-	2,637,627
Sheriff Other	-	42,003	-	-	-	42,003
Sidewalk Fund	-	-	50	-	-	50
Neighborhood Stabilization Prog	-	250,200	-	-	-	250,200
Victim Assistance	194,827	17,709	-	-	30,000	242,536
Uninc. Area Special District	1,642,091	187,891	-	-	7,579,277	9,409,259
Fire Protection and EMS	14,730,220	2,226,250	-	125,000	-	17,081,470
Animal Control Services	1,017,926	283,683	-	125,000	-	1,426,609
Enterprise Funds:						
Landfill Enterprise Fund	844,158	1,352,442	-	-	-	2,196,600
Internal Service Funds:						
Employee Benefit	-	16,154,059	-	-	-	16,154,059
Worker's Compensation	-	756,900	-	-	-	756,900
Capital Fund						
2016 SPLOST Capital Project	-	-	-	-	16,916,625	16,916,625
Capital Transportation Fund	-	-	-	-	-	-
Debt Service Fund						
2016 SPLOST Debt Service	-	-	-	16,916,625	-	16,916,625
Total Appropriations	<u>82,171,879</u>	<u>57,451,003</u>	<u>50</u>	<u>18,258,880</u>	<u>30,881,637</u>	<u>188,763,449</u>

BUDGET SUMMARIES

Appropriation by Type

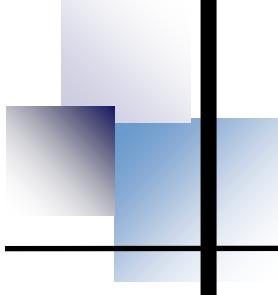
General Fund	98,704,706
Special Revenue Funds:	
District Atty Confiscated Funds	355,303
Drug Abuse Treatment	285,100
E-911	3,234,951
Hotel-Motel Tax Fund	840,000
State Court Technology Fund	57,378
Law Library	624,866
Sheriff Inmate Commissary	630,582
Sheriff Confiscated Funds	2,637,627
Sheriff Other	42,003
Sidewalk Fund	50
Neighborhood Stabilization Prog	250,200
Victim Assistance	242,536
Uninc. Area Special District	9,409,259
Fire Protection and EMS	17,081,470
Animal Control Services	1,426,609
Enterprise Funds:	
Landfill Enterprise Fund	2,196,600
Internal Service Funds:	
Employee Benefit	16,154,059
Worker's Compensation	756,900
Capital Fund	
2016 SPLOST Capital Project	16,916,625
Capital Transportation Fund	-
Debt Service Fund	
2016 SPLOST Debt Service	16,916,625
Total Appropriations	<u>188,763,449</u>



BUDGET SUMMARIES

Fund Balance Summary

	2021 BEGINNING FUND BALANCE	2021 APPROVED REVENUES	2021 APPROVED EXPENDITURES	2021 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
BUDGETED FUNDS					
Governmental Fund:					
General Fund	<u>27,024,481</u>	<u>98,704,706</u>	<u>98,704,706</u>	<u>27,024,481</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	309,290	355,303	355,303	309,290	0.00%
Drug Abuse Treatment	929,073	285,100	285,100	929,073	0.00%
E-911	3,408,442	3,234,951	3,234,951	3,408,442	0.00%
Hotel-Motel Tax Fund	0	840,000	840,000	0	0.00%
State Court Technology Fund	131,570	57,378	57,378	131,570	0.00%
Law Library	610,824	624,866	624,866	610,824	0.00%
Sheriff Confiscated Funds	2,345,593	2,637,627	2,637,627	2,345,593	0.00%
Sheriff Inmate Commissary	491,468	630,582	630,582	491,468	0.00%
Sheriff Other	40,743	42,003	42,003	40,743	0.00%
Sidewalk Fund	13,365	50	50	13,365	0.00%
Neighborhood Stabilization Prog	279,610	250,200	250,200	279,610	0.00%
Victim Assistance	340,884	242,536	242,536	340,884	0.00%
Uninc. Area Special District	6,242,219	9,409,259	9,409,259	6,242,219	0.00%
Fire Protection and EMS	718,331	17,081,470	17,081,470	718,331	0.00%
Animal Control Services	<u>501,492</u>	<u>1,426,609</u>	<u>1,426,609</u>	<u>501,492</u>	<u>0.00%</u>
Total Special Revenue Fund	<u>16,362,904</u>	<u>37,117,934</u>	<u>37,117,934</u>	<u>16,362,904</u>	<u>0.00%</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>(1,134,595)</u>	<u>2,196,600</u>	<u>2,196,600</u>	<u>(1,134,595)</u>	<u>0.00%</u>
Total Enterprise Funds	<u>(1,134,595)</u>	<u>2,196,600</u>	<u>2,196,600</u>	<u>(1,134,595)</u>	<u>0.00%</u>
Internal Service Funds:					
Employee Benefit	<u>(2,338,576)</u>	<u>16,154,059</u>	<u>16,154,059</u>	<u>(2,338,576)</u>	<u>0.00%</u>
Worker's Compensation	<u>108,641</u>	<u>756,900</u>	<u>756,900</u>	<u>108,641</u>	<u>0.00%</u>
Total Internal Service	<u>(2,229,935)</u>	<u>16,910,959</u>	<u>16,910,959</u>	<u>(2,229,935)</u>	<u>0.00%</u>
Capital Funds:					
2016 SPLOST Capital Projects	<u>-</u>	<u>16,916,625</u>	<u>16,916,625</u>	<u>-</u>	<u>0.00%</u>
Total Capital Fund	<u>-</u>	<u>16,916,625</u>	<u>16,916,625</u>	<u>-</u>	<u>0.00%</u>
Debt Service Funds:					
2016 SPLOST Debt Service	<u>-</u>	<u>16,916,625</u>	<u>16,916,625</u>	<u>-</u>	<u>0.00%</u>
Total Debt Service	<u>-</u>	<u>16,916,625</u>	<u>16,916,625</u>	<u>-</u>	<u>0.00%</u>
Total of All Budgeted Funds	<u>40,022,855</u>	<u>188,763,449</u>	<u>188,763,449</u>	<u>40,022,855</u>	<u>0.00%</u>



Summary of Staffing Changes

The breakdown of full-time and part-time personnel by functional area and department exhibits where the greatest number of employees work and where the largest number of employee increases have taken place.

The Public Safety function is the largest employer of the Douglas County full-time workforce with 32.26% of the total. They also have 19.32% of the total part-time County employees, which is the third largest in part-time.

Special Revenue funds are the second largest for full-time with 23.36% and fourth largest for part-time with 20.17%, respectively.

The Judicial function is the third largest employer of the Douglas County Government full-time workforce with 18.06%. Also, 1.72% of the total part-time employees belongs to the Judicial function.

The General Government has 9.88% of the full-time workforce. Also, this function makes up 17.60% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 6.11% of the total full-time workforce. This function encompasses 34.33% of total part-time Douglas County employees which makes it the largest in this area.

All of the other functions of the Douglas County Government comprise the remaining full-time and part-time workforce. These functions are as follows:

Function	Percentage of Total Full-Time	Percentage of Total Part-Time	Increase (Decrease) In Full-Time Positions	Increase (Decrease) In Part-Time Positions
General Government	9.88%	17.60%	0	0
Judicial	18.06%	1.72%	2	0
Public Safety	32.26%	19.32%	0	0
Public Works	6.38%	0.00%	0	0
Health & Welfare	1.44%	4.29%	0	0
Recreation	6.11%	34.33%	0	0
Planning & Community Development	1.35%	1.72%	0	0
Special Revenue	23.36%	20.17%	0	0
Enterprise Funds	1.17%	0.86%	0	0

BUDGET SUMMARIES

Full-Time Personnel

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2021 <u>APPROVED</u>	2021 PERCENT OF TOTAL
GENERAL FUND				
<i>General Government</i>				
Board of Commissioners	6	6	6	0.54%
Communications & Community Relations	3	4	4	0.36%
Courthouse Maintenance	7	7	7	0.63%
Election Board	4	4	4	0.36%
External Affairs	1	1	1	0.09%
Finance	10	10	10	0.90%
Human Resources	5	5	5	0.45%
Information Services	10	11	11	0.99%
Legal Services	1	1	1	0.09%
Printing & Mail	2	2	2	0.18%
Property Management	6	6	6	0.54%
Purchasing	5	5	5	0.45%
Records Retention	2	2	2	0.18%
Risk & Safety	3	3	3	0.27%
Tax Appraisal	16	17	17	1.53%
Tax Commissioner	23	26	26	2.34%
TOTAL GENERAL GOVERNMENT	104	110	110	9.88%
<i>Judicial</i>				
District Attorney	47	48	48	4.31%
Juvenile Court	8	8	8	0.72%
Juvenile Public Defender	2	2	2	0.18%
Juvenile Programs Administration	14	15	15	1.35%
Magistrate Court	10	13	13	1.17%
Probate Court	7	7	9	0.81%
Public Defender	23	23	23	2.07%
State Court Clerk of Court	11	12	12	1.08%
State Court DUI & Misdemeanor Courts	3	3	3	0.27%
State Court Judges	5	5	5	0.45%
State Court Solicitor	21	21	21	1.89%
Superior Court Clerk of Court	33	31	31	2.79%
Superior Court Felony Drug Court	3	4	4	0.36%
Superior Court Judges	7	7	7	0.63%
TOTAL JUDICIAL	194	199	201	18.06%

BUDGET SUMMARIES

Full-Time Personnel

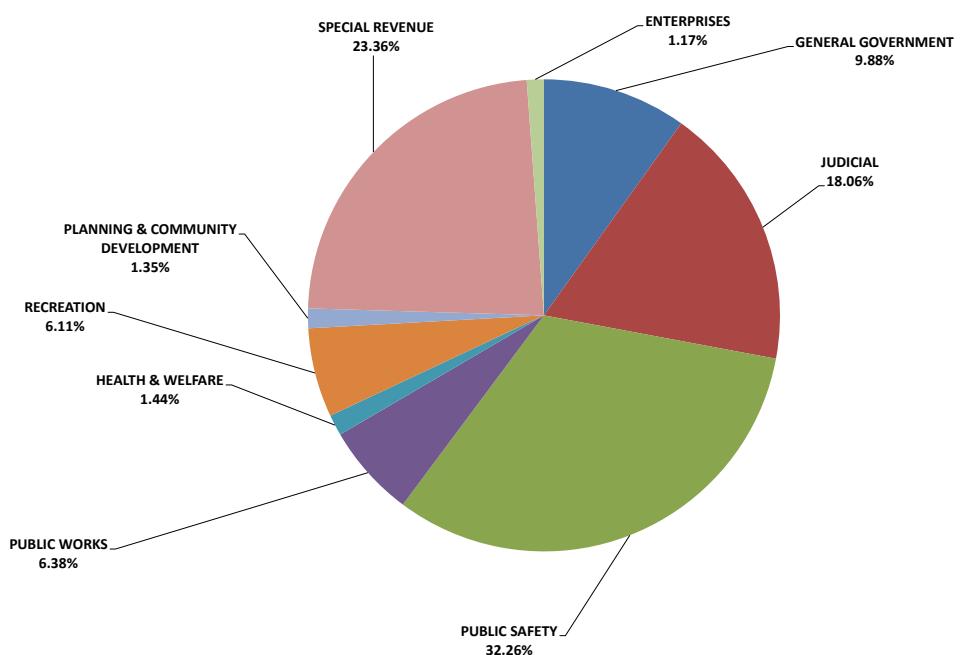
	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>	<u>2021 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND (cont'd)					
<i>Public Safety</i>					
Coroner	1	1	1	0.09%	-
Emergency Management	2	2	2	0.18%	-
Sheriff Detention	170	176	176	15.81%	-
Sheriff Enforcement	176	180	180	16.17%	-
TOTAL PUBLIC SAFETY	349	359	359	32.26%	-
<i>Public Works</i>					
D.O.T - Administration	8	9	9	0.81%	-
D.O.T - Maintenance & Construction	33	33	33	2.97%	-
D.O.T - Traffic Operations	11	11	11	0.99%	-
Fleet Management	18	18	18	1.62%	-
TOTAL PUBLIC WORKS	70	71	71	6.38%	-
<i>Health and Welfare</i>					
Senior Services	14	16	16	1.44%	-
TOTAL HEALTH AND WELFARE	14	16	16	1.44%	-
<i>Parks, Recreation and Culture</i>					
Douglas County Library	25	25	25	2.25%	-
Parks and Recreation	35	34	34	3.06%	-
Aquatic Center	5	5	5	0.45%	-
Senior Center	4	4	4	0.36%	-
TOTAL CULTURE/RECREATION	69	68	68	6.11%	-
<i>Planning and Community Development</i>					
Cooperative Extension	5	5	5	0.45%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.27%	-
Connect Douglas	6	7	7	0.63%	-
TOTAL HOUSING AND DEVELOPMENT	14	15	15	1.35%	-

Full-Time Personnel

BUDGET SUMMARIES

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>	<u>2021 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS					
<i>Animal Control Services</i>	21	21	21	1.89%	-
<i>E-911</i>	32	32	32	2.88%	-
<i>Fire Services and EMS</i>	178	180	180	16.17%	-
<i>Unincorporated Area Special Services District:</i>					
Building Inspections	6	6	6	0.54%	-
Code Enforcement	5	5	5	0.45%	-
Development Control	3	3	3	0.27%	-
Development Services Administration	1	1	1	0.09%	-
Occupational Tax	2	2	2	0.18%	-
Planning and Zoning	5	5	5	0.45%	-
Victim Assistance	3	3	3	0.27%	-
<i>Tourism & History Commission</i>	1	2	2	0.18%	-
TOTAL SPECIAL REVENUE	257	260	260	23.36%	-
ENTERPRISE FUNDS					
<i>Landfill</i>	13	13	13	1.17%	-
TOTAL ENTERPRISES	13	13	13	1.17%	-
TOTAL ALL FUNDS	1,084	1,111	1,113	100.00%	2

BUDGET SUMMARIES



BUDGET SUMMARIES

Part-Time Personnel

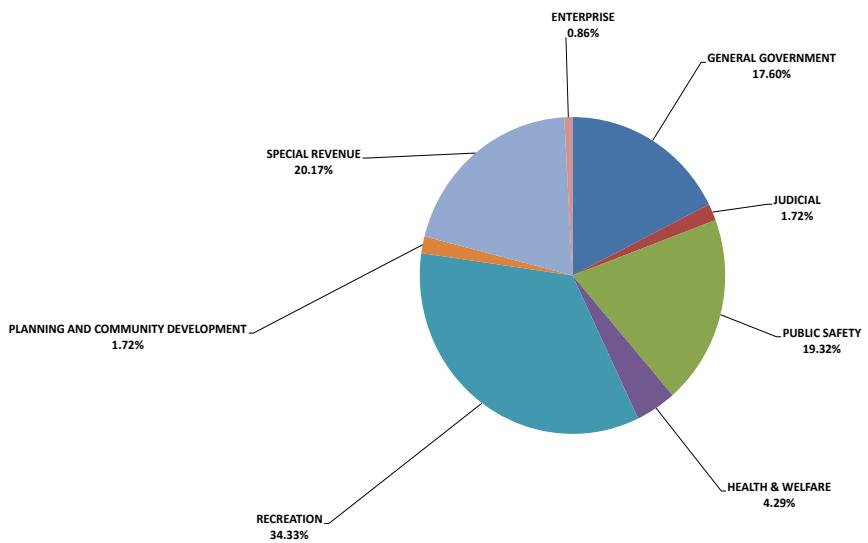
	2019 ACTUAL	2020 BUDGET	2021 APPROVED	2021 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	4	4	1.72%	-
Communications	1	2	2	0.86%	-
Election Board	5	5	5	2.15%	-
External Affairs	1	1	1	0.43%	-
Human Resources	4	4	4	1.72%	-
Tax Appraisal	-	-	-	0.00%	-
Tax Assessor	5	5	5	2.15%	-
Tax Commissioner	7	7	7	3.00%	-
Tax Equalization Board	13	13	13	5.58%	-
TOTAL GENERAL GOVERNMENT	42	41	41	17.60%	-
<i>Judicial</i>					
District Attorney	-	-	-	0.00%	-
Juvenile Public Defender	1	1	1	0.43%	-
Juvenile Programs Administration	-	-	-	0.00%	-
Magistrate Court	2	2	2	0.86%	-
Superior Court Clerk of Court	-	1	1	0.43%	-
TOTAL JUDICIAL	3	4	4	1.72%	-
<i>Public Safety</i>					
Coroner	4	6	6	2.58%	-
Sheriff Detention	38	38	38	16.31%	-
Sheriff Enforcement	2	1	1	0.43%	-
TOTAL PUBLIC SAFETY	44	45	45	19.32%	-
<i>Health and Welfare</i>					
Senior Services	9	10	10	4.29%	-
TOTAL HEALTH AND WELFARE	9	10	10	4.29%	-
<i>Parks, Recreation and Culture</i>					
Douglas County Library	12	12	12	5.15%	-
Parks & Recreation	27	29	29	12.45%	-
Parks & Recreation Aquatic Center	39	39	39	16.74%	-
TOTAL CULTURE/RECREATION	78	80	80	34.33%	-

BUDGET SUMMARIES

Part-Time Personnel

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2021 <u>APPROVED</u>	2021 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd.)					
<i>Planning and Community Development</i>					
Cooperative Extension	1	1	1	0.43%	-
Connect Douglas	3	3	3	1.29%	-
TOTAL PLANNING AND DEVELOPMENT	4	4	4	1.72%	-
TOTAL GENERAL FUND	180	184	184	78.97%	-
SPECIAL REVENUE FUNDS					
<i>Animal Control</i>					
Animal Control	-	6	6	2.58%	-
E-911	1	2	2	0.86%	-
Fire Services and EMS	31	30	30	12.88%	-
Tourism & History Commission	1	2	2	0.86%	-
<i>Unincorporated Area Special Services District:</i>				0.00%	
Development Control	-	-	-	0.00%	-
Planning and Zoning	7	7	7	3.00%	-
TOTAL SPECIAL REVENUE	40	47	47	20.17%	-
ENTERPRISE FUND					
<i>Landfill</i>					
Landfill	-	2	2	0.86%	-
TOTAL ENTERPRISE	2	2	2	0.86%	-
TOTAL ALL FUNDS	222	233	233	100.00%	-

BUDGET SUMMARIES



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General Fund

GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of taxes (property, motor vehicle and sales taxes) that encompass 88.49% of all General Fund revenues. The remaining 11.51% are from other revenue sources (i.e. intergovernmental, charges for service, courts, law enforcement, etc.). Overall, the 2021 budgeted General Fund Revenue decreased \$ 3,716,488 compared to 2020 budgeted. This is mainly due to better/more conservative revenue estimates in 2021 versus 2020 as well as the impact of the COVID pandemic.

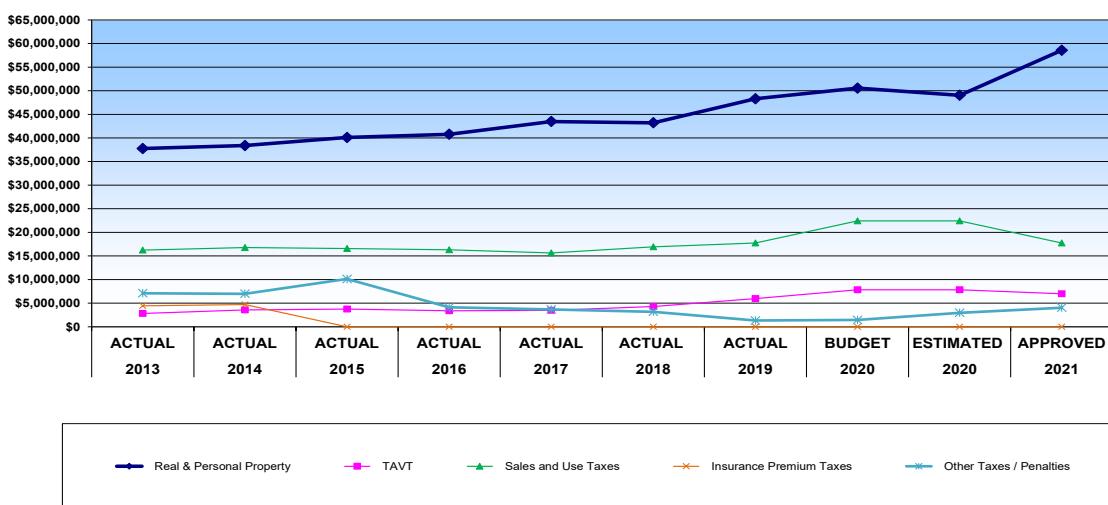
OVERVIEW OF TAX REVENUE

As stated above, tax revenue comprises the majority of General Fund revenues. Tax revenue consists of real & personal property taxes, sales taxes, TAVT, and other taxes.

TRENDS

Below is a chart showing the trends for each of these since 2013. While there are different ways to estimate revenues, reviewing the historical averages/percentages is our most common approach. The graphs on the next page compare the percentages of the different categories of tax revenue for 2013 and 2021.

General Fund Tax Revenue



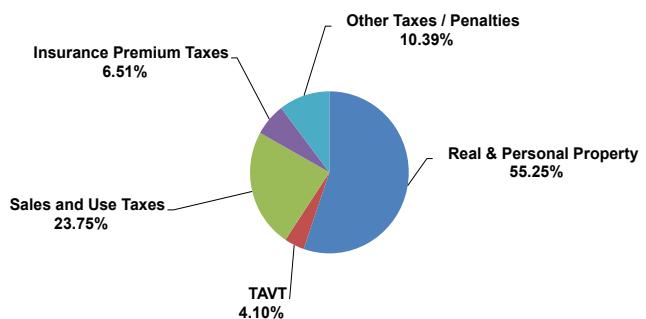
General Fund

Real and Personal Property Taxes:

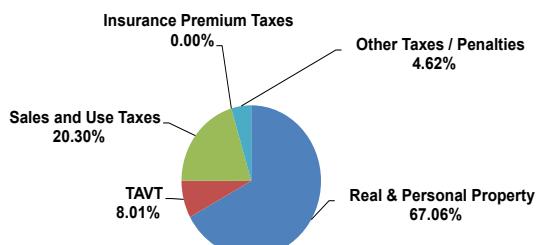
The trend in the digest, usually an upward trend, is used to calculate real and personal property tax revenue. Average growth rate of the gross digest is 3% - 5% a year. Usually, historical averages are the best measurement for future estimates. The chart on the next page reflects the changes in the digest from 2013 to 2020.

T R E N D S

2013 Actual Tax Revenues



2021 Budgeted Tax Revenues



General Fund

TRENDS

COUNTY WIDE	(In Thousands)					
	2015	2016	2017	2018	2019	2020
Real & Personal	3,833,246	4,083,860	4,589,256	5,079,175	5,440,472	5,812,287,501
Motor Vehicles	176,874	131,023	97,157	72,347	57,693	49,459,180
Mobile Homes	6,644	6,613	6,923	7,452	8,136	22,767,977
Timber-100%	24	578	297	162	23	43
Heavy Duty Equipment	163	67	320	515	388	913
 Gross Digest	 4,016,951	 4,222,141	 4,693,953	 5,159,651	 5,506,712	 5,885,471,616
Less M & O Exemptions	(455,136)	(494,885)	(577,654)	(754,364)	(863,710)	(949,969,172)
Net M & O Digest	3,561,815	3,727,574	4,116,299	4,405,287	4,643,002	4,935,502,444
Gross M & O Millage Rate	16.453	15.755	14.752	13.758	13.855	16.144
Less Millage Rate Rollbacks	(4.644)	(4.888)	(3.984)	(3.545)	(3.642)	(3.581)
Net M & O Millage Rate	11.809	11.267	10.768	10.213	10.213	12.563
Net Taxes \$ Levied	42,061,472	41,994,996	44,324,303	44,991,200	47,418,980	62,004,717
 Net Taxes \$ Increase	 \$ 293,508.00	 \$ (66,476.00)	 \$ 2,329,307.00	 \$ 666,896.00	 \$ 2,427,780.00	 \$ 14,585,737.00
Net Taxes % Increase	0.70%	-0.16%	5.55%	1.50%	5.40%	30.76%

Year	Sales Tax Revenue	% Change from Prior Year
2011	17,264,892	
2012	17,218,656	-0.27%
2013	16,231,413	-5.73%
2014	16,769,653	3.32%
2015	16,565,785	-1.22%
2016	16,305,508	-1.57%
2017	15,636,220	-4.10%
2018	16,922,648	8.23%
2019	17,734,623	4.80%
2020	19,082,140	7.60%
2021*	17,734,623	-7.06%

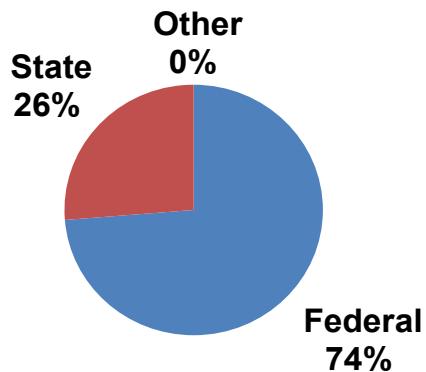
*Estimated

Sales and Use Taxes:

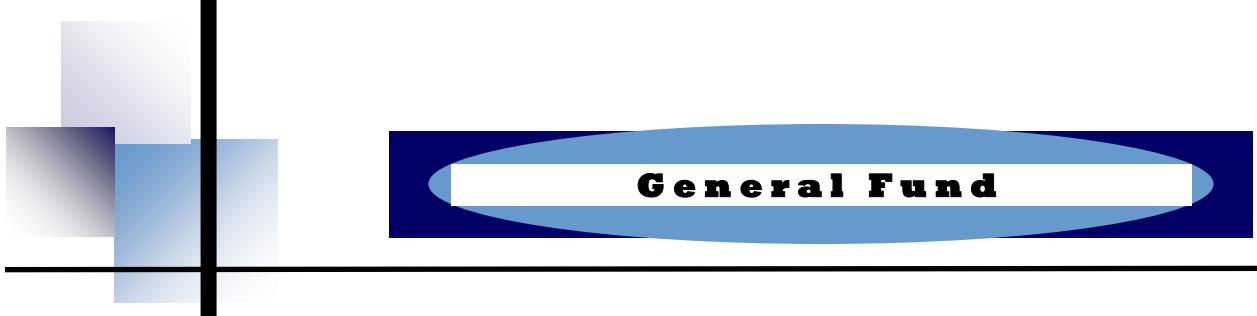
This source of income is projected at \$17,734,623 which is lower than the prior year because of conservative assumptions due to the pandemic. Fiscal year 2020 is estimated to be \$1,347,517 higher than 2019's actual of \$17,734,623. This revenue is very volatile to the economic condition and travels parallel with the economy. Therefore, this revenue is estimated based on historical averages as well as acknowledging economic conditions during the pandemic. The chart above shows the percentage change (increase or decrease) from one year to the next.

Intergovernmental Revenues:

These revenues are estimated at approximately \$3.7 million for 2021, which is a decrease of 25.40% compared to 2020 estimated revenue of \$ 5 million. This revenue is primarily based on grant revenue (State and Federal grants) which can vary year to year due to various projects/programs approved by the Board. Instead of using historical data to estimate a new budget estimate, a collection of data is submitted to the Finance Department from the various departments that have grants regarding active grants and possible new grants. It is reviewed for accuracy and an estimate is derived from the data.

**Charges for Services:**

These revenues are estimated at \$ 3.2 million, which is \$ 794,667 less than 2020. The large decrease from 2014 actual of almost \$3 million is due to ambulance fees and animal control fees moving to new Special Revenue Funds. Taking out this outlier, this revenue category varies from year to year but does not respond as drastically to the economy as Taxes or License and Permits. Real & Personal Property Tax Commission and Street Light revenue comprise almost \$ 2 million of the 2021 total. Boarding Fees are another large source of this revenue and are budgeted at \$270,000. Historical trend data is most commonly used to estimate this revenue source.



General Fund

Court and Law Enforcement:

These revenues consist of approximately 4.27% of the current year's budgeted revenues. The State Court handles misdemeanor and traffic cases, as well as general civil matters including tort claims, collections, and contract disputes. Historical trending is used to estimate future revenues.

Clerk of State Court Revenue - 10 Year Trends

2013	2014	2015	2016	2017	2018	2019	2020	2021
\$2,423,246	\$2,580,789	\$2,666,286	\$2,448,711	\$2,133,999	\$2,190,600	\$2,245,200	\$2,220,000	\$1,555,000

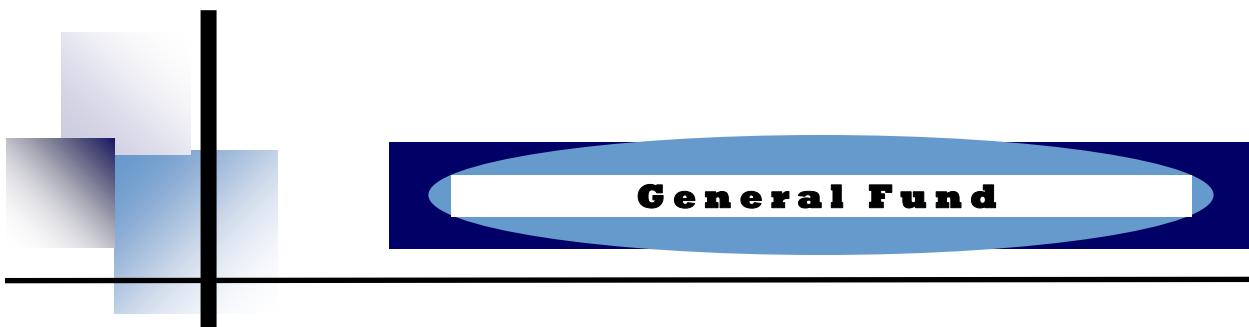
The Clerk of Superior Court is the other major revenue in this category. For 2021, \$1,555,000 is estimated which includes both civil and criminal fines & forfeitures. Based on prior year trends, this revenue is budgeted to be lower than the 2020 estimate. The Magistrate Court handles small claims and dispossessory actions. It also issues most criminal arrest warrants and handles daily criminal bond hearings. This revenue has leveled out over the past few years. Both Clerk of Court and Magistrate Court revenues have been estimated based on limited operations due to the pandemic. Below are statistics and historical collections that support the Magistrate Court estimate.

Magistrate Court Revenue - 10 Year Trends

2013	2014	2015	2016	2017	2018	2019	2020	2021
\$639,279	\$621,941	\$572,520	\$614,986	\$634,180	\$612,000	\$684,000	\$664,080	\$397,000

Use of Money & Property:

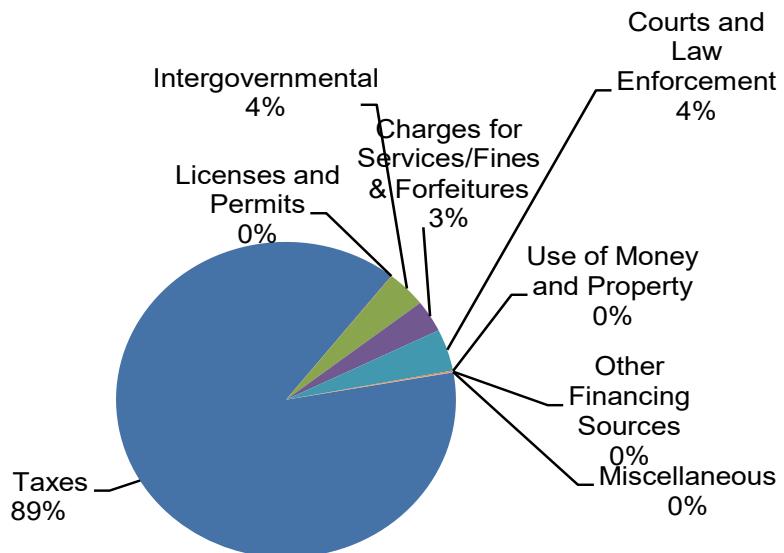
This revenue is projected to be lower than the 2020 budget. Regular investments (interest earnings) comprise \$ 120,000 for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

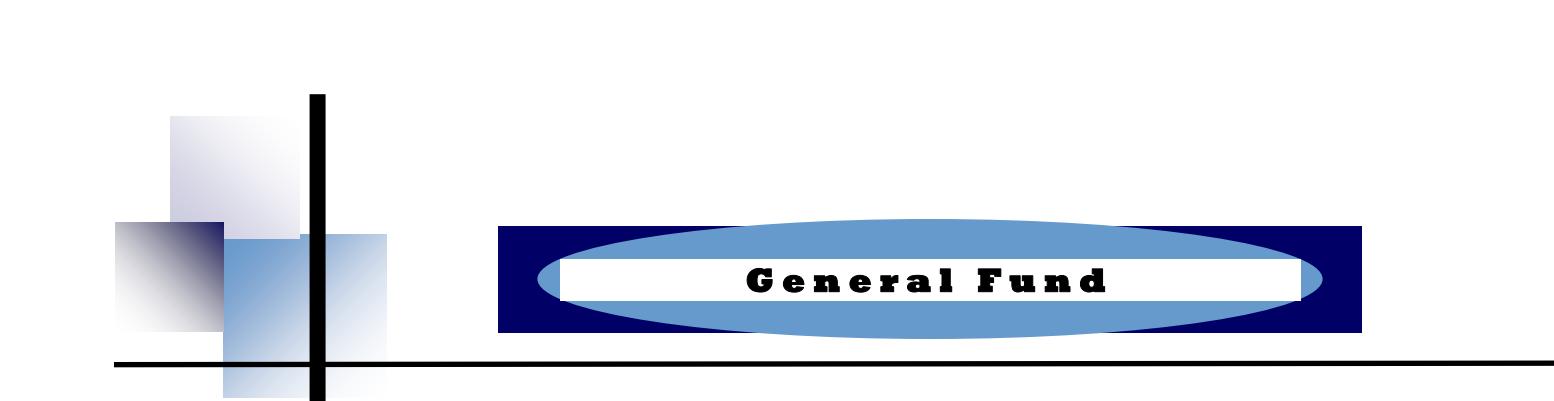


T R E N D S

Below is a summary of 2021 General Fund Budgeted Revenues:

2021 Revenues



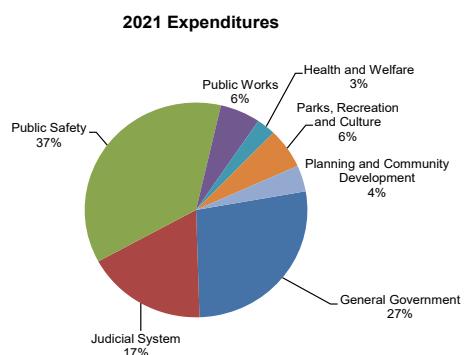
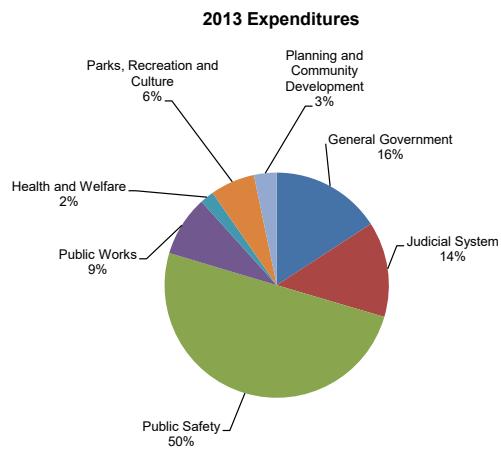


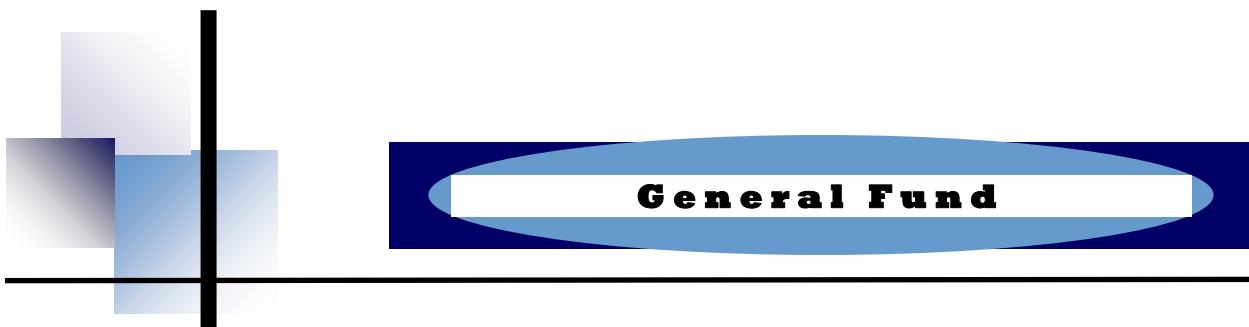
EXPENDITURES

The approved 2021 General Fund expenditures are \$ 98,704,706, which amounts to \$3,716,488 less than the 2020 estimated budget of \$ 102,421,194.

FUND BALANCE

The estimated beginning Fund Balance for 2021 is \$27,024,481. This fund balance is healthy, but there was an increase to the millage rate to maintain stability in fund balance.





TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>13,983,952</u>	<u>22,052,612</u>	<u>23,237,426</u>	<u>32,708,086</u>	<u>28,456,279</u>	<u>24,647,383</u>
REVENUES						
Taxes						
Real & Personal Property	37,759,916	38,385,279	40,091,866	40,778,629	43,472,025	43,209,918
TAVT	2,804,767	3,552,916	3,730,767	3,388,320	3,460,534	4,283,299
Sales and Use Taxes	16,231,413	16,769,653	16,565,785	16,305,508	15,636,220	16,922,648
Insurance Premium Taxes	4,449,739	4,696,183	-	-	-	-
Other Taxes / Penalties	7,100,315	6,984,378	10,119,830	4,116,063	3,668,937	3,169,542
Licenses and Permits	1,102,716	1,345,033	37,309	131,250	101,596	46,573
Intergovernmental	3,566,047	2,815,251	3,587,677	3,132,888	3,459,063	3,873,437
Charges for Services/Fines & Forfeitures	5,696,560	6,203,383	3,709,729	3,641,436	4,047,533	4,838,032
Courts and Law Enforcement	5,161,128	5,181,118	5,426,003	5,250,168	4,844,053	5,139,176
Use of Money and Property	13,068	10,760	9,608	14,200	15,957	181,680
Other Financing Sources	4,437,788	720,197	4,124,456	5,533,806	3,256,710	6,372,529
Miscellaneous	551,420	461,581	213,866	226,735	153,715	192,786
TOTAL REVENUES	<u>88,874,875</u>	<u>87,125,732</u>	<u>87,616,895</u>	<u>82,519,003</u>	<u>82,116,343</u>	<u>88,229,621</u>
EXPENDITURES						
General Government	12,797,386	14,666,756	20,015,431	27,666,195	25,076,918	24,690,938
Judicial System	11,081,994	11,664,333	13,192,840	13,741,775	14,266,661	15,499,806
Public Safety	40,450,681	43,057,419	29,727,088	30,853,920	31,867,626	33,577,006
Public Works	7,025,109	7,178,802	5,246,407	5,143,156	5,198,821	5,498,556
Health and Welfare	1,617,265	1,615,839	1,949,630	1,775,360	1,771,210	1,825,467
Parks, Recreation and Culture	5,186,340	5,534,717	5,958,739	5,960,737	5,880,953	5,650,498
Planning and Community Development	2,647,440	2,223,052	2,056,100	1,629,666	1,863,049	1,895,459
TOTAL EXPENDITURES	<u>80,806,215</u>	<u>85,940,918</u>	<u>78,146,235</u>	<u>86,770,809</u>	<u>85,925,239</u>	<u>88,637,731</u>
ENDING FUND BALANCE *	<u>22,052,612</u>	<u>23,237,426</u>	<u>32,708,086</u>	<u>28,456,279</u>	<u>24,647,383</u>	<u>24,239,273</u>

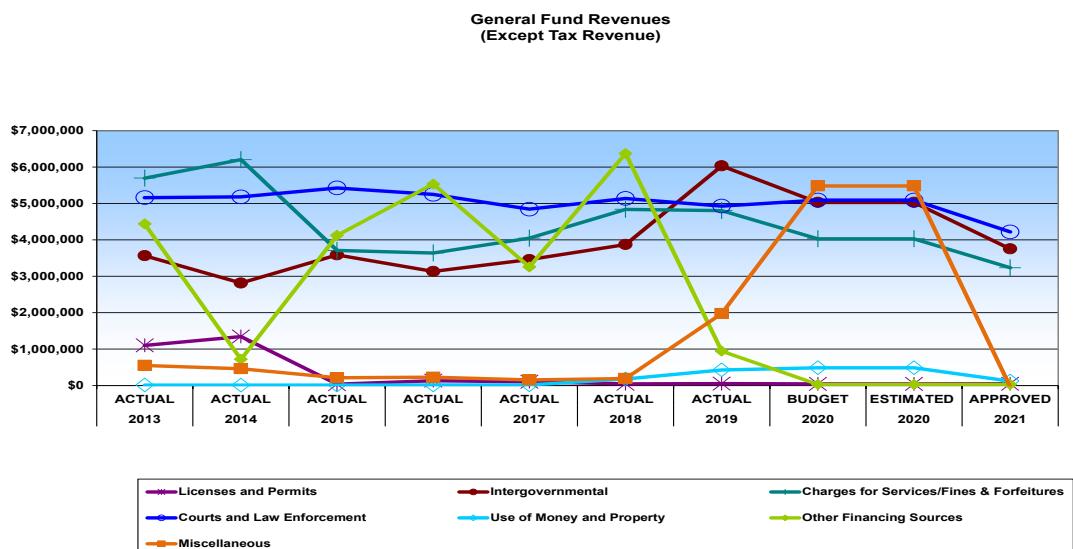
General Fund

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2020 <u>ESTIMATED</u>	2021 <u>APPROVED</u>	2021 <u>PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	<u>24,239,273</u>	<u>27,105,657</u>	<u>27,024,481</u>	<u>27,024,481</u>	<u>100.00%</u>
REVENUES					
Taxes					
Real & Personal Property	48,302,027	50,544,904	49,028,335	58,573,402	59.34%
TAVT	5,963,707	7,823,000	7,823,000	7,000,000	7.09%
Sales and Use Taxes	17,734,623	22,414,250	22,414,250	17,734,623	17.97%
Insurance Premium Taxes	-	-	-	-	0.00%
Other Taxes / Penalties	1,314,520	1,441,642	2,958,211	4,034,310	4.09%
Licenses and Permits	51,503	45,000	45,000	47,000	0.05%
Intergovernmental	6,032,643	5,030,265	5,030,265	3,752,471	3.80%
Charges for Services/Fines & Forfeitures	4,804,704	4,029,400	4,029,400	3,234,733	3.28%
Courts and Law Enforcement	4,928,699	5,092,460	5,092,460	4,219,200	4.27%
Use of Money and Property	427,885	487,525	487,525	120,000	0.12%
Other Financing Sources	945,369	30,000	30,000	30,000	0.03%
Miscellaneous	1,976,528	5,482,748	5,482,748	(41,033)	-0.04%
TOTAL REVENUES	92,482,209	102,421,194	102,421,194	98,704,706	100%
EXPENDITURES					
General Government	20,954,555	26,749,650	25,374,019	26,926,250	27.28%
Judicial System	15,570,469	17,649,437	17,824,246	17,315,027	17.54%
Public Safety	34,198,686	35,428,847	38,795,921	36,079,544	36.55%
Public Works	5,976,635	6,459,347	6,889,702	5,779,409	5.86%
Health and Welfare	2,362,800	2,873,822	2,904,874	2,741,684	2.78%
Parks, Recreation and Culture	5,878,151	6,155,592	6,510,502	5,964,943	6.04%
Planning and Community Development	4,674,529	7,185,675	4,121,930	3,897,849	3.95%
TOTAL EXPENDITURES	89,615,825	102,502,370	102,421,194	98,704,706	100%
ENDING FUND BALANCE *	<u>27,105,657</u>	<u>27,024,481</u>	<u>27,024,481</u>	<u>27,024,481</u>	<u>100%</u>

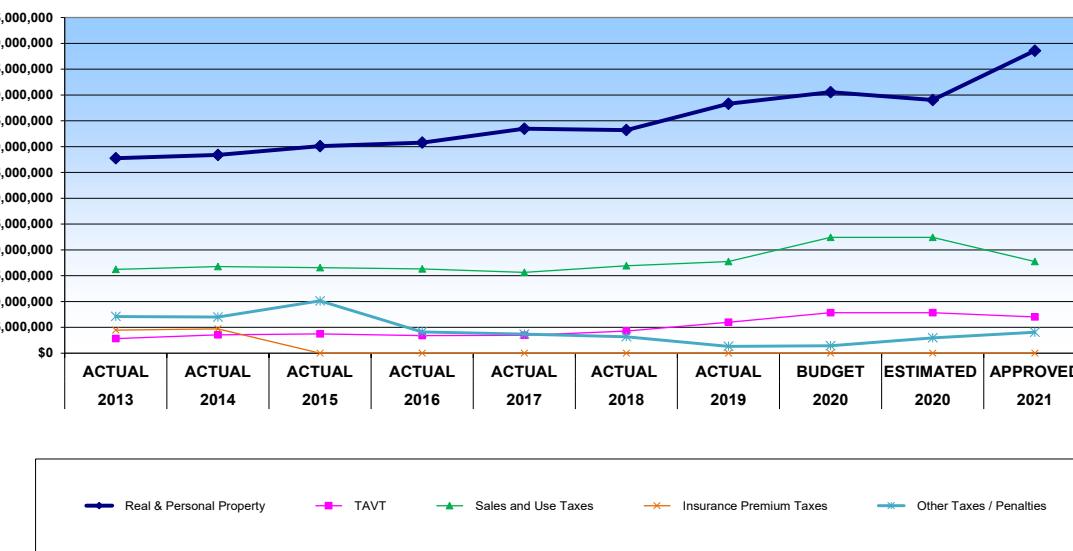
General Fund

Below are graphs reflecting the trends in General Fund revenue. Because tax revenue is such a large amount compared to other revenue, a separate graph has been presented. This will allow each graph's scale to be more presentable.

T R E N D S



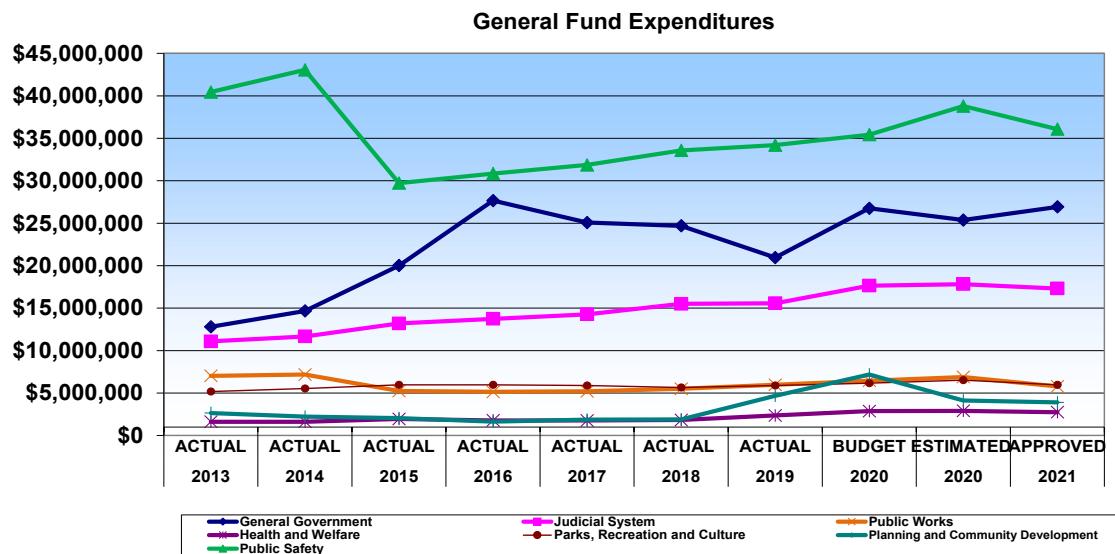
General Fund Tax Revenue



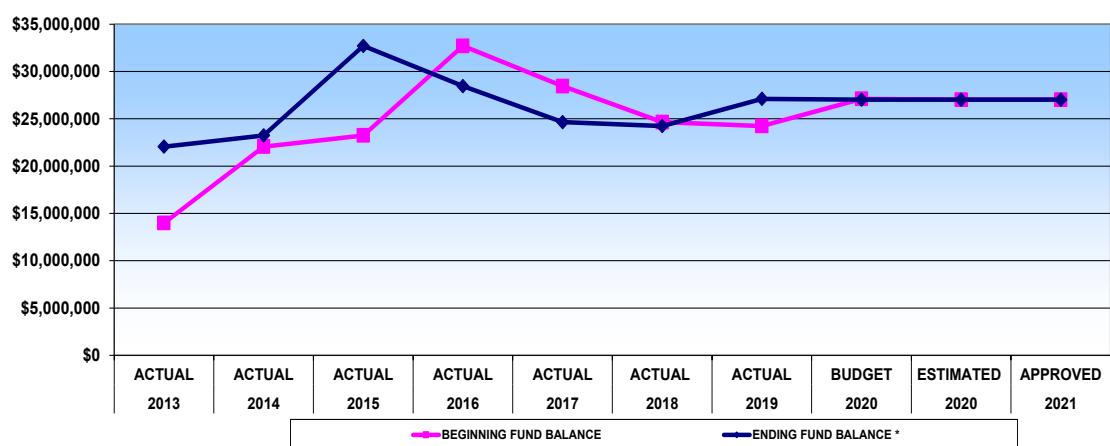
T R E N D S

General Fund

Below are graphs reflecting the trends in General Fund expenditures by function and General Fund - Fund Balance.



General Fund - Fund Balance



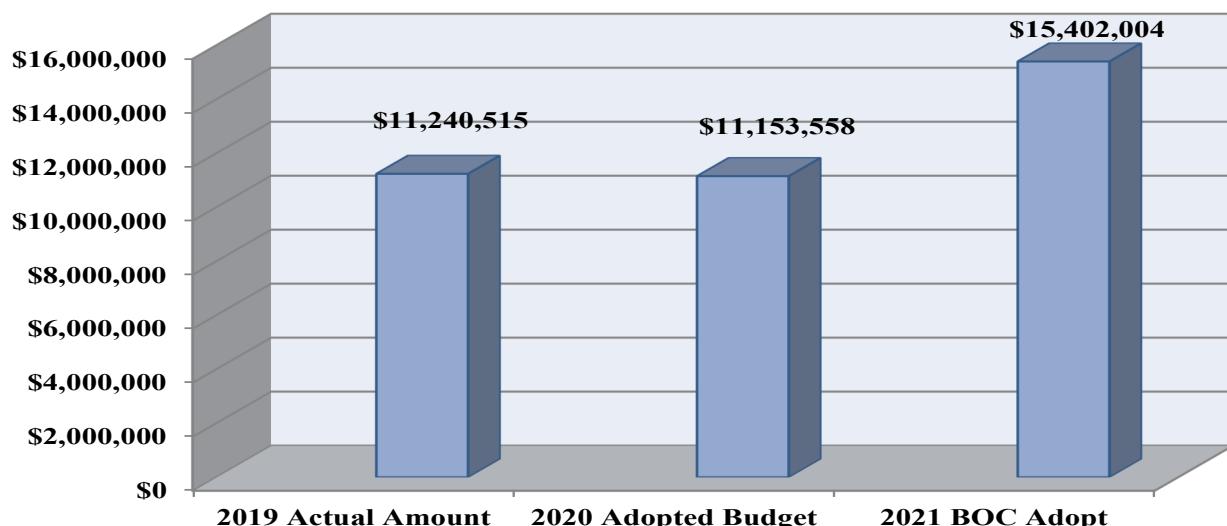
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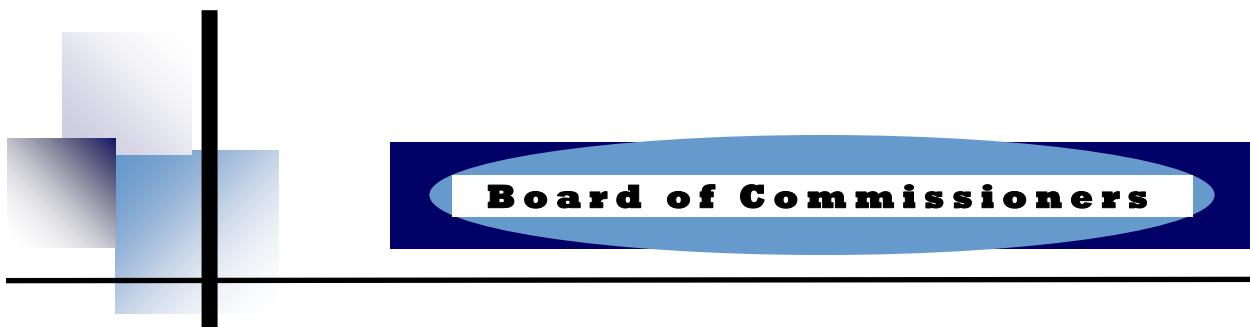
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Records Retention	100
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External Affairs.....	117

Appropriations (General)

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>11,240,515</u>	<u>11,153,558</u>	<u>15,402,004</u>
Total Funding Sources	<u>11,240,515</u>	<u>11,153,558</u>	<u>15,402,004</u>
APPROPRIATIONS:			
Salary and Wages	0	0	0
Benefits	(658,937)	0	0
Advertising	5,718	109,200	5,000
Audit and Legal	73,000	92,000	69,000
Vehicle Expense	77,114	0	0
Dues and Subscriptions	159,288	177,688	180,000
Maintenance Charges	69,986	0	0
Supplies	10,656	5,500	5,500
Professional Services	4,823,979	2,499,000	3,588,724
Utilities	865,458	899,494	894,802
Travel & Training	40	0	0
Minor Equipment and Improvements	34,938	0	0
Capital Outlay	187,132	0	0
Other	54,861	42,768	36,078
Other Financing Sources	5,276,253	5,781,634	6,040,735
Debt Service	261,000	200,000	200,000
Interfund	0	2,547,720	2,524,117
Grants	0	0	0
Other	29	260,000	275,000
Budget Improvement Request	<u>0</u>	<u>(1,461,446)</u>	<u>1,583,048</u>
Total Appropriations	<u>11,240,515</u>	<u>11,153,558</u>	<u>15,402,004</u>





GENERAL GOVERNMENT

To provide Douglas County citizens with an honest, well-planned, effective and efficient government.

MISSION

FUNCTIONS

- Establish policy for County Departments.
- Enact ordinances regulating the safety and welfare of all citizens.
- Provide adequate revenues and allocate resources to operate the various County Services.
- Provide the management of county government and administer the business of the County.

GOALS

Work together as “One Douglas”

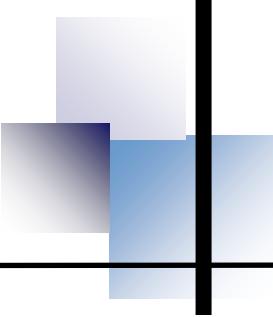
- Provide more guidance to the Planning & Zoning Board to manage overall zoning and land use, lot size and overlays.
- Build stronger bonds with and between the business community.
- Develop mutual support with the Chamber of Commerce.
- Form “one voice” from all county departments and services.
- Continue building better relationships with Douglasville and Villa Rica.

Improve Efficiency

- Work to improve the efficiency of all County Departments.
- Utilize technology to keep costs low and customer satisfaction high.

Encourage Economic Development

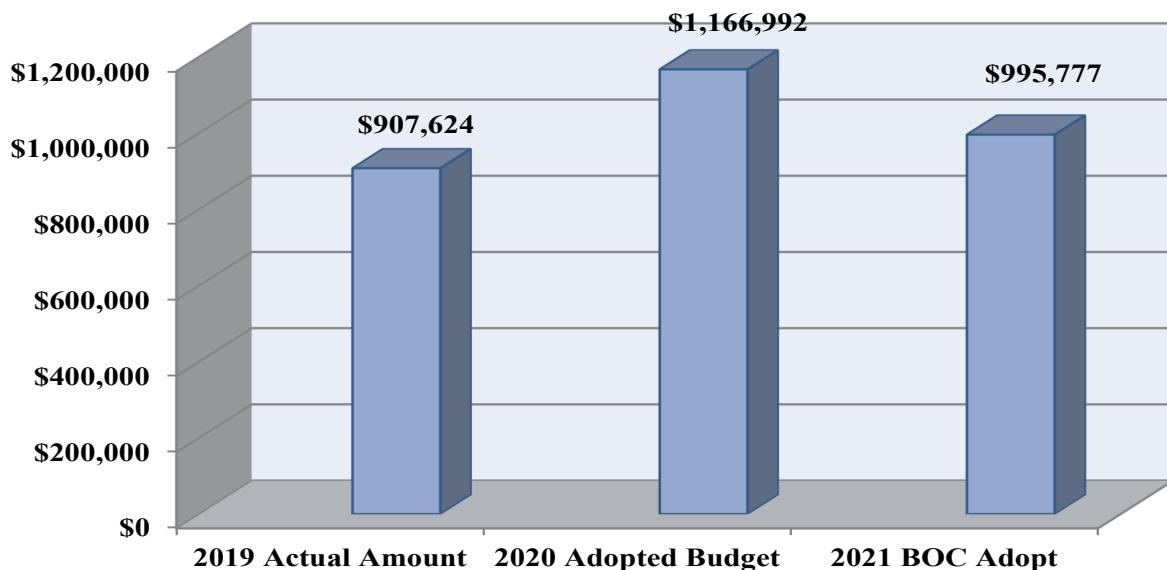
- Support the Development Authority.
- Provide business friendly incentive programs for job creating industry.
- Develop a business environment to encourage new business investment.
- Continue to develop plans for major economic development areas.

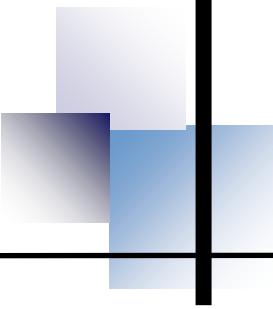


Board of Commissioners

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>907,624</u>	<u>1,166,992</u>	<u>995,777</u>
Total Funding Sources	<u>907,624</u>	<u>1,166,992</u>	<u>995,777</u>
APPROPRIATIONS:			
Salary and Wage	607,804	662,386	612,398
Benefits	171,358	299,982	275,224
Advertising	25,156	25,000	25,000
Vehicle Expense	1,911	4,800	4,800
Dues and Subscriptions	16,313	21,400	21,400
Maintenance Charges	2,611	2,500	2,500
Supplies	26,441	20,244	14,175
Professional Services	12,360	24,980	24,980
Utilities	1,414	1,300	1,300
Travel & Training	40,751	42,000	14,000
Minor Equipment and Improvements	1,250	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	255	400	0
Budget Improvement Request	<u>0</u>	<u>62,000</u>	<u>0</u>
Total Appropriations	<u>907,624</u>	<u>1,166,992</u>	<u>995,777</u>






Board of Commissioners

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019</u> <u>ACT</u>	<u>2020</u> <u>PROJ</u>	<u>2021</u> <u>PROJ</u>
ZONING MEETINGS	6	6	6
WORK SESSIONS	24	24	24
PUBLIC HEARINGS	13	9	10
SPECIAL MEETINGS	1	7	6
COMMISSION MEETINGS	24	24	24
ANNUAL WORKSHOPS	3	3	3

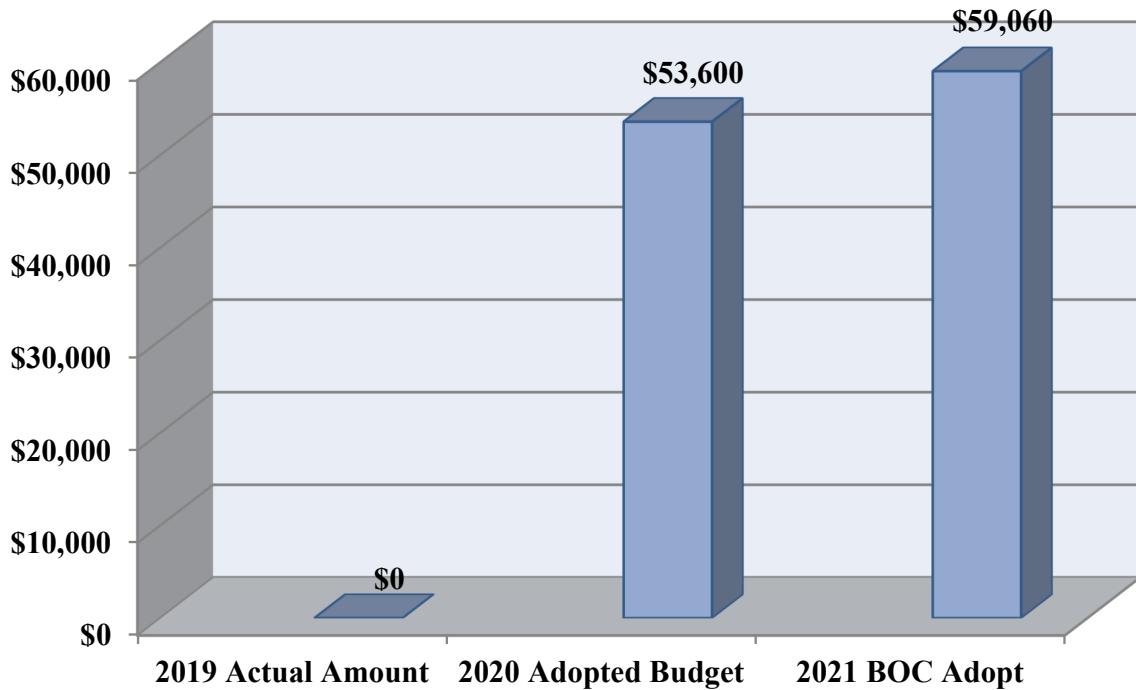
PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2021</u> <u>APPROVED</u>
Commission Chairman	UNC	1	1	1
Commissioner	UNC PT	4	4	4
County Clerk	UNC	1	1	1
County Administrator	UNC	1	1	1
Executive Secretary	FT	1	1	1
Senior Secretary	FT	1	1	1
Administrative Assistant	FT	1	1	1
Bailiff	PT	2	0	0
TOTAL FULL TIME		6	6	6
TOTAL PART TIME		6	4	4

District 1 Commissioner

BUDGET SUMMARY

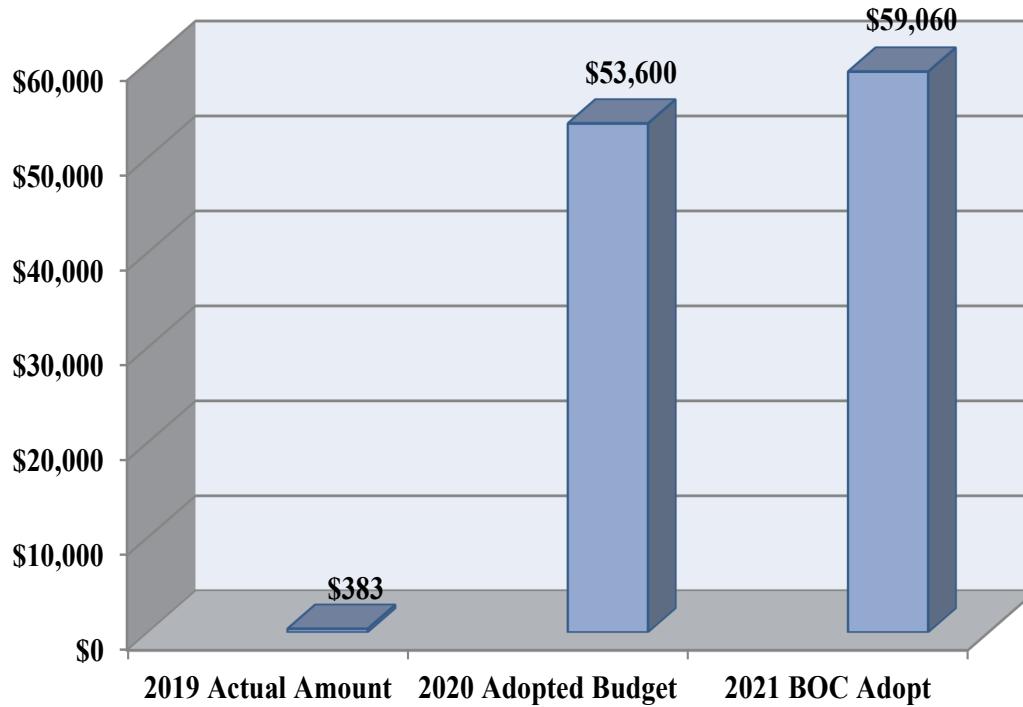
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>0</u></u>	<u><u>53,600</u></u>	<u><u>59,060</u></u>
Total Funding Sources	<u><u>0</u></u>	<u><u>53,600</u></u>	<u><u>59,060</u></u>
APPROPRIATIONS:			
Salary & Wage	0	0	37,055
Benefits	0	0	2,934
Supplies	0	3,600	6,000
Budget Improvement Request	<u><u>0</u></u>	<u><u>50,000</u></u>	<u><u>13,071</u></u>
Total Appropriations	<u><u>0</u></u>	<u><u>53,600</u></u>	<u><u>59,060</u></u>



District 2 Commissioner

BUDGET SUMMARY

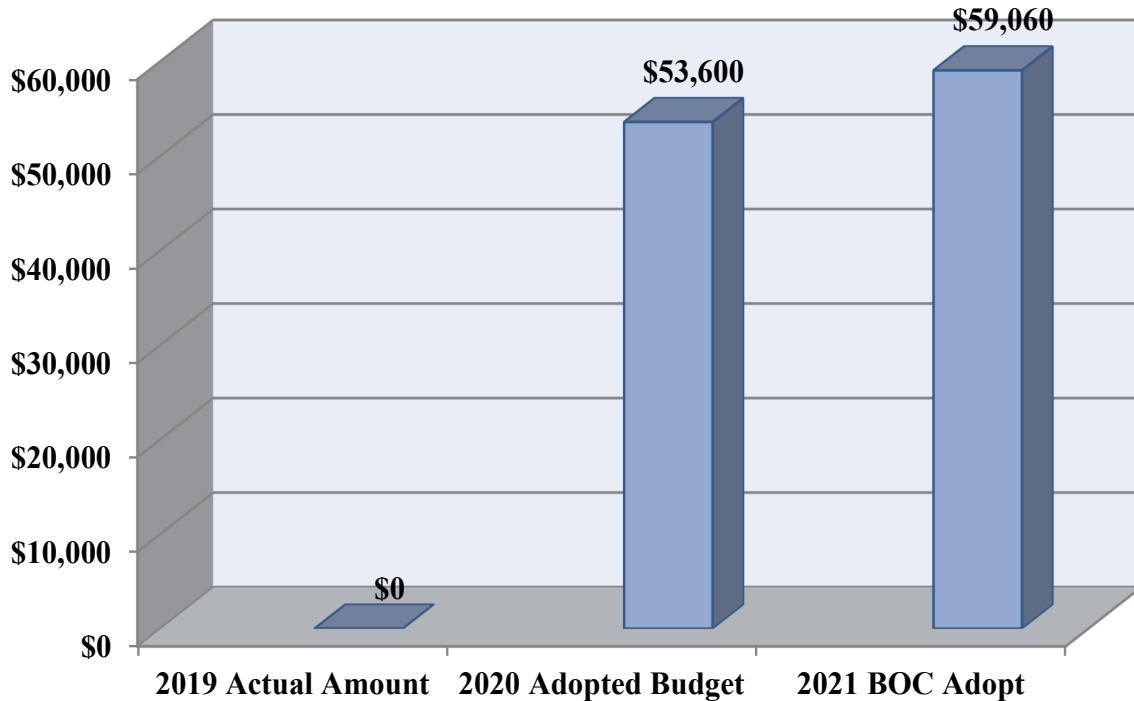
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>383</u>	<u>53,600</u>	<u>59,060</u>
Total Funding Sources	<u>383</u>	<u>53,600</u>	<u>59,060</u>
APPROPRIATIONS:			
Salary & Wage	0	0	37,055
Benefits	0	0	2,934
Supplies	383	3,600	6,000
Budget Improvement Request	<u>0</u>	<u>50,000</u>	<u>13,071</u>
Total Appropriations	<u>383</u>	<u>53,600</u>	<u>59,060</u>



District 3 Commissioner

BUDGET SUMMARY

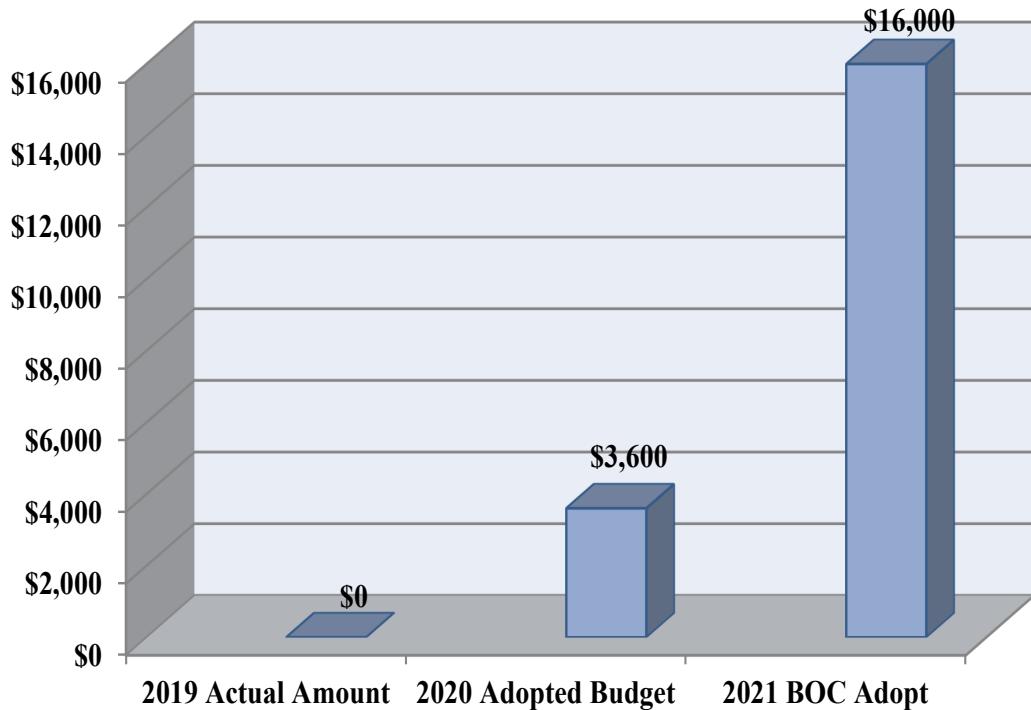
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>0</u></u>	<u><u>53,600</u></u>	<u><u>59,060</u></u>
Total Funding Sources	<u><u>0</u></u>	<u><u>53,600</u></u>	<u><u>59,060</u></u>
APPROPRIATIONS:			
Salary & Wage	0	0	37,055
Benefits	0	0	2,934
Supplies	0	3,600	6,000
Budget Improvement Request	<u><u>0</u></u>	<u><u>50,000</u></u>	<u><u>13,071</u></u>
Total Appropriations	<u><u>0</u></u>	<u><u>53,600</u></u>	<u><u>59,060</u></u>



District 4 Commissioner

BUDGET SUMMARY

	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>3,600</u>	<u>16,000</u>
Total Funding Sources	<u>0</u>	<u>3,600</u>	<u>16,000</u>
APPROPRIATIONS:			
Salary & Wage	0	0	0
Supplies	0	3,600	6,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>10,000</u>
Total Appropriations	<u>0</u>	<u>3,600</u>	<u>16,000</u>



MISSION

To raise the profile of Douglas County in a positive manner through strategic communication skills through facilitating information between the Board of Commissioners, county officials, citizen's, news media and staff so that all Douglas County citizens are well informed about the efforts of county government.

FUNCTIONS

- Increase the communications and the flow of information between the County and its citizens.
- Create initiatives and events to bring employees together, bring neighborhoods together, and to increase spirit and pride in the County.
- Provide program support to other County Departments.
- Participate in other sponsored activities to increase County awareness among citizens and the business community.

GOALS

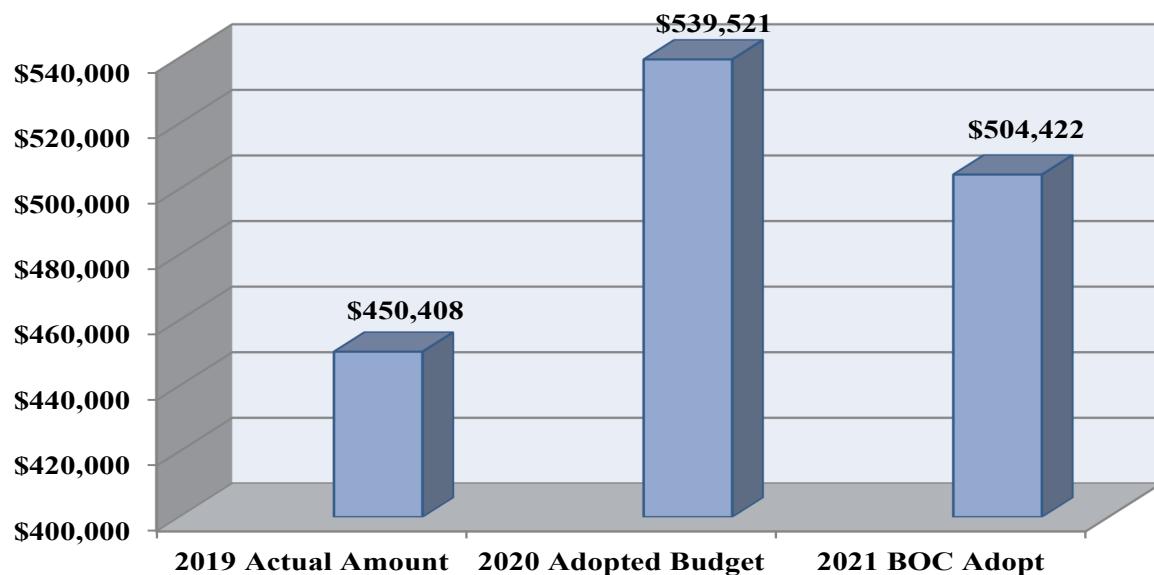
- To keep the citizens informed of their government and its actions and programs, through mass communications such as Douglas County Happenings E-mail Newsletter, Happenings on Facebook, State of the County Address, and First Call Emergency Notification Program, in addition to the County's website and original programming on dctv23.
- Assist with special projects and news media events, such as Ground Breakings, News Conferences, and ribbon-cuttings.
- Provide county wide video notification of government –related events, program initiatives, and activities
- Respond to request from the Media, General Public and County Officials, to ensure that Douglas County citizens are informed about the efforts of County Government

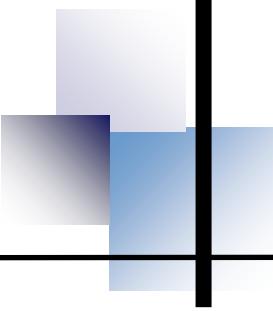


Communications

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>450,408</u>	<u>539,521</u>	<u>504,422</u>
Total Funding Sources	<u>450,408</u>	<u>539,521</u>	<u>504,422</u>
APPROPRIATIONS:			
Salary and Wage	284,962	297,999	291,827
Benefits	71,242	132,747	128,048
Advertising	50,078	33,750	32,211
Vehicle Expense	957	778	778
Dues and Subscriptions	3,504	7,293	4,000
Maintenance Charges	0	0	0
Supplies	4,134	21,334	(3,502)
Professional Services	24,382	48,660	44,960
Utilities	1,939	2,100	2,100
Travel & Training	590	3,500	2,000
Minor Equipment and Improvements	6,394	0	0
Capital Outlay	0	0	0
Other	1,874	4,000	2,000
Uniforms and Clothing	351	360	0
Budget Improvement Request	0	(13,000)	0
Total Appropriations	<u>450,408</u>	<u>539,521</u>	<u>504,422</u>






Communications

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
COMMUNITY INITIATIVES & EVENTS	249	249	250
GROWTH IN SUBSCRIPTIONS			
TO HAPPENINGS	10,500	10,500	10,500
PROGRAMMING ON DCTV23	87	87	87

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director	FT	1	1	1
Assistant Director	FT	1	1	1
Communications/Media Specialist	FT	1	1	1
Customer Service Assistant	FT	0	1	1
Switchboard Operator	PT	0	1	1
Production Assistant	PT	1	1	1
TOTAL FULL TIME		3	4	4
TOTAL PART TIME		1	2	2

MISSION

- Maintain the courthouse structure, finishes, and equipment to the highest possible standard within budget constraints.
- Provide resources and supervision of special projects.
- Provide prompt response to all service requests.
- Operate preventative maintenance system to assure optimum life and performance from equipment.

FUNCTIONS

- Provide custodial care.
- Provide electrical, plumbing, heating and air conditioning maintenance and general repairs of the Courthouse.
- Utilize comprehensive preventative maintenance program, Angus Anywhere to schedule and perform maintenance and maintain cost records.
- Oversee professional service contracts for courthouse such as janitorial, landscaping, fire/life safety systems, etc.
- Test/maintain life safety and security systems.
- Test/maintain emergency generator.
- Provide on-site service for courthouse occupants.
- Maintain cost records.

GOALS

To maintain the courthouse visually and mechanically in a Class "A" condition by:

- Continuing to monitor cleaning services, landscaping, and carpet cleaning.
- Maintain preventive maintenance and work order program to provide improved efficiency and record keeping.

Keeping utility costs at a minimum by:

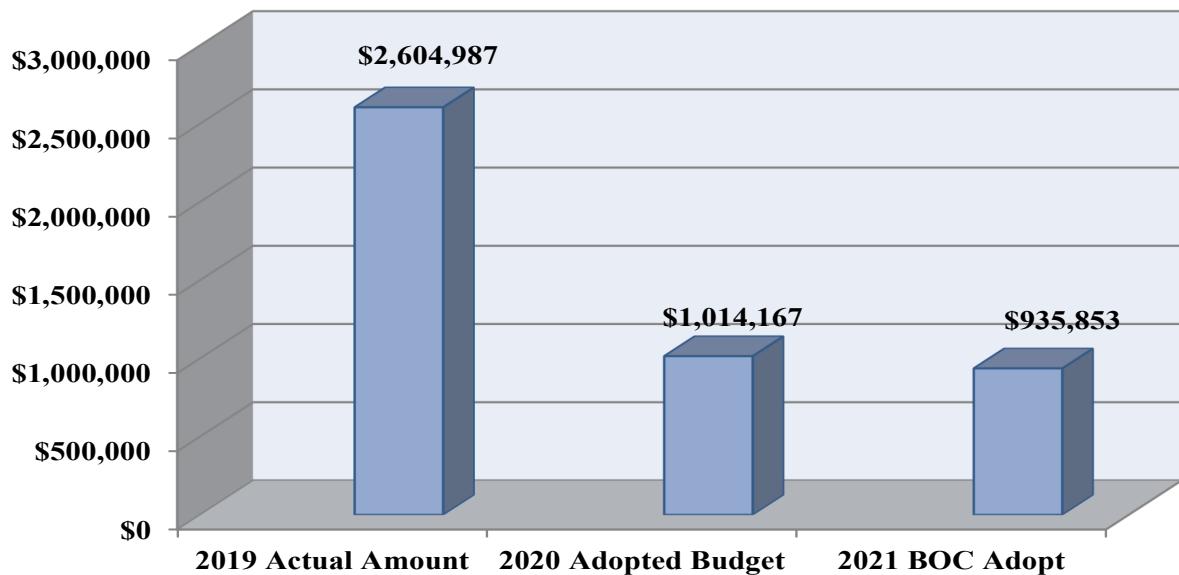
- Monitoring HVAC schedules with tighter after hours restrictions.
- Maintain HVAC equipment for optimum efficiency.
- Perform preventive maintenance on restrooms and plumbing fixtures to reduce unnecessary water usage.
- Thermal testing of all electrical starters and breakers for excessive heat loss.



Courthouse Maintenance

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,604,987</u>	<u>1,014,167</u>	<u>935,853</u>
Total Funding Sources	<u>2,604,987</u>	<u>1,014,167</u>	<u>935,853</u>
APPROPRIATIONS:			
Salary and Wage	298,142	309,386	288,595
Benefits	86,032	155,062	154,655
Advertising	(80)	300	300
Vehicle Expense	0	600	600
Maintenance Charges	61,982	95,351	90,351
Supplies	24,048	33,355	(10,939)
Professional Services	228,246	208,837	208,837
Utilities	204,093	202,076	202,076
Minor Equipment and Improvements	0	0	0
Capital Outlay	1,701,229	0	0
Uniforms and Clothing	1,296	2,200	1,378
Budget Improvement Request	0	7,000	0
Total Appropriations	<u>2,604,987</u>	<u>1,014,167</u>	<u>935,853</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2019 ACT	2020 PROJ	2021 PROJ
SPECIAL PROJECTS	12	6	5
PREVENTATIVE MAINTENANCE SERVICES	422	422	422
SERVICE CALL RESPONSES WITHIN 8 HOURS	1,480	1,330	1,440
SERVICE WORK ORDERS	1,480	1,330	1,440

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Building Maintenance Director	UNC	1	1	1
Assistant Facilities Manager	FT	1	1	1
Lead Engineer	FT	1	1	1
Custodian	FT	4	4	4
TOTAL FULL TIME		7	7	7

MISSION

We are committed to being proactive with our elections and registration activities and engaging in a multifaceted approach to activate and mobilize all community stakeholders that have a vested interest in the overall success of the elections and registration process. To ensure that elections in Douglas County are free, fair, and accurate.

FUNCTIONS

- Conduct elections
- Provide election information to the State of Georgia and the United States

GOALS

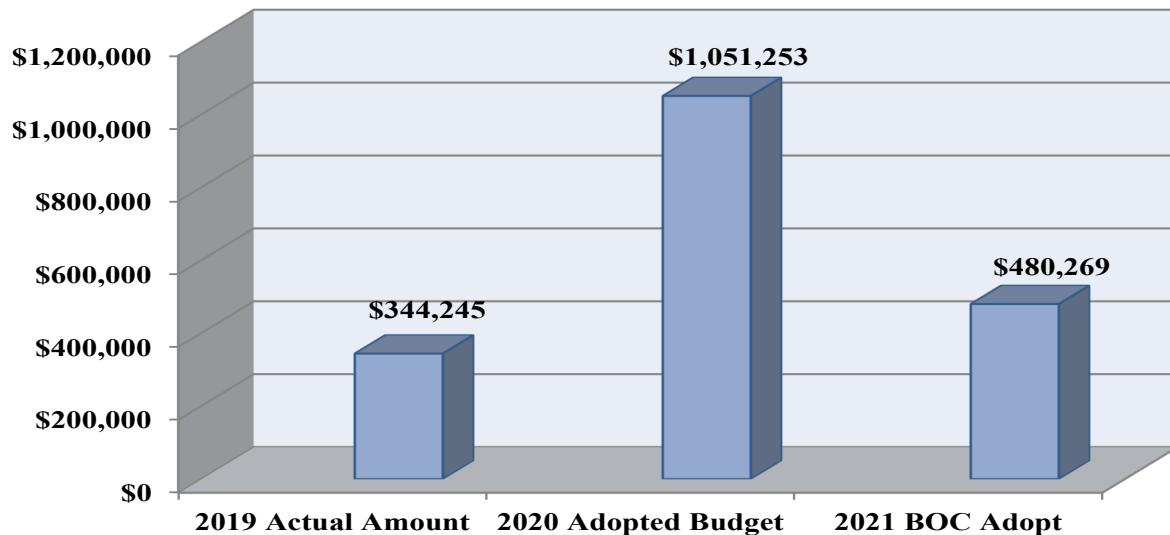
- Setup rideshare locations to move voters from different locations around the county to preassigned early voting locations
- Training mandatory voter registration site personal [21-2-215 (G), principals , college or university officials, Libraries]
- Letters to every head of household with elections information, dates, times, locations, need to know information/ leaflet from our office the county utility companies
- Meeting with civic groups, political parties, and elected officials to discuss current issues around elections and registrations actives
- Participate in community events



Election Board

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>344,245</u>	<u>1,051,253</u>	<u>480,269</u>
Total Funding Sources	<u>344,245</u>	<u>1,051,253</u>	<u>480,269</u>
APPROPRIATIONS:			
Salary and Wage	236,341	569,279	284,201
Benefits	45,715	115,250	111,098
Advertising	2,817	4,000	2,200
Vehicle Expense	392	1,100	1,100
Dues and Subscriptions	427	400	400
Equipment Rental	0	0	0
Maintenance Charges	3,958	4,000	19,200
Supplies	37,088	283,926	11,300
Professional Services	2,072	35,000	20,360
Utilities	503	470	19,000
Travel & Training	9,497	10,500	6,160
Minor Equipment and Improvements	5,435	0	5,250
Capital Outlay	0	0	0
Budget Improvement Request	0	27,328	0
Total Appropriations	<u>344,245</u>	<u>1,051,253</u>	<u>480,269</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

Election Board

	2019 ACT	2020 PROJ	2021 PROJ
REGISTERED VOTERS	105,032	103,687	104,579

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	FT	1	1	1
Voter Registration/Election Associate	FT	1	1	1
Deputy Elections Supervisor	FT	1	1	1
Board Member	UNC PT	5	5	5
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		5	5	5

MISSION

To provide administration and all County customers with well planned, accurate, timely, effective and efficient financial services.

FUNCTIONS

- Administer County controlled Funds.
- Provide periodic reports of County finances.
- Prepare the annual County budget.
- Prepare the annual Comprehensive Financial Report.
- Make recommendations on matters affecting County finances.

GOALS

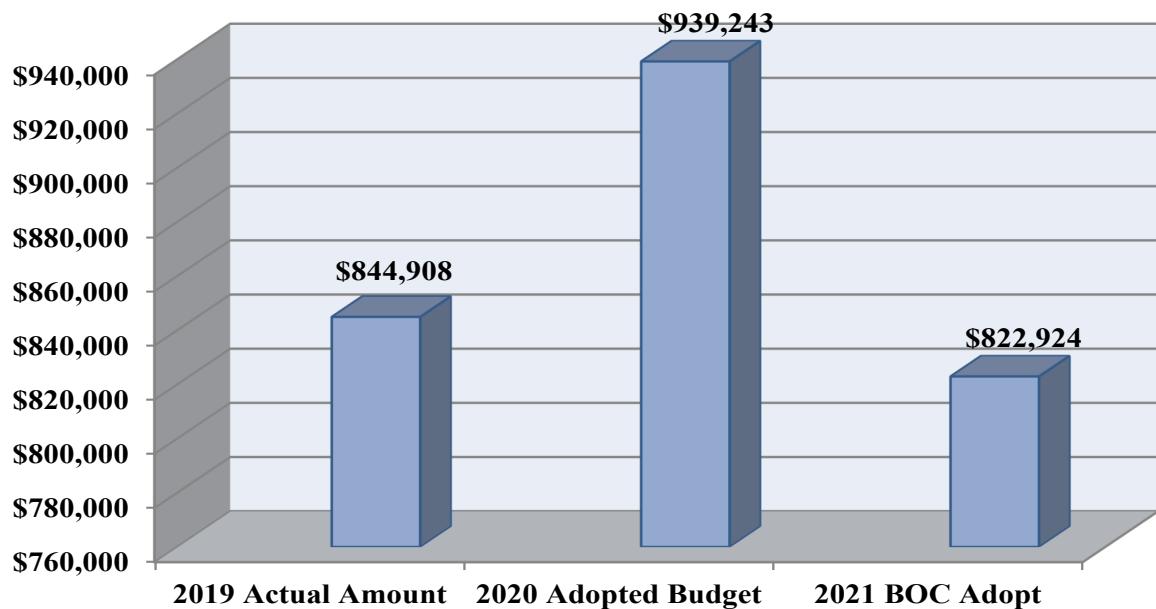
- Continue to submit our Budget Document and Financial Statements to the Government Finance Officers Association award programs.
- Continue the Certified Public Finance Officer Program.
- Continue monitoring revenues and expenditures and issue quarterly reports.
- Continue monitoring and strengthening internal controls and cash controls for various departments.

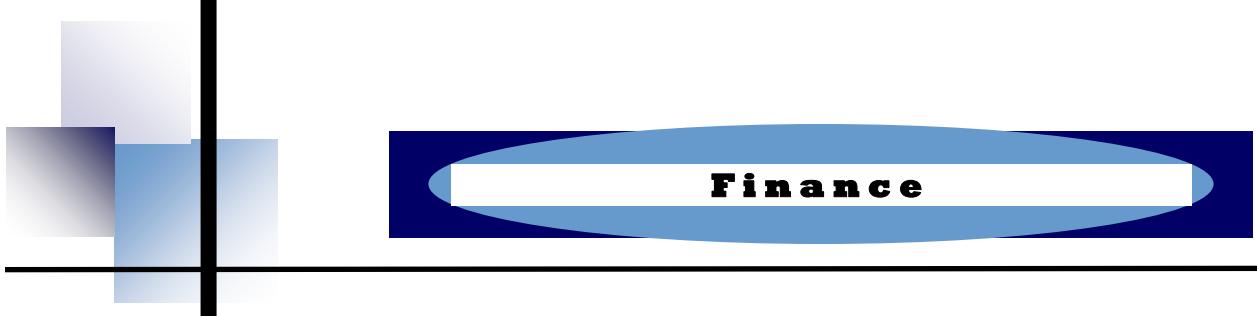


Finance

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>844,908</u>	<u>939,243</u>	<u>822,924</u>
Total Funding Sources	<u>844,908</u>	<u>939,243</u>	<u>822,924</u>
APPROPRIATIONS:			
Salary and Wage	616,120	650,691	559,917
Benefits	197,551	276,838	232,763
Dues and Subscriptions	1,156	1,700	1,700
Maintenance Charges	480	1,280	1,280
Supplies	24,536	21,234	18,514
Professional Services	857	4,000	4,000
Utilities	0	0	0
Travel & Training	2,648	9,500	4,750
Minor Equipment and Improvements	1,560	0	0
Budget Improvement Request	<u>0</u>	<u>(26,000)</u>	<u>0</u>
Total Appropriations	<u>844,908</u>	<u>939,243</u>	<u>822,924</u>





Finance

WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
MANUAL CHECKS PRODUCED	3,600	2,500	600
INVOICES PAID	26,228	24,982	19,410
RECEIPTS KEYED	6,368	6,751	4,076
NEW ASSETS RECORDED	110	209	75

PERSONNEL SUMMARY

	<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director		UNC	1	1	1
Financial Analyst		FT	1	1	1
Senior Accountant		FT	1	1	1
Accountnat		FT	1	1	1
Accounting Supervisor		FT	1	1	1
Payroll Administrator		FT	1	1	1
Accounting Assistant II		FT	4	4	4
TOTAL FULL TIME			10	10	10

MISSION

Provide quality, effective and efficient personnel and administrative services in the area of Human Resources, to Douglas County.

FUNCTIONS

- Manage day-to-day activities in area of Recruitment and Selection, Employee Relations, Compensation, Position Classifications, Employee Records, Organizational Development, Benefit's and Administration.
- Support the Office of Risk & Safety.
- Assist in resolving personnel related issues, grievances and complaints.
- Facilitate and oversee the county grievance & appeals process.
- Manage the county's benefit & Gebcorp retirement program.
- Manage the county's e-learning Center and online training program.
- Manage the county's open enrollment process.
- Enforce the county's Merit System Handbook
- Serve as a resource for county department heads on a variety of management issues.

GOALS

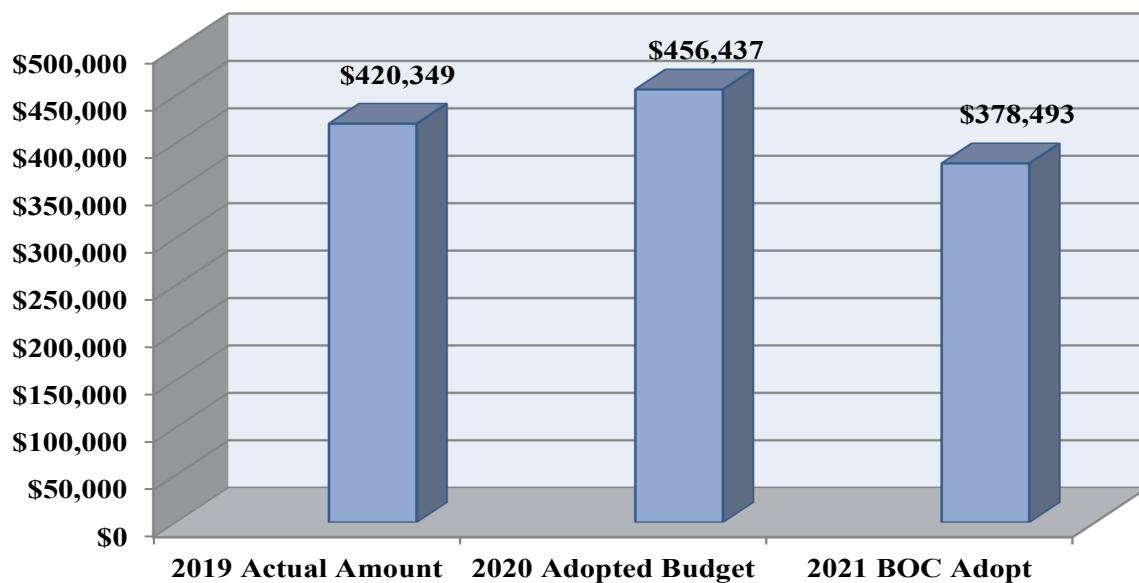
- Assist with the development and compliance of policies and procedures including the Merit System Rules and Regulations, Human Resources management policies, federal and state employment and labor laws and all other policies deemed appropriate and necessary by the County Administrator and Board of Commissioners.
- Timely 2021 Open Enrollment execution.
- “Timely and accurate” execution of ALL departmental NOPA’s and employee hiring/termination entries
- Full implantation of the professional services agreement with MSI Benefits Group, Inc.
- Prepare and oversee special projects, performance analysis and other various management reports, and analysis of statistical data.
- Compliance with all Affordable Care Act reporting requirements for 2021
- Promote a culture of Health & Wellness by encouraging a healthy lifestyle of mind and body through informative newsletters, annual health fair, lunch and learns, seminars, and financial education. Additional support for this goal will be provided via the 2021 ACCG Health Promotion and Wellness Grant.

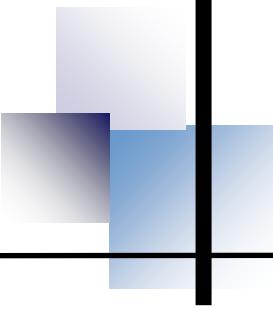


Human Resources

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>420,349</u></u>	<u><u>456,437</u></u>	<u><u>378,493</u></u>
Total Funding Sources	<u><u>420,349</u></u>	<u><u>456,437</u></u>	<u><u>378,493</u></u>
APPROPRIATIONS:			
Salary and Wage	276,337	287,207	246,617
Benefits	60,740	133,895	97,025
Advertising	5,546	10,000	4,945
Dues and Subscriptions	1,443	1,490	1,168
Maintenance Charges	987	720	720
Supplies	2,924	3,305	823
Professional Services	65,268	21,000	21,000
Utilities	463	570	570
Travel & Training	6,113	11,250	5,625
Minor Equipment and Improvements	528	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>(13,000)</u>	<u>0</u>
Total Appropriations	<u><u>420,349</u></u>	<u><u>456,437</u></u>	<u><u>378,493</u></u>






Human Resources

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
TURNOVER RATE	1.78%	1.78%	1.30%
NEW HIRES	247	267	118
JOB ADVERTISEMENTS PLACED	424	434	359
PHYSICALS SCHEDULED	199	222	97
APPLICATIONS RECEIVED	3,003	5,780	4,069

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director	UNC	1	1	1
Senior Human Resources Generalist	FT	1	1	1
Administrative Assistant	FT	1	1	1
Employee Benefits Assistant	FT	1	1	1
Personnel Assistant	FT	1	1	1
Human Resources Assistant	PT	1	1	1
Personnel Review Board	PT	3	3	3
TOTAL FULL TIME		5	5	5
TOTAL PART TIME		4	4	4

MISSION

To provide high quality, responsive and secured information with the emphasis on system availability, innovation, process improvement and cost effective management of resources.

FUNCTIONS

- Strategic planning and deployment of technology.
- Process improvement initiatives to reduce cost and improve services.
- Technology refresh program.
- System research, implementation and support.
- Network and server installation, maintenance, monitoring and support.
- Telephony.
- Desktop and peripheral installation and support.

GOALS

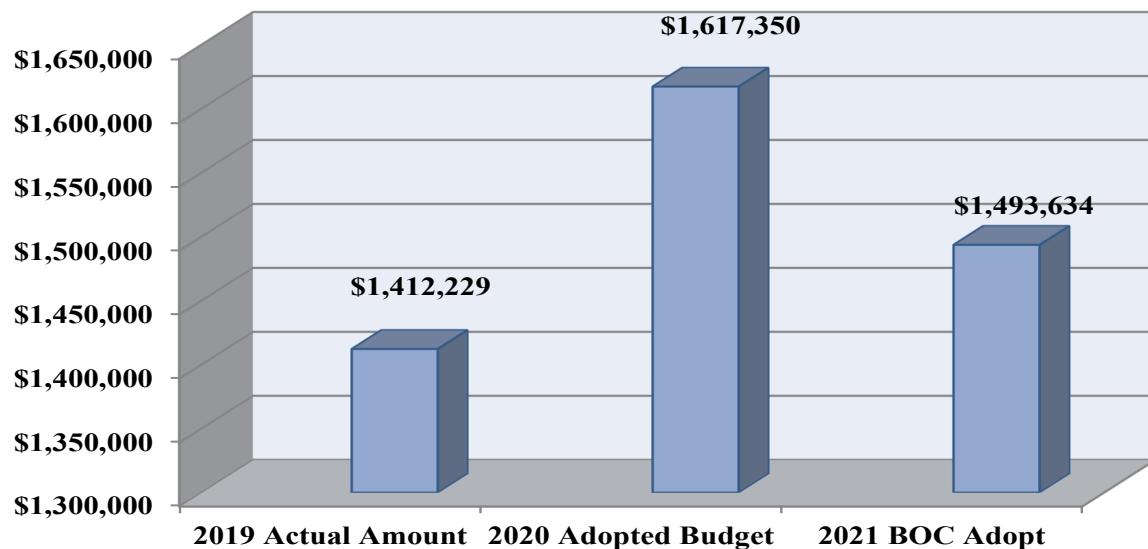
- Provide 99.9% uptime across all business impacting applications and technology services provided by the Information Systems Department.
- Build standardization and process flows into IS department for hardware requisitioning, support requests, and inventory. Enhance compliance with Open Record legislation regarding electronic records focusing on email retention and tracking of open records requests.
- Provide a safe and cyber-secure computing environment, free of malware and viruses and resilient to malicious attack.
- Provide training opportunities for all IS employees to enhance each person's ability and value within the organization and improve moral through investment in our staff.

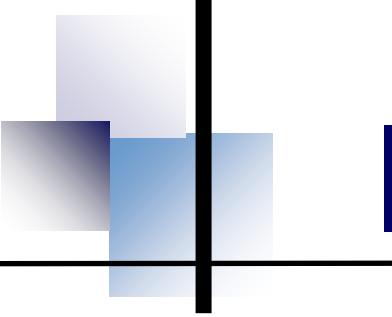


Information Services

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,412,229</u>	<u>1,617,350</u>	<u>1,493,634</u>
Total Funding Sources	<u>1,412,229</u>	<u>1,617,350</u>	<u>1,493,634</u>
APPROPRIATIONS:			
Salary and Wage	520,328	615,446	598,465
Benefits	159,313	225,951	217,933
Advertising	0	0	0
Vehicle Expense	792	800	800
Dues and Subscriptions	200	200	200
Maintenance Charges	458,171	474,055	549,136
Supplies	5,039	(13,442)	(47,105)
Professional Services	19,075	10,000	10,000
Utilities	42,573	62,640	42,640
Travel & Training	24,551	25,400	12,700
Minor Equipment and Improvements	121,713	0	0
Capital Outlay	27,570	0	0
Debt Service	32,905	52,800	108,865
Budget Improvement Request	0	163,500	0
Total Appropriations	<u>1,412,229</u>	<u>1,617,350</u>	<u>1,493,634</u>





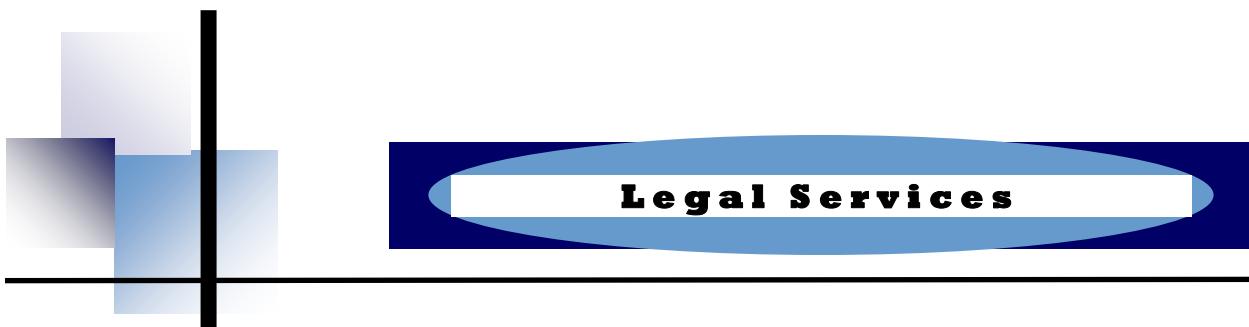
Information Services

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
SERVER AVAILABILITY	99%	99%	99%
SECURITY INCIDENTS	0	0	0
TOTAL NUMBER OF IS SERVICE REQ.	6,250	4,270	6,000
INTERNET / NETWORK AVAILABILITY	99%	99%	99%
AVG. ISSUE/ RESOLUTION TIME	30 min.	26 min.	25 min.

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director	UNC	1	1	1
Senior System Administrator	FT	1	1	1
Network Administrator	FT	1	1	1
Senior Program Analyst	FT	1	1	1
Network/Systems Security Manager	FT	1	1	1
Senior System Network Administrator	FT	1	1	1
PC Support Specialist	FT	3	3	3
PC Support Supervisor	FT	0	1	1
Switchboard Operator	FT	1	1	1
TOTAL FULL TIME		10	11	11



MISSION

To deliver outstanding legal services to Douglas County at a reasonable cost to the taxpayers.

FUNCTIONS

- **To assist in coordinating the defense of Douglas County and its Elected Officials in their official capacity, Department Heads in their official capacity, County Administrator in his official capacity, and its employees in their official capacity (hereafter collectively or individually referred to as ("County") in all lawsuits and administrative hearings.**
- **To prepare and review ordinances, contracts and other legal documents.**

GOALS

- **To proactively address legal issues before they become problems.**
- **To effectively and efficiently assist in handling the legal issues of the County.**
- **To assist in drafting policies, procedures, ordinances or local legislation as needed for the effective and efficient operation of County Government as directed by the Board of Commissioners.**

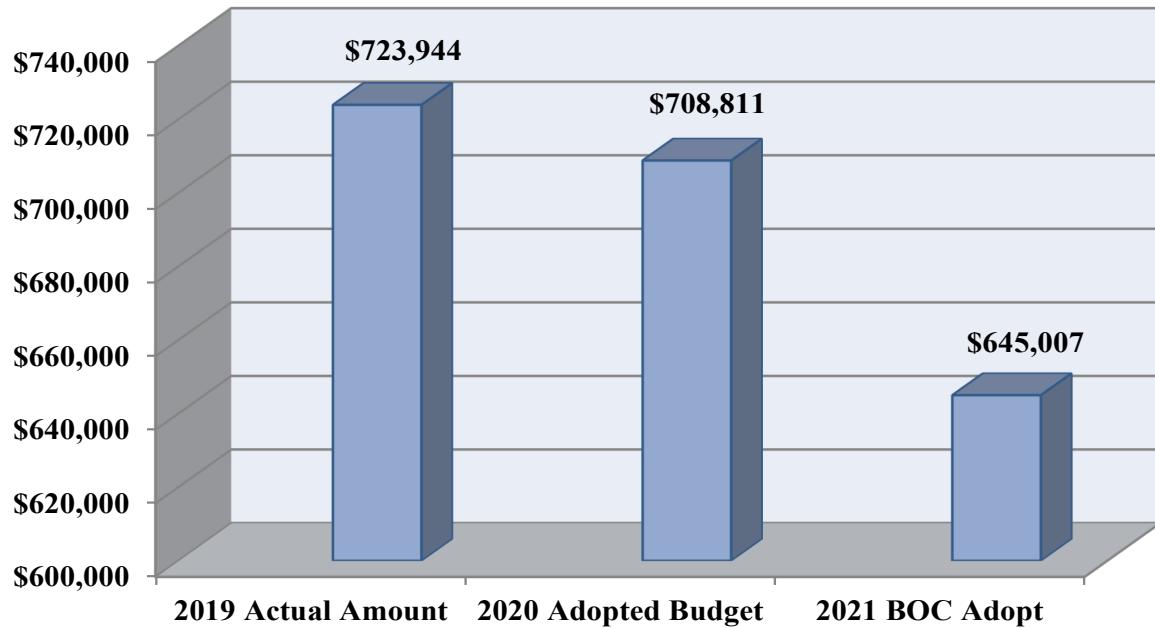
PERSONNEL SUMMARY

	<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
	Paralegal	UNC	1	1	1
	TOTAL FULL TIME		1	1	1

Legal Services

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>723,944</u>	<u>708,811</u>	<u>645,007</u>
Total Funding Sources	<u>723,944</u>	<u>708,811</u>	<u>645,007</u>
APPROPRIATIONS:			
Salary and Wage	70,939	74,919	72,144
Benefits	28,275	31,462	29,394
Audit and Legal	185,106	165,000	151,500
Dues and Subscriptions	6,345	7,200	6,500
Supplies	715	(17,844)	(48,080)
Professional Services	431,707	445,513	432,624
Utilities	555	611	0
Travel & Training	302	1,950	925
Budget Improvement Request	0	0	0
Total Appropriations	<u>723,944</u>	<u>708,811</u>	<u>645,007</u>



MISSION

To efficiently provide Douglas County employees and officials with dependable transportation for commuting to County business functions, training, and occasional usage through the centralization of a program that includes: vehicle specification assistance and control for purchases; maintenance and repair of existing pool vehicles; usage fees charged back to departments; and budget assistance to department while providing an alternative and a decreased need for multi-departmental vehicle purchasing.

FUNCTIONS

- Maintain vehicles in order for them to be available when needed.
- Administer vehicle schedule for usage.
- Report the car usage & cost monthly to Finance and County Administrator.

GOALS

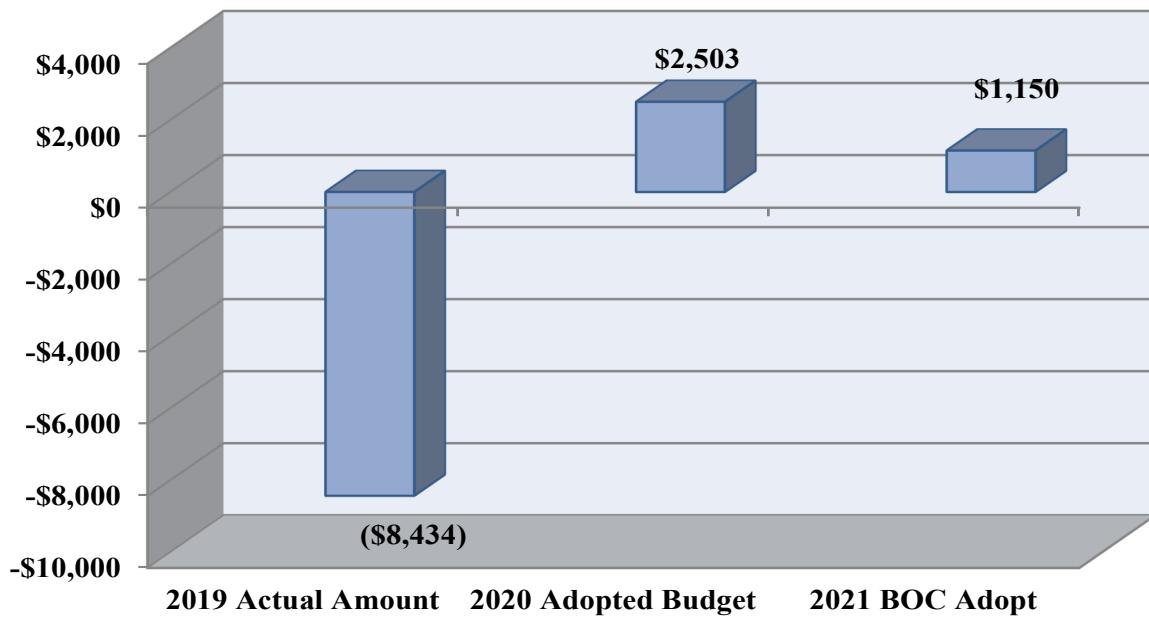
- Continue to enhance motor pool usage through the addition of new and used dependable vehicles in order to provide efficient centralized transportation for departments requiring occasional vehicle use.
- Determine usage needs through accurate record keeping and reporting for the purpose of determining that demand requirements are met.
- Maintain vehicles such that each is ready for the next scheduled user with a complete checklist of requirements and accurate mileage records.
- Assure that previous user has followed their responsibilities completely when vehicles are turned in, by holding users accountable for reporting mileage, fueling and clean up of vehicle after use.
- Determine underutilized vehicles and make recommendations to the County Administrator to delete those vehicles from the Department's fleet inventory and move to Motor Pool or Surplus.



Motor Pool

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>(8,434)</u>	<u>2,503</u>	<u>1,150</u>
Total Funding Sources	<u>(8,434)</u>	<u>2,503</u>	<u>1,150</u>
APPROPRIATIONS:			
Vehicle Expense	(8,434)	2,330	1,080
Supplies	0	173	70
Capital Outlay	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>(8,434)</u>	<u>2,503</u>	<u>1,150</u>



WORKLOAD INDICATORS

	2019	2020	2021
DEPARTMENT REQUESTS	145	160	155
MILES UTILIZED	21,000	22,000	22,000
REVENUE GENERATED	14,000	15,000	15,000

PERSONNEL

Administered by the Fleet Management Department and Government Services

MISSION

To provide printing and duplication services to the County administration, and conduct mail delivery and pick-up services for County government in an organized and efficient manner.

FUNCTIONS

- **To deliver all County mail and interoffice correspondence.**
- **To provide copying and printing services to all County departments.**

GOALS

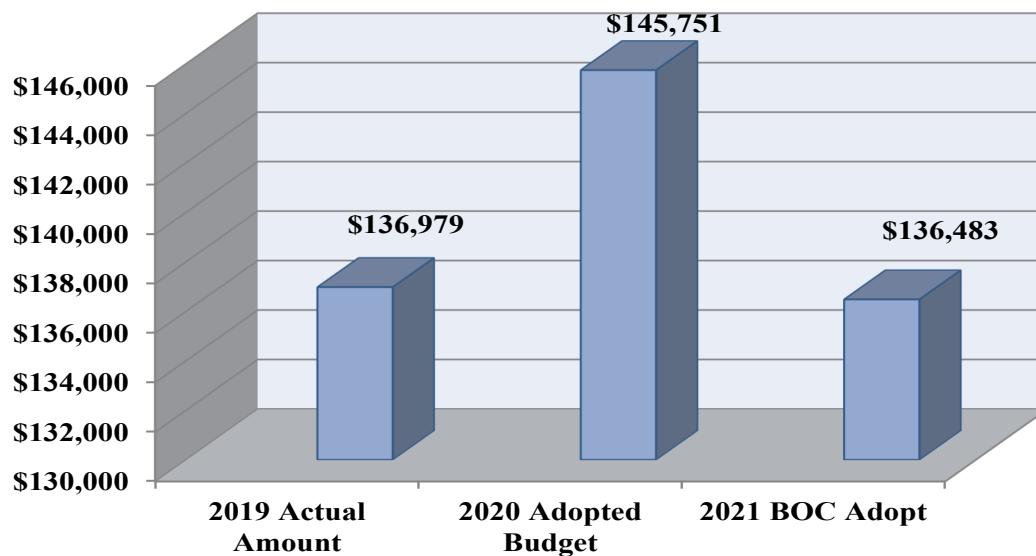
- **Continue to improve the quality of work for all departments by acquiring new technology for improve imaging appearance.**
- **Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity.**
- **Continue to encourage communications with departments and working with them to meet critical needs.**
- **Continue to provide efficient mail flow for all departments by adhering to an established time schedule and continually updating technology.**
- **Continue to be responsive to all departments with sensitive and accountable mail.**



Printing & Mail

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>136,979</u>	<u>145,751</u>	<u>136,483</u>
Total Funding Sources	<u>136,979</u>	<u>145,751</u>	<u>136,483</u>
APPROPRIATIONS:			
Salary and Wage	92,053	97,080	93,484
Benefits	30,066	32,886	29,007
Advertising	0	0	0
Vehicle Expense	1,364	1,269	1,034
Equipment Rental	536	1,020	1,020
Maintenance Charges	8,008	7,525	7,225
Supplies	4,953	5,971	4,713
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>136,979</u>	<u>145,751</u>	<u>136,483</u>



Printing & Mail

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
PIECES OF MAIL PROCESSED	268,000	270,000	275,000
PAPER REQUEST TOTAL SHEETS	6,100,000	6,100,000	6,100,000
PRINTING IMPRESSIONS	505,000	650,000	500,000
PAPER REQUESTS	255	260	245
WORK ORDER	200	255	190

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Supervisor	FT	1	1	1
Mail Clerk	FT	1	1	1
TOTAL FULL TIME		2	2	2

MISSION

To provide maintenance and upkeep of all buildings owned by Douglas County Board of Commissioners.

FUNCTIONS

- Repair Douglas County buildings.
- Provide custodial services.
- Monitor building utility costs.
- Provide lawn care services.

GOALS

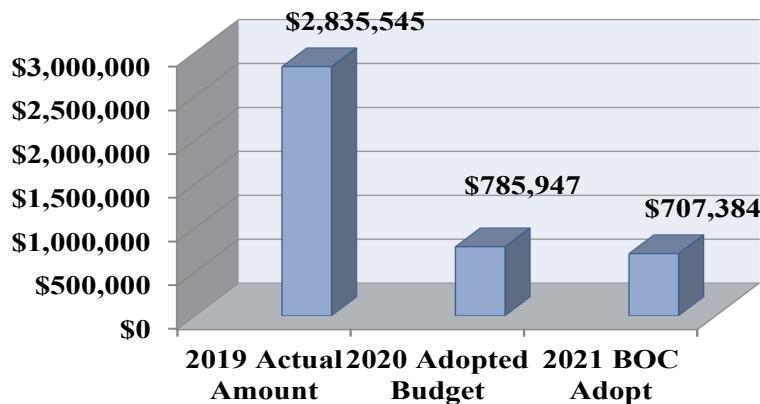
- **To Serve, Satisfy and Support each department within the Douglas County Board of Commissioners with a “Standard of Maintenance” for all buildings maintained by Property Management.**
- **Efficiently and effectively maintain County properties by reducing costs while seeking the lowest prices for maintenance materials and labor for the best quality of work.**
- **Create a long range preventative maintenance plan to overcome emergency repairs, as well as, day to day maintenance costs.**

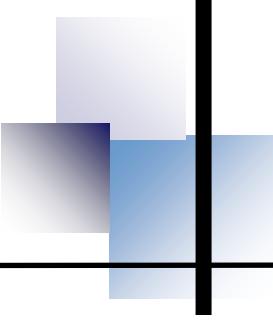


Property Management

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,835,545</u>	<u>785,947</u>	<u>707,384</u>
Total Funding Sources	<u>2,835,545</u>	<u>785,947</u>	<u>707,384</u>
APPROPRIATIONS:			
Salary and Wage	222,593	248,102	203,783
Benefits	74,473	143,081	118,511
Advertising	0	0	0
Vehicle Expense	13,772	23,256	23,256
Dues and Subscriptions	416	1,350	1,350
Equipment Rental	0	900	900
Maintenance Charges	90,792	140,800	140,750
Supplies	1,742	(11,006)	(15,281)
Professional Services	11,801	34,120	18,150
Utilities	25,017	28,667	26,787
Travel & Training	55	1,000	500
Minor Equipment and Improvements	11,127	0	0
Capital Outlay	2,195,812	0	0
Debt Service	186,176	186,177	186,178
Uniforms and Clothing	1,770	2,500	2,500
Budget Improvement Request	0	(13,000)	0
Total Appropriations	<u>2,835,545</u>	<u>785,947</u>	<u>707,384</u>






Property Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2019 <u>ACT</u>	2020 <u>PROJ</u>	2021 <u>PROJ</u>
HOURS ON NEW PROJECTS	5,800	6,200	6,500
CONSTRUCTION PROJECTS	26	30	20
MAINTENANCE SQ. FT.	699,278	699,278	734,278
WORK ORDERS	7,200	7,900	7,920
HOURS SPENT ON MAINTENANCE	15,000	15,000	15,400

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Electrician	FT	1	1	1
HVAC Technician	FT	1	1	1
Maintenance Technician I	FT	3	3	3
Project Coordinator	FT	1	1	1
TOTAL FULL TIME		6	6	6

MISSION

To lawfully procure quality goods and services expeditiously and at a favorable price utilizing good purchasing principles and high ethical standards. To provide high quality publications, printing

FUNCTIONS

- Centralized / Decentralized Procurement of Goods and Services.
- Centralized / Decentralized Contracting Services.
- Administration of formal bid procedures

GOALS

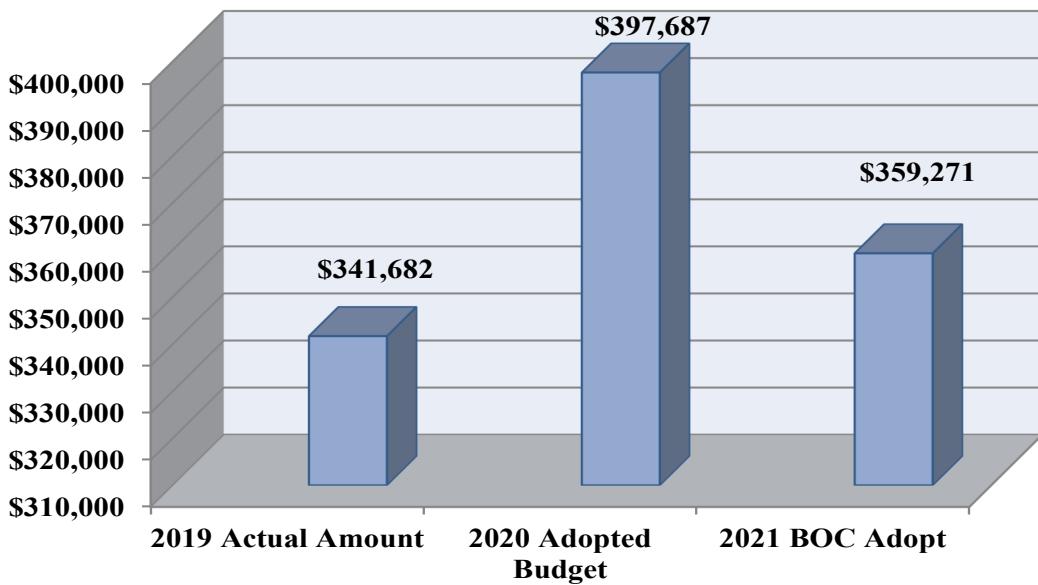
- To efficiently and effectively handle Special Purpose Local Option Sales Tax (SPLOST) procurements within the 6-year program schedule for Roads, Parks and Recreation, and Fire Department
- To modify/improve existing Purchasing Process to meet the needs of all County Departments.
- To comply with the legal requirements of public purchasing.
- To assure Vendors that impartial and equal treatment will be afforded to all who wish to do business with the County.
- Implement cost reduction for Douglas County Government
- To provide, using departments, the required goods & services in the proper quantity and quality at the time and place needed.

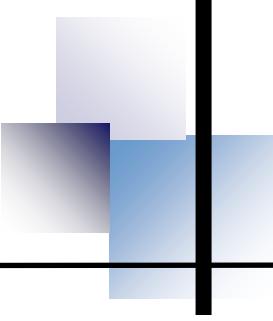


Purchasing

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>341,682</u></u>	<u><u>397,687</u></u>	<u><u>359,271</u></u>
Total Funding Sources	<u><u>341,682</u></u>	<u><u>397,687</u></u>	<u><u>359,271</u></u>
APPROPRIATIONS:			
Salary and Wage	263,879	272,087	246,877
Benefits	68,437	126,781	101,634
Advertising	0	300	300
Dues and Subscriptions	1,343	1,285	1,210
Maintenance Charges	593	680	680
Supplies	6,679	6,634	6,318
Professional Services	195	750	750
Utilities	555	470	552
Travel & Training	0	1,700	950
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u><u>0</u></u>	<u><u>(13,000)</u></u>	<u><u>0</u></u>
Total Appropriations	<u><u>341,682</u></u>	<u><u>397,687</u></u>	<u><u>359,271</u></u>






Purchasing

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
TOTAL PURCHASE ORDERS	8,805	10,821	10,930
REQUISITIONS PROCESSED	8,272	10,000	10,000
STANDARD PURCHASE ORDERS	7,883	10,000	10,000
BLANKET PURCHASE ORDERS	735	800	800
STANDARD SPLOST PURCHASE ORDERS	154	58	100
BLANKET SPLOST PURCHASE ORDERS	33	24	20

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director	UNC	1	1	1
Deputy Purchasing Director	FT	1	1	1
Contract Analyst	FT	1	1	1
Buyer I / Purchasing Asst.	FT	2	2	2
Assistant Manager - Contracts	FT	0	0	0
TOTAL FULL TIME		5	5	5

MISSION

To encourage and coordinate the systematic, cost-efficient creation, maintenance, and accessibility of official county government records.

FUNCTIONS

- Ensure information will be available as needed by government officials, employees, and the public.
- Facilitate destruction of obsolete records in accordance with legal procedures.
- Preserve records of continuing value for research.
- Educate County employees on proper records management procedures.

GOALS

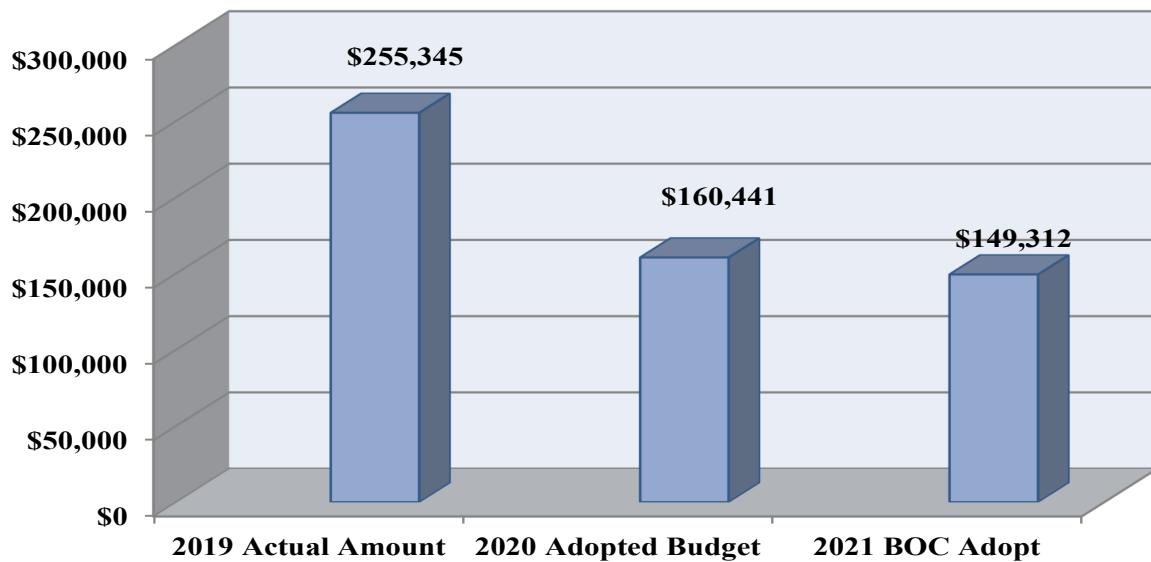
- Evaluate Boxes for Damage and Continue Reboxing Project for Preservation of Records
 - Each year we work to identify boxes that need to be reboxed to preserve the records. It is an ongoing project through each year.
- Complete Appraisal Homestead Exemption Application Imaging Project
 - We have been imaging 2015-2019 Homestead Exemption Applications since our imaging software was implemented. We hope to be completely caught up on imaging and indexing these documents by 2021 Year End
- Coordinate with Personnel to begin Imaging Project for Personnel Files for Digital access
 - Currently only paper files exist in Personnel. We are hoping to coordinate to create digital access to the files using DocuWare



Records Retention

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>255,345</u>	<u>160,441</u>	<u>149,312</u>
Total Funding Sources			
	<u>255,345</u>	<u>160,441</u>	<u>149,312</u>
APPROPRIATIONS:			
Salary and Wage	82,783	87,331	84,098
Benefits	26,413	28,572	25,195
Advertising	0	0	0
Vehicle Expense	120	700	350
Dues and Subscriptions	60	60	60
Maintenance Charges	0	500	0
Supplies	4,935	3,798	200
Professional Services	4,749	10,000	12,479
Utilities	24,546	27,480	26,930
Travel & Training	0	2,000	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	111,741	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>255,345</u>	<u>160,441</u>	<u>149,312</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

Records Retention

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
DOCUMENTS FILED	21,163	11,000	13,000
CUBIC FEET DESTROYED	750	765	850
CUBIC FEET TRANSMITTED	902	500	850
OPEN RECORDS REQUESTED	1,306	1,100	1,250
DOCUMENTS SCANNED & INDEXED	19,019	55,730	50,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Information Coordinator	ft	1	1	1
TOTAL FULL TIME		2	2	2

MISSION

To provide superior plans, programs, and services to protect the physical and financial wellbeing of Douglas County's citizens, employees, plan participants and assets.

FUNCTIONS

- Process, investigate and manage vehicle and physical accidents.
- Coordinate Defensive Driving courses, driver training, safety training and health and wellness programs.
- Maintain professional working relationships with insurance carriers and stakeholders.
- Inspect and coordinate safety issues related to county facilities and public parks.
- Process, investigate and manage workers compensation claims.
- Manage all liability insurance policies and the Group Health Plan.

GOALS

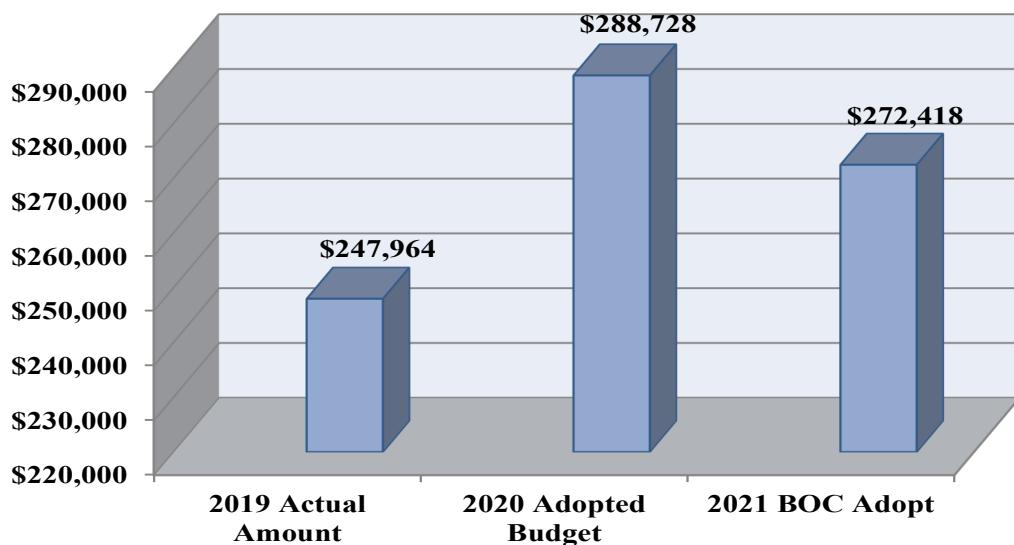
- Work with Human Resources to streamline Safety Orientation
- Continue integrating, updating & improving the new Safety Manual and Website tools
- Integrate Driving Simulator into Driving Training
- Provide superior Claims Management & support services to operational departments
- Conduct Safety Inspections of all playgrounds, parks and facilities
- Reduce motor vehicle accidents and decrease workplace injury rate
- Continue insurance structure planning and forecasting with Broker and Insurance Carriers



Risk & Safety

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>247,964</u>	<u>288,728</u>	<u>272,418</u>
Total Funding Sources	<u>247,964</u>	<u>288,728</u>	<u>272,418</u>
APPROPRIATIONS:			
Salary and Wage	161,100	169,970	184,700
Benefits	69,036	76,513	75,090
Advertising	0	0	0
Vehicle Expense	2,887	2,200	2,200
Dues and Subscriptions	1,536	1,538	1,488
Maintenance Charges	0	480	480
Supplies	6,792	6,705	3,675
Professional Services	40	0	0
Utilities	192	192	195
Travel & Training	1,244	3,250	1,500
Minor Equipment and Improvements	1,751	0	0
Uniforms and Clothing	313	250	90
Grants	3,073	3,000	3,000
Budget Improvement Request	0	24,630	0
Total Appropriations	<u>247,964</u>	<u>288,728</u>	<u>272,418</u>





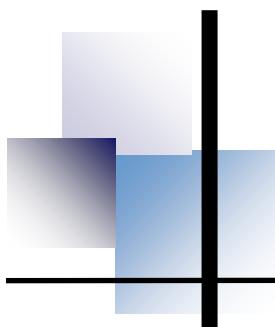
Risk & Safety

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
MOTOR VEHICLE ACCIDENT CLAIMS	160	74	105
ON-THE-JOB INJURY CLAIMS	106	67	95
SAFETY COURSES CONDUCTED	105	26	60
SAFETY INSPECTIONS	12	6	25
NON-EMPLOYEE INJURY REPORTS	44	15	42

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Manager	UNC	1	1	1
Workers' Comp Safety Coordinator	FT	1	1	1
Claims Administrator	FT	1	1	1
TOTAL FULL TIME		3	3	3



GENERAL GOVERNMENT

To produce an accurate and equalized Digest which meets all the requirements of Georgia State Law and Georgia Department of Revenue Codes.

FUNCTIONS

- Ensure all properties are assessed based on fair market value.
- Ensure all properties are uniformly assessed.
- Review matters of taxability.
- Notify property owners of assessment changes.
- Meet all statutory Digest requirements in a timely manner.

GOALS

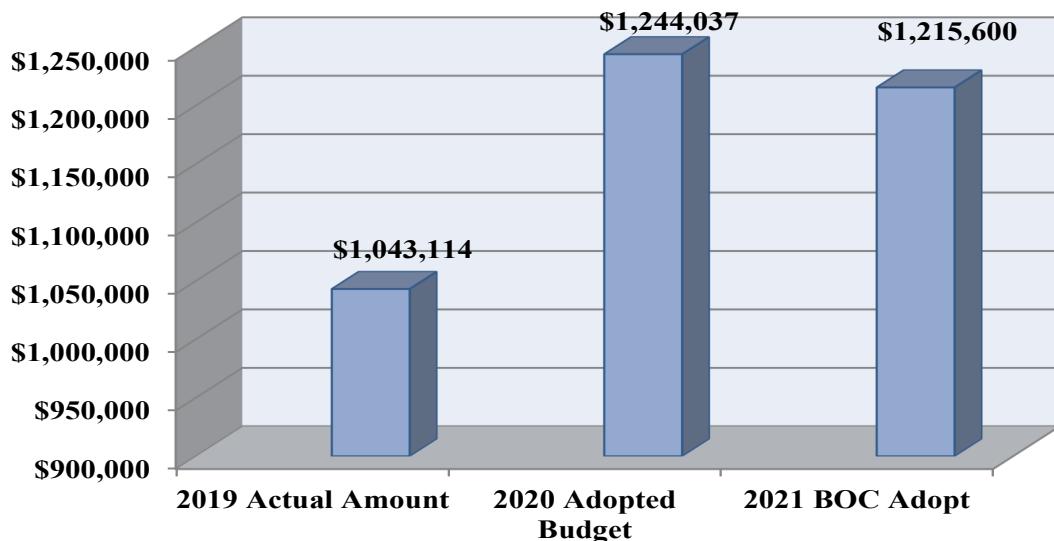
- Complete updates necessary to reach and maintain fair market value; maintain cost, income, and land value data bases.
- Continue Personal Property Audit Program.
- Continue to establish better communication and work relations with public officials, property owners, citizens, and media.
- Continue to earn greater trust of citizens and employees.
- Ensure customer service is always a priority.
- Maintain employee education to ensure professionalism.
- Implement Income Approach Valuation Program per Georgia Law (HB 346).

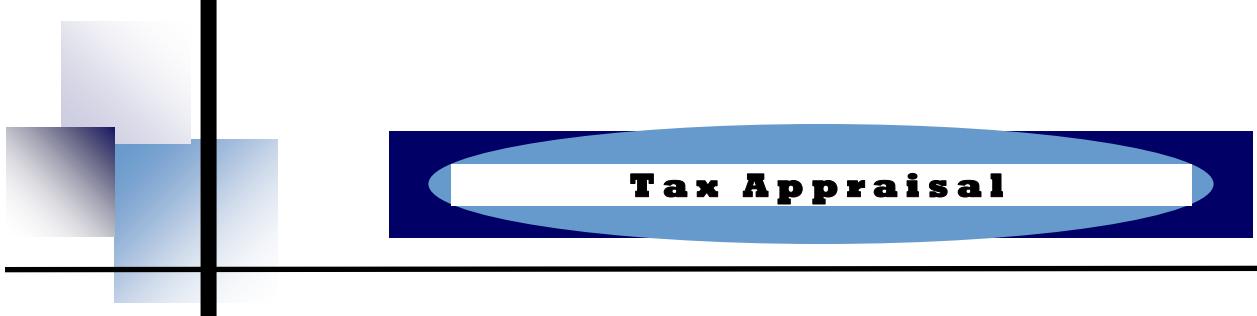


Tax Appraisal

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,043,114</u>	<u>1,244,037</u>	<u>1,215,600</u>
Total Funding Sources	<u>1,043,114</u>	<u>1,244,037</u>	<u>1,215,600</u>
APPROPRIATIONS:			
Salary and Wage	712,786	760,859	737,729
Benefits	218,627	389,786	372,308
Advertising	0	250	0
Vehicle Expense	6,330	8,700	7,843
Dues and Subscriptions	6,221	5,206	5,206
Maintenance Charges	912	532	282
Supplies	15,149	12,807	2,815
Professional Services	11,720	18,797	20,067
Utilities	64,547	63,600	63,600
Travel & Training	6,821	7,500	3,750
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	2,000	2,000
Budget Improvement Request	0	(26,000)	0
Total Appropriations	<u>1,043,114</u>	<u>1,244,037</u>	<u>1,215,600</u>





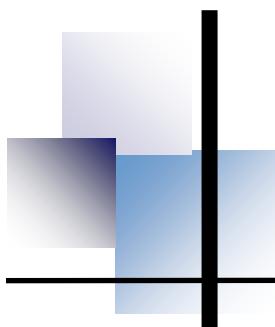
Tax Appraisal

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019</u> <u>ACT</u>	<u>2020</u> <u>PROJ</u>	<u>2021</u> <u>PROJ</u>
TOTAL # OF PARCELS	54,306	54,618	54,800
PERSONAL PROPERTY ACCOUNTS	8,428	8,825	9,200
# OF PREBILL MOBILE HOMES	2,012	2,012	2,012

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2021</u> <u>APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	FT	2	2	2
Appraiser IV	FT	1	0	0
Appraiser III	FT	2	1	1
Appraiser II	FT	4	3	3
Appraiser I	FT	2	6	6
Senior Secretary	FT	1	1	1
Deed Specialist	FT	1	1	1
Secretary	FT	1	1	1
Appraisal Assistant	FT	1	1	1
TOTAL FULL TIME		16	17	17
TOTAL PART TIME		0	0	0



MISSION

To produce an accurate and equalized Digest which meets all the requirements of Georgia State Law and Georgia Department of Revenue Codes.

FUNCTIONS

- **Ensure all properties are assessed based on fair market value.**
- **Ensure all properties are uniformly assessed.**
- **Rule on matters of taxability.**
- **Notify property owners of assessment changes.**
- **Give direction to the Chief Appraiser.**
- **Meet all statutory Digest requirements in a timely manner.**

GOALS

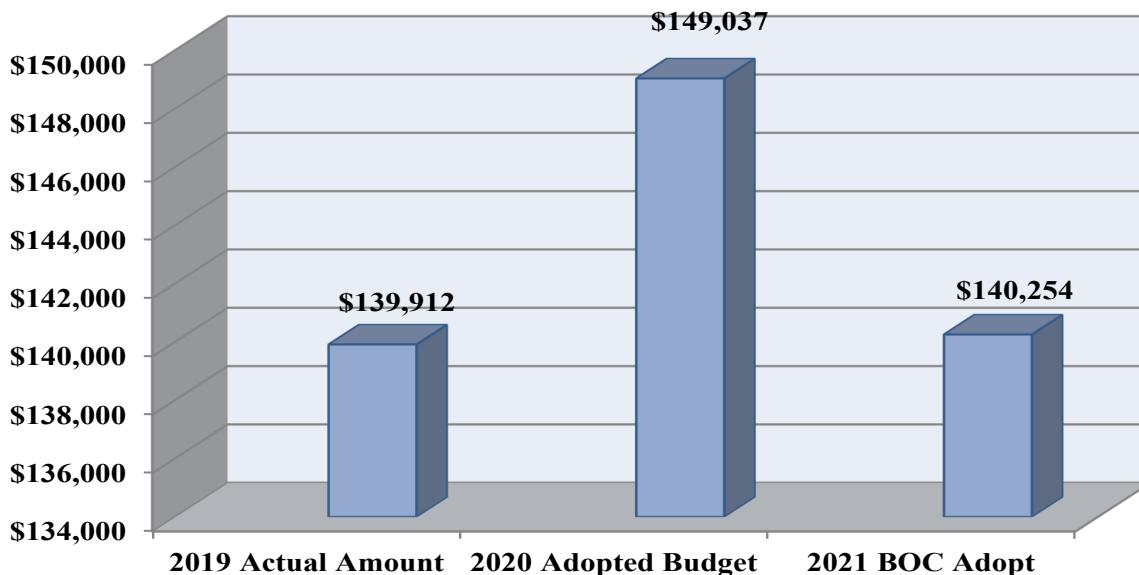
- **Complete updates necessary to reach and maintain fair market value.**
- **Continue Personal Property Audit Program.**
- **Continue to establish better communication and work relations with public officials, property owners, citizens, and media.**
- **Continue to earn greater trust of citizens and employees.**
- **Ensure customer service is always a priority.**
- **Maintain employee education to ensure professionalism.**



Tax Assessors

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>139,912</u>	<u>149,037</u>	<u>140,254</u>
Total Funding Sources	<u>139,912</u>	<u>149,037</u>	<u>140,254</u>
APPROPRIATIONS:			
Salary and Wage	16,270	23,460	23,460
Benefits	1,249	1,858	1,858
Advertising	0	250	250
Audit and Legal	60,000	50,000	60,000
Dues and Subscriptions	6,018	7,815	9,750
Maintenance Charges	80	480	391
Supplies	32,441	28,174	20,295
Professional Services	18,042	30,500	21,000
Utilities	0	0	0
Travel & Training	5,812	6,500	3,250
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>139,912</u>	<u>149,037</u>	<u>140,254</u>





Tax Assessors

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
NUMBER OF PARCELS	54,306	54,618	54,800
GROSS TAX DIGEST (IN BILLIONS)	13.60	14.53	15.46
APPEALS TO BOARD OF EQUALIZATION	1,996	2,200	2,200
APPEALS TO ASSESSORS	2,206	2,400	2,400

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
TOTAL PART TIME		5	5	5

MISSION

The Tax Commissioner's Offices' mission is to collect ad-valorem & TAVT taxes for the State, County, School Board, and Cities of Douglasville and Villa Rica; to work diligently and amicably with the Appraisal Department and the Board of Assessors along with the taxpayer to provide responsible and efficient services.

FUNCTIONS

- Mail the Taxpayer Bill of Rights brochure to new homeowners.
- Receive tax returns and homestead exemption applications and file with the Tax Assessor's Office after completion.
- Receive tax digest from Board of Assessors, balance it in accordance to the state rules and regulations, distribute it to taxing authorities, and submit it to the State Revenue Commissioner for approval.
- Issue tax bills, collect and disburse monies to authorities weekly.
- Process levies on delinquent real and personal properties.
- Process title applications for all residents and car dealerships within the County.
- Issue tag renewals/transfers for all residents efficiently.
- Educate public concerning complicated Property Tax & Motor Vehicle laws.
- Enforce Insurance Compliance through collection of insurance lapse and tag suspension fees.
- Collect Sales Tax on vehicles purchased out-of-state.
- Issue Handicap Placards for applicable Douglas County residents.
- Enforce Clean-Air Act (Vehicle Emission Requirements) for Douglas County vehicles.
- Administer Title Ad-valorem Tax (TAVT) Program for Douglas County.

GOALS

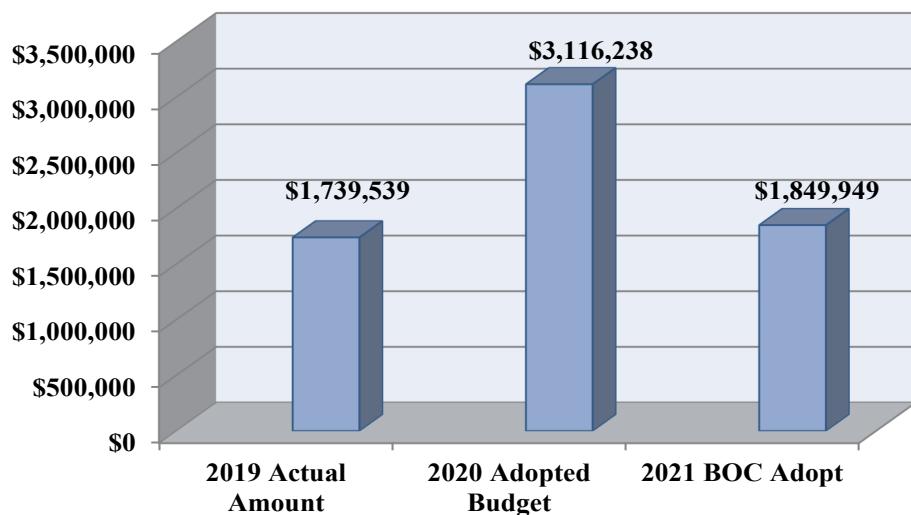
- Customer Service — continuously strive to improve.
- Maintain heightened security awareness.
- Increase collections percentages.
- Reduce wait time for customers over the phone and in the office.
- Increase efficiency in the Tag Office.
- Research and successfully open a satellite office(s).
- Continue to develop partnership with Appraisal by establishing a more efficient process, minimizing digest corrections, and obtaining up-to-date addresses in order to reduce wasted postage and back-end research.

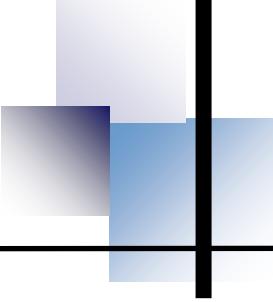


Tax Commissioner

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,739,539</u>	<u>3,116,238</u>	<u>1,849,949</u>
Total Funding Sources	<u>1,739,539</u>	<u>3,116,238</u>	<u>1,849,949</u>
APPROPRIATIONS:			
Salary and Wage	1,088,642	1,143,170	1,081,451
Benefits	313,667	494,325	469,941
Advertising	9,171	11,000	6,000
Vehicle Expense	1,766	3,500	3,200
Dues and Subscriptions	2,283	2,000	2,000
Maintenance Charges	44,251	43,787	61,548
Supplies	105,458	100,356	79,878
Professional Services	125,025	130,000	112,741
Utilities	845	600	900
Travel & Training	16,730	18,500	9,250
Minor Equipment and Improvements	2,701	0	0
Capital Outlay	27,998	0	0
Uniforms and Clothing	1,002	2,000	0
Other	0	150,000	0
Budget Improvement Request	0	1,017,000	23,040
Total Appropriations	1,739,539	3,116,238	1,849,949






Tax Commissioner

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
VEHICLE TAGS SOLD	314,202	315,882	341,800
TITLES PROCESSED	35,092	39,000	44,316
TAG TRANSFERS	2,968	3,262	3,941
PROPERTY TAX BILLS	55,638	57,600	65,800
FIFAS ISSUED	4,265	4,586	5,168
INTERNET TRANSACTIONS	28,357	30,800	38,468

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Tax Administrator	FT	1	0	0
Chief Deputy Tax Commissioner	FT	1	1	1
Administrative Assistant	FT	1	1	1
Head Bookkeeper	FT	1	1	1
Tag Supervisor	FT	0	1	1
Assistant Tag Supervisor	FT	1	0	0
Assistant Tax Bookkeeper	FT	1	1	1
Senior Tax/Tag Agents	FT	6	4	4
Delinquent Accounts Manager	FT	1	1	1
Tax/Tag Agent	FT	8	13	13
Tax Manager	FT	0	1	1
Tax Manager	UNC	1	1	1
Tag Agent	PT	7	7	7
TOTAL FULL TIME		23	26	26
TOTAL PART TIME		7	7	7

MISSION

To provide Douglas County Citizens with fair, effective and efficient tax administration. This office schedules hearings in the time frame prescribed by law and processes all related documents that are to be presented to the Board of Equalization members for the scheduled hearings. As a result of continuing to strive to perform and maintain the highest level of customer service there are no unresolved issues relating to any performance or inefficiency in this office.

FUNCTIONS

- Review all Real and Personal Property appeals of assessments.
- Notify property owners of rulings.

GOALS

- Provide informative and responsive services to the taxpayer.
- Provide fair firm and uniform treatment to the taxpayer.
- Perform these functions with quality and efficiency.
- Possibly setting up hearings via Zoom for 2021.

PERSONNEL

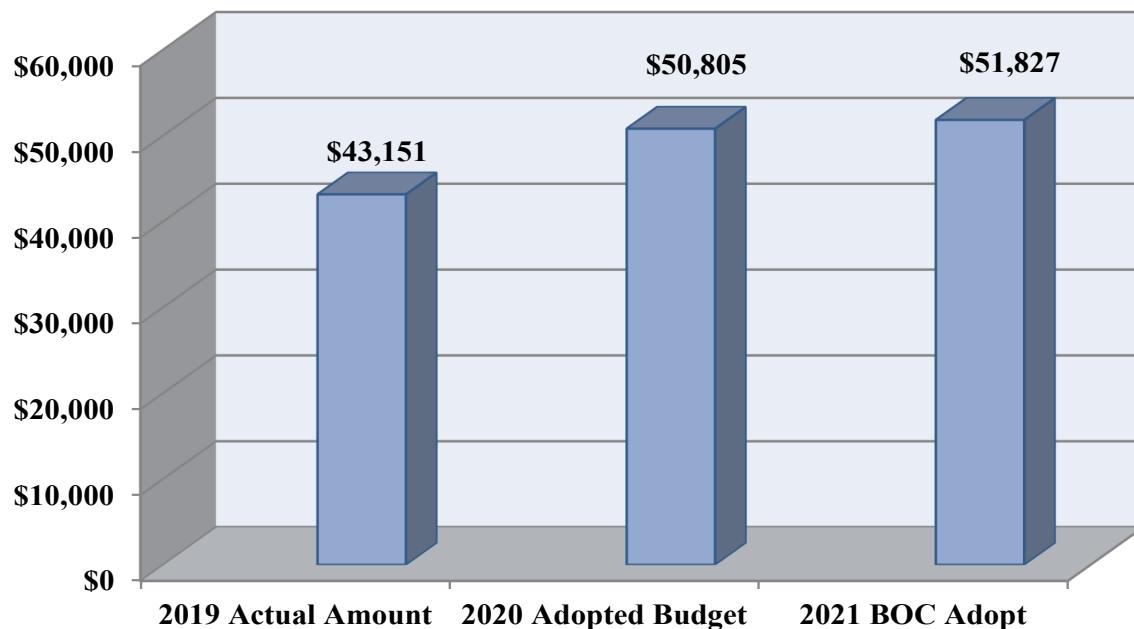
The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.



Tax Equalization Board

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>43,151</u>	<u>50,805</u>	<u>51,827</u>
Total Funding Sources	<u>43,151</u>	<u>50,805</u>	<u>51,827</u>
APPROPRIATIONS:			
Salary and Wage	36,552	41,000	41,000
Benefits	2,847	3,248	3,248
Advertising	130	260	260
Supplies	2,285	3,797	2,319
Professional Services	0	0	0
Travel & Training	1,336	2,500	5,000
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>43,151</u>	<u>50,805</u>	<u>51,827</u>



MISSION

To provide leadership and direction for the Douglas County Board of Commissioner's involvement in all political and legislative processes as it affects current programs and new business opportunities and to develop and implement strategic plans to brand Douglas County in order to engage citizens and manage relationships with all of the county's external stakeholders.

FUNCTIONS

- State and Federal Legislation
- Intergovernmental & Interagency Affairs
- Grant Administration
- Strategic Planning
- Public Engagement

GOALS

- Continue lobbying efforts for Douglas County at the State Capitol and in Washington, DC to include the development of a legislative portfolio and the County's political and legislative strategies.
- Conduct pre-award grant oversight and administration
- Direct and coordinate public outreach programs to create opportunities for dialogue between the Board of Commissioners and citizens to ensure an inclusive, transparent, accessible, and responsible government.
- Host multiple events, such as Keep Douglas County Beautiful, State Delegation Meetings, Youth Commissioner and Citizen's Academy

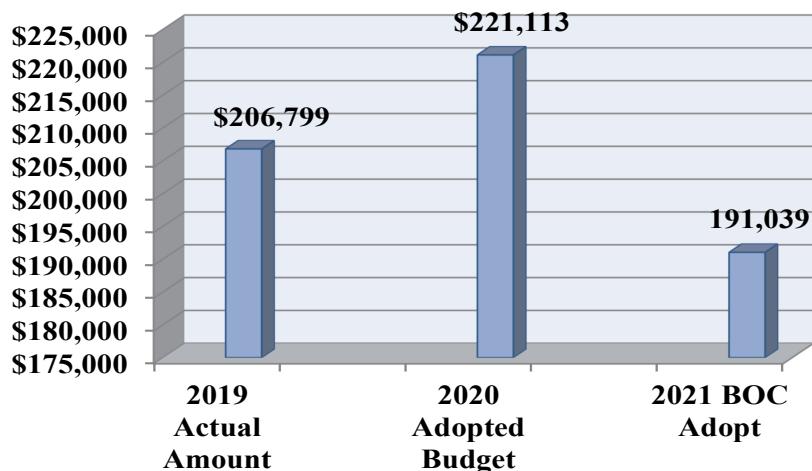
PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director of External Affairs	UNC	1	1	1
External Affairs Coord-Temp	PT	1	1	1
TOTAL FULL TIME		1	1	1
TOTAL PART TIME		1	1	1

External Affairs

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>206,799</u></u>	<u><u>221,113</u></u>	<u><u>191,039</u></u>
Total Funding Sources	<u><u>206,799</u></u>	<u><u>221,113</u></u>	<u><u>191,039</u></u>
APPROPRIATIONS:			
Salary and Wage	136,521	144,921	137,628
Benefits	33,219	33,444	26,576
Advertising	11,952	15,000	15,000
Vehicle Expense	202	50	50
Dues and Subscriptions	250	1,000	500
Supplies	5,060	5,228	815
Professional Services	1,949	3,000	3,000
Utilities	555	650	650
Travel & Training	14,594	17,820	6,820
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Grants	2,496	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>206,799</u></u>	<u><u>221,113</u></u>	<u><u>191,039</u></u>



DIRECTORY

State DUI Court	120
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MISSION

Douglas County DUI/Drug Court Treatment Program is to provide a program for repeat impaired driving offenders and substance abusing offenders. The program is designed to enhance public safety, improve quality of life, reduce recidivism, and save tax dollars. The Court strives to promote healthier lifestyles for substance abusing repeat offenders in an effort to obtain sobriety through individualized treatment, with judicial oversight, participant accountability, and intensive supervision resulting in a drug free and productive lifestyle.

FUNCTIONS

- Determine applicable candidates .
- Provide necessary counseling and education.
- Administer checks with the help of assigned Sheriff's deputies.

GOALS

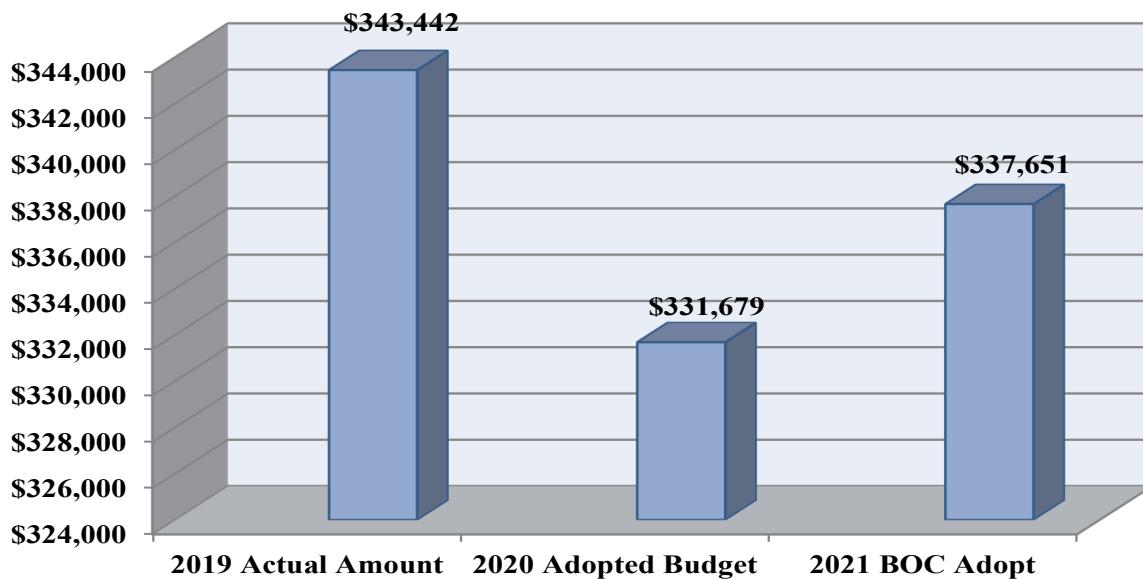
- To reduce recidivism and build stronger families in our community. With our higher risk participants we strive to help them get stable employment, medical care and other ancillary services through intensive case management while in the program. Our moderate risk participants also need guidance in these same areas.
- Serve the conditional discharge program in such a way that first time offenders have an opportunity to keep their record clean while learning to achieve a drug free lifestyle.
- Programs strive to operate a sustainable program through grant funding and participant fees, while maintaining close ties with the community, law enforcement, and the START foundation in order to provide a much needed service to the citizens of Douglas County.
- Increase our Medication Assisted Treatment for participants diagnosed with Opioid Use Disorder, by utilizing the St. Jude's Vivitrol Program and the CSB

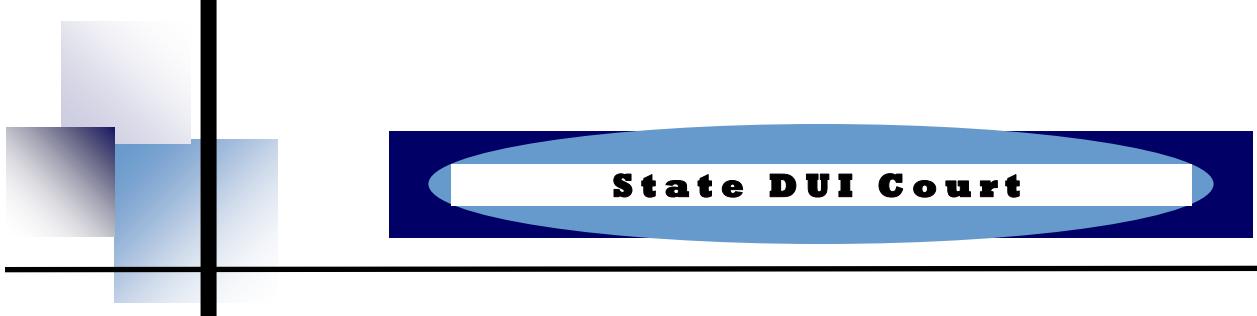


State DUI Court

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>343,442</u>	<u>331,679</u>	<u>337,651</u>
Total Funding Sources	<u>343,442</u>	<u>331,679</u>	<u>337,651</u>
APPROPRIATIONS:			
Salary and Wage	139,444	147,775	142,302
Benefits	64,376	71,937	69,560
Dues and Subscriptions	600	600	600
Advertising	908	0	0
Maintenance Charges	3,006	2,880	2,880
Supplies	3,830	287	(8,861)
Professional Services	115,748	98,755	122,168
Utilities	3,441	3,951	3,394
Travel & Training	10,195	5,494	5,608
Minor Equipment and Improvements	1,895	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>343,442</u>	<u>331,679</u>	<u>337,651</u>





State DUI Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
PARTICIPANTS	91	85	85
DRUG TEST	7,649	6,346	6,300
SURVEILANCE VISITS	1,044	500	500
TREATMENT HOURS	2,000	1,164	1,100

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
DUI Court Director	UNC	1	1	1
Administrative Asst / Probation Officer	FT	1	1	1
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		3	3	3

MISSION

The State Court Clerk's office is dedicated to providing access to an impartial forum for the resolution of disputes, through prompt service to the Court, members of the bar, and the public. Our services include processing civil and criminal cases, maintaining records and providing other administrative and management support to the Court and its affiliates.

FUNCTIONS

- File and process all civil, criminal, and traffic records.
- Protecting the integrity of public records.
- Provide excellent customer service.

GOALS

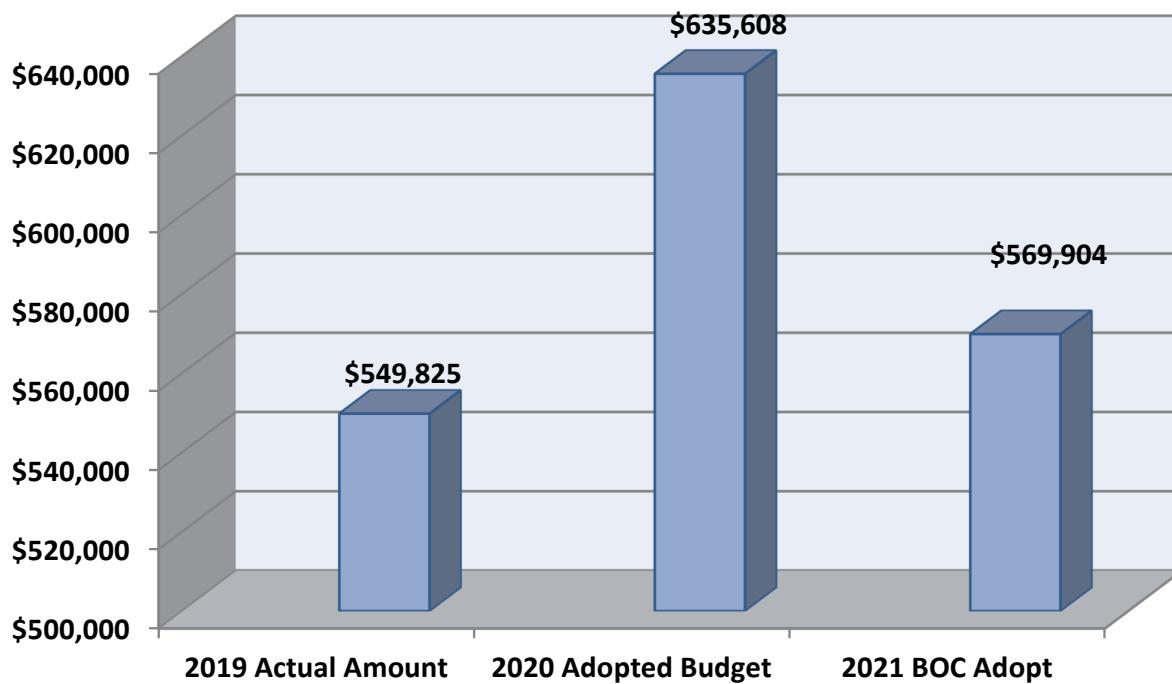
- Provide efficient services to the citizens of Douglas County by treating them with respect.
- Data sharing and electronic transmission to State Agencies such as GCIC and DDS.
- Efficiently process new filings and keeping the case load current.

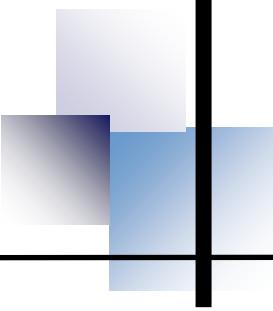


Clerk of State Court

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>549,825</u>	<u>635,608</u>	<u>569,904</u>
Total Funding Sources	<u>549,825</u>	<u>635,608</u>	<u>569,904</u>
APPROPRIATIONS:			
Salary and Wage	402,280	435,758	390,914
Benefits	126,121	189,861	157,898
Maintenance Charges	743	1,200	1,200
Supplies	18,433	21,789	19,892
Professional Services	1,254	0	0
Minor Equipment and Improvements	995	0	0
Budget Improvement Request	0	(13,000)	0
Total Appropriations	<u>549,825</u>	<u>635,608</u>	<u>569,904</u>





PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
TRAFFIC SITUATIONS	9,363	7,200	9,079
CRIMINAL MISDEAMEANOR	1,360	1,164	1,422
SEARCH WARRANTS FILED	1,722	1,272	1,686
CIVIL CASES FILED	1,034	946	795

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Deputy Court Clerk	FT	9	8	8
Office Manager	FT	1	1	1
Accounting Assistant	FT	1	1	1
Judicial Case Manager	FT	0	2	2
Secretary	FT	0	0	0
TOTAL FULL TIME		11	12	12



MISSION

The Superior Clerk's Office is dedicated to providing access to an impartial forum for the resolution of disputes, through prompt service to the Court, members of the bar, and the public. The Superior Court Clerk's Office processes civil and criminal cases, real estate documents, notary and trade name applications, DD214 records, etc., while providing other administrative and management support to the Court and its affiliates.

FUNCTIONS

- Protecting and securing the integrity of public records.
- File and process all civil, criminal, and real estate records.
- Process notary applications, trade name applications, and DD214 Military discharge.
- Provide the public with access to court records.
- Jury management.
- Provide excellent customer service.

GOALS

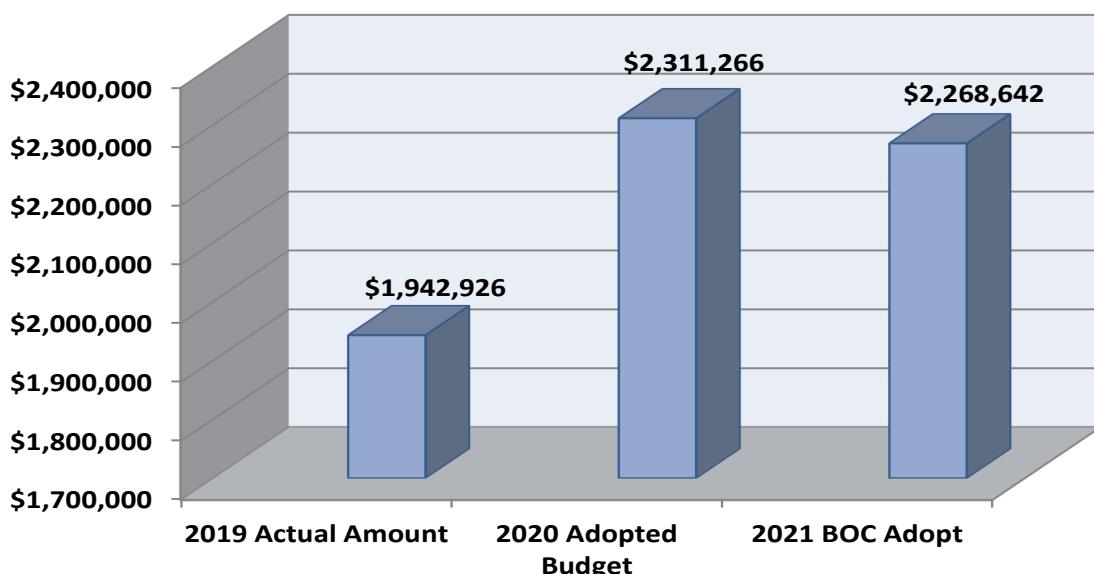
- Electronically file civil, criminal and child support cases and/or documents.
- Minute Book project. Scan all Minute Books to the "G" drive so that the records will be protected in case of a disaster—ongoing.
- Criminal updates on cases prior to 1994. Create the case in ICON so we can input all criminal docket information.
- Microfilm— convert 1102 rolls of microfilm (est. 2,204,000 images) to tiff or pdf and separate by case number—Project using GSCCCA image money to fund—Completed
- Electronically filing of Deeds
- Begin Notary Renewals Online
- Scan and index all DD-214's into a software program so that the records will be protected in case of a disaster—ongoing

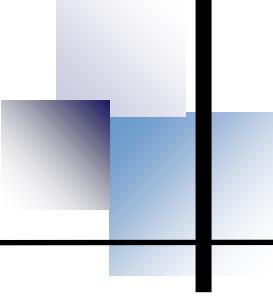


Clerk of Superior Court

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,942,926</u>	<u>2,311,266</u>	<u>2,268,642</u>
Total Funding Sources	<u>1,942,926</u>	<u>2,311,266</u>	<u>2,268,642</u>
APPROPRIATIONS:			
Salary and Wage	1,218,512	1,296,272	1,230,971
Benefits	387,392	643,610	611,523
Advertising	400	400	400
Dues and Subscriptions	1,442	1,791	1,791
Maintenance Charges	43,583	43,549	43,549
Supplies	60,818	58,444	25,759
Professional Services	219,677	302,670	352,710
Utilities	0	0	0
Travel & Training	3,228	3,530	1,939
Minor Equipment and Improvements	7,873	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(39,000)	0
 Total Appropriations	 <u>1,942,926</u>	 <u>2,311,266</u>	 <u>2,268,642</u>





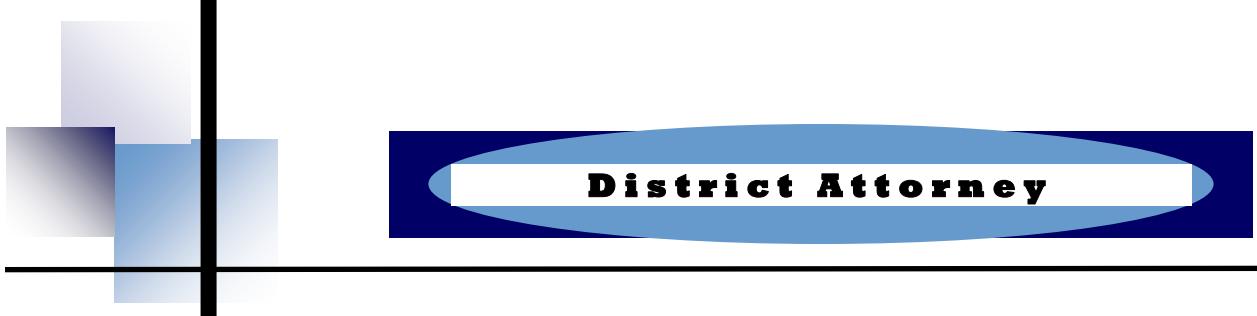
Clerk of Superior Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
CIVIL CASES FILED	2,702	2,562	2,550
CRIMINAL CASES FILED	1,868	1,080	1,769
WARRANTS	4,188	2,568	4,098
ADOPTIONS	45	25	40

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	FT	1	1	1
Deputy Court Clerk	FT	18	15	15
Senior Secretary	FT	7	7	7
Evidence Tech	FT	1	1	1
Accounting Assistant I	FT	1	1	1
Accounting Assistant	FT	1	1	1
Secretary	FT	1	0	0
Administrative Assistant	FT	1	1	1
Judicial Case Manager	FT	1	3	3
Secretary	PT	0	1	1
TOTAL FULL TIME		33	31	31
TOTAL PART TIME		0	1	1



District Attorney

JUDICIAL SYSTEM

FUNCTIONS

- **Prosecute felony cases.**
- **Advise the Grand Jury.**
- **Represent the State in the Appellate Courts.**
- **Proactively advise and assist law enforcement in fighting crime.**

GOALS

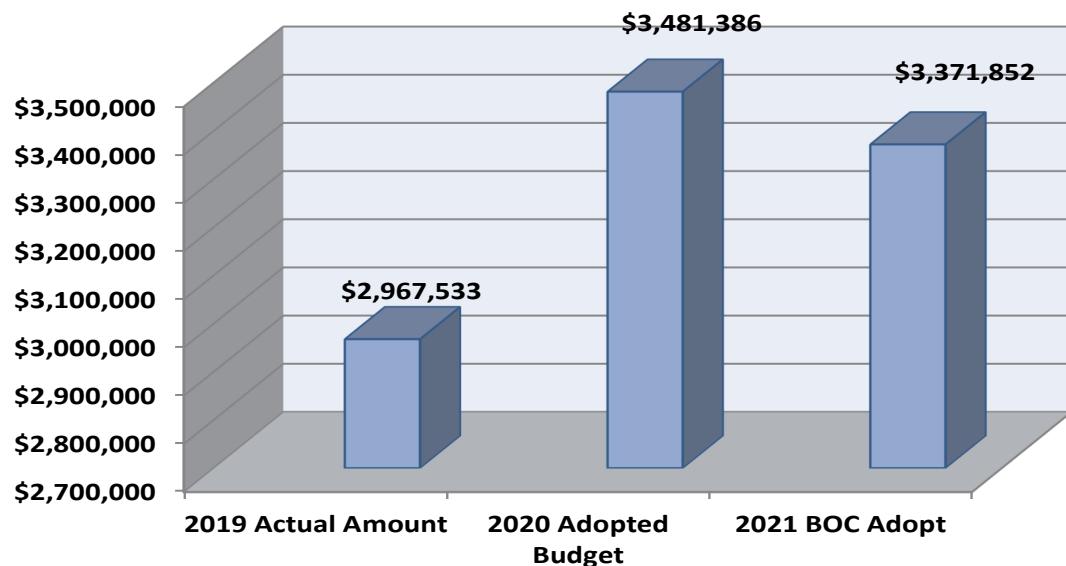
- **Continue the process of aggressively prosecuting persons who commit crimes in Douglas County.**
- **Ensure that all victims of crimes receive restitution for property damages, medical bills and other expenses for which they are entitled.**
- **Ensure that the experience that witnesses and crime victims have with the criminal justice system is as positive and productive as possible.**
- **Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court.**
- **Ensure the most appropriate resolution is achieved in each case. That involves considering drug court, mental health court or pretrial diversion as options along with the traditional sentences of prison or probation.**

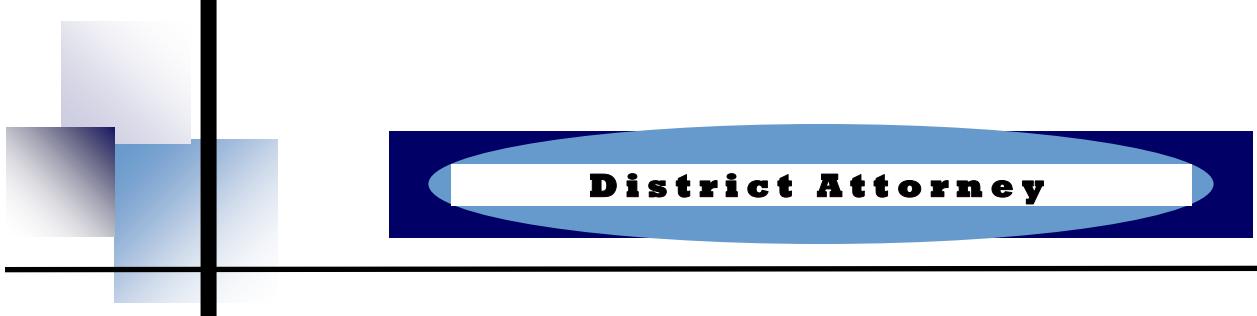


District Attorney

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,967,533</u>	<u>3,481,386</u>	<u>3,371,852</u>
Total Funding Sources	<u>2,967,533</u>	<u>3,481,386</u>	<u>3,371,852</u>
APPROPRIATIONS:			
Salary and Wage	2,180,737	2,375,897	2,304,521
Benefits	638,138	1,005,284	934,528
Advertising	440	15,000	1,000
Vehicle Expense	12,274	22,000	13,500
Dues and Subscriptions	22,181	25,767	25,531
Equipment Rental	0	0	0
Maintenance Charges	1,298	4,000	3,000
Supplies	59,428	53,489	41,548
Professional Services	31,879	33,000	32,000
Utilities	4,244	4,000	4,000
Travel & Training	14,887	18,949	10,224
Minor Equipment and Improvements	894	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,134	2,000	2,000
Budget Improvement Request	0	(78,000)	0
Total Appropriations	<u>2,967,533</u>	<u>3,481,386</u>	<u>3,371,852</u>





District Attorney

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2019 ACT	2020 PROJ	2021 PROJ
CASES RECEIVED	1,983	1,308	2,004
CASES FILED	1,622	924	1,600
JURY TRIALS	18	2	20
CASES CLOSED	1,750	1,060	1,440
PRELIMINARY HEARINGS	709	265	757
FORFEITURES FILED	46	50	55

PERSONNEL SUMMARY

POSITION	POS CLASS	2019 ACTUAL	2020 BUDGET	2021 APPROVED
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	6	6	6
State Investigator	ST UNC	2	2	2
Chief Assistant District Attorney	UNC	1	0	0
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Assistant District Attorney	UNC	1	1	1
Juvenile Prosecutor	UNC	0	0	0
Assistant District Attorney	FT	9	10	10
System Administrator	FT	1	1	1
Victim Advocate	FT	7	7	7
Investigator	FT	3	3	3
Administrative Assistant	FT	1	1	1
Data Management Coordinator	FT	1	1	1
Legal Staff Assistant	FT	12	13	13
Legal Staff Assistant	PT	0	0	0
TOTAL FULL TIME		47	48	48
TOTAL PART TIME		0	0	0

MISSION

To serve children and families through prevention and early intervention to divert children and families from Court for child in need of services cases, delinquent cases and dependency cases. For those children that cannot be served without court intervention, the Court shall hear cases promptly so that children and families are connected to services when they are adjudicated by the Court as child in need of services, delinquent, traffic violation, and dependent. The Court shall work to address all issues to avoid reentry into Juvenile Court. In addition to the cases set forth above, the Juvenile Court schedules and hears all traffic violations of youth under 17 years of age, parental notifications matters, termination of parental rights cases, transfer cases from Probate Court, motions to transfer cases to Superior Court and transfer of custody cases for reports or orders of determination in a timely manner. Additionally, the Court serves as a Superior Court Judge on custody, child support, visitation, family violence and adoption cases as designated.

FUNCTIONS

- To work with Douglas CORE, the Board of Education, Law Enforcement, the Community Services Board and other community partners to provide prevention, early intervention and support services, identify gaps, and seek array of services to meet the needs of the children and families subject to the jurisdiction of the Court.
- To conduct protective custody, adjudication, disposition review and permanency hearings within the time frame required by federal and state law or dependency cases.
- To maintain accurate records and files on each case, including all electronic data bases.

GOALS

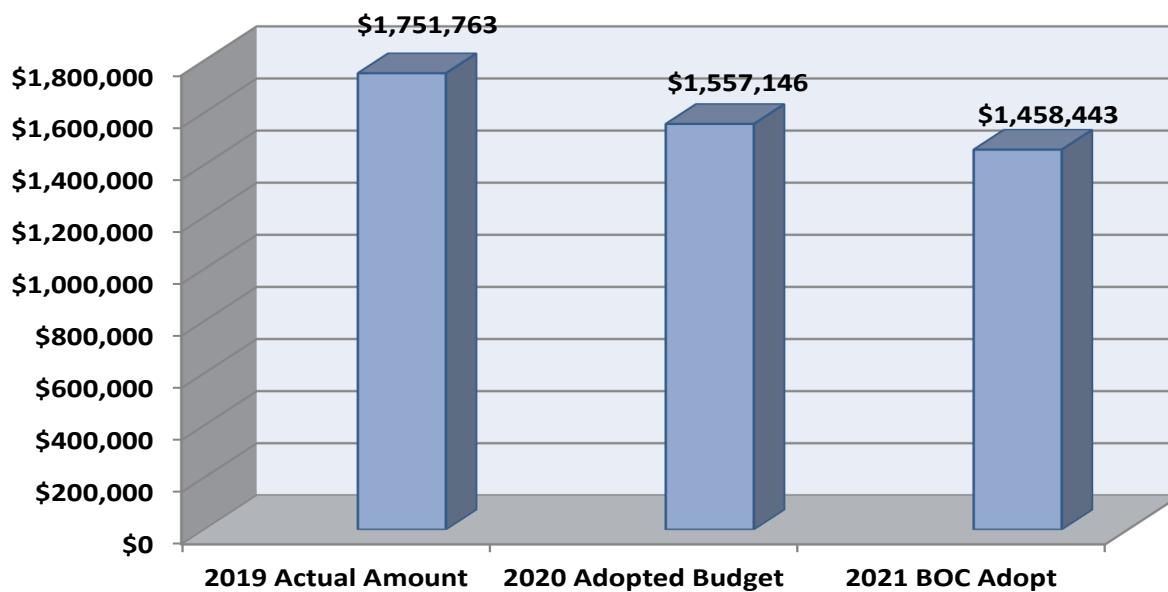
- To develop and enhance the capacity to fully operate court hearings on virtual platforms given the challenges posed by the COVID-19 pandemic
- To expand the court capacity for Families First Prevention Service Act
- To continue working with National Council of Juvenile and Family Court Judges on implementation-site project goals and best practices
- To contemplate and plan for a third Juvenile Court Judge with adequate space and support staff upon the possible raising of the juvenile jurisdictional age limit to 18 years and the states implementation of the Family First Prevention and Service Act



Juvenile Court

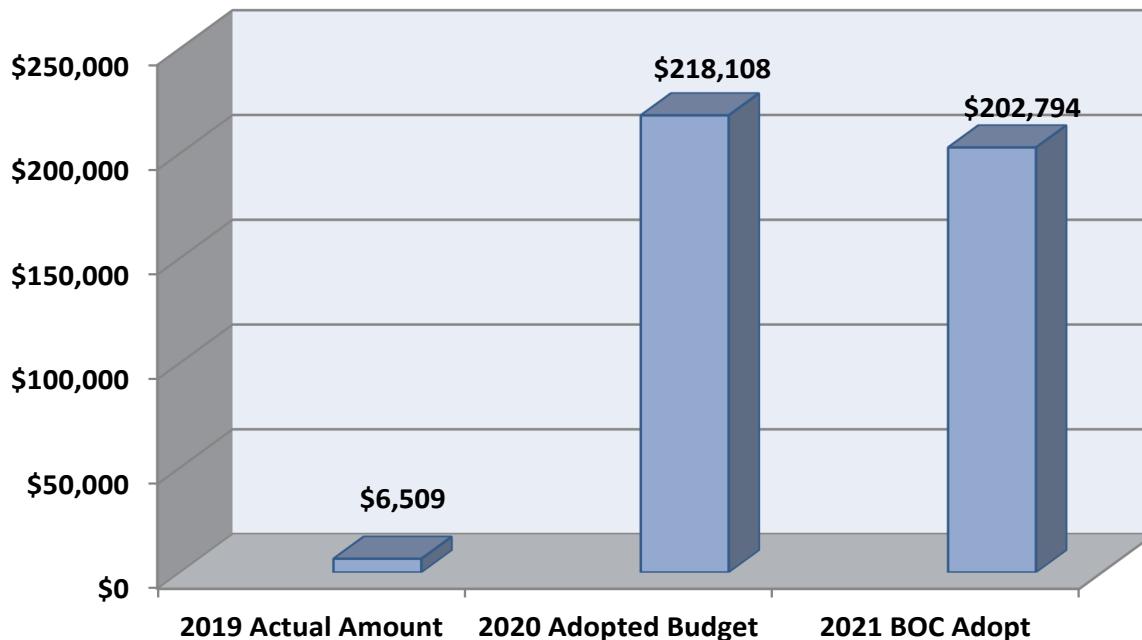
BUDGET SUMMARY

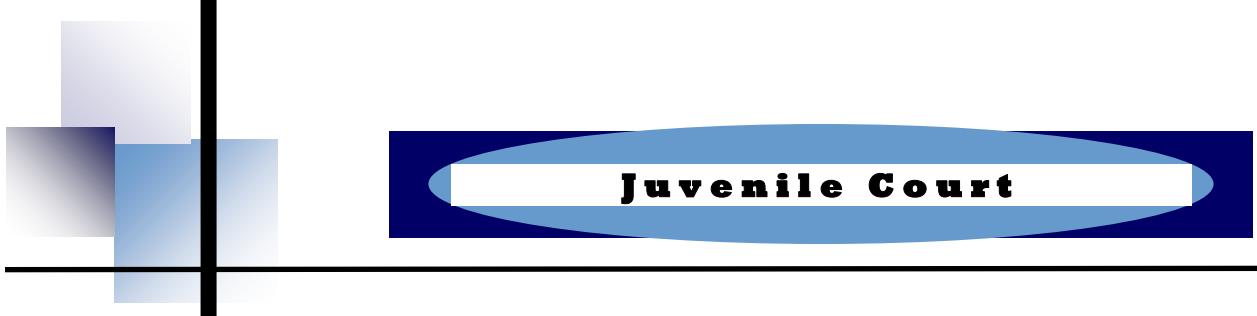
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,751,763</u>	<u>1,557,146</u>	<u>1,458,443</u>
Total Funding Sources	<u>1,751,763</u>	<u>1,557,146</u>	<u>1,458,443</u>
APPROPRIATIONS:			
Salary and Wage	603,997	658,425	486,043
Benefits	192,366	269,228	209,545
Advertising	70	200	200
Audit and Legal	768,396	750,000	712,000
Dues and Subscriptions	2,596	3,933	2,927
Maintenance Charges	7,461	4,950	4,480
Supplies	10,879	(13,217)	(58,712)
Professional Services	103,668	98,400	93,700
Utilities	185	185	185
Travel & Training	37,856	16,150	8,075
Minor Equipment and Improvements	20,409	0	0
Capital Outlay	3,880	0	0
Budget Improvement Request	<u>0</u>	<u>(231,108)</u>	<u>0</u>
Total Appropriations	<u>1,751,763</u>	<u>1,557,146</u>	<u>1,458,443</u>



BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>6,509</u>	<u>218,108</u>	<u>202,794</u>
Total Funding Sources	<u>6,509</u>	<u>218,108</u>	<u>202,794</u>
APPROPRIATIONS:			
Salary and Wage	6,061	0	136,392
Benefits	448	0	50,161
Dues and Subscriptions	0	0	4,656
Supplies	0	0	4,540
Professional Services	0	0	3,000
Budget Improvement Request	<u>0</u>	<u>218,108</u>	<u>4,045</u>
Total Appropriations	<u>6,509</u>	<u>218,108</u>	<u>202,794</u>





Juvenile Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
DELINQUENT CHARGES	501	320	460
CHILDREN IN NEED OF SERVICE	367	290	320
TERMINATION CHARGES	23	6	15
DEPENDENCY CASES	193	110	175
TRAFFIC CASES	24	20	20
SPECIAL CASES	58	70	65
SUPERIOR COURT CASES	4	4	4

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	FT	1	1	1
Child Court Coordinator	FT	1	1	1
Principal Secretary	FT	1	1	1
Senior Court Clerk / Delinquent	FT	1	1	1
Deputy Court Clerk	FT	2	2	2
TOTAL FULL TIME		8	8	8



Magistrate Court

JUDICIAL SYSTEM

- Hold small claims and dispossessory hearings.
- Issue arrest and search warrants.
- Hold first appearance and bond hearings.
- Hold criminal preliminary hearings.
- Hold pre-arrest warrant hearings.

GOALS

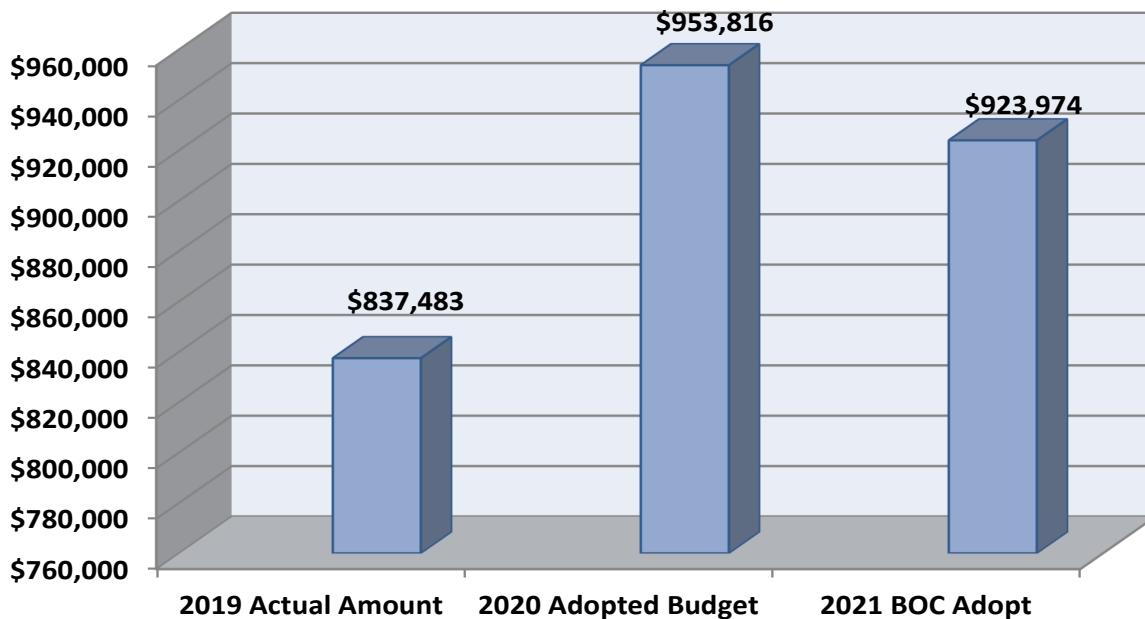
- Keep updated on the changing laws.
- Continue to provide excellent service to the public regarding the filing of small claims cases, dispossessory, and garnishments.
- Continue to operate court efficiently with the increased number of civil cases filed by the public.
- Continue to operate bond hearings, preliminary hearings and pre-arrest warrant hearings efficiently.
- Continue to operate ordinance court proceedings efficiently.
- Continue to monitor criminal defendants to make sure they are complying with the Judge's ordered bond conditions.

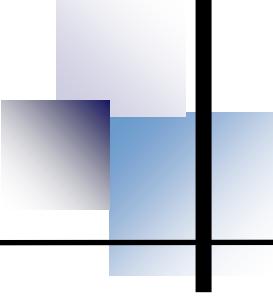


Magistrate Court

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>837,483</u>	<u>953,816</u>	<u>923,974</u>
Total Funding Sources	<u>837,483</u>	<u>953,816</u>	<u>923,974</u>
APPROPRIATIONS:			
Salary and Wage	619,775	679,369	661,580
Benefits	180,477	257,057	235,791
Dues and Subscriptions	3,262	1,830	2,245
Maintenance Charges	1,493	2,000	1,500
Supplies	20,118	21,060	19,508
Professional Services	1,461	2,000	1,600
Utilities	0	0	0
Travel & Training	3,155	3,500	1,750
Minor Equipment and Improvements	7,741	0	0
Budget Improvement Request	0	(13,000)	0
Total Appropriations	<u>837,483</u>	<u>953,816</u>	<u>923,974</u>





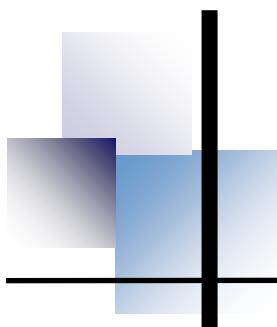
Magistrate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
SMALL CLAIMS	10,679	6,347	11,000
BOND/1ST APPEARANCE	3,313	2,350	3,300
CRIMINAL WARRANTS ISSUED	5,606	4,908	5,000
CRIMINAL PRELIM. HEARINGS	677	357	670
PRE-ARREST WARRANT HEARINGS	62	21	55
ORDINANCE	91	43	80
SEARCH WARRANTS	166	123	170
FIFA'S	696	487	700
BENCH WARRANTS	42	15	36

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Judge	UNC	2	2	2
Chief Magistrate Clerk	FT	1	1	1
Legal Staff Assistant	FT	2	2	2
Deputy Court Clerk	FT	4	7	7
Appointed Judge	UNC	1	1	1
P.T. Deputy Court Clerk	PT	2	2	2
TOTAL FULL TIME		10	13	13
TOTAL PART TIME		2	2	2



MISSION

To carry out the duties assigned to it under the Constitution and laws of Georgia, as a Court of Record, with jurisdiction over the following: deceased persons' estates, guardianship of minors and incapacitated adults, determining need for involuntary treatment of the mentally ill, issuance of marriage and firearms licenses.

FUNCTIONS

- Protecting and Securing the integrity of the Public Records
- Processing of Estate, Guardianships and Conservatorships
- Processing Gun Permits and Collecting background information on applicants
- Providing public access to certain court records and customer service

GOALS

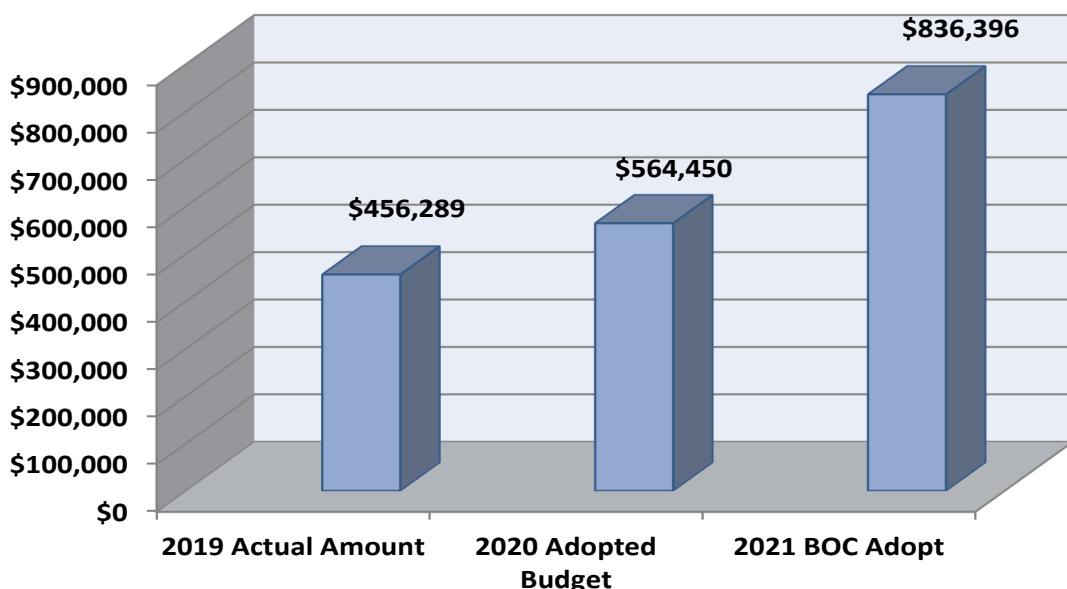
- Continue to strive to keep the records of this office protected because of confidentiality laws.
- Increase productivity and reduce waste with the new and updated equipment which will serve the citizens as well as the employees of Douglas County.
- Provide fast, efficient, and courteous service to citizens of Douglas County.
- Provide continuing training to staff, to comply with updated government regulations.
- Implement all new procedures for the State of Georgia Vital Records System.
- To work with the Sheriff's Department to process fingerprinting for gun permits at the Probate Court office.
- To train and assist new Probate Judge in their new position

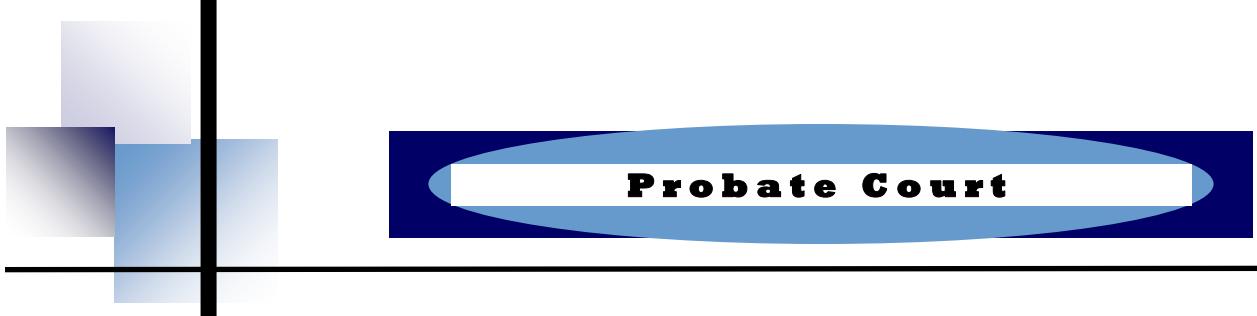


Probate Court

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>456,289</u></u>	<u><u>564,450</u></u>	<u><u>836,396</u></u>
Total Funding Sources	<u><u>456,289</u></u>	<u><u>564,450</u></u>	<u><u>836,396</u></u>
APPROPRIATIONS:			
Salary and Wage	330,396	393,587	318,662
Benefits	106,678	162,974	149,046
Advertising	0	0	0
Audit and Legal	0	660	660
Dues and Subscriptions	967	1,200	1,200
Maintenance Charges	1,574	1,800	1,800
Supplies	10,465	10,029	8,594
Professional Services	5	200	200
Utilities	0	0	0
Travel & Training	6,206	7,000	3,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	(13,000)	352,734
Total Appropriations	<u><u>456,289</u></u>	<u><u>564,450</u></u>	<u><u>836,396</u></u>





Probate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
DEATH CERTIFICATES FILED	1,037	1,100	1,100
BIRTH CERTIFICATES FILED	760	820	850
FIREARMS PERMITS ISSUED	3,182	5,000	5,000
ESTATE FILES	599	650	650
MARRIAGE LICENSES ISSUED	1,079	1,300	1,300

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	FT	1	1	1
Principal Secretary	FT	1	1	1
Deputy Court Clerk	FT	3	3	4
Senior Secretary	FT	1	1	2
TOTAL FULL TIME		7	7	9

MISSION

To ensure that all indigent defendants in Douglas County are provided with their guaranteed fundamental state and federal constitutional rights, by providing effective and zealous representation.

FUNCTIONS

- Represent indigent defendants in Superior Court, Magistrate Court, Georgia Court of Appeals, and Georgia Supreme Court.
- Review all applications for appointed counsel, assign attorneys, and notify all persons of assignment or rejection of application.
- Assign conflict counsel and manage costs of conflict cases and death penalties.
- Manage court reporter for Magistrate Court preliminary hearings.
- Manage assignment or denial of counsel for violations of probation.

GOALS

Provide effective and zealous representation to indigent defendants accused of crimes by:

- Initiating early contact with our clients as required by state law.
- Investigating all legal defenses.
- Preparing for all court appearances.
- Staying abreast of changes in the law.
- Keeping clients informed of the status of their cases.
- Receiving appropriate continuing education and training.
- Obtaining necessary resources to enable us to reach our goals.
- Abiding by the attorney client privilege as required by state bar.
- Seeking more efficient ways of managing our office.
- Continue to be involved in DUI, Mental Health and Drug courts.

Remain in compliance with the Georgia Public Defender Standards Council Rules and Procedures for Opt Out Circuits.

Retain skilled and qualified employees in this office which provides a better quality and efficiency of services.

Search for alternative placements and programs rather than incarceration for lower level felony offenders for purposes of rehabilitation and cost savings.

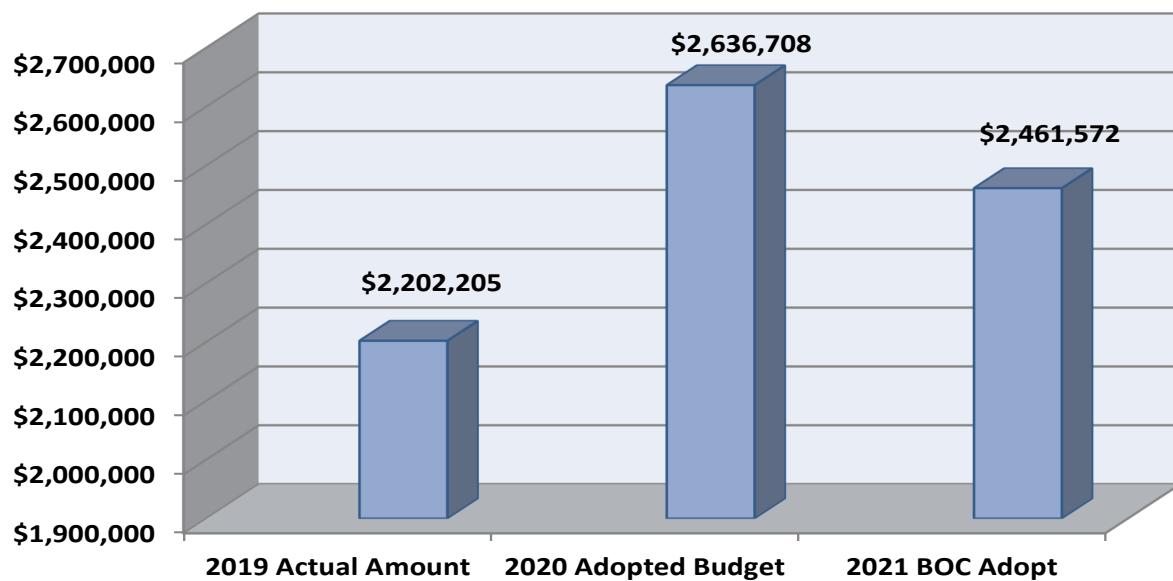
Strive to do all the above in a safe environment to protect both staff and clients in light of the COVID-19 epidemic



Public Defender

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,202,205</u>	<u>2,636,708</u>	<u>2,461,572</u>
Total Funding Sources	<u>2,202,205</u>	<u>2,636,708</u>	<u>2,461,572</u>
APPROPRIATIONS:			
Salary and Wage	1,433,228	1,517,810	1,541,551
Benefits	398,285	597,088	566,095
Audit and Legal	282,463	375,000	274,000
Vehicle Expense	1,341	5,000	5,000
Dues and Subscriptions	20,202	20,000	20,000
Maintenance Charges	2,134	3,000	3,000
Supplies	23,952	5,560	(12,324)
Professional Services	28,135	52,000	50,000
Utilities	5,225	5,000	5,000
Travel & Training	7,242	17,500	9,250
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	38,750	0
Total Appropriations	<u>2,202,205</u>	<u>2,636,708</u>	<u>2,461,572</u>



STATE COURT

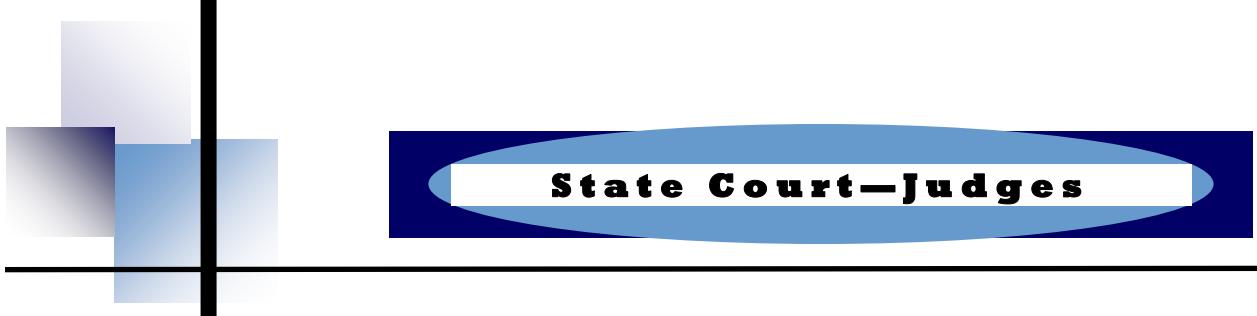
	2019	2020	2021
FELONY CASES OPENED	971	868	1,250
APPEALS OPENED	3	4	8
VIOLATION OF PROBATION OPENED	32	18	50
CLOSED CASES	1,009	600	1,200
APPEALS CLOSED	8	1	2
CONFLICTS OPENED	109	60	120
MISDEMEANOR CASES	936	850	1,200

SUPERIOR COURT

	2019 <u>ACT</u>	2020 <u>PROJ</u>	2021 <u>PROJ</u>
FELONY CASES OPENED	1,107	900	1,300
APPEALS OPENED	22	6	12
VIOLATION OF PROBATION OPENED	598	450	650
CLOSED CASES	1,655	1,450	1,700
APPEALS CLOSED	7	16	10
CONFLICTS OPENED	391	275	420
CONFLICTS CLOSED	475	340	500

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	11	11	11
Investigator	FT	3	3	3
Administrative Assistant	FT	1	1	1
Legal Staff Assistant	FT	5	5	5
Office Manager	FT	1	1	1
TOTAL FULL TIME		23	23	23



State Court—Judges

MISSION

To resolve all State Court and traffic cases presented in a timely manner.

FUNCTIONS

- **Exercise jurisdiction of both State Court and traffic cases.**

GOALS

- **To hear and dispose of all cases that come before the Court in a timely manner.**



State Court-Judges

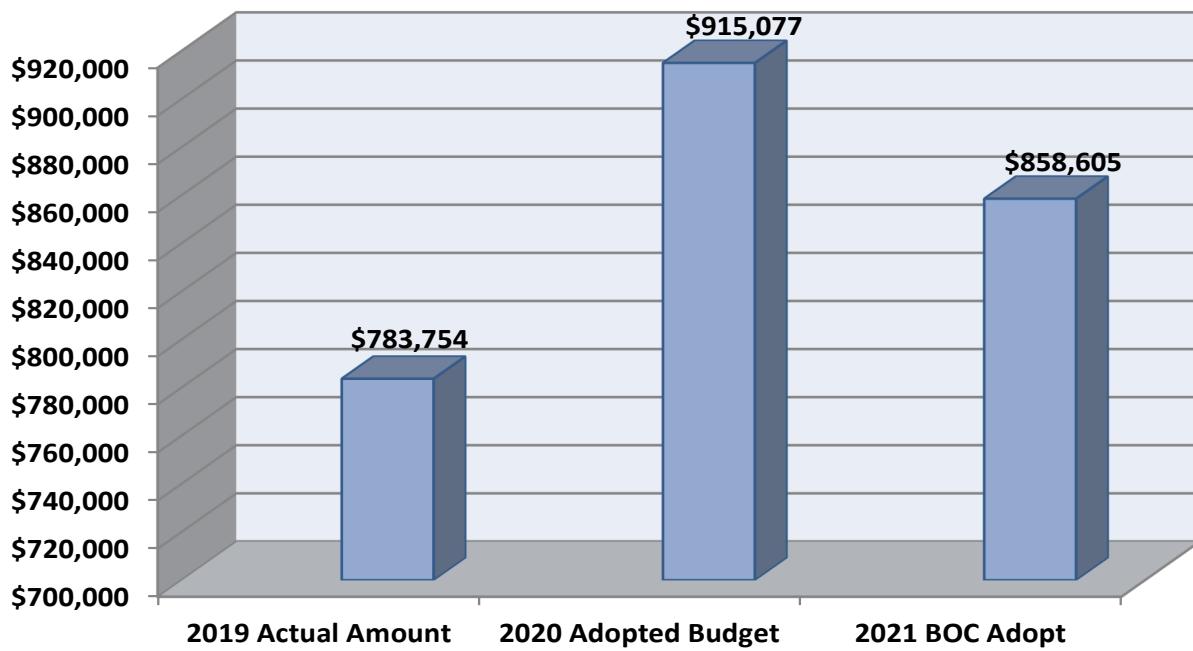
BUDGET SUMMARY		
2019 Actual	2020 Adopted	2021 BOC
Amount	Budget	Adopt

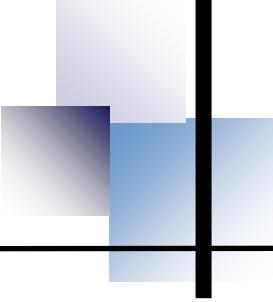
FUNDING SOURCES:

General Fund Contribution	783,754	915,077	858,605
Total Funding Sources	783,754	915,077	858,605

APPROPRIATIONS:

Salary and Wage	488,109	520,012	500,793
Benefits	144,881	216,737	193,190
Dues and Subscriptions	1,667	1,930	1,930
Maintenance Charges	1,920	1,920	1,920
Supplies	7,314	(72)	(9,958)
Professional Services	135,822	182,000	167,249
Utilities	912	912	912
Travel & Training	3,130	4,638	2,569
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	(13,000)	0
Total Appropriations	783,754	915,077	858,605






State Court-Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
CIVIL CASES FILED	725	796	876
PROBATION REVOCATION	7,209	4,416	3,974
CRIMINAL MISDEMEANOR CASES	1,683	694	625
TRAFFIC CITATIONS	9,018	7,714	6,946

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
State Court Judge	UNC	2	2	2
Administrative Assistant	FT	2	2	2
Law Clerk	UNC	1	1	1
TOTAL FULL TIME		5	5	5

MISSION

To represent the State / County in all misdemeanor criminal and traffic cases and in all appeals from State Court to the Georgia Supreme Court and Court of Appeals.

FUNCTIONS

- Prosecute Misdemeanor Criminal Cases and traffic cases.
- Represent the State in the Appellate Courts.
- Proactively advise and assist law enforcement in fighting crime.
- Assist victims and citizens in areas related to criminal and traffic cases.

GOALS

- Continue the process of aggressively prosecuting persons who commit crimes in Douglas County.
- Ensure that all victims of crimes receive restitution for property damages, medical bills, and other expenses to which they are entitled.
- Ensure that the experience that witnesses and crime victims have with the criminal justice system is as positive and productive as possible.
- Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court.



State Court-Solicitor

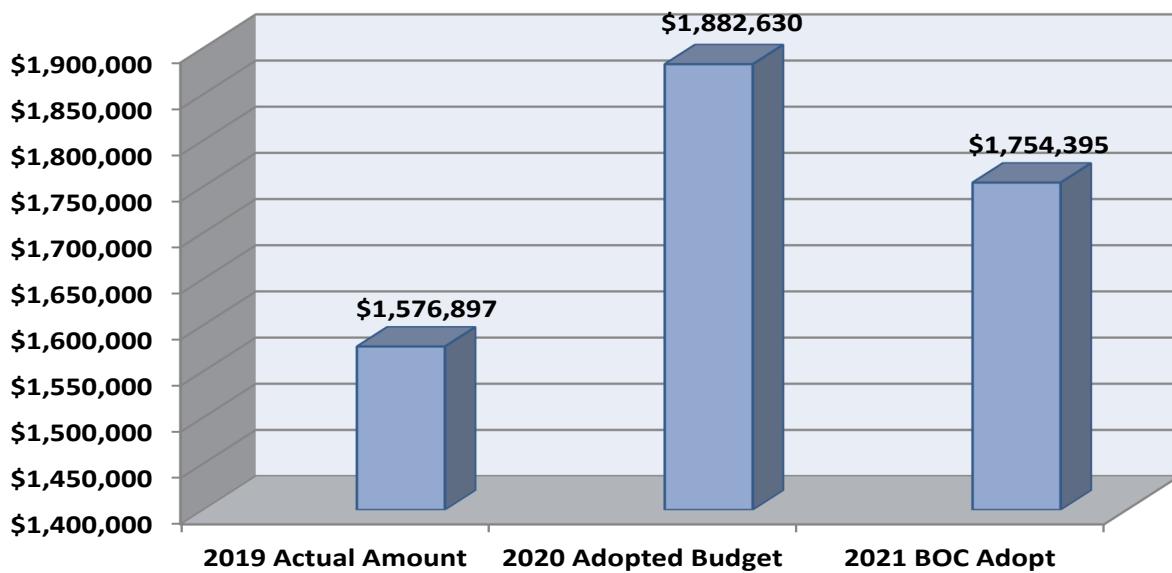
BUDGET SUMMARY			
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	1,576,897	1,882,630	1,754,395
Total Funding Sources	1,576,897	1,882,630	1,754,395

APPROPRIATIONS:

Salary and Wage	1,153,060	1,248,773	1,234,549
Benefits	343,542	549,728	456,292
Advertising	0	2,000	2,000
Vehicle Expense	5,125	8,000	4,800
Dues and Subscriptions	13,782	20,000	20,000
Maintenance Charges	1,179	3,000	3,000
Supplies	19,507	23,929	16,554
Professional Services	2,390	7,000	6,500
Utilities	1,110	1,300	1,300
Travel & Training	14,368	15,500	8,000
Minor Equipment and Improvements	22,383	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	450	2,400	1,400
Budget Improvement Request	0	1,000	0
Total Appropriations	1,576,897	1,882,630	1,754,395



State Court-Solicitor

WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
CRIMINAL MISDEMEANORS	2,644	2,556	4,000
TRAFFIC CASES	18,004	13,250	20,000
CASES INVESTIGATED AND DISMISSED	624	215	250
CASES HANDLED THROUGH PTD	530	306	500
ACCOUNTABILITY COURT CASES	91	58	70

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	FT	1	1	1
Assistant Solicitor	FT	4	4	4
Assistant Solicitor Domestic Violence	FT	1	1	1
Victim Advocate	FT	3	3	3
Investigator	FT	2	2	2
Domestic Violence Investigator	FT	1	1	1
Administrative Assistant	FT	1	1	1
Office Manager	FT	1	1	1
Legal Staff Assistant	FT	4	4	4
Director of Victim Services	FT	1	1	1
Secretary	FT	1	1	1
TOTAL FULL TIME		21	21	21

MISSION

This mission of the Superior Court is to serve as Douglas County's Court of General Jurisdiction.

FUNCTIONS

- The Superior Court was established by the Georgia Constitution of 1777. The Superior Court is Georgia's court of general jurisdiction.
- It is the only trial court authorized to hear felonies up to those in which the death penalty is sought by the State.
- The Superior Court is the only court authorized to hear divorce and equity cases. The judges of the Superior Court also have the authority to hear tort cases, zoning matters, contract disputes, adoptions, habeas corpus, child support cases and appeals from limited jurisdiction courts.

GOALS

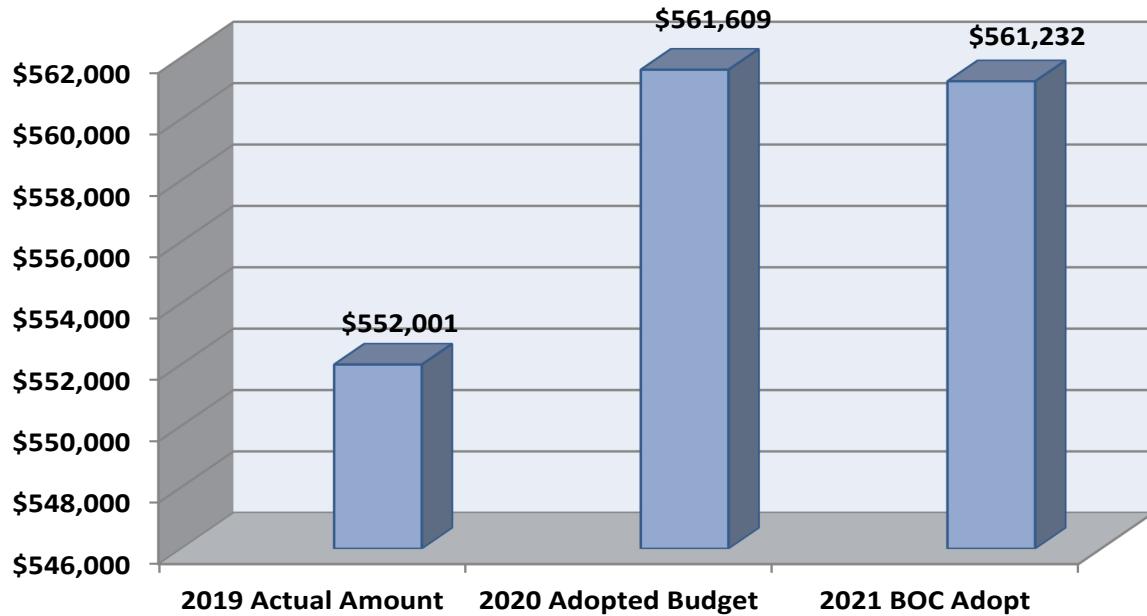
- Continue to reduce pending caseload.
- Continue operation of the Felony Accountability Court and Mental Health Court.
- Reinstate Grand Jury proceedings and jury trials. The courts of the state of Georgia had to stop all jury proceedings in March 2020 due to the COVID-19 crisis. Chief Justice Harold Melton has issued 5 emergency orders which prevented the courts from summoning any jurors. Since the Grand Jury cannot meet, 2020 criminal filings are artificially reduced. The results is that the criminal justice system of all courts are going to face a flood of cases once jury proceedings recommence.

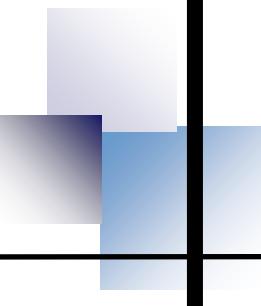


Superior Court Judges

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>552,001</u>	<u>561,609</u>	<u>561,232</u>
Total Funding Sources	<u>552,001</u>	<u>561,609</u>	<u>561,232</u>
APPROPRIATIONS:			
Salary and Wage	188,702	197,847	197,847
Benefits	42,350	43,754	36,108
Dues and Subscriptions	1,962	1,965	1,965
Maintenance Charges	50,940	50,940	51,390
Supplies	6,869	(2,897)	(23,078)
Professional Services	261,228	270,000	297,000
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	(50)	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>552,001</u>	<u>561,609</u>	<u>561,232</u>





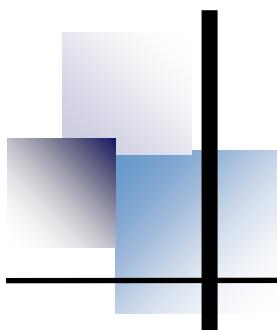
Superior Court Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
CIVIL FILINGS (INCLUDING ADOPTIONS)	2,703	2,800	2,703
CRIMINAL CASES	1,718	1,196	1,718

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
Law Clerk	ST UNC	1	1	1
TOTAL FULL TIME		7	7	7



JUDICIAL SYSTEM

- Fee and restitution collection and disbursement.
- Adolescent substance abuse program case management.
- Guardian-Ad-Litem case management.
- Grant writing/Administration/Management.
- Intake Program.
- Attendance/Truancy Protocol Board of Education.
- Community Resource Development / LINK resource Guide production
- Drug Screening
- Douglas Link/LIPT Program
- (FFT) Functional Family Therapy
- Court Improvement Initiative
- Court Administration, Grant Writing, & Attorney Application Process
- Baby Steps Recovery Program

GOALS

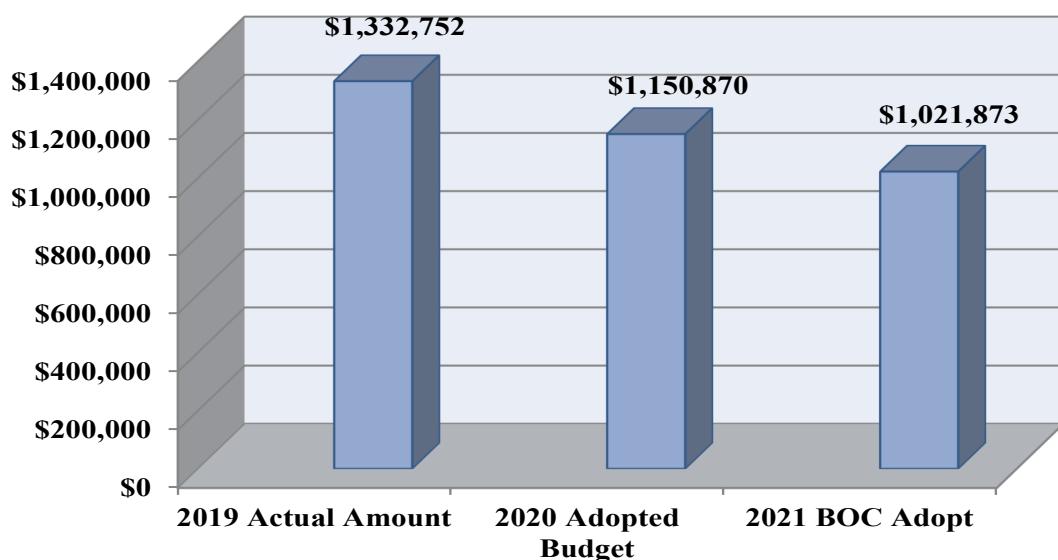
- Operate the department within the constraints of the budget approved by the Board of Commissioners.
- Provide quality programs, services for clients of Juvenile Court.
- Provide diversion alternatives for first-time offenders.
- Seek alternative funding to support treatment resources for court-involved families.
- Provide administrative support to the court.
- Provide management, training and supervision to employees.

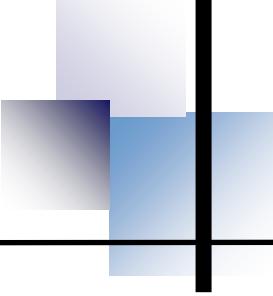


Juvenile Programs Administration

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,332,752</u>	<u>1,150,870</u>	<u>1,021,873</u>
Total Funding Sources	<u>1,332,752</u>	<u>1,150,870</u>	<u>1,021,873</u>
APPROPRIATIONS:			
Salary and Wage	772,240	768,625	689,420
Benefits	235,288	333,579	276,990
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	49	175	0
Equipment Rental	0	0	0
Maintenance Charges	528	1,500	1,500
Supplies	23,450	18,691	11,663
Professional Services	23,352	37,800	32,800
Utilities	2,381	2,700	2,300
Travel & Training	7,302	13,800	7,200
Minor Equipment and Improvements	(0)	0	0
Other	(23,590)	0	0
Grants	291,753	0	0
Budget Improvement Request	0	(26,000)	0
Total Appropriations	<u>1,332,752</u>	<u>1,150,870</u>	<u>1,021,873</u>





Juvenile Programs Administration

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
FEE ACCOUNTS MAINTAINED	130	130	130
GRANTS RECEIVED	6	5	5
YOUTH SERVED—ASAP SCREENING	175	72	400
COMMUNITY INTERVENTION PROG	58	35	60
YOUTH/FAMILIES SERVED LIPT	36	25	35
INTAKE PROGRAM—CALLS REC'D	225	140	200
CHINS—CASES SERVED	159	110	120

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director	UNC	1	1	1
Assistant Director	UNC	1	1	1
Intervention Officer	UNC	1	1	1
Family Connection Coordinator	UNC	1	1	1
Community Outreach Case Manager I	UNC	2	2	2
Peer Support Specialist	UNC	1	1	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	2	2
Office Manager	FT	1	1	1
Case Manager Specialized Services	FT	1	3	3
Prevent Child Abuse Coordinator	PT	0	0	0
TOTAL FULL TIME		14	15	15
TOTAL PART TIME		0	0	0

MISSION

The mission of the Douglas County Accountability Courts is to transform our community by eliminating the strongholds of addiction and untreated mental illness on our participants. The program is designed to enhance public safety, improve quality of life, reduce recidivism, and save tax dollars. The Court strives to promote healthier lifestyles for repeat offenders who are controlled by an addiction or untreated mental illness. This is accomplished by focusing on sobriety and stability through individualized treatment, judicial oversight, participant accountability, intensive drug screening, case management, and intensive supervision resulting in a drug free, stable, and productive lifestyle.

FUNCTIONS

- To enhance public safety, rebuild social supports, improve quality of life, reduce recidivism, and save tax dollars. The Court strives to promote healthier lifestyles for substance abusing repeat offenders in an effort to obtain sobriety through individualized treatment, with judicial oversight, participant accountability, and intensive supervision resulting in a drug free and productive lifestyle.

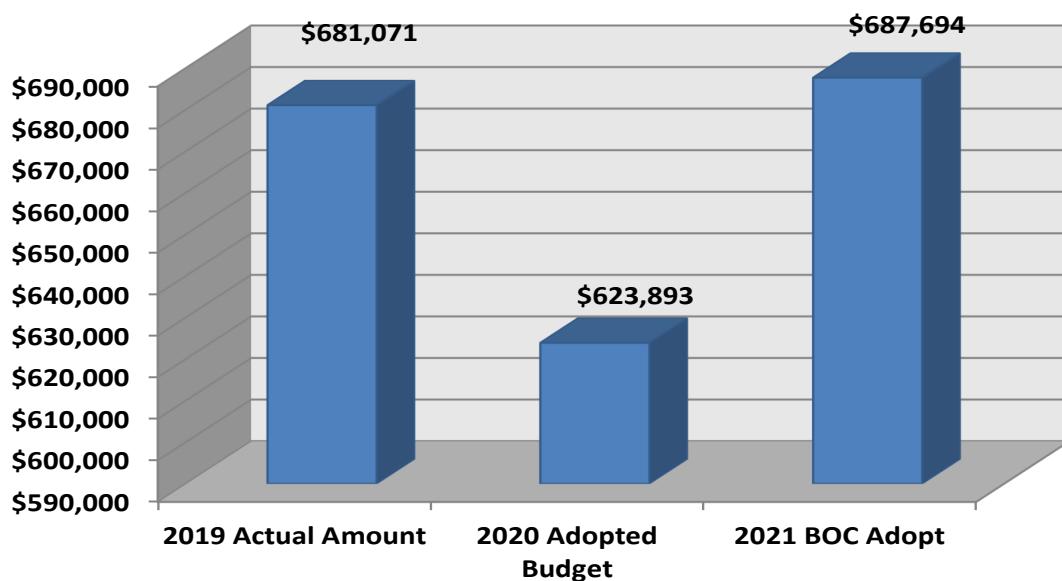
GOALS

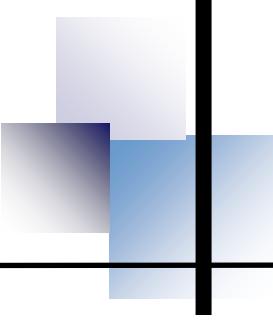
- Reduce recidivism and build stronger families in our community. Our participants are in the maximum range of risk and need.
- We will strive to operate a sustainable program through grant funding and participant fees while maintaining close ties with the community, law enforcement, and the foundation.. The purpose of this program is to improve the lives and safety of the citizens of Douglas County.



Superior Felony Drug Court

	BUDGET SUMMARY		
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	681,071	623,893	687,694
Total Funding Sources	681,071	623,893	687,694
APPROPRIATIONS:			
Salary and Wage	173,120	207,697	241,508
Benefits	78,386	84,111	121,309
Advertising	908	0	0
Vehicle Expense	3,361	5,918	5,918
Dues and Subscriptions	1,529	1,351	2,435
Maintenance Charges	4,284	4,350	2,350
Supplies	13,406	(485)	(14,957)
Professional Services	347,471	300,278	300,278
Utilities	14,805	23,506	24,120
Travel and Training	32,830	9,467	4,733
Minor Equipment and Improvements	10,525	0	0
Uniform and Clothing	446	700	0
Budget Improvement Request	0	(13,000)	0
Total Appropriations	681,071	623,893	687,694






Superior Court Felony Drug Court

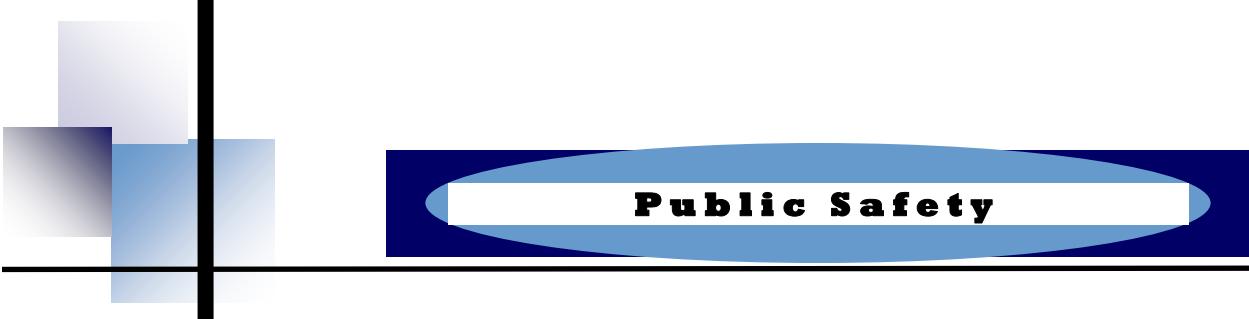
PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2019 <u>ACT</u>	2020 <u>PROJ</u>	2021 <u>PROJ</u>
PARTICIPANTS—HIGH RISK	114	102	126
DRUG TEST	72,860	90,130	80,000
SURVEILLANCE VISITS	2,600	2,900	2,250
TREATMENT HOURS	18,850	21,000	21,000

PERSONNEL SUMMARY

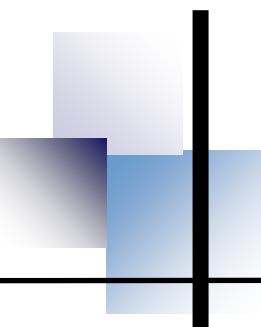
<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Felony Drug Court Administrator	UNC	1	1	1
Senior Case Manager	FT	1	1	1
Case Manager	FT	1	2	2
TOTAL FULL TIME		3	4	4

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DIRECTORY

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P U B L I C S A F E T Y

MISSION

To investigate the circumstances surrounding the death of an individual to determine cause.

FUNCTIONS

- Investigate to determine causes of deaths occurring outside a medical facility.
- Responsible for issuing death certificates for deaths occurring outside a medical facility.

GOALS

- Respond to all calls in a timely manner.
- Investigate the scene of a death in an unobtrusive manner.
- Properly determine cause of death.
- Issue death certificates upon completion of investigation.

PERSONNEL SUMMARY

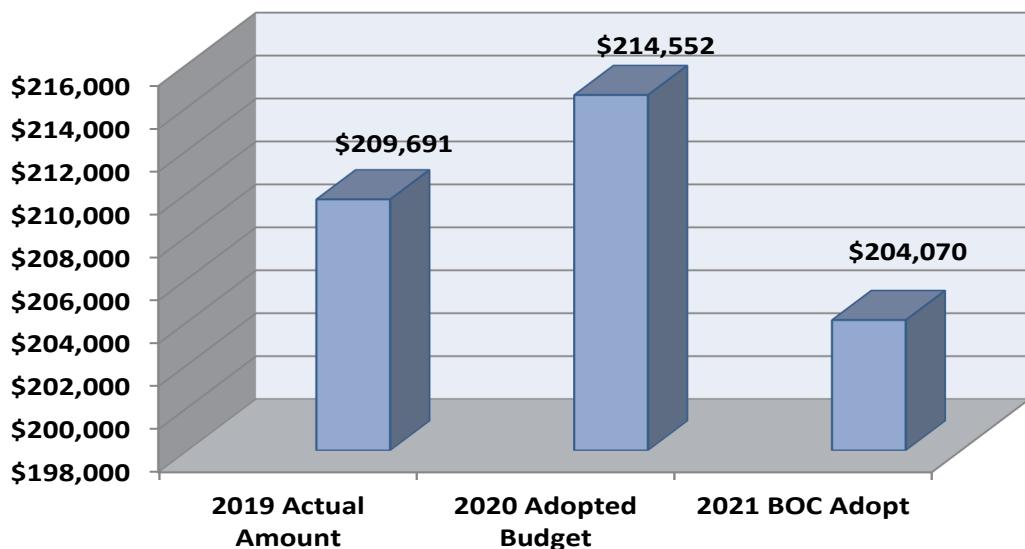
<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Coroner	UNC	1	1	1
Chief Deputy Coroner	PT	1	0	0
Deputy Coroner	PT	2	5	5
Administrative Assistant	PT	1	1	1
TOTAL PART TIME		4	6	6
TOTAL FULL TIME		1	1	1



Coroner

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>209,691</u>	<u>214,552</u>	<u>204,070</u>
Total Funding Sources	<u>209,691</u>	<u>214,552</u>	<u>204,070</u>
APPROPRIATIONS:			
Salary and Wage	126,397	125,935	124,637
Benefits	22,520	23,840	23,211
Vehicle Expense	8,320	9,000	9,000
Dues and Subscriptions	1,383	1,700	1,700
Maintenace Charges	480	480	480
Supplies	1,981	597	(4,458)
Professional Services	38,870	35,000	35,000
Utilities	1,669	1,500	1,500
Travel & Training	6,099	9,500	6,000
Minor Equipment and Improvements	0	0	0
Other	0	5,000	5,000
Uniforms and Clothing	1,973	2,000	2,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>209,691</u>	<u>214,552</u>	<u>204,070</u>



- The Douglas County Emergency Management Agency has the statutory responsibility to coordinate all County emergency response plans.
- DCEMA responsibilities are to identify vulnerabilities, effectively mitigate disasters, public education, respond to all-hazard emergency situations, protect Douglas County's citizens, visitors, first responders, ensure continuity of government and business, and to facilitate an effective recovery.
- The Douglas County Emergency Management Agency will coordinate with local, state, and federal agencies, as well as private entities to develop, and maintain the Emergency Operations Plan (EOP).

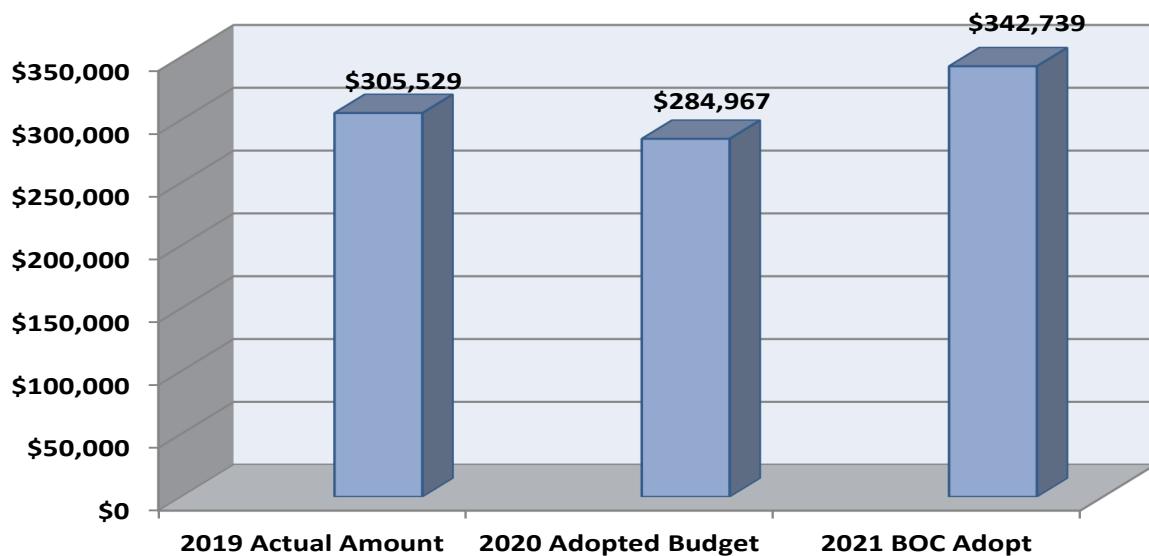
GOALS

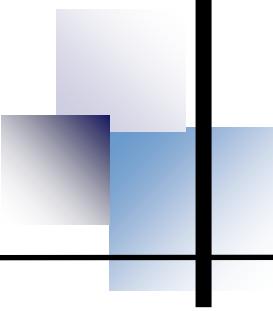
- Develop and maintain an all-hazards disaster preparedness program for all segments of Douglas County, including government, private citizens, businesses and vulnerable populations.
- Attain a state of operational readiness to respond to any hazard that may potentially impact Douglas County.
- Lead County recovery efforts from any disaster that impacts Douglas County.
- Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program.
- Update Hazard Mitigation Plan 2021



Emergency Management

	BUDGET SUMMARY		
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	305,529	284,967	342,739
Total Funding Sources	305,529	284,967	342,739
APPROPRIATIONS:			
Salary and Wage	122,589	129,263	155,286
Benefits	57,072	63,647	63,862
Advertising	709	1,000	1,000
Vehicle Expense	2,674	5,400	14,000
Dues and Subscriptions	309	250	250
Equipment Rental	0	0	0
Maintenance Charges	1,139	4,400	1,200
Supplies	5,267	278	(7,988)
Professional Services	80,078	62,229	62,229
Utilities	13,825	15,500	51,500
Travel & Training	2,023	2,500	1,000
Minor Equipment and Improvements	8,251	0	0
Capital Outlay	11,178	0	0
Uniforms and Clothing	416	500	400
Budget Improvement Request	0	0	0
Total Appropriations	305,529	284,967	342,739





Emergency Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS

EMERGENCY MANAGEMENT COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
DRILLS CONDUCTED	4	3	3
GRANT APPLICATIONS INITIATED	3	2	2
PLANS REVIEWED & UPDATED	2	2	1
SCHOOLS ATTENDED / HOSTED	5	5	2

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	FT	1	1	1
TOTAL FULL TIME		2	2	2

MISSION

To serve and protect while honoring the rights of all persons.

FUNCTIONS

- Process all persons arrested in Douglas County or sentenced by the Court system as required.
- Maintain a safe, secure and hygienic facility for arrestees, inmates and staff.
- Serve all orders, processes, summons, etc. as directed by the Courts.
- Execute criminal arrest warrants.
- Provide safe and secure transportation for inmates and other persons as required by law.
- Maintain a safe and secure Courthouse facility.
- Provide protection, guidance and services for witnesses in court.
- Ensure safety and integrity of jurors called for service.
- To efficiently and safely store all records required by the Office of Sheriff.
- Provide more efficient public access to authorized records through a secure computer network.
- Provide a safe and efficient inmate workforce for county projects.
- Maintain efficient procedures for the purchase and procurement of goods and services acquired with taxpayer funds.
- Provide and maintain the proper training standards for all Sheriff's staff as required by the Georgia Peace Officers Standards and Training Council.
- Maintain fair, legal and impartial application and hiring procedures to ensure that we employ the most qualified personnel available.

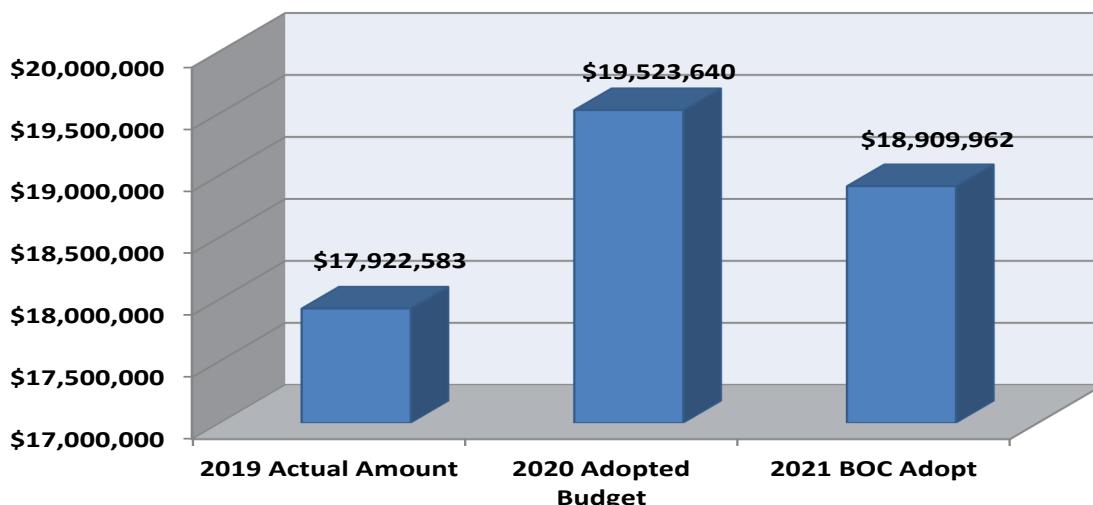
GOALS

- Continue to develop and improve methods for housing and handling inmates during a pandemic.
- Evaluate and implement ways to improve employee retention
- Continue to develop a new generation of supervisors by proving them with the knowledge and experience necessary to succeed.
- Provide in-depth training and experience to front-line officers on how to deal with emergency response situations.
- Appoint a designated Classification Officer and continue to develop improved method of orienting new arrestees, thereby increasing compliance with the rules and regulations of the Douglas County Jail.
- Continue to work with the Department of Corrections to efficiently transfer inmates from the County to the State.
- Develop and implement new orientation materials for the Jail staff.



Sheriff Detention

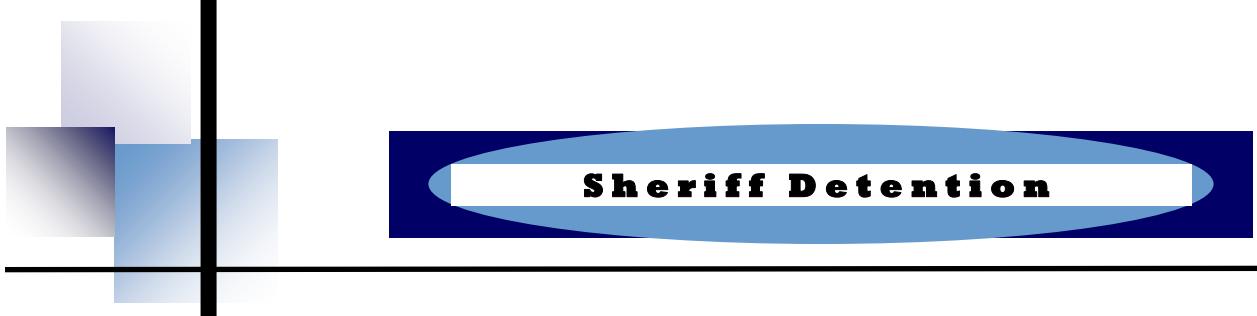
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>17,922,583</u>	<u>19,523,640</u>	<u>18,909,962</u>
Total Funding Sources	<u>17,922,583</u>	<u>19,523,640</u>	<u>18,909,962</u>
APPROPRIATIONS:			
Salary and Wage	9,405,310	9,617,802	9,456,658
Benefits	2,756,824	4,269,241	4,211,636
Advertising	9,293	9,508	5,000
Vehicle Expense	94,439	119,576	82,416
Dues and Subscriptions	1,040	2,685	2,685
Equipment Rental	0	0	0
Rentals	0	0	0
Maintenance Charges	739,524	568,898	568,498
Supplies	3,626,245	3,844,165	3,271,381
Professional Services	149,923	140,000	140,001
Utilities	980,673	1,039,840	983,512
Travel & Training	52,766	62,550	54,800
Minor Equipment and Improvements	0	0	0
Capital Outlay	17,664	0	0
Other	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	76,078	148,375	133,375
Grants	12,804	0	0
Budget Improvement Request	0	(299,000)	0
Total Appropriations	<u>17,922,583</u>	<u>19,523,640</u>	<u>18,909,962</u>



Sheriff Detention

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>	
Chief Deputy	FT	1	1	1
Colonel	FT	2	2	2
Major	FT	1	1	1
Captain	FT	6	4	4
First Lieutenant	FT	1	1	1
Lieutenant	FT	10	10	10
Sergeant	FT	12	12	12
Maintenance/Security Foreman	FT	2	2	2
Corporals	FT	1	1	1
Deputy Sheriff	FT	51	58	58
Administrative Assistant	FT	4	5	5
Records Coordinator	FT	1	1	1
Facility Compliance Officer	FT	1	1	1
Communications Officer II	FT	0	1	1
Senior Records Clerk	FT	1	1	1
Jailer II	FT	43	43	43
Jailer I	FT	19	19	19
Investigator	FT	3	2	2
Investigator Lieutenant	FT	1	1	1
Investigator Sergeant	FT	2	2	2
Records Clerk	FT	8	8	8
Records Clerk	PT	0	0	0
Deputy Sheriff	PT	0	0	0
Jailer	PT	2	2	2
Bailiff	PT	36	36	36
TOTAL FULL TIME		170	176	176
TOTAL PART TIME		38	38	38



Sheriff Detention

WORKLOAD INDICATORS

SHERIFF DETENTION COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INMATE TRANSPORTS	2,714	1,600	2,985
INMATES RECEIVED	4,350	1,681	4,449
COURTHOUSE CASES	36,948	20,259	34,198
WARRANTS (ON HAND)	105	77	122
TOTAL WRECKS	4,431	4,466	4,830

MISSION

To serve and protect while honoring the rights of all persons.

FUNCTIONS

- Enforce criminal laws.
- Maintain public safety and order.
- Respond to calls for service.
- Apprehend law violators.
- Assist with efficient traffic flow and enforce traffic laws.
- Investigate criminal activity occurring within the jurisdiction of Douglas County.
- Develop and maintain criminal intelligence information.
- Provide necessary support to the Courts for effective prosecution of criminal cases.
- Provide assistance to victims and general public in matters related to law enforcement.
- Assist other agencies and departments as requested.
- Establish and implement proactive crime prevention strategies.
- Proactive youth intervention through education and support.
- Community outreach to build a working relationship with the public.
- Provide a visible law enforcement presence in local school and at school functions.
- Assist victims of crimes with immediate needs and support.

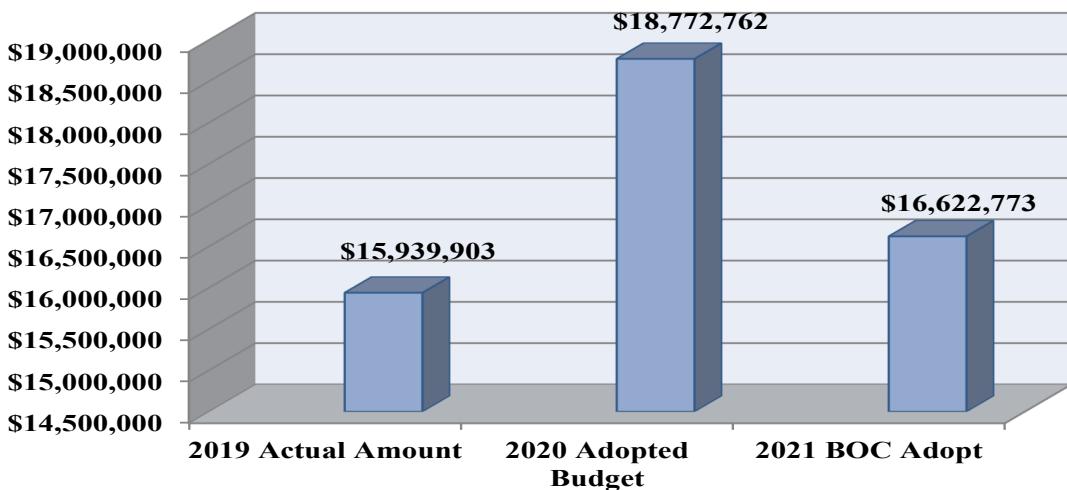
GOALS

- Utilize social media to assist in safeguarding the county, enhance public awareness of issues within the county and educate citizens in how to safeguard their self and property.
- Promote recruitment for Law Enforcement staff and streamline the application and hiring process.
- Minimize traffic fatalities and injuries through enhanced traffic safety initiatives.
- Continue to focus on “hot spots” by utilizing improvements in technology and targeted patrol.
- Continuously evaluate our methods and update policies and procedures as needed.
- Increase advanced level training for Patrol staff, Investigators and Command staff to provide the highest level of service to our community.



Sheriff Enforcement

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>15,939,903</u>	<u>18,772,762</u>	<u>16,622,773</u>
Total Funding Sources	<u>15,939,903</u>	<u>18,772,762</u>	<u>16,622,773</u>
APPROPRIATIONS:			
Salary and Wage	9,861,056	10,639,192	10,018,571
Benefits	3,164,487	4,936,426	4,519,161
Advertising	22,532	23,018	13,018
Vehicle Expense	845,454	958,950	848,950
Dues and Subscriptions	4,872	6,700	6,700
Equipment Rental	0	0	0
Rentals	20,837	21,879	21,879
Maintenance Charges	117,739	156,000	152,600
Supplies	125,796	88,856	(24,030)
Professional Services	331,686	320,000	320,000
Utilities	130,631	127,900	127,900
Travel & Training	152,339	171,811	124,712
Minor Equipment and Improvements	0	0	0
Capital Outlay	1,007,527	0	0
Other	3,357	13,100	13,100
Debt Service	0	0	322,212
Uniforms and Clothing	121,911	159,930	135,000
Grants	29,680	23,000	23,000
Budget Improvement Request	0	1,126,000	0
Total Appropriations	<u>15,939,903</u>	<u>18,772,762</u>	<u>16,622,773</u>



PERSONNEL SUMMARY

Sheriff Enforcement

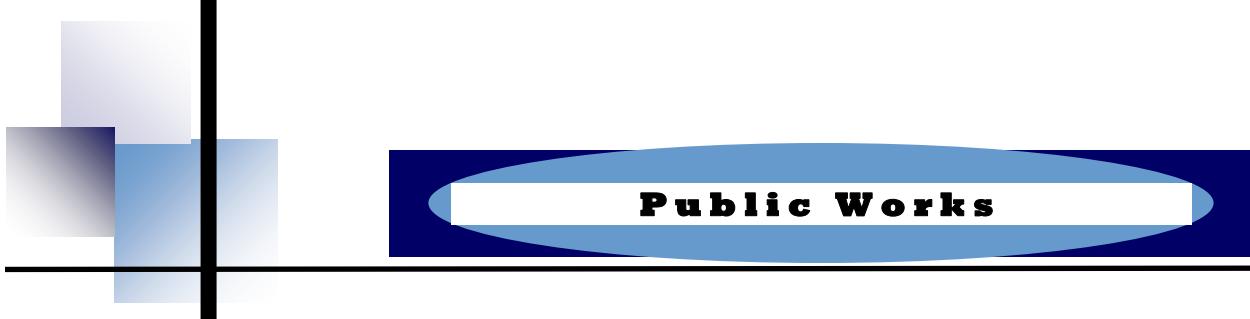
PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	FT	0	0	0
Major	FT	1	1	1
Captain	FT	0	3	3
System Administrator	FT	1	1	1
First Lieutenant	FT	1	1	1
Lieutenant Investigator	FT	3	4	4
Lieutenant	FT	6	6	6
Sergeant Investigator	FT	7	7	7
Admin. Accounting Manager/Specialist	FT	1	1	1
Sergeant	FT	11	11	11
Investigator	FT	28	28	28
CAD Coordinator	FT	1	1	1
Information Services System Analyst	FT	1	1	1
Information Services Director	FT	1	1	1
PC Support Specialist	FT	1	1	1
Deputy Sheriff	FT	93	93	93
TAC Officer	FT	1	1	1
Administrative Assistant	FT	1	1	1
Inventory Purchasing Manager	FT	1	1	1
Forensic Latent Print Examiner	FT	1	1	1
Communications Officer II	FT	12	12	12
Communications Officer I	FT	1	1	1
Communications Officer Trainee	FT	1	1	1
Senior System Network Administrator	FT	1	1	1
Communications Officer	PT	1	0	0
Mail Clerk	PT	1	1	1
TOTAL FULL TIME		176	180	180
TOTAL PART TIME		2	1	1

WORKLOAD INDICATORS

SHERIFF ENFORCEMENT COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
CALLS FOR SERVICE	47,861	52,190	51,757
TRAFFIC STOPS	18,914	14,359	17,121
INCIDENTS / INVESTIGATIONS	6,342	5,942	6,254
COMPLAINTS REPORTED	8,894	8,148	9,266
CITATIONS REPORTED	14,869	11,750	13,649



DIRECTORY

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MISSION

To provide for the necessary planning, design, construction, maintenance and improvement of the county's transportation infrastructure to improve mobility, support economic development and enhance the quality of life of the residents.

FUNCTIONS

- Provide the necessary maintenance and improvement of the county's existing transportation infrastructure.
- Manage all planning and programming activities to provide for needed enhancements to the county transportation infrastructure to meet current demands and future needs.
- Manage transportation projects construction to ensure compliance with applicable regulations and quality standards.
- Work with state and regional planning agencies to facilitate implementation of local and regional projects that support and enhance the county's transportation system.

GOALS

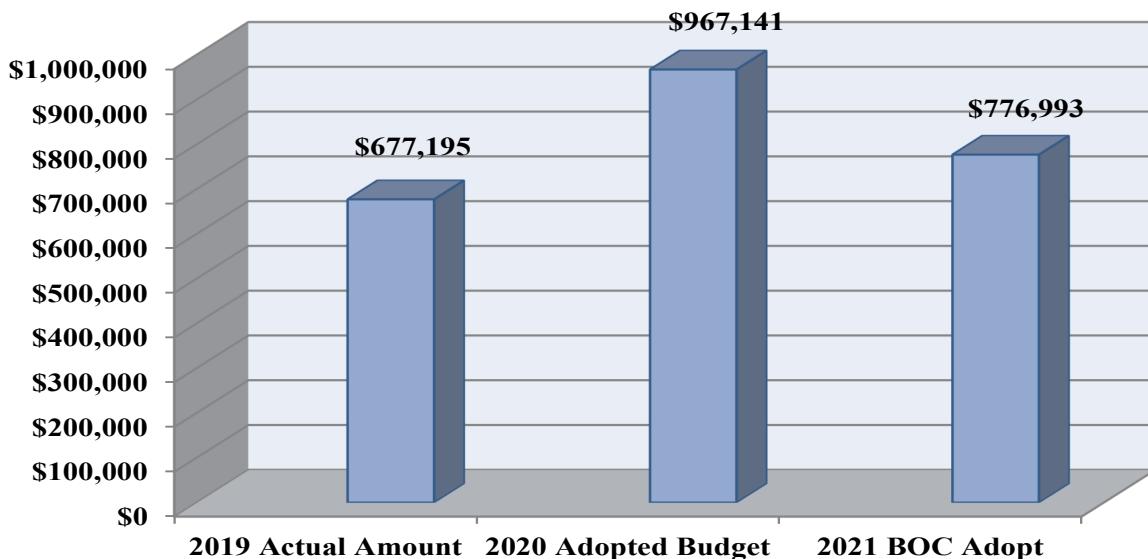
- Maximize leveraging of limited county resources by pursuing funding federal and/or state funding opportunities to implement local transportation projects.
- Perform a county-wide assessment of pavement conditions to reflect current conditions and serve as the basis for selection of roads for maintenance and resurfacing, subject to funding availability.
- Update the county's Comprehensive Transportation Plan based on current county needs and priorities to bring the Transportation system in alignment with current travel patterns and capacity needs, and to support economic development.
- Continue to provide cross training and educational opportunities for staff to improve their skill sets, so they can provide service in more functional areas so as to improve the overall efficiency of the department.
- Enhance Roadside Maintenance to include additional litter pickup and street sweeping services on main thoroughfares



D.O.T. Administration

BUDGET SUMMARY

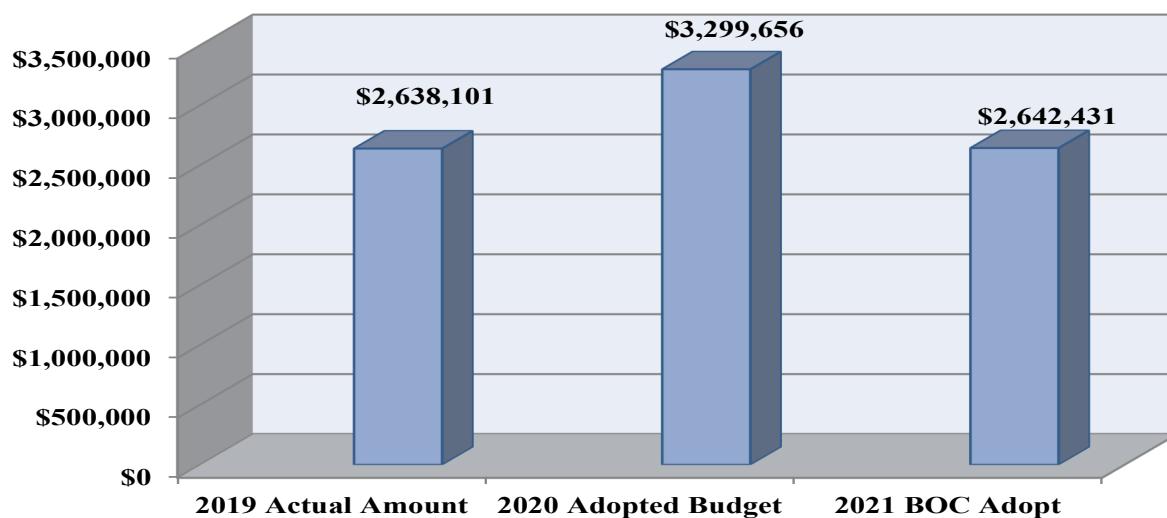
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>677,195</u>	<u>967,141</u>	<u>776,993</u>
Total Funding Sources	<u>677,195</u>	<u>967,141</u>	<u>776,993</u>
APPROPRIATIONS:			
Salary and Wage	457,622	659,764	515,272
Benefits	175,788	258,154	207,219
Advertising	1,650	2,500	2,500
Vehicle Expense	1,841	4,550	3,550
Dues and Subscriptions	19,429	24,000	17,000
Maintenance Charges	3,263	4,000	11,500
Supplies	9,639	14,173	9,202
Professional Services	3,360	12,000	6,000
Utilities	1,764	2,000	2,000
Travel & Training	2,607	4,500	2,750
Minor Equipment and Improvements	0	0	0
Uniform & Clothing	233	0	0
Capital Outlay	0	7,500	0
Budget Improvement Request	0	<u>(26,000)</u>	0
Total Appropriations	<u>677,195</u>	<u>967,141</u>	<u>776,993</u>



D.O.T. Maintenance & Construction

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,638,101</u>	<u>3,299,656</u>	<u>2,642,431</u>
Total Funding Sources	<u>2,638,101</u>	<u>3,299,656</u>	<u>2,642,431</u>
APPROPRIATIONS:			
Salary and Wage	1,133,382	1,385,837	1,193,543
Benefits	441,428	711,513	614,873
Advertising	90	500	500
Vehicle Expense	199,797	222,000	177,000
Dues and Subscriptions	0	300	300
Equipment Rental	0	1,000	10,000
Maintenance Charges	1,873	3,400	3,400
Supplies	15,957	(11,297)	(55,735)
Professional Services	141,184	190,750	90,750
Utilities	61,689	70,653	69,300
Travel & Training	40	1,000	500
Minor Equipment and Improvements	0	0	0
Capital Outlay	34,091	0	0
Debt Service	0	0	0
Uniforms and Clothing	3,858	5,000	5,000
Road Maintenance	604,711	533,000	533,000
Budget Improvement Request	0	186,000	0
Total Appropriations	<u>2,638,101</u>	<u>3,299,656</u>	<u>2,642,431</u>



D.O.T. Traffic Operations

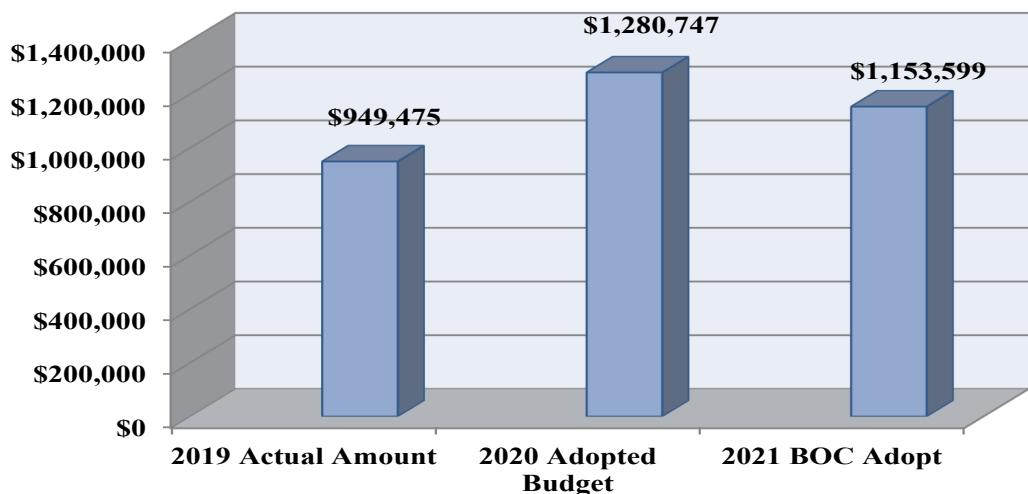
BUDGET SUMMARY			
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	949,475	1,280,747	1,153,599
Total Funding Sources	949,475	1,280,747	1,153,599

APPROPRIATIONS:

Salary and Wage	472,979	520,934	473,087
Benefits	152,993	252,432	218,542
Advertising	0	500	500
Vehicle Expense	23,790	32,000	12,000
Dues and Subscriptions	7,823	4,025	3,950
Maintenance Charges	0	700	700
Supplies	18,677	(1,094)	(35,290)
Professional Services	21,790	60,000	60,000
Utilities	23,023	24,500	24,160
Travel & Training	4,134	6,750	3,450
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	260	2,000	1,500
Road Maintenance	224,005	391,000	391,000
Budget Improvement Request	0	(13,000)	0
Total Appropriations	949,475	1,280,747	1,153,599



PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
<u>Administration</u>				
Director	UNC	1	1	1
Deputy Director	UNC	1	1	1
Program Delivery Engineer	FT	1	1	1
Project Engineer	FT	0	1	1
Utility Engineer / Construction Inspector	FT	2	2	2
Transportation Project Analyst	FT	1	1	1
Administrative Assistant	FT	1	1	1
Land Acquit Coordinator	FT	1	1	1
<u>Traffic Operations</u>				
Traffic Operations Division Manager	FT	1	1	1
Transportation Engineer	FT	1	1	1
Traffic Engineering Tech	FT	1	1	1
Sign/Marking Superintendent	FT	1	1	1
Traffic Signal Superintendent	FT	1	1	1
Traffic Signal Technician I	FT	1	1	1
Secretary	FT	1	1	1
Sign/Marking Fabricator	FT	1	1	1
Sign/Marking Technician	FT	3	3	3
<u>Maintenance & Construction</u>				
Maintenance Division Manager	FT	1	1	1
R O W Management Superintendent	FT	1	1	1
Road Maintenance Manager	FT	1	1	1
Road Maintenance Foreman	FT	1	1	1
Foreman I	FT	1	1	1
Bridge/Guardrail Superintendent	FT	1	1	1
Equipment Operator IV	FT	6	6	6
Equipment Operator III	FT	7	7	7
Secretary	FT	1	1	1
Equipment Operator II	FT	8	8	8
Equipment Operator I	FT	2	2	2
Laborer III	FT	2	2	2
Laborer II	FT	1	1	1
TOTAL FULL TIME		52	53	53

WORKLOAD INDICATORS

DEPARTMENT OF TRANSPORTATION COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SHOULDER MILES CUT	850	2,150	2,150
DEER / ANIMAL REMOVAL	120	120	120
POTHOLE REPAIRED	500	500	500
GUARDRAILS REPAIRED	500	300	300
BRIDGE JOINT REPAIRS	50	10	10
TREE REMOVALS	150	50	50

MISSION

To manage the County's fleet of over 1,100 vehicles and individual pieces of equipment in a cost effective, time efficient, environmentally and record accountable manner.

FUNCTIONS

- Maintain, repair and service county owned vehicles and equipment.
- Develop technical specifications as needed.
- Manage the county fleet.

GOALS

Improve Departmental Processes

- Simplify vehicle maintenance and repair request using electronic or manual RFA (request for action).
- Notify Department Heads with written quotes for needed repairs and receiving approval for cost of repairs before work is done.
- New vehicles and equipment will be received by Fleet and entered into Fleet Inventory System to start history file.
- Hire certified technicians and cross train current employees to maintain the modern fleet
- Improve our turnaround time for all departments
- Decrease the amount of road calls, by practicing maintenance with a proactive attitude
- Update and maintain all county vehicle's history.
- Parts Department will manage work orders from start to close.

Improve Fleet Managements Field Service

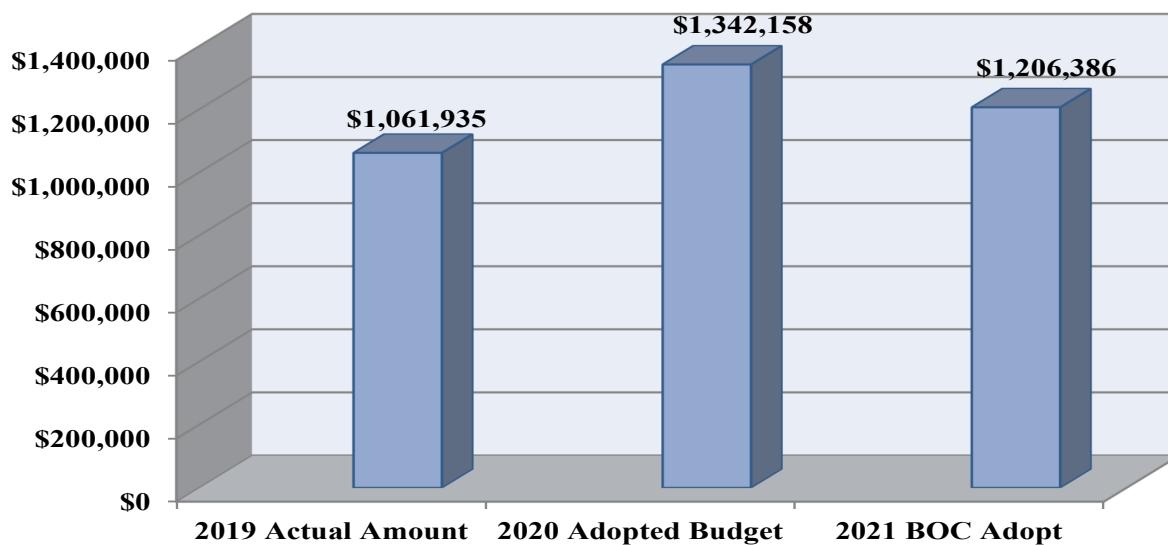
- Fund and expand Field service.
- Keep all feasible repairs in-house.
- Schedule in normal wear items.
- Recycle used parts from salvage equipment.
- Work with departments on daily/monthly equipment inspections
- Meet and overcome the challenges due to COVID-19 with diverse methods and adaptable procedures.



Fleet Management

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,061,935</u>	<u>1,342,158</u>	<u>1,206,386</u>
Total Funding Sources	<u>1,061,935</u>	<u>1,342,158</u>	<u>1,206,386</u>
APPROPRIATIONS:			
Salary and Wage	646,420	741,643	673,587
Benefits	267,533	459,502	403,374
Advertising	0	625	625
Vehicle Expense	43,258	46,060	37,810
Dues and Subscriptions	11,257	12,000	22,000
Equipment Rental	1,927	3,000	3,000
Maintenance Charges	31,462	40,480	40,480
Supplies	13,707	10,035	(1,603)
Professional Services	862	1,520	1,520
Utilities	14,798	38,593	18,593
Travel & Training	2,172	9,700	5,000
Minor Equipment and Improvements	8,893	0	0
Capital Outlay	15,040	0	0
Uniforms and Clothing	4,608	5,000	2,000
Budget Improvement Request	0	(26,000)	0
Total Appropriations	<u>1,061,935</u>	<u>1,342,158</u>	<u>1,206,386</u>




Fleet Management
**FLEET MANAGEMENT
COMPARISON—YEARS**

	<u>2019</u> <u>ACT</u>	<u>2020</u> <u>PROJ</u>	<u>2021</u> <u>PROJ</u>
REPAIR ORDERS PROCESSED	3,458	3,600	3,600
PREVENTATIVE MAINT. SERVICES	1,200	1,500	1,700
FUEL DELIVERED—GALLONS	800	800	800
ROAD CALLS COMPLETE	135	100	75
% OF REPAIRS WITHIN 24 HOURS	92%	97%	100%
% OF REPEAT REPAIRS	15	0	0
% OF SHERIFF FLEET AVAILABLE	92%	97%	100%
% OF FIRE / EMS FLEET AVAILABLE	95%	97%	100%
% OF OVERALL FLEET AVIALABLE	94%	97%	100%

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2021</u> <u>APPROVED</u>
Manager	UNC	1	1	1
Field Services Superintendent	FT	1	1	1
Shop Superintendent	FT	1	1	1
Admin. Division Manager	FT	0	0	0
Fleet Management Service Writer / Parts Manager	FT	2	2	2
Mechanic III	FT	9	9	9
Mechanic II	FT	1	1	1
Mechanic I	FT	1	1	1
Parts and Inventory Clerk	FT	2	2	2
Secretary	FT	0	0	0
TOTAL FULL TIME		18	18	18

DIRECTORY

Board of Health	190
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MISSION

To promote community wellness by providing or helping others provide quality health services to the citizens of Douglas County including assessment, prevention and treatment in a caring manner.

FUNCTIONS

- Preventative health care.
- Provide educational and counseling services.

GOALS

- Provide Douglas County citizens with an array of community-based behavioral healthcare services for those individuals with a mental health and/or substance abuse diagnosis and developmental disability services aimed at improving the health and well being of those who meet most-in-need requirements.
- To continue to provide an outpatient continuum of community based services.
- Continuously improve our effectiveness and the health of our people and community.
- Provide additional public health services due to the COVID-19 pandemic

PERSONNEL

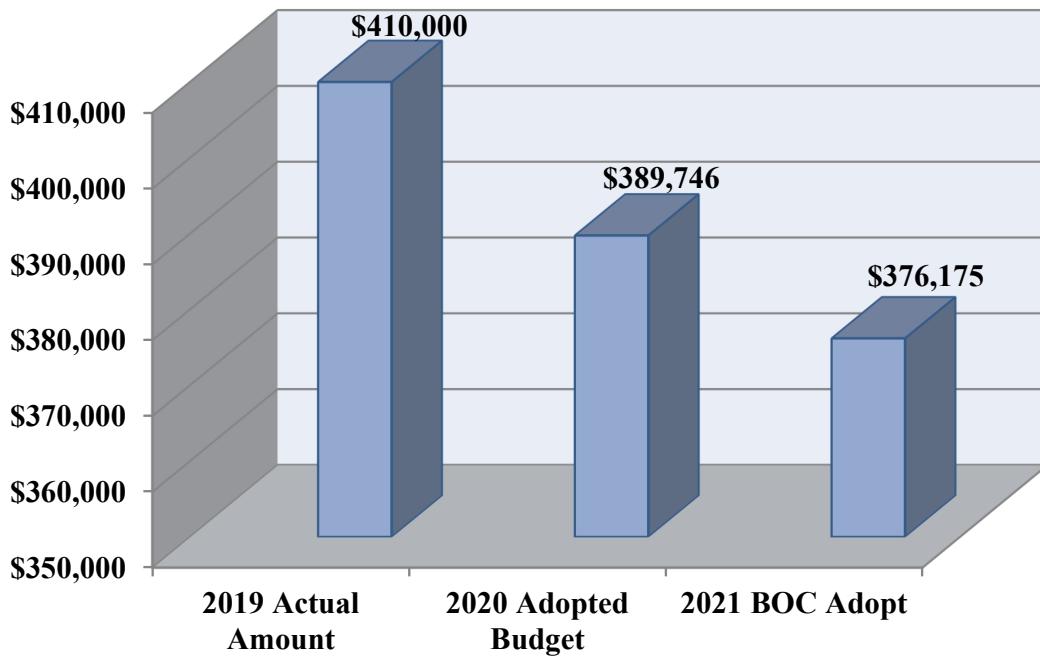
The Board of Health is a component unit of Douglas County. Therefore, the County contributes a monthly supplement to them. No County employees work directly for the Board.



Board of Health

BUDGET SUMMARY

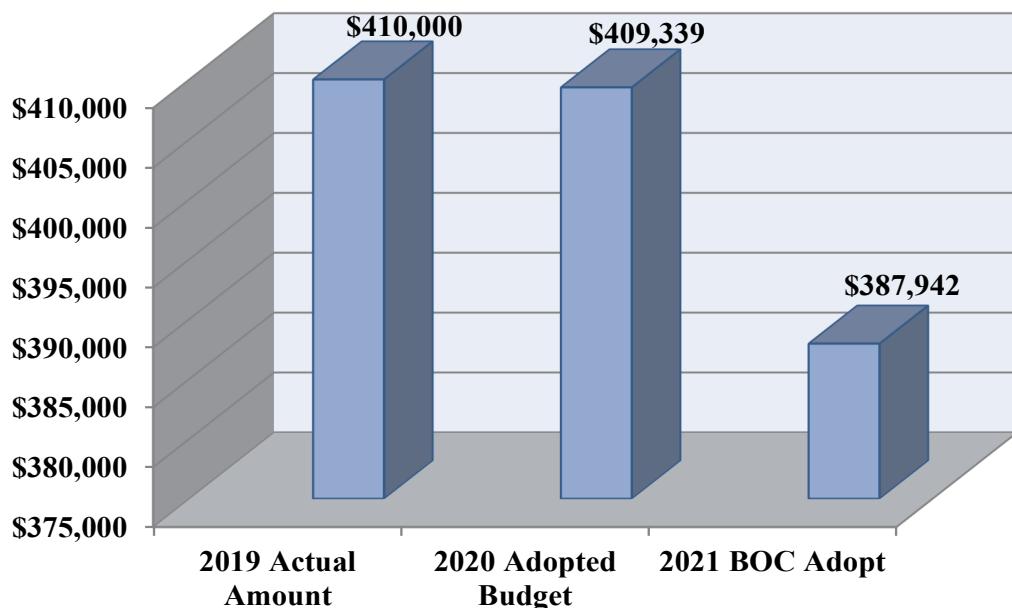
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>410,000</u>	<u>389,746</u>	<u>376,175</u>
Total Funding Sources	<u>410,000</u>	<u>389,746</u>	<u>376,175</u>
APPROPRIATIONS:			
Professional Services	401,800	389,746	376,175
Budget Improvement Request	0	0	0
Total Appropriations	<u>401,800</u>	<u>389,746</u>	<u>376,175</u>

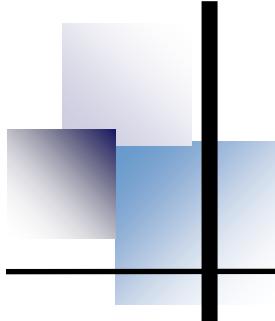


Public Welfare

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>410,000</u>	<u>409,339</u>	<u>387,942</u>
Total Funding Sources	<u>410,000</u>	<u>409,339</u>	<u>387,942</u>
APPROPRIATIONS:			
Professional Services	0	150,000	0
Other	246,507	259,339	237,942
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>150,000</u>
Total Appropriations	<u>246,507</u>	<u>409,339</u>	<u>387,942</u>





Community Services Board

HEALTH AND WELFARE

FUNCTIONS

- Mental health services.
- Mental retardation services.
- Substance abuse services.
- Adoptive group homes.

GOALS

- Continue to provide an outpatient continuum of community based services to children, adolescents, and adults that include phone screening, intake assessment and diagnostic evaluation, physician psychiatric treatment and medication management, group and family therapies, case management services, an onsite pharmacy, and transportation.
- Value client preference; ensure services are driven by consumer preference with a philosophy of empowerment, focusing on an individual's strength.
- Improve environmental ambiance; provide environments that are conducive to optimal outcomes by creating and maintaining locations and structures that are safe, secure, pleasant, comfortable, clean, confidential, supportive, monitored and well maintained.
- Provide work initiatives; ensure consumers are assessed, encouraged, trained, and/or prepared to seek and secure employment commensurate with their capabilities.
- Facilitate full access to integrated services regardless of disability.
- Expand the availability and access to natural community supports through the reduction of stigma.

PERSONNEL

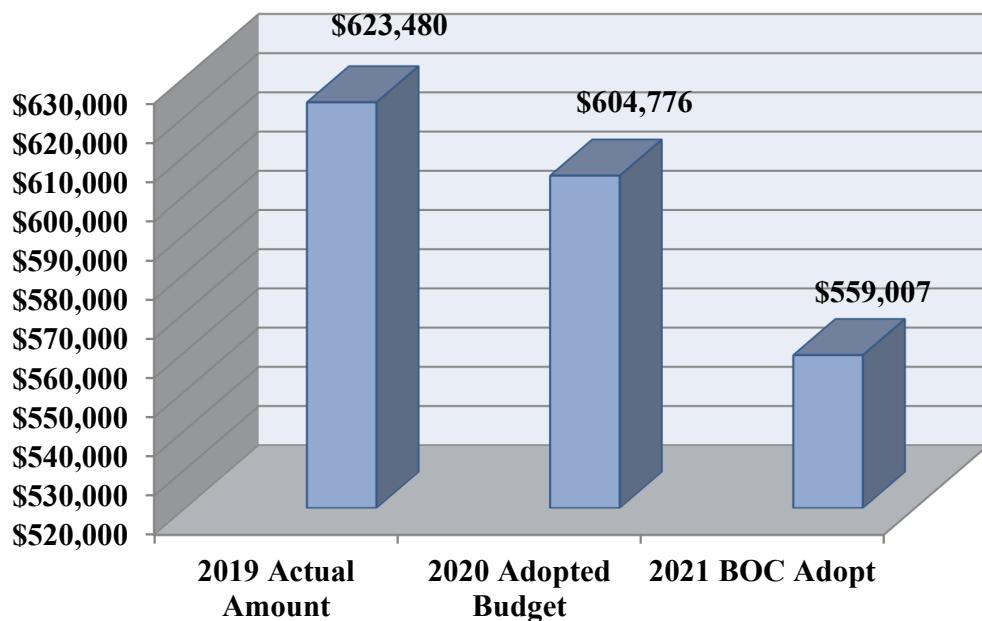
The Community Services Board is a separate entity. However, the County contributes a monthly supplement to them. No County employees work directly for the Board.



Community Services Board

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>623,480</u>	<u>604,776</u>	<u>559,007</u>
Total Funding Sources	<u>623,480</u>	<u>604,776</u>	<u>559,007</u>
APPROPRIATIONS:			
Professional Services	623,480	604,776	559,007
Budget Improvement Request	0	0	0
Total Appropriations	<u>623,480</u>	<u>604,776</u>	<u>559,007</u>



MISSION

Help individuals to become independent and productive through financial and social services, ensure the protection and safety of children, provide children in foster care with temporary and permanent families who will meet their health and physical well-being, and provide outreach to our communities homebound.

FUNCTIONS

- Child Protective Services.
- Foster Care Program.
- Economic Support.
- Adult Protective Services.
- Senior Citizen Meals.

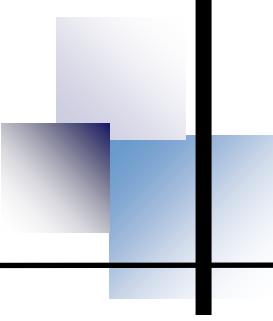
GOALS

- Assist families in becoming self-sufficient.
- Assist families in securing safe and stable homes.
- Assist families in learning how to provide and nurture their children.
- Help place children into foster care and adoptive homes by promoting the Foster Care Program on Channel 23—the Douglas County television station.
- Work with families through financial and family relationship counseling to assist them in becoming more independent.
- Provide meals to senior citizens who are homebound.
- Provide preventative services to families in an effort to decrease families deemed as abusive or neglectful.
- Assist families with work programs, child care and self-improvement programs to become a productive member of the community.

PERSONNEL

The Department of Family and Children Services is a separate entity. However, the County contributes a monthly supplement to them. No County employees work directly for this Department. As of 2010 some of funding previously given to this entity and passed through to Senior Services will now be given directly to Senior Services.

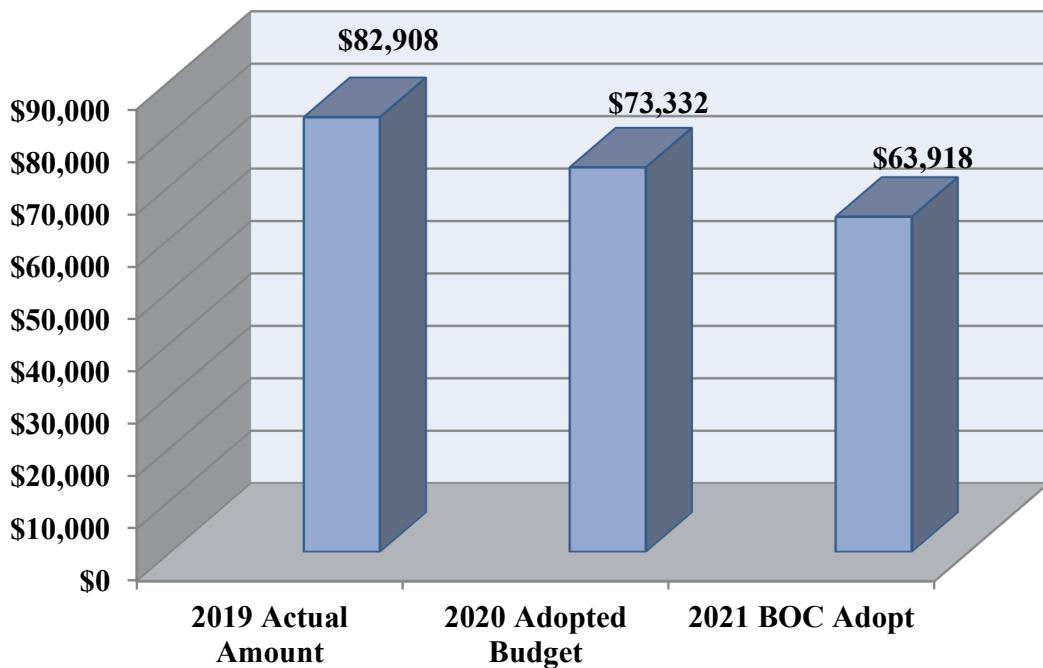





FAMILY & CHILDREN SERVICES

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>82,908</u>	<u>73,332</u>	<u>63,918</u>
Total Funding Sources	<u>82,908</u>	<u>73,332</u>	<u>63,918</u>
APPROPRIATIONS:			
Other	82,908	73,332	63,918
Other Financing Sources	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>82,908</u>	<u>73,332</u>	<u>63,918</u>



Senior Services was formerly known as Senior Citizen Transportation. They were a State agency who received funds from the Douglas County Board of Commissioners to help ensure that all Douglas County elderly and handicapped citizens have access to transportation. As of 2010, the entire operations of Senior Services has been under the direction of and fully funded by the Douglas County Board of Commissioners.

MISSION

To enhance the quality of life and promote independence among the older residents of Douglas County.

FUNCTIONS

- Provide support services to homebound seniors to enable them to remain in their homes as long as possible.
- Provide senior center based services that promote the independence of the more active seniors.

GOALS

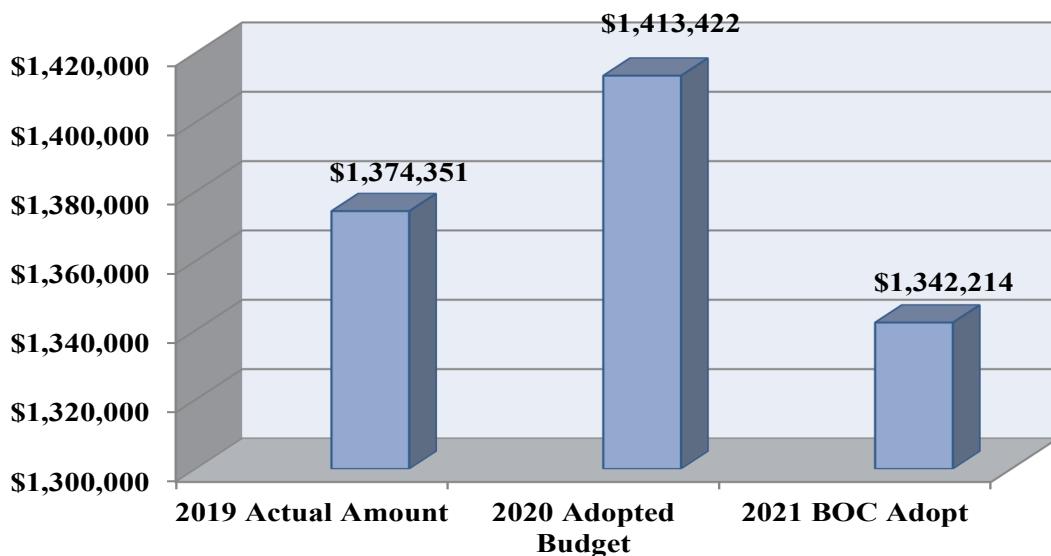
- Increase Staff's Knowledge of Mental Health as it relates to Seniors through increased training and a collaborative partnership with Douglas County Community Service Board.
- Increase Senior Services visibility in the community in order to keep citizens abreast of valuable resources available to them.
- Decrease the average time a citizen is on the waitlist for home-delivered meals and homemaker services.
- Renovate and/or repair current facility in order to make it more accessible and user friendly.
- Re-open Center and begin providing congregate and home maker services.
- Maintain Center in a clean and safe manner to prevent any COVI-19 related outbreaks.
- Offer computer classes and workshops through the addition of a mobile computer lab.
- Repave and restripe the current Senior Services Parking Lot
- Install a new Security System to protect assets
- Apply for Georgia Department of Community Affairs Community Development Block Grant

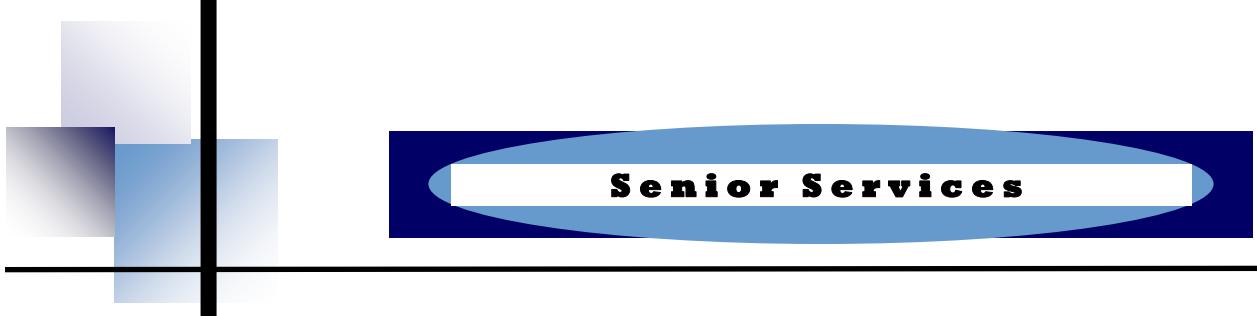


Senior Services

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,374,351</u>	<u>1,413,422</u>	<u>1,342,214</u>
Total Funding Sources	<u>1,374,351</u>	<u>1,413,422</u>	<u>1,342,214</u>
APPROPRIATIONS:			
Salary and Wage	666,528	694,625	664,873
Benefits	205,739	327,360	316,176
Advertising	1,353	400	400
Vehicle Expense	55,682	54,000	44,800
Dues and Subscriptions	410	300	300
Maintenance Charges	1,597	5,866	4,866
Supplies	238,814	213,392	185,320
Professional Services	27,309	25,879	25,879
Utilities	47,174	49,180	48,180
Travel & Training	1,179	7,000	3,000
Minor Equipment and Improvements	7,921	0	0
Capital Outlay	79,352	0	0
Other	41,292	48,420	48,420
Budget Improvement Request	0	(13,000)	0
Total Appropriations	<u>1,374,351</u>	<u>1,413,422</u>	<u>1,342,214</u>





Senior Services

PERSONNEL SUMMARY & WORKLOAD INDICATORS

SENIOR SERVICES COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SENIORS AND HANDICAPPED SERVED	1,014	981	1,100
HOME-DELIVERED MEALS	34,621	34,269	35,000
CONGREGATE MEALS	15,120	12,928	15,600
HOMEMAKER SERVICES	2,096	1,453	3,100
CASE MANAGEMENT	4,479	2,500	4,500
TRANSPORTATION	20,757	5,000	21,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director	UNC	1	1	1
Program Manager	FT	1	1	1
Information and Assistant Specialist	FT	1	1	1
Wellness Coordinator	FT	1	1	1
Case Manager	FT	1	1	1
Program Assistant	FT	2	2	2
Food Services Worker II	FT	1	1	1
Driver	FT	3	4	4
Meals Program Assistant	FT	1	1	1
Aide	FT	2	3	3
Program Aide	PT	0	0	0
Secretary	PT	1	1	1
Program Assistant	PT	2	1	1
Driver	PT	3	4	4
Sr. Serv Meals Program Asst	PT	0	1	1
Social Services Supervisor	PT	1	1	1
Food Services Worker I	PT	2	2	2
TOTAL FULL TIME		14	16	16
TOTAL PART TIME		9	10	10

DIRECTORY

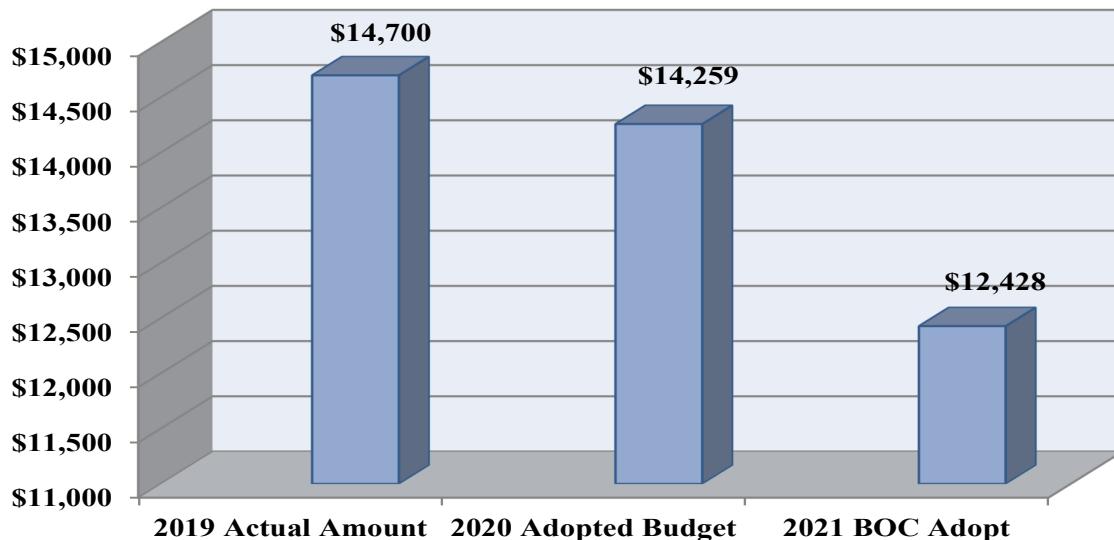
Boys & Girls Club	194
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Parks and Recreation	199
Parks and Recreation Aquatic Center	203
Parks and Recreation Senior Center.....	204

MISSION

To provide a quality development program which empowers metro Atlanta youth, especially those from disadvantaged circumstances, to become productive adults.

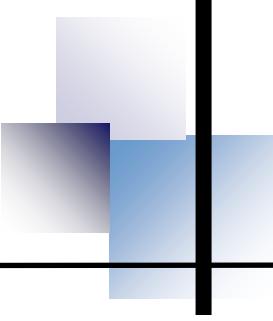
BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>14,700</u>	<u>14,259</u>	<u>12,428</u>
Total Funding Sources	<u>14,700</u>	<u>14,259</u>	<u>12,428</u>
APPROPRIATIONS:			
Professional Services	<u>14,700</u>	<u>14,259</u>	<u>12,428</u>
Total Appropriations	<u>14,700</u>	<u>14,259</u>	<u>12,428</u>



PERSONNEL

The Boys and Girls Club is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Organization.



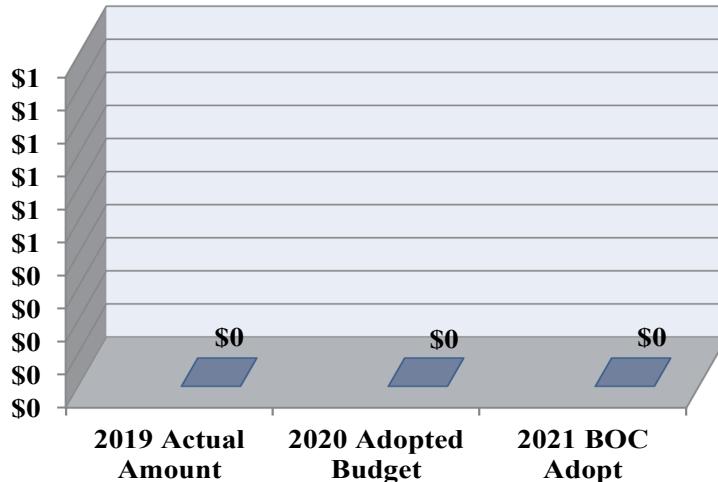
Cultural Arts Council

MISSION

To provide quality care programs to the citizens of Douglas County.

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>0</u>	<u>0</u>
Total Funding Sources			
	<u>0</u>	<u>0</u>	<u>0</u>
APPROPRIATIONS:			
Other	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>0</u>	<u>0</u>	<u>0</u>



PERSONNEL

The Cultural Arts Council is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Council.

MISSION

To provide educational, cultural, and recreational enhancement to the public.

FUNCTIONS

- Provide information to the public through verified formats including print books, electronic books, periodicals, audiovisual materials, and electronic resources.
- Provide free internet computers and Wi-Fi access.
- Provide enhanced reader's advisory services.
- Register patrons for library cards and other library services.
- Provide high-quality programming for all ages.

GOALS

- To provide equal access to high quality service and collections in multiple formats to all patrons of the library.
- To continue to advance technology offerings to better meet the demands of our citizens.
- To increase staff proficiency and further the professional development levels of all staff members through in-house and online courses, bringing all staff to a higher level of service.
- To maintain a positive standing in the community by offering additional services, such as book clubs, computer classes, and other community courses both in-house and throughout the community.
- Create countywide Public Relations Marketing Plan and new initiative to attract non-users
- To provide the same level of service to all patrons at each of our library branches.
- Form a Teen Advisory Groups in order to increase teen programming and advocacy
- Expand library partnerships with Schools, Community Organizations and Culture entities
- Develop multi-generational programming to meet the needs of our diverse and ever-changing community



Douglas County Libraries

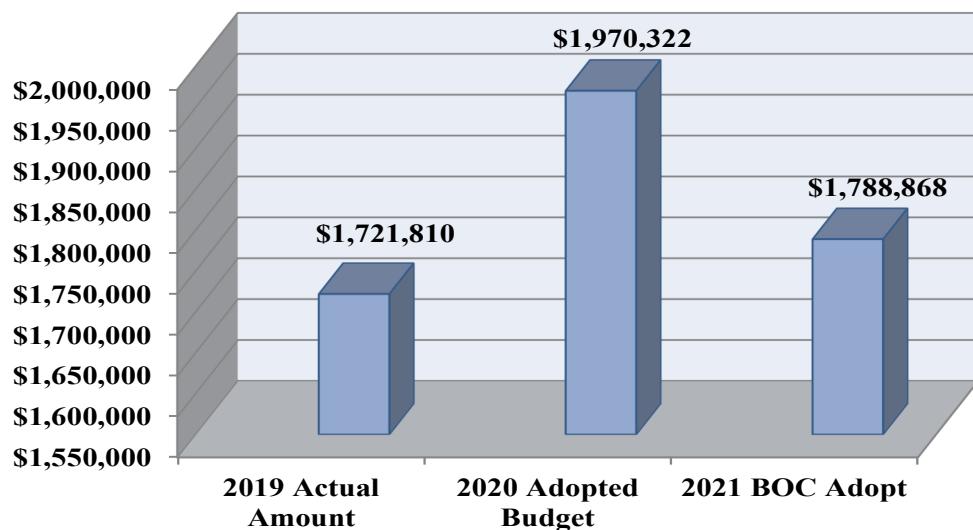
BUDGET SUMMARY			
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	<u>1,721,810</u>	<u>1,970,322</u>	<u>1,788,868</u>
Total Funding Sources	<u>1,721,810</u>	<u>1,970,322</u>	<u>1,788,868</u>

APPROPRIATIONS:

Salary and Wage	930,276	973,557	857,556
Benefits	282,570	437,601	399,065
Advertising	15,229	12,900	10,182
Dues and Subscriptions	900	465	200
Equipment Rental	0	195	195
Maintenance Charges	4,088	57,000	18,200
Supplies	317,618	356,962	293,940
Professional Services	58,250	49,685	60,000
Utilities	93,750	99,457	70,580
Travel & Training	3,318	6,500	3,250
Minor Equipment and Improvements	4,687	0	0
Capital Outlay	10,460	0	0
Uniforms and Clothing	664	2,000	700
Budget Improvement Request	0	(26,000)	75,000
Total Appropriations	<u>1,721,810</u>	<u>1,970,322</u>	<u>1,788,868</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

DOUGLAS COUNTY LIBRARIES COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
LIBRARY CARD REGISTRATIONS	3,392	951	2,204
PATRON COUNT	207,373	63,198	134,792
CIRCULATION	382,732	142,021	248,775
PC USAGE AND WIFI PASSES	106,780	32,955	69,406
PROGRAMS CONDUCTED	838	616	625

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
County Librarian	FT	1	1	1
Librarian	FT	1	1	1
Library Manager	FT	2	2	2
Reference Associate	FT	1	1	1
Library Associate	FT	5	5	5
Senior Secretary	FT	1	1	1
Library Assistant II	FT	14	14	14
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	0	0	0
Library Assistant I	PT	8	8	8
Custodian	PT	3	3	3
TOTAL FULL TIME		25	25	25
TOTAL PART TIME		12	12	12

MISSION

The mission of the Douglas County Parks and Recreation Department is to enrich individuals, families, and the community through the provision of services, facilities, and programs that improve the quality of life in Douglas County, Georgia.

FUNCTIONS

- Provide recreational opportunities.
- Maintain the Parks System and plan, develop and coordinate park activities.

GOALS

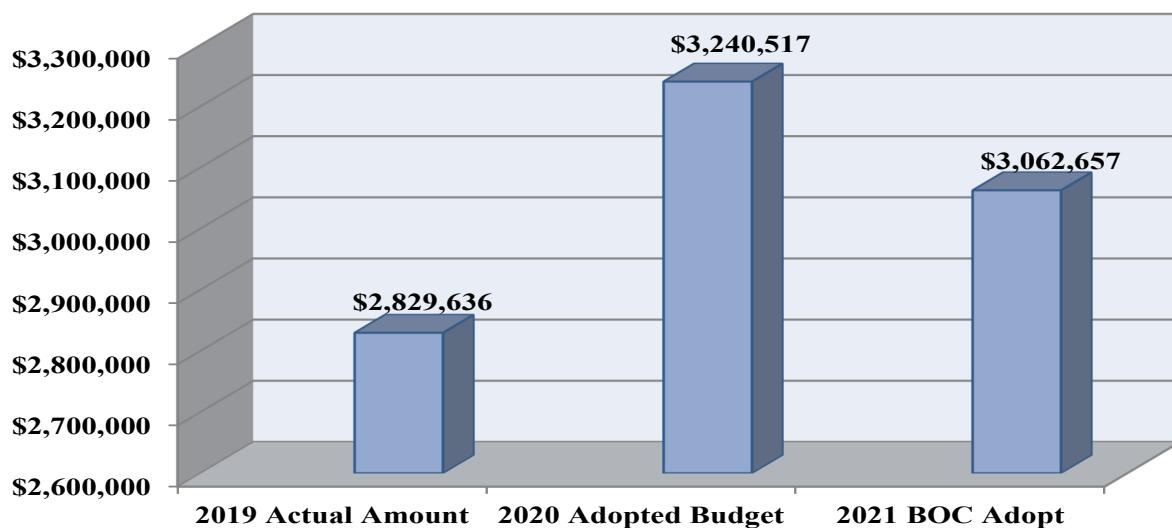
- Our primary focus in 2021 will be preparing for the opening of the new Boundary Waters Multi-purpose Recreation Center.
- Setup a Facebook page for the department
- Continue to promote a positive customer service experience for park patrons.
- Establish a procedure for receiving and documenting donations to a designated function, task, program, or facility and provide a mechanism to track and acknowledge the donation.
- Perform user satisfactory surveys using Rec 1 System
- Continue to enhance existing programs and other offering with new themes and ideas
- Increase registration and participation by 5% over the next year by adding some variations of existing programs and implementing new programs.
- Continue to offer first aid and CPR training for all Head Coaches
- Start the process of making DC Parks & Recreation a Certified Recreation Department through NAYS
- Staff will continue to monitor the budget with individual efforts to track expenditures. In order to provide some level of cost recovery, the opportunity is there to provide quality programs while slightly increasing the cost to participate in such activities such as the Fairy Princess Ball and the Project Fun Summer Day Camp
- Formalized log for the security and trail cameras
- Increased day-time security presence in the parks
- Develop a security-specific form to be completed by production/film crews using Douglas County Parks.
- Work towards scheduling that will benefit all the users of the Aquatic facility
- Continue to work with instructors, vendors and internal staff to create a positive place for people to gather.



Parks & Recreation

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,829,636</u>	<u>3,240,517</u>	<u>3,062,657</u>
Total Funding Sources	<u>2,829,636</u>	<u>3,240,517</u>	<u>3,062,657</u>
APPROPRIATIONS:			
Salary and Wage	1,513,447	1,552,988	1,463,743
Benefits	442,370	704,220	682,612
Advertising	11,780	15,075	7,000
Vehicle Expense	91,859	123,000	100,000
Dues and Subscriptions	2,092	2,502	2,502
Equipment Rental	1,624	3,000	1,700
Maintenance Charges	163,697	160,600	132,310
Supplies	52,720	38,908	(26,509)
Professional Services	137,229	157,100	73,337
Utilities	375,945	371,000	319,000
Travel & Training	3,743	10,124	2,962
Minor Equipment and Improvements	0	0	0
Capital Outlay	28,125	0	0
Other Financing Sources	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	5,006	5,000	4,000
Budget Improvement Request	0	97,000	300,000
Total Appropriations	<u>2,829,636</u>	<u>3,240,517</u>	<u>3,062,657</u>



Parks & Recreation

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Director	FT	1	1	1
Manager BW Park	FT	1	1	1
Recreation Superintendent	FT	2	2	2
Office Manager	FT	1	0	0
Program Coordinator	FT	4	4	4
Foreman I	FT	2	2	2
Maintenance Tech II	FT	4	4	4
Maintenance Tech I	FT	1	1	1
Park Security Coordinator	FT	1	1	1
Program Assistant	FT	1	1	1
Parks Beautification Coordinator	FT	1	1	1
Park Security Lead Officer	FT	1	1	1
Park Security Officer	FT	3	3	3
Equipment Operator II	FT	5	5	5
Equipment Operator I	FT	1	1	1
Program Aide Guest Services	FT	1	1	1
Laborer III	FT	2	2	2
Laborer I	FT	3	3	3
Secretary	FT	0	0	0
Security Officer	PT	2	2	2
Program Aides	PT	22	23	23
Program Aide Guest Services	PT	1	1	1
Secretary	PT	2	2	2
Laborer I	PT	0	1	1
Laborer III	PT	0	0	0
TOTAL FULL TIME		35	34	34
TOTAL PART TIME		27	29	29

AQUATIC CENTER

Superintendent	FT	1	1	1
Program Coordinator	FT	1	1	1
Secretary	FT	1	1	1
Maintenance Worker	FT	1	1	1
Supervisor	FT	1	1	1
Supervisor	PT	8	8	8
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	29	29	29
TOTAL FULL TIME		5	5	5
TOTAL PART TIME		39	39	39

SENIOR CENTER

Program Coordinator	UNC	1	1	1
Program Assistant	FT	1	1	1
Senior Secretary	FT	1	1	1
Secretary	FT	1	1	1
TOTAL FULL TIME		4	4	4

WORKLOAD INDICATORS

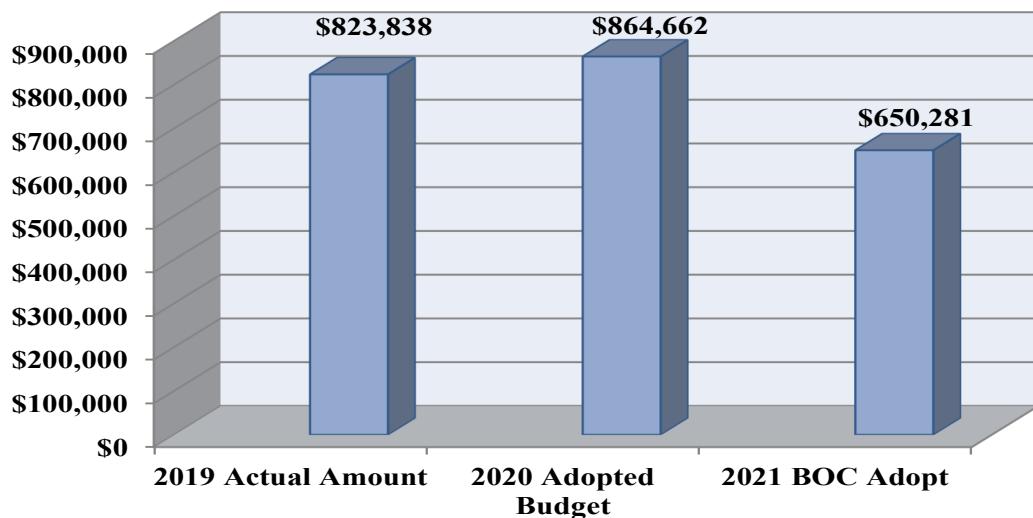
PARKS & RECREATION COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
THERAPEUTIC PARTICIPANTS	5,600	5,700	5,700
ADULT RECREATION PARTICIPANTS	4,000	4,500	4,500
YOUTH RECREATION PARTICIPANTS	5,650	5,500	5,500

Parks & Recreation Aquatic Center

BUDGET SUMMARY

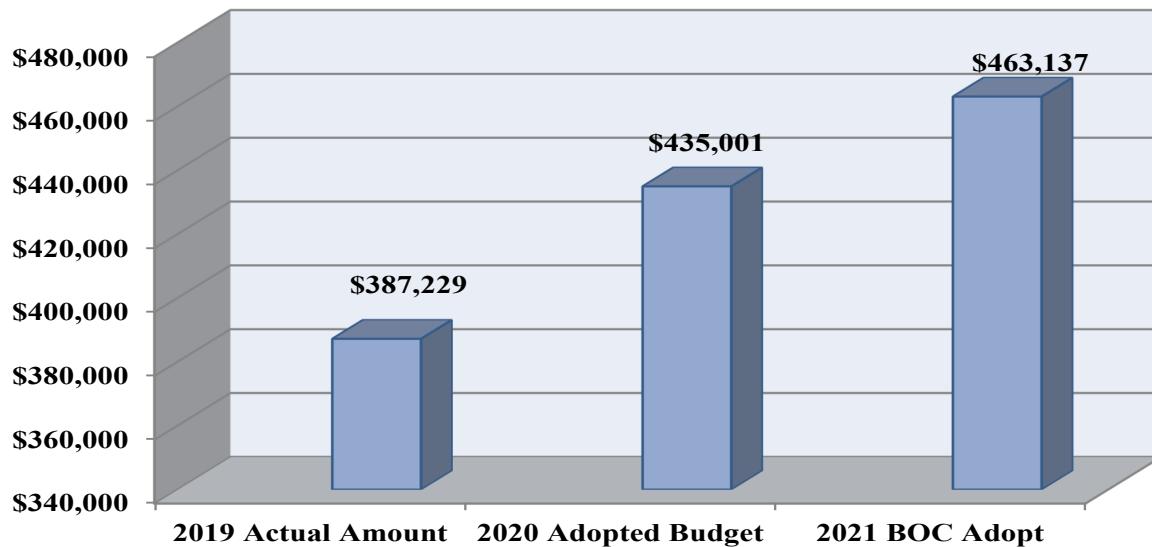
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>823,838</u>	<u>864,662</u>	<u>650,281</u>
Total Funding Sources	<u>823,838</u>	<u>864,662</u>	<u>650,281</u>
APPROPRIATIONS:			
Salary and Wage	476,123	490,096	377,537
Benefits	87,218	111,592	102,291
Advertising	505	750	500
Vehicle Expense	0	4,240	1,300
Dues and Subscriptions	115	210	210
Equipment Rental	0	870	0
Maintenance Charges	37,460	73,980	38,480
Supplies	23,799	27,237	9,903
Professional Services	41,004	44,650	10,960
Utilities	119,790	105,862	105,162
Travel & Training	1,495	2,175	938
Minor Equipment and Improvements	792	0	0
Capital Outlay	32,486	0	0
Uniforms and Clothing	3,051	3,000	3,000
Budget Improvement Request	0	0	0
Total Appropriations	<u>823,838</u>	<u>864,662</u>	<u>650,281</u>



Parks & Recreation Senior Center

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>387,229</u>	<u>435,001</u>	<u>463,137</u>
Total Funding Sources	<u>387,229</u>	<u>435,001</u>	<u>463,137</u>
APPROPRIATIONS:			
Salary and Wage	135,124	141,991	105,661
Benefits	28,212	85,647	53,684
Advertising	510	850	525
Vehicle Expense	3,262	3,500	3,000
Dues and Subscriptions	1,054	1,059	1,058
Equipment Rental	0	200	0
Maintenance Charges	28,948	40,000	33,000
Supplies	18,895	11,587	199
Professional Services	118,555	107,000	39,756
Utilities	33,198	41,537	25,754
Travel & Training	0	1,000	0
Minor Equipment and Improvements	18,970	0	0
Uniforms and Clothing	501	630	500
Budget Improvement Request	0	0	200,000
Total Appropriations	<u>387,229</u>	<u>435,001</u>	<u>463,137</u>



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MISSION

To extend lifelong learning to the people of Douglas County through unbiased, research based education in 4-H, youth, families, the environment and agricultural horticulture. Cooperative Extension connects Douglas County residents with University of Georgia knowledge, research and resources to address youth, family community and agricultural needs.

FUNCTIONS

- Agriculture and horticulture programs.
- Management of the Master Gardener Volunteer Program.
- Administration of the Youth 4-H Program.
- Administration of the Family and Consumer Science Program.

GOALS

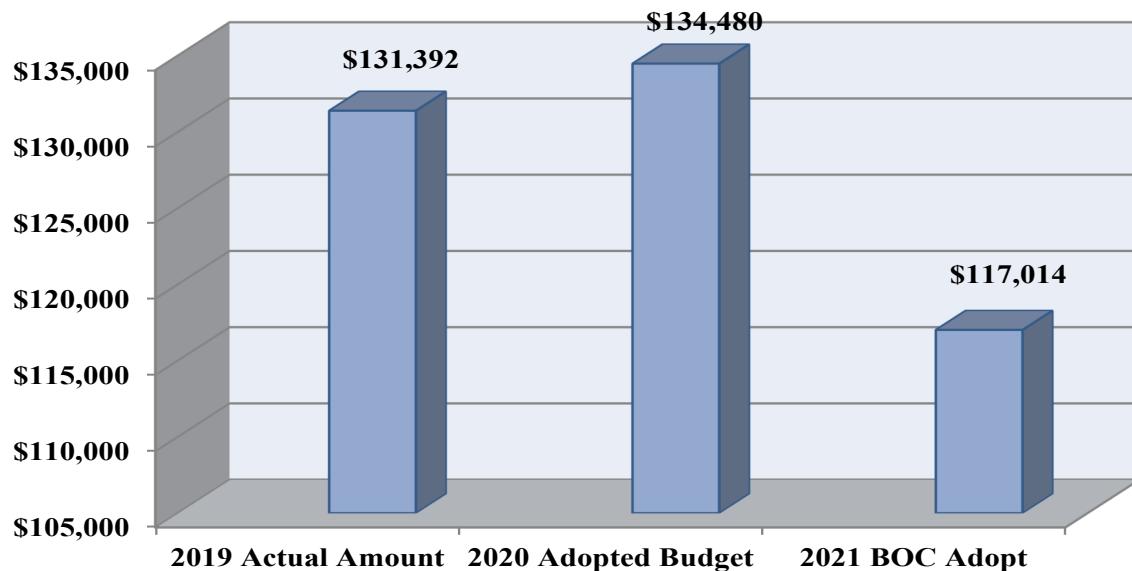
- Educate citizens on home gardening, the value of growing and eating fruits and vegetables, the value of trees and landscapes.
 - * Offer water testing and interpretation of results to citizens.
 - * Promote value of Douglas County home gardening with potential to generate small vegetable / fruit growers to supply metro-Atlanta locally grown food movement.
 - * Demonstrate and teach families and children to grow their own produce.
 - * Increase consumption of fruits and vegetables among children and families.
- Coordinate Health and Wellness program for county employees and citizens. Also offer various programs such as Freezer Meals for Busy Families and Gluten Free Living to county employees. Coordinate activities with County Employees Wellness Committee, which is being revitalized.
- Educate youth on prevention of overweight and obesity, public speaking, citizenship and leadership, alcohol and drug prevention, stress reduction and healthy decision making.
- Recruit, train and keep volunteers to extend our impact on Douglas County citizens.
- Market Extension by collaborating with county departments and agencies such as Parks and Recreation, Senior Services, Animal Control and Community Relations.
- Market all Extension program areas (Agriculture/Horticulture, 4-H Youth, and Family and Consumer Sciences) to county agencies, county government departments and citizens.



Cooperative Extension

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>131,392</u>	<u>134,480</u>	<u>117,014</u>
Total Funding Sources	<u>131,392</u>	<u>134,480</u>	<u>117,014</u>
APPROPRIATIONS:			
Salary and Wage	97,723	97,735	88,204
Benefits	7,508	7,509	6,789
Advertising	0	0	0
Vehicle Expense	761	1,800	1,200
Dues and Subscriptions	673	730	730
Equipment Rental	0	0	0
Maintenance Charges	1,065	2,400	2,000
Supplies	6,544	5,196	2,291
Professional Services	3,085	3,700	3,100
Utilities	12,497	12,600	11,400
Travel & Training	1,387	2,600	1,300
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	149	210	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>131,392</u>	<u>134,480</u>	<u>117,014</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

**COOPERATIVE EXTENSION
COMPARISON—YEARS**

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
4-H SUMMER PARTICIPANTS	700	200	750
4-H'ers IN COMPETITION	130	100	140
VOLUNTEER HOURS	7,700	5,500	7,700
4-H PROGRAMS	300	200	325
4-H MEMBERS	1,500	1,200	1,100
MATERIALS REQUESTED	5,800	3,000	6,000
CLIENT CONTACTS	15,450	10,000	15,500

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	3
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	1	1	1
TOTAL FULL TIME		5	5	5
TOTAL PART TIME		1	1	1

MISSION

To develop and promote trade, commerce, industry, and employment opportunities for the Douglas County public good and general welfare.

FUNCTIONS

- **Expand the tax base.**
- **Create jobs for Douglas County.**
- **Improve quality of life.**

GOALS

Create in excess of one hundred million dollars in new industrial/commercial capital investment by:

- Addressing the needs of business through research, demographic information and marketing materials.
- Continuing company visitation program to aid in business retention and expansion.
- Identifying and cultivating new areas of County for new investment.
- Serving the needs of industrial and commercial clients looking to locate or expand and promoting our area as a premiere business location in the U. S.
- Focusing on re-development, re-use and occupancy of vacant space.

Create a strong reputation as a cooperative and appreciative place to invest/conduct business by:

- Participating in regional events and associations such as Red Carpet Tour, Georgia Economic Developers Association and Regional Business Coalition.
- Strengthening relationships with key stakeholders such as developers, state-level officials and elected officials.
- Enhancing quality of life factors with special focus on education.
- Broadening understanding of development process and Authority locally.

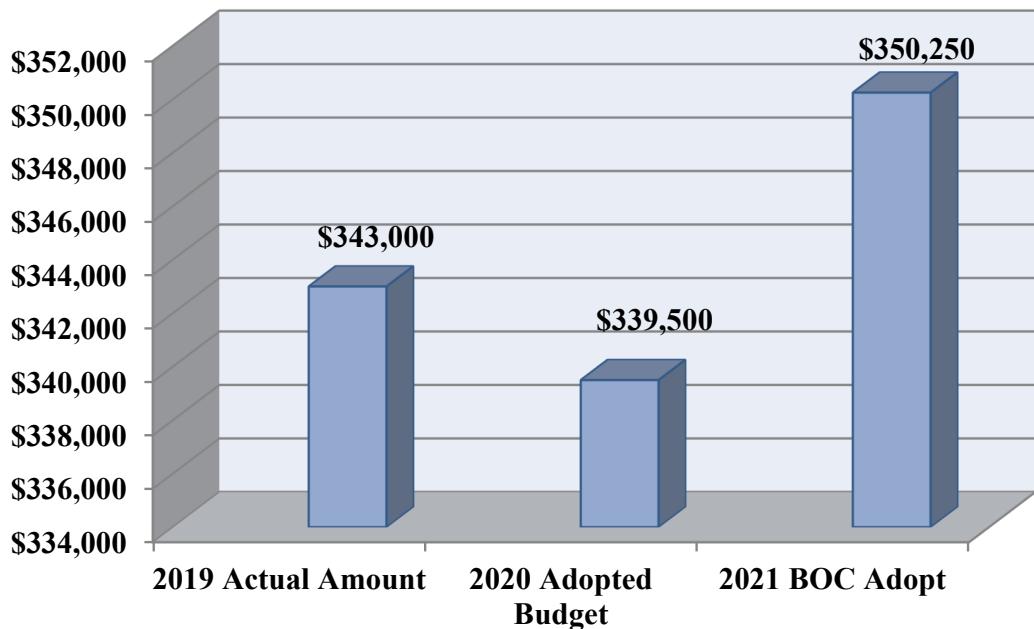
Leverage benefits of Joint Development Authority with Paulding County.

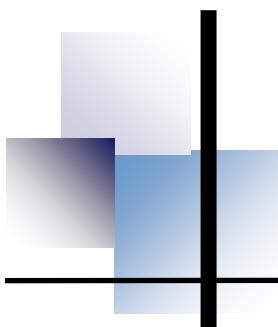
Strengthen financial position of Development Authority to further increase our effectiveness.



BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>
Total Funding Sources	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>
APPROPRIATIONS:			
Professional Services	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>
Total Appropriations	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>





GENERAL GOVERNMENT

Support all County Departments in the development of geographic data.

FUNCTIONS

- Produce maps.
- Provide guidance in developing spatial data.
- Provide cartographic maps for tax appraising.

GOALS

Create Additional Web Applications

- Develop mapping applications to assist various county departments with collecting/tracking assets, aid in decision making, and increase productivity.

Misc. Department Project

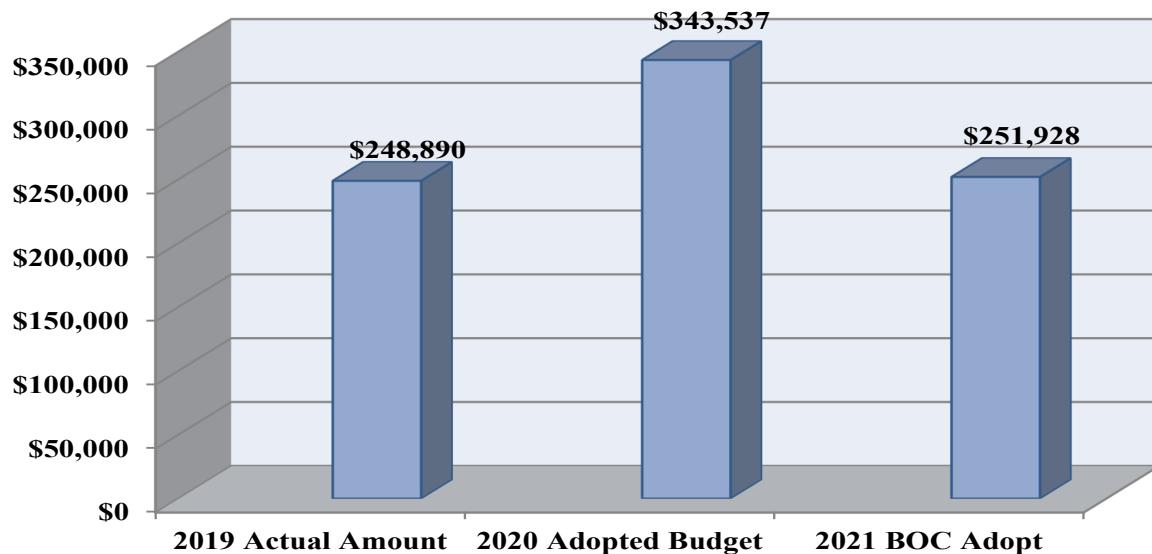
- Create a Strategic Plan for the GIS Department for the next 5 years
- Upgrade our desktop and server software

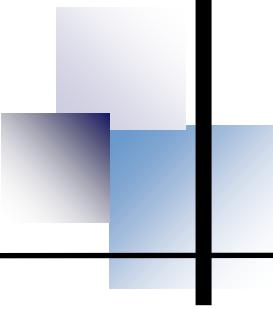


GIS / Mapping

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>248,890</u>	<u>343,537</u>	<u>251,928</u>
Total Funding Sources	<u>248,890</u>	<u>343,537</u>	<u>251,928</u>
APPROPRIATIONS:			
Salary and Wage	152,235	160,885	154,926
Benefits	53,539	59,665	54,295
Advertising	0	0	0
Vehicle Expense	0	0	0
Dues and Subscriptions	120	120	120
Maintenance Charges	23,458	23,700	34,260
Supplies	7,398	4,711	871
Professional Services	1,500	0	0
Utilities	456	456	456
Travel & Training	10,185	14,000	7,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>80,000</u>	<u>0</u>
Total Appropriations	<u>248,890</u>	<u>343,537</u>	<u>251,928</u>





GIS / Mapping

PERSONNEL SUMMARY & WORKLOAD INDICATORS

GIS / MAPPING COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
TOTAL PARCELS IN COUNTY	54,224	54,488	54,538
PROPERTY INFO WEBSITE VISITS	171,026	171,026	102,000
ADDRESS ASSIGNMENTS, ETC.	4,385	3,336	2,975
MAP AND DATA SALES	2,557	1,603	3,288
DIGITAL DATA REQUEST	30	36	26
MAPS PRODUCED	129	145	40
ARCREADER USERS	85	85	85

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	FT	1	1	1
GIS Analyst II	FT	1	1	1
TOTAL FULL TIME		3	3	3



MISSION

To improve air quality and mobility by reducing the number of single occupant vehicles

FUNCTIONS

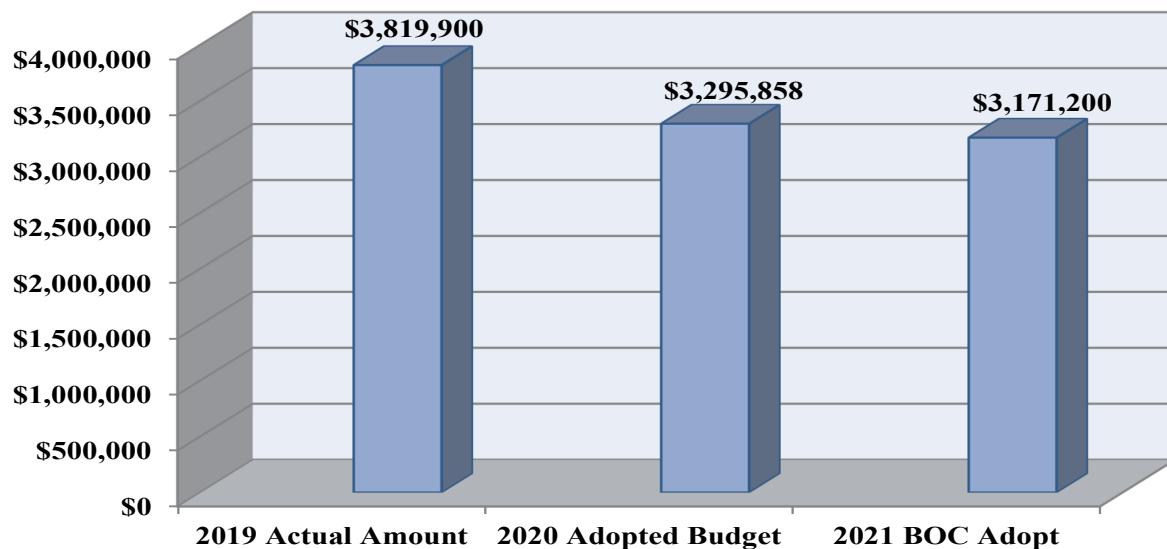
- Promote and provide vanpool service for area commuters
- Provide support services for Georgia Regional Transportation Authority
- Promote ridesharing and transportation alternatives to the public
- Secure grant funding for ridesharing and public transportation services
- Represent Douglas County in ridesharing and public transportation planning at the Regional, State, and Federal levels
- Operate and maintain ridesharing facilities such as transportation center and Park and Ride lots.

GOALS

- Rebuild vanpool ridership to 315 following COVID-19 pandemic
- Build Fixed Route and ADA trips to 200 per day
- Increase voucher unduplicated participates to 140
- Have any Federal Transit Authority review findings cleared by October 2021
- Upgrade security for Transportation Center campus



	BUDGET SUMMARY		
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>3,819,900</u>	<u>3,295,858</u>	<u>3,171,200</u>
Total Funding Sources	<u>3,819,900</u>	<u>3,295,858</u>	<u>3,171,200</u>
APPROPRIATIONS:			
Salary and Wage	434,405	465,504	450,521
Benefits	100,978	187,826	175,387
Advertising	81,045	50,300	45,300
Vehicle Expense	253,334	437,344	368,344
Dues and Subscriptions	317	675	675
Maintenance Charges	40,592	54,800	54,800
Supplies	13,236	(65,380)	(201,466)
Professional Services	1,390,446	2,145,025	2,145,025
Utilities	29,352	31,464	31,464
Travel & Training	1,722	400	250
Minor Equipment and Improvements	890	0	0
Capital Outlay	1,473,582	0	0
Uniforms and Clothing	0	900	900
Budget Improvement Request	0	(13,000)	100,000
Total Appropriations	<u>3,819,900</u>	<u>3,295,858</u>	<u>3,171,200</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

CONNECT DOUGLAS COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
VANPOOL PASSENGER'S FARES	204,467	32,772	175,000
# OF VANPOOL COMMUTERS	312	0	225
ONE—WAY PASSENGER TRIPS	66,762	16,690	50,000
UNDUPLICATED VOUCHER CLIENTS	117	89	125
FIXED ROUTE PARATRANSIT TRIPS	1,261	750	1,500

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Transit Service Manager	UNC	1	1	1
Rideshare Assistant	FT	1	1	1
Senior Customer Service Rep.	FT	1	0	0
Multi-Modal Trans Admin Assistant	FT	0	1	1
Operations Assistant	FT	1	1	1
Mobility Coordinator	FT	1	1	1
Compliance Officer	FT	0	1	1
Secretary	PT	0	0	0
Customer Service Assistant	PT	2	2	2
Voucher Clerk	PT	1	1	1
TOTAL FULL TIME		6	7	7
TOTAL PART TIME		3	3	3

MISSION

To guide women in crisis into the realm of personal responsibility and self-sufficiency.

FUNCTIONS

- **Provide services for battered and homeless women and children.**
- **Provide shelter for battered and homeless women and children.**

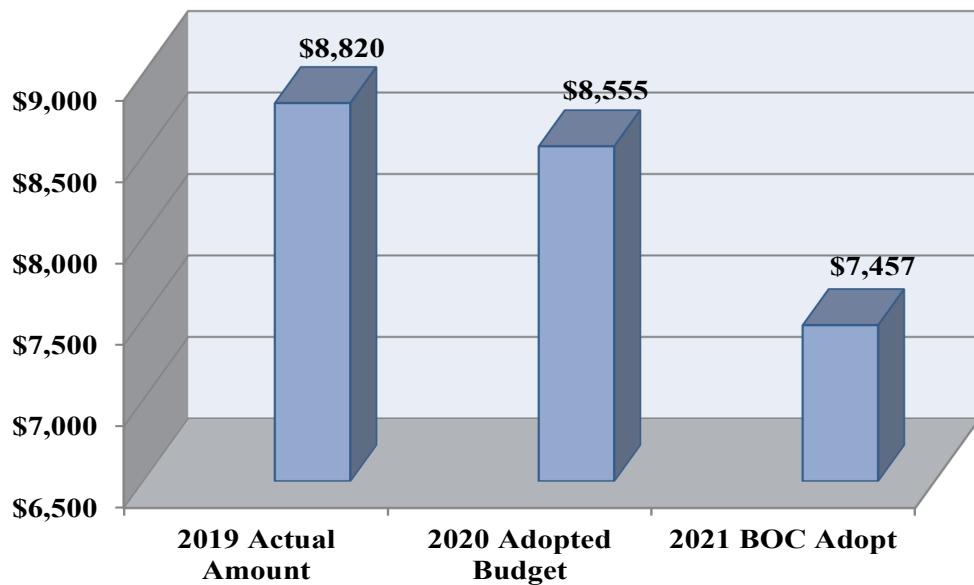
GOALS

- **Continue the twenty-four hour crisis line.**
- **Continue the emergency shelter for battered and homeless women and children.**
- **Continue the transitional program which is designed to be a stepping stone for women to go from crisis to independent living.**
- **Continue legal advocacy and temporary protective order assistance which assists women in violent relationships to obtain protection from an abusive relationship.**
- **Continue support groups and services such as parenting classes and life skills classes.**
- **Continue education and training by providing workshops on issues of domestic violence on a local, state, and national basis.**
- **Continue needs assistance by providing the first five days of food to families coming into the shelter while they await food stamps.**
- **Continue the children and youth program by providing public education regarding violence and its effect on children and youth, and presentations to high school students on dating and domestic violence twice yearly at local high schools**



S.H.A.R.E. House

BUDGET SUMMARY			
	2019 Actual	2020 Adopted	2021 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>8,820</u>	<u>8,555</u>	<u>7,457</u>
Total Funding Sources	<u>8,820</u>	<u>8,555</u>	<u>7,457</u>
APPROPRIATIONS:			
Professional Services	8,820	8,555	7,457
Capital Outlay	0	0	0
Total Appropriations	<u>8,820</u>	<u>8,555</u>	<u>7,457</u>



Special Revenue Funds

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District Attorney Confiscated Funds

SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>
BEGINNING FUND BALANCE	107,556	74,459	329,602	346,289	361,477
REVENUES					
Courts and Law Enforcement	10,249	258,006	61,652	58,650	2,864
Use of Money and Property	793	969	120	522	443
Intergovernmental	-	-	-	-	-
Miscellaneous	-	-	-	-	17,971
TOTAL REVENUES	11,042	258,975	61,772	59,172	21,278
EXPENDITURES					
Operating	44,139	3,832	45,085	43,984	35,085
Capital Outlay	-	-	-	-	49,600
OTHER FINANCING SOURCES					
Transfers Out	-	-	-	-	-
TOTAL EXPENDITURES	44,139	3,832	45,085	43,984	84,685
ENDING FUND BALANCE	74,459	329,602	346,289	361,477	298,071

TRENDS FOR THE YEAR ENDED December 31, 2021

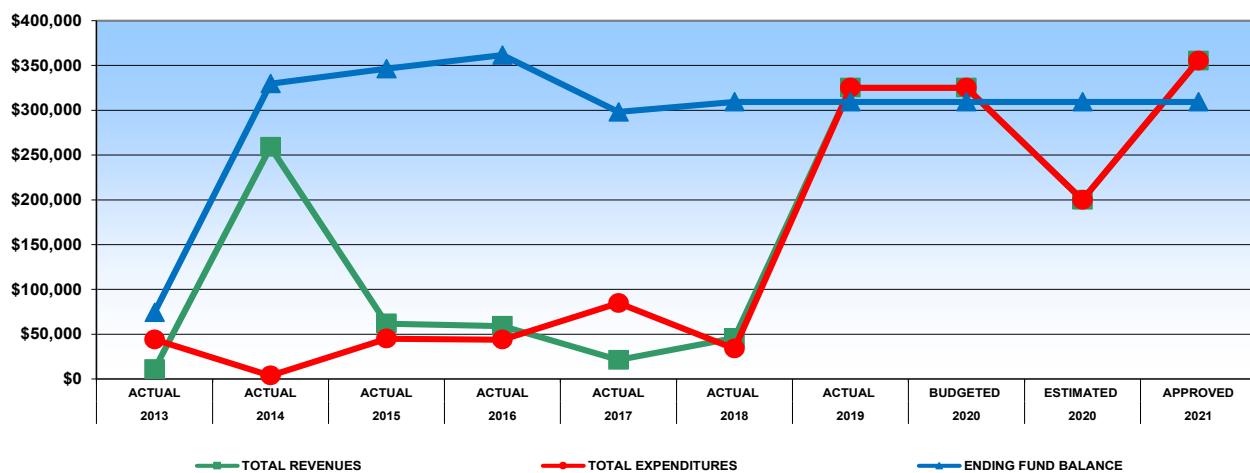
REVENUES: This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 76% change to a positive 151% change. 2021 is projected to increase \$30,189 compared to what was budgeted in 2020.

EXPENDITURES: Funds are expensed to provide payment for any and all necessary expenses for the operation of District Attorney's Office. For instance, vehicles and weapons for investigators have been expensed in this Fund. Expenditures do not fluctuate as widely as Revenues. It is projected to see a 9.28% increase from 2020 budgeted expenditures.

FUND BALANCE: Projected 2021 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

District Attorney Confiscated Funds

<u>2018 ACTUAL</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGETED</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
<u>298,071</u>	<u>309,290</u>	<u>309,290</u>	<u>309,290</u>	<u>309,290</u>	<u>100%</u>
464	197,000	197,000	100,000	-	0%
523	-	-	-	-	0%
-	145,000	145,000	100,000	-	-
<u>44,745</u>	<u>(16,886)</u>	<u>(16,886)</u>	<u>-</u>	<u>355,303</u>	<u>100%</u>
45,732	325,114	325,114	200,000	355,303	100%
33,904	318,947	318,947	200,000	355,303	100%
-	6,167	6,167	-	-	0%
(609)	-	-	-	-	0%
33,904	325,114	325,114	200,000	355,303	100%
<u>309,290</u>	<u>309,290</u>	<u>309,290</u>	<u>309,290</u>	<u>309,290</u>	<u>100%</u>



Drug Abuse Treatment

SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>343,833</u>	<u>401,806</u>	<u>562,873</u>	<u>705,767</u>	<u>804,116</u>
REVENUES					
Courts and Law Enforcement	192,096	220,301	190,732	189,872	202,067
Interest	199	236	154	-	-
Miscellaneous	-	-	-	-	-
TOTAL REVENUES	192,295	220,537	190,886	189,872	202,067
EXPENDITURES					
Other Professional Services	134,322	57,720	41,742	91,523	115,500
Supplies	-	1,750	-	-	-
Training	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
Capital Outlay	-	-	-	-	-
OTHER FINANCING SOURCES					
Transfers Out	-	-	6,250	-	-
TOTAL EXPENDITURES	134,322	59,470	47,992	91,523	115,500
ENDING FUND BALANCE	<u>401,806</u>	<u>562,873</u>	<u>705,767</u>	<u>804,116</u>	<u>890,683</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

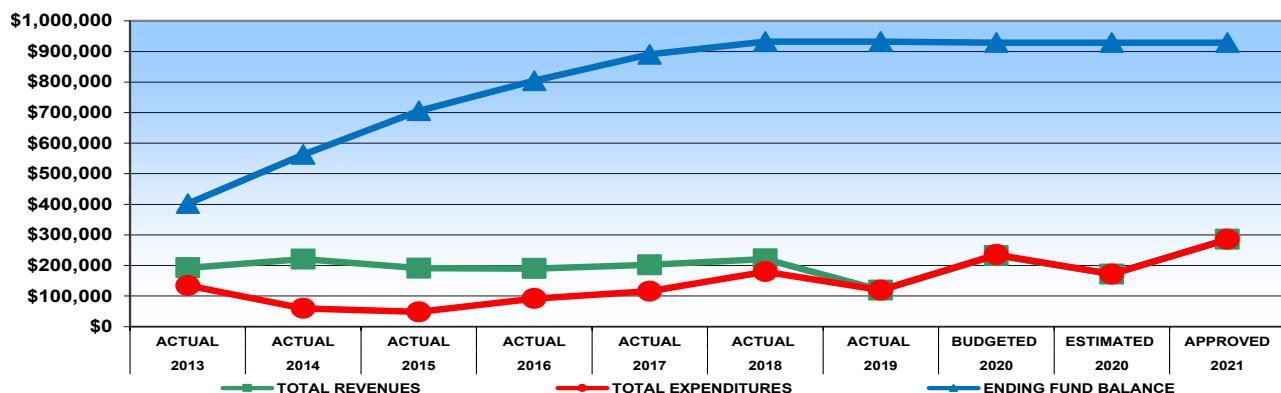
REVENUES: 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2021 Revenues are anticipated to increase 22.65% from those estimated in 2020.

EXPENDITURES: Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been wide-spread. On one end of the spectrum Expenditures have decreased 55.72% and on the other have increased 55.50%. In 2021 expenditures are expected to increase \$ 49,523 from that of 2020's Estimated Expenditures.

FUND BALANCE: 2021 Ending Fund Balance is expected to remain the same as 2020 with no change.

Drug Abuse Treatment

	2018 <u>ACTUAL</u>	2019 <u>ACTUAL</u>	2020 <u>BUDGETED</u>	2020 <u>ESTIMATED</u>	2021 <u>APPROVED</u>	2021 <u>% OF TOTAL</u>
BEGINNING FUND BALANCE	<u>890,683</u>	<u>932,203</u>	<u>932,203</u>	<u>929,073</u>	<u>929,073</u>	<u>100%</u>
REVENUES						
Courts and Law Enforcement	221,132	200,400	200,400	222,000	150,000	53%
Interest	-	-	-	-	-	0%
Miscellaneous	-	(81,400)	32,047	(50,400)	135,100	47%
TOTAL REVENUES	221,132	119,000	232,447	171,600	285,100	53%
EXPENDITURES						
Other Professional Services	71,934	102,500	100,958	108,000	224,500	79%
Supplies	-	16,500	16,517	16,500	16,500	6%
Training	10,477	-	22,550	47,100	44,100	15%
Budget Improvement Request	-	-	-	-	-	-
Capital Outlay	<u>97,201</u>	<u>-</u>	<u>95,552</u>	<u>-</u>	<u>-</u>	<u>0%</u>
OTHER FINANCING SOURCES						
Transfers Out	-	-	-	-	-	0%
TOTAL EXPENDITURES	179,612	119,000	235,577	171,600	285,100	100%
ENDING FUND BALANCE	<u>932,203</u>	<u>932,203</u>	<u>929,073</u>	<u>929,073</u>	<u>929,073</u>	<u>100%</u>



MISSION

To provide dependable emergency dispatch services to the citizens of Douglas County and their guests.

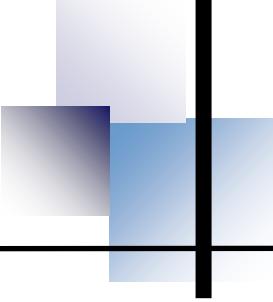
FUNCTIONS

- Receive and process requests for emergency services.
- Coordinate requests through selective assignment.

GOALS

- Restructure and reorganize the E-911 department job titles and descriptions based on 30 years of growth, development, and changes in Douglas County. The current Department was structured and organized before Wireless E-911 existed and the population was 50,000 in Douglas County. Many changes have created different circumstances within our department that have added new job titles and duties never considered due to increasing needs and technology changes.
- Improve the E-911 Computer Aided Dispatch System , by upgrading our current CAD to the current vendors new platform. The current CAD system will no longer be maintained or supported in the near future, due to technology and computer platform changes. The current vendor has ceased releasing new versions or updates of out current CAD






E-911 and Wireless

PERSONNEL SUMMARY & WORKLOAD INDICATORS

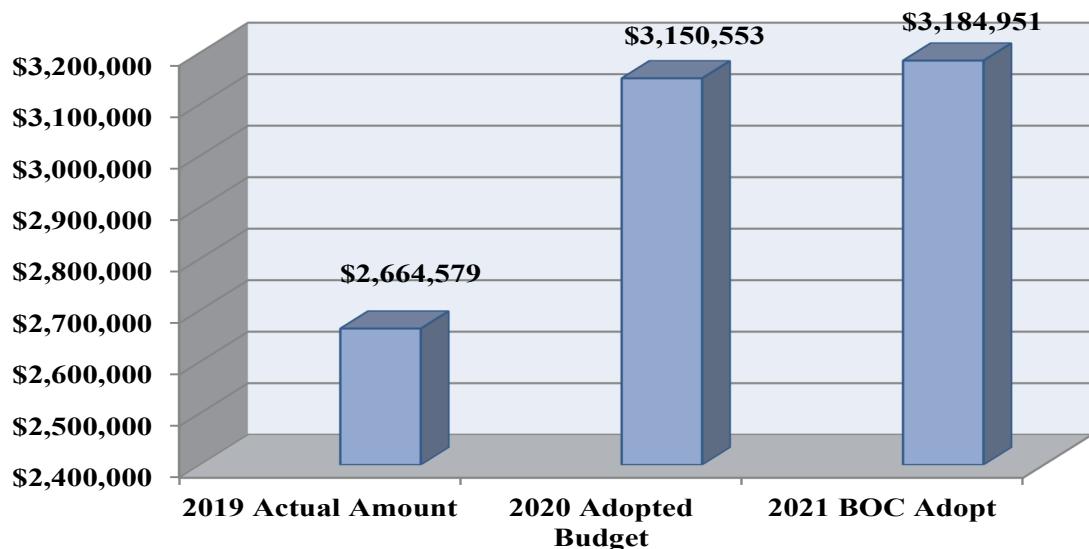
	<u>2019</u> <u>ACT</u>	<u>2020</u> <u>PROJ</u>	<u>2021</u> <u>PROJ</u>
CALLS TURNED OVER TO SHERIFF	144,889	146,000	31,000
FIRE/EMS CALLS DISPATCHED	18,568	19,000	19,000
911 CALLS RECEIVED	96,778	97,000	155,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2021</u> <u>APPROVED</u>
Director	FT	1	1	1
Database Coordinator	FT	1	1	1
Training Coordinator	FT	1	1	1
Supervisor	FT	5	5	5
Operator II	FT	6	6	6
Operator I	FT	3	3	3
Operator Trainee	FT	14	14	14
Records Administrator	FT	1	1	1
Operator Trainee	PT	1	2	2
TOTAL FULL TIME		32	32	32
TOTAL PART TIME		1	2	2

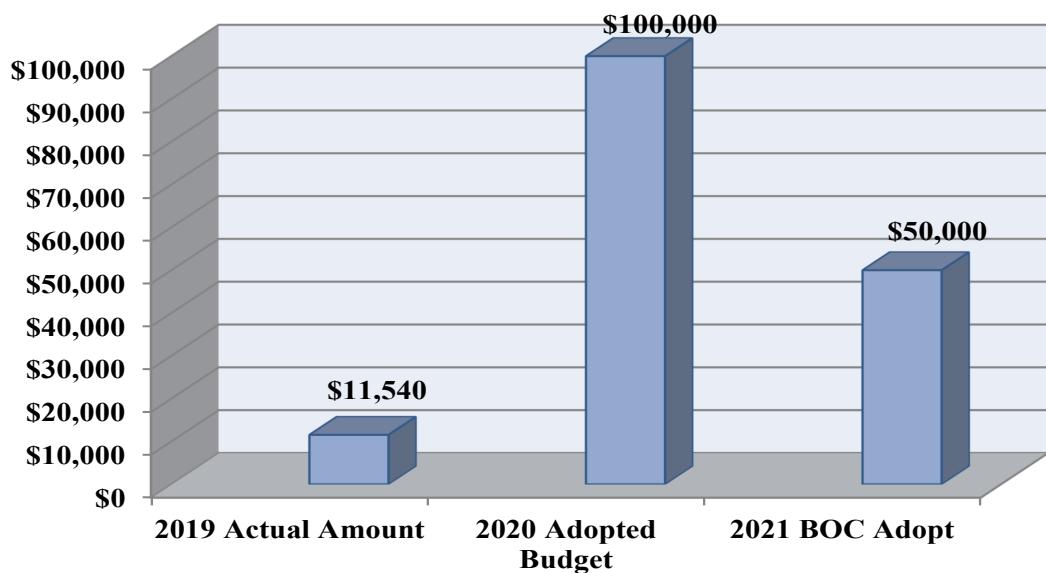
E-911 Wireline

	BUDGET SUMMARY		
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,664,579</u>	<u>3,150,553</u>	<u>3,184,951</u>
Total Funding Sources	<u>2,664,579</u>	<u>3,150,553</u>	<u>3,184,951</u>
APPROPRIATIONS:			
Salary and Wage	1,495,131	1,710,917	1,607,382
Benefits	633,880	688,706	655,898
Advertising	396	800	800
Vehicle Expense	1,867	3,600	3,100
Dues and Subscriptions	592	900	900
Equipment Rental	0	0	0
Maintenance Charges	45,717	48,500	45,500
Supplies	7,992	11,800	11,800
Professional Services	111,452	170,000	170,000
Utilities	355,311	357,580	357,580
Travel & Training	4,836	12,250	10,875
Minor Equipment and Improvements	6,435	0	0
Capital Outlay	0	0	0
Other Financing Sources	0	0	0
Uniforms and Clothing	970	5,500	5,500
Budget Improvement Request	<u>0</u>	<u>140,000</u>	<u>315,616</u>
Total Appropriations	<u>2,664,579</u>	<u>3,150,553</u>	<u>3,184,951</u>



E-911 Wireless

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>11,540</u>	<u>100,000</u>	<u>50,000</u>
Total Funding Sources	<u>11,540</u>	<u>100,000</u>	<u>50,000</u>
APPROPRIATIONS:			
Professional Services	<u>11,540</u>	<u>100,000</u>	<u>50,000</u>
Total Appropriations	<u>11,540</u>	<u>100,000</u>	<u>50,000</u>



E-911 and Wireless

SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>
BEGINNING FUND BALANCE	2,343,147	1,608,300	2,198,130	2,751,228	3,224,480
REVENUES					
Wireless Charges	2,578,882	2,673,377	2,831,133	2,921,324	2,648,638
User Fees	-	-	-	-	-
Intergovernmental	-	-	-	-	-
Taxes	-	-	-	-	-
Investment Earnings	568	826	543	-	-
Miscellaneous	991	1,062	1,103	1,192	1,539
Other Financing Sources	-	-	1,739	-	-
TOTAL REVENUES	2,580,441	2,675,265	2,834,518	2,922,516	2,650,177
EXPENDITURES					
Salaries and Related Costs	2,091,913	2,085,435	2,065,118	2,449,264	2,462,201
Other Expenses	-	-	-	-	-
Capital Outlay	-	-	216,302	-	-
OTHER FINANCING SOURCES					
Transfers Out	1,223,375	-	-	-	-
TOTAL EXPENDITURES	3,315,288	2,085,435	2,281,419	2,449,264	2,462,201
ENDING FUND BALANCE	1,608,300	2,198,130	2,751,228	3,224,480	3,412,456

TRENDS FOR THE YEAR ENDED December 31, 2021

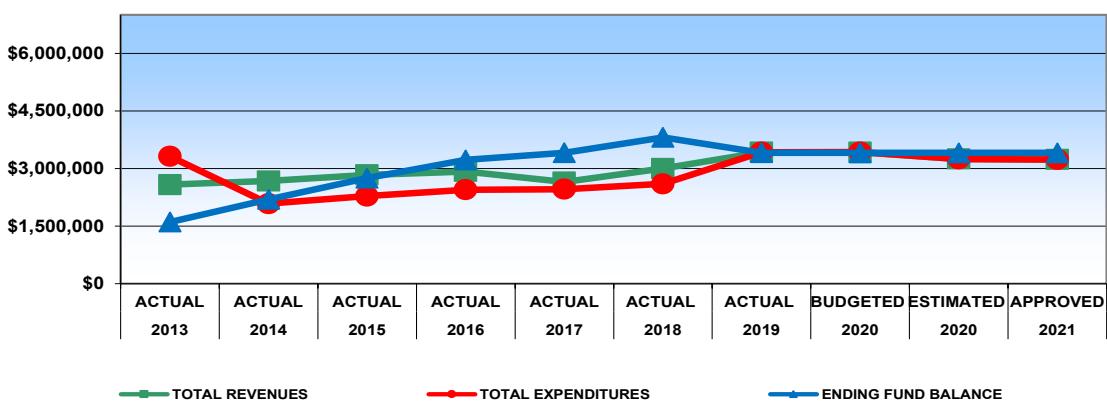
REVENUES: Wireless fees and wireline fees have become increasingly difficult to tract. It is no longer mandated by law for these revenues to be separated out when submitted to the County. However, it appears that wireless charges will continue to increase as does the popularity of cell phones versus home phones increases. Revenues are projected to decrease by 5.5% as compared to what was budgeted for 2020.

EXPENDITURES: Expenditures are projected to be \$ 190,640 less than that of 2020.

FUND BALANCE: The 2021 Fund Balance is projected to remain the same as 2020 Estimated Balance of \$ 3,408,442 with revenue equaling expenses.

E-911 and Wireless

	2018 <u>ACTUAL</u>	2019 <u>ACTUAL</u>	2020 <u>BUDGETED</u>	2020 <u>ESTIMATED</u>	2021 <u>APPROVED</u>	2021 <u>% OF TOTAL</u>
BEGINNING FUND BALANCE	<u>3,412,456</u>	<u>3,412,456</u>	<u>3,412,456</u>	<u>3,408,442</u>	<u>3,408,442</u>	<u>100%</u>
REVENUES						
Wireless Charges	2,999,670	2,650,000	2,650,000	2,600,000	3,234,000	100%
User Fees	-	-	-	-	-	0%
Intergovernmental	-	-	-	-	-	0%
Taxes	1,037	-	-	-	950	0%
Investment Earnings	-	-	-	-	-	0%
Miscellaneous	1,543	775,591	775,591	650,553	1	0%
Other Financing Sources	-	-	-	-	-	0%
TOTAL REVENUES	3,002,251	3,425,591	3,425,591	3,250,553	3,234,951	100%
EXPENDITURES						
Salaries and Related Costs	2,000,851	2,193,735	2,315,491	2,399,623	2,263,280	70%
Other Expenses	565,394	1,054,456	936,714	850,930	971,671	30%
Capital Outlay	36,480	177,400	177,400	-	-	0%
OTHER FINANCING SOURCES						
Transfers Out	-	-	-	-	-	-
TOTAL EXPENDITURES	2,602,725	3,425,591	3,429,605	3,250,553	3,234,951	100%
ENDING FUND BALANCE	<u>3,811,982</u>	<u>3,412,456</u>	<u>3,408,442</u>	<u>3,408,442</u>	<u>3,408,442</u>	<u>100%</u>



SPECIAL REVENUE FUND

MISSION

**To promote Douglas County by providing tourism related activities and exposure.
To promote, support and attract business for the advancement of our community.**

FUNCTIONS

- Respond to inquiries.
- Prepare and distribute tourism brochures.
- Coordinate special events.

GOALS

Continue to distribute all materials throughout the community.

To update needed brochures and continue to promote the use of the Welcome Center to new residents and visitors.

To preserve the historical heritage of Douglas County by expanding and improving the Douglas County History Exhibits.

To provide Chamber members services, economic development, business growth, government affairs, community development, and Shop Douglas First programs.

ENTITIES

Each of the entities below receive twenty-percent of the amount collected from Hotel/Motel Taxes

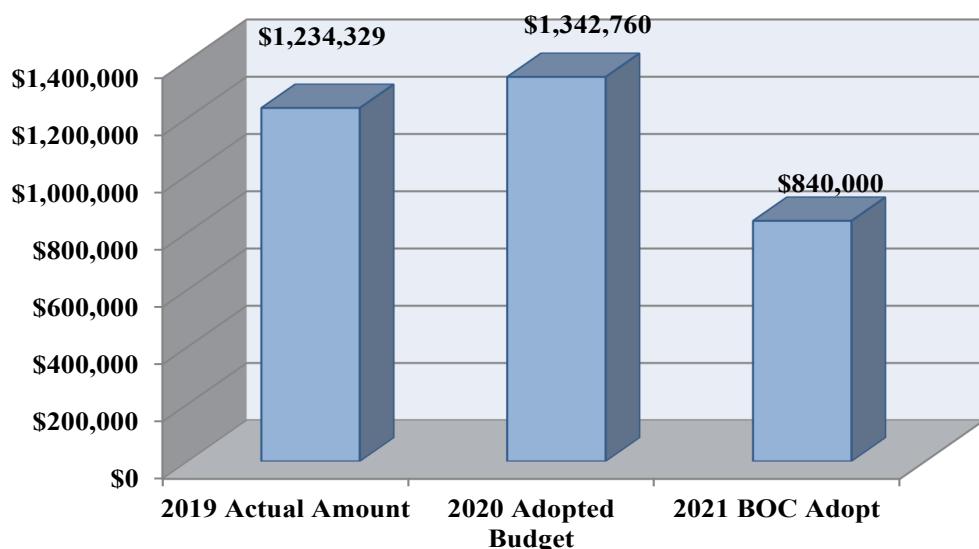
- Chamber of Commerce
- Tourism & History Commission

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Tourism Coordinator	UNC	0	1	1
Welcome Center & Tourism Director	UNC	1	1	1
TOTAL FULL TIME		1	2	2

Tourism & Chamber of Commerce

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,234,329	1,342,760	840,000
Total Funding Sources	1,234,329	1,342,760	840,000
APPROPRIATIONS:			
Salary and Wages	92,719	101,345	102,592
Benefits	38,776	31,715	28,008
Advertising	0	0	0
Vehicle Expense	265	0	0
Dues and Subscriptions	0	0	0
Maintenance Charges	0	0	0
Supplies	0	0	0
Professional Services	573,023	684,700	386,193
Utilities	0	0	0
Travel & Training	132	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	19,735	0	0
Other Financing Sources	509,680	525,000	315,000
Budget Improvement Request	0	0	8,207
Total Appropriations	1,234,329	1,342,760	840,000



Hotel/Motel Tax Fund

SPECIAL REVENUE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	113,352	240,409	240,932
REVENUES						
Hotel-Motel Taxes	196,999	326,625	489,610	560,682	687,312	1,039,333
Miscellaneous	-	-	-	-	-	-
TOTAL REVENUES	196,999	326,625	489,610	560,682	687,312	1,039,333
EXPENDITURES						
Salaries and Related Cost	-	-	-	-	-	70,651
Other Expenses	-	-	192,654	223,369	429,570	819,341
Transfers Out	196,999	326,625	183,604	210,256	257,219	390,273
TOTAL EXPENDITURES	196,999	326,625	376,258	433,625	686,789	1,280,265
ENDING FUND BALANCE	-	-	113,352	240,409	240,932	0

TRENDS FOR THE YEAR ENDED December 31, 2021

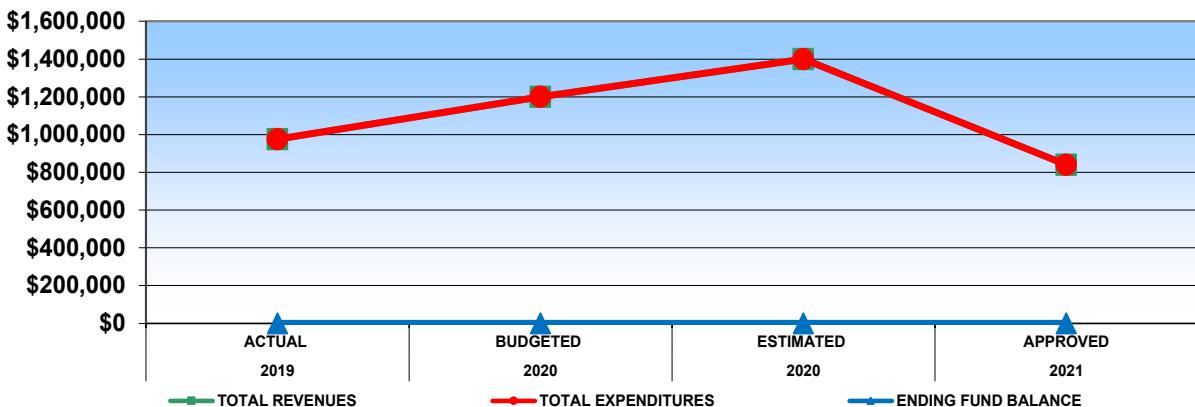
REVENUES: The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have fluctuated over this ten year period. This is due to the number of hotels in the area. In 2015 the large jump in revenues is attributed to the tax going from 5% to 8%. Total projected revenues for 2021 are \$ 840,000.

EXPENDITURES: Expenditures for the Hotel/Motel Fund are budgeted each year to be the same as the Revenue. Funds are transferred out to the Uninc. Fund and remitted to agencies that promote tourism within the County. The Professional Services expenditures goes to the Chamber of Commerce and Tourism. Due to the Service Delivery Agreement, these departments have moved from the General Fund to the Hotel/Motel Tax Fund.

FUND BALANCE: The 2021 Ending Fund Balance has a zero balance. This fund has only experienced carrying a fund balance for a few years due to the departments being moved into this fund out of the General Fund in 2015.

Hotel/Motel Tax Fund

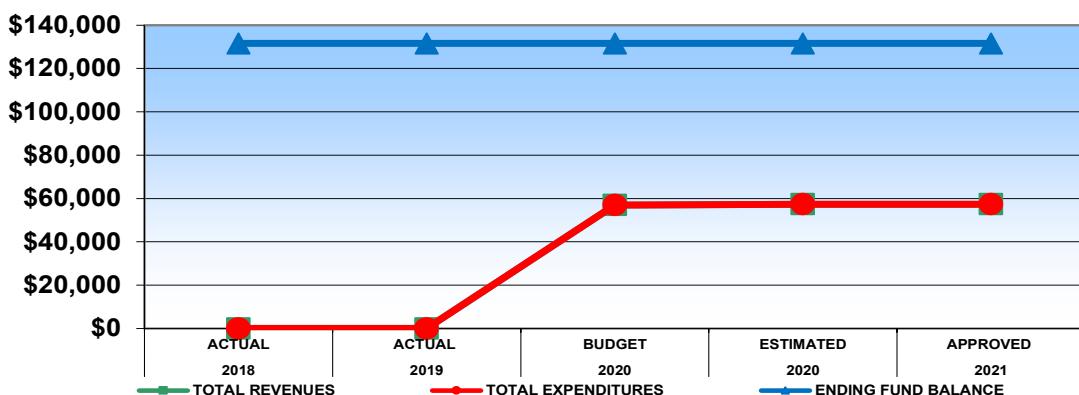
	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100%</u>
REVENUES					
Hotel-Motel Taxes	<u>876,000</u>	<u>1,200,000</u>	<u>1,400,000</u>	<u>840,000</u>	<u>100%</u>
Miscellaneous	<u>99,578</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
TOTAL REVENUES	975,578	1,200,000	1,400,000	840,000	0%
EXPENDITURES					
Salaries and Related Cost	<u>76,247</u>	<u>133,579</u>	<u>133,060</u>	<u>130,600</u>	<u>16%</u>
Other Expenses	<u>425,374</u>	<u>500,421</u>	<u>684,700</u>	<u>394,400</u>	<u>47%</u>
Transfers Out	<u>473,957</u>	<u>566,000</u>	<u>582,240</u>	<u>315,000</u>	<u>38%</u>
TOTAL EXPENDITURES	975,578	1,200,000	1,400,000	840,000	100%
ENDING FUND BALANCE	0	0	0	0	100%



State Court Technology Fund

SPECIAL REVENUE TRENDS

	<u>2018 ACTUAL</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>131,570</u>	<u>131,570</u>	<u>131,570</u>	<u>131,570</u>	<u>131,570</u>	<u>0%</u>
REVENUES						
Miscellaneous	-	-	57,000	57,377	57,378	100%
TOTAL REVENUES	-	-	57,000	57,377	57,378	100%
EXPENDITURES						
Supplies	-	-	-	-	-	0%
Professional Services	-	-	57,000	57,377	57,378	100%
TOTAL EXPENDITURES	-	-	57,000	57,377	57,378	100%
ENDING FUND BALANCE	<u>131,570</u>	<u>131,570</u>	<u>131,570</u>	<u>131,570</u>	<u>131,570</u>	<u>0%</u>



TRENDS FOR THE YEAR ENDED December 31, 2021

REVENUES: Revenues for this Fund are received from Superior Court, State Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal or traffic fees include a technology fee. Because these fees vary, State Court Technology Revenue will vary from year to year.

EXPENDITURES: Funds expensed to purchase, lease, maintain computers, software, networking hardware and any other court technology that is needed to help operate the courts.

FUND BALANCE: Projected 2020 ending fund balance is expected to remain the same with Revenue and Expenditures being equal.

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SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>537,724</u>	<u>535,544</u>	<u>567,999</u>	<u>598,463</u>	<u>603,100</u>	<u>590,882</u>
REVENUES						
Courts and Law Enforcement	127,292	120,941	124,571	120,596	111,819	112,764
Use of Money and Property	<u>1,798</u>	<u>1,219</u>	<u>2,817</u>	<u>2,451</u>	<u>-</u>	<u>15,657</u>
TOTAL REVENUES	129,090	122,160	127,388	123,047	111,819	128,421
EXPENDITURES						
Operating	131,270	89,705	96,924	118,410	124,037	118,450
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	131,270	89,705	96,924	118,410	124,037	118,450
ENDING FUND BALANCE	<u>535,544</u>	<u>567,999</u>	<u>598,463</u>	<u>603,100</u>	<u>590,882</u>	<u>600,853</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

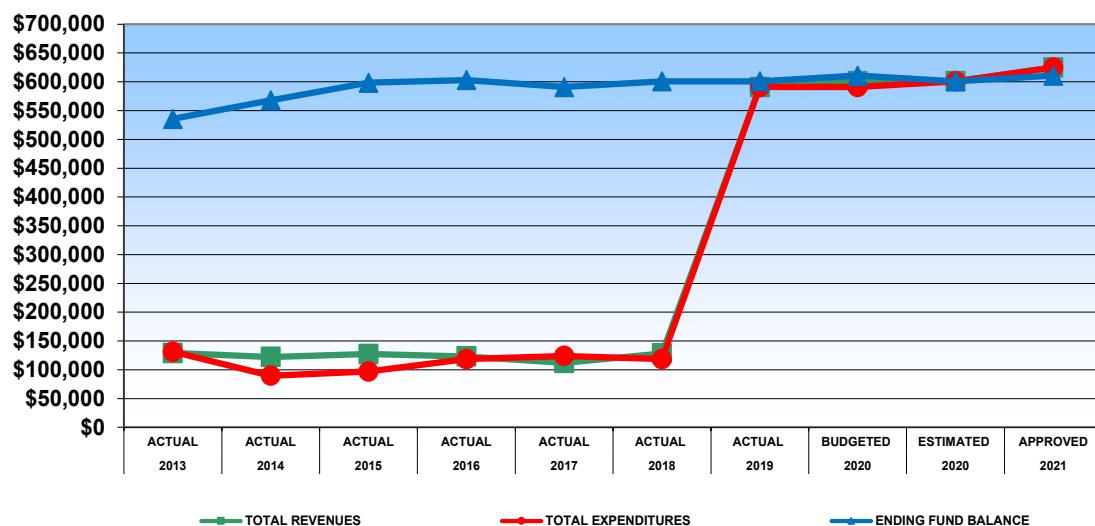
REVENUES: Revenues for this Fund are received from State Court, Superior Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal fees or filing fees include a Law Library fee. Because these fees vary, the Law Library Revenue varies from year to year. The variation in Revenues over the years has ranged from a negative 4.8% to positive 360%. For 2021 Revenues are projected to increase by \$ 24,013.

EXPENDITURES: Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 31% change to a positive 398% change over the years.

FUND BALANCE: In the beginning, Revenues were exceeding Expenditures, but that changed beginning in 2017. In 2021, Revenues are anticipated to equal Expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2021 Ending Fund Balance of \$ 610,824.

Law Library

	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2020 <u>ESTIMATED</u>	2021 <u>APPROVED</u>	2021 <u>% OF TOTAL</u>
BEGINNING FUND BALANCE	<u>600,853</u>	<u>600,853</u>	<u>600,853</u>	<u>610,824</u>	<u>100%</u>
REVENUES					
Courts and Law Enforcement	590,882	600,853	600,853	624,866	100%
Use of Money and Property	-	-	-	-	0%
TOTAL REVENUES	590,882	600,853	600,853	624,866	100%
EXPENDITURES					
Operating	590,882	590,882	600,853	624,866	100%
Capital Outlay	-	-	-	-	0%
TOTAL EXPENDITURES	590,882	590,882	600,853	624,866	100%
ENDING FUND BALANCE	<u>600,853</u>	<u>610,824</u>	<u>600,853</u>	<u>610,824</u>	<u>100%</u>



Sheriff Confiscated Funds

SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,944,352</u>	<u>2,281,125</u>	<u>2,440,794</u>
REVENUES						
Fines and Forfeitures	496,091	288,943	320,139	505,405	477,784	214,855
Investment Earnings	14,049	7,601	4,397	5,009	4,599	7,268
TOTAL REVENUES	510,140	296,544	324,536	510,414	482,383	222,123
EXPENDITURES						
Operating	1,620,685	1,455,628	145,858	173,641	322,714	317,324
Capital Outlay	-	-	-	-	-	-
TOTAL EXPENDITURES	1,620,685	1,455,628	145,858	173,641	322,714	317,324
ENDING FUND BALANCE	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,944,352</u>	<u>2,281,125</u>	<u>2,440,794</u>	<u>2,345,593</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

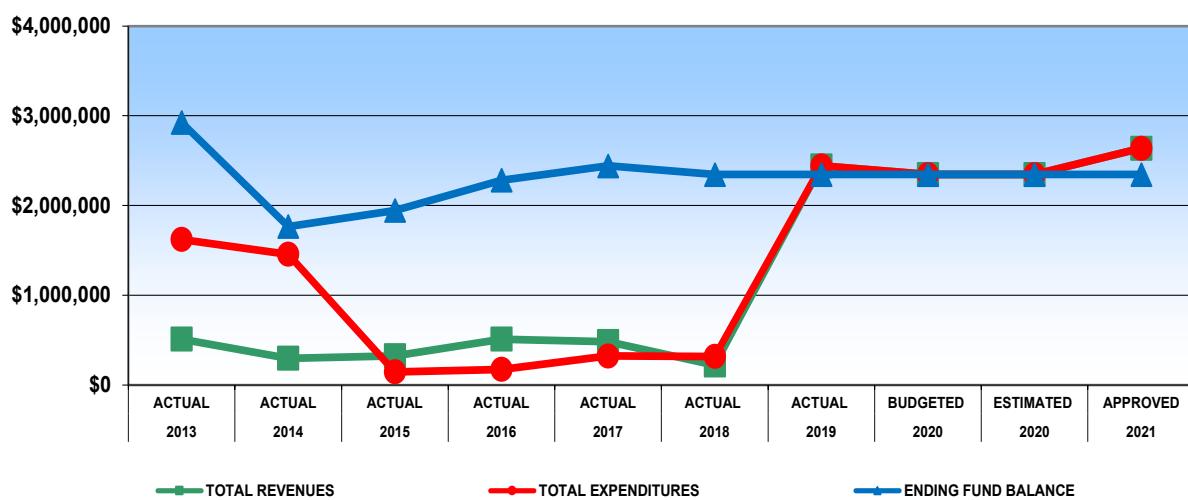
REVENUES: This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues have increased from that projected in 2018. These revenues can be difficult to forecast. The trend for the rate of change in this Fund has drastically fluctuated in recent years.

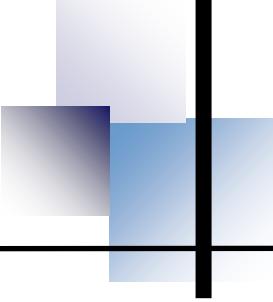
EXPENDITURES: Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2021 Expenditures are budgeted to be \$ 2,637,627.

FUND BALANCE: The Ending Fund Balance for 2021 is projected at \$ 2,345,593. The Fund Balance in this fund has remained the same in the past couple of years and continues to remain the same, strong and stable.

Sheriff Confiscated Funds

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>2,345,593</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>100%</u>
REVENUES					
Fines and Forfeitures	2,440,794	2,345,593	2,345,593	2,637,627	100%
Investment Earnings	-	-	-	-	0%
TOTAL REVENUES	2,440,794	2,345,593	2,345,593	2,637,627	100%
EXPENDITURES					
Operating	2,440,794	2,345,593	2,345,593	2,637,627	100%
Capital Outlay	-	-	-	-	0%
TOTAL EXPENDITURES	2,440,794	2,345,593	2,345,593	2,637,627	100%
ENDING FUND BALANCE	<u>2,345,593</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>100%</u>





Sheriff Inmate Commissary

SPECIAL REVENUE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>
BEGINNING FUND BALANCE	<u>135,047</u>	<u>142,364</u>	<u>74,398</u>	<u>124,234</u>	<u>231,876</u>	<u>361,767</u>
REVENUES						
Intergovernmental	-	-	-	-	-	-
Use of Money and Property	-	-	-	-	-	-
Miscellaneous	<u>72,253</u>	<u>150,242</u>	<u>115,332</u>	<u>177,228</u>	<u>197,717</u>	<u>187,935</u>
TOTAL REVENUES	72,253	150,242	115,332	177,228	197,717	187,935
EXPENDITURES						
Operating	64,936	218,208	65,496	69,586	67,826	58,234
Capital Outlay	-	-	-	-	-	-
TOTAL EXPENDITURES	64,936	218,208	65,496	69,586	67,826	58,234
ENDING FUND BALANCE	<u>142,364</u>	<u>74,398</u>	<u>124,234</u>	<u>231,876</u>	<u>361,767</u>	<u>491,468</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

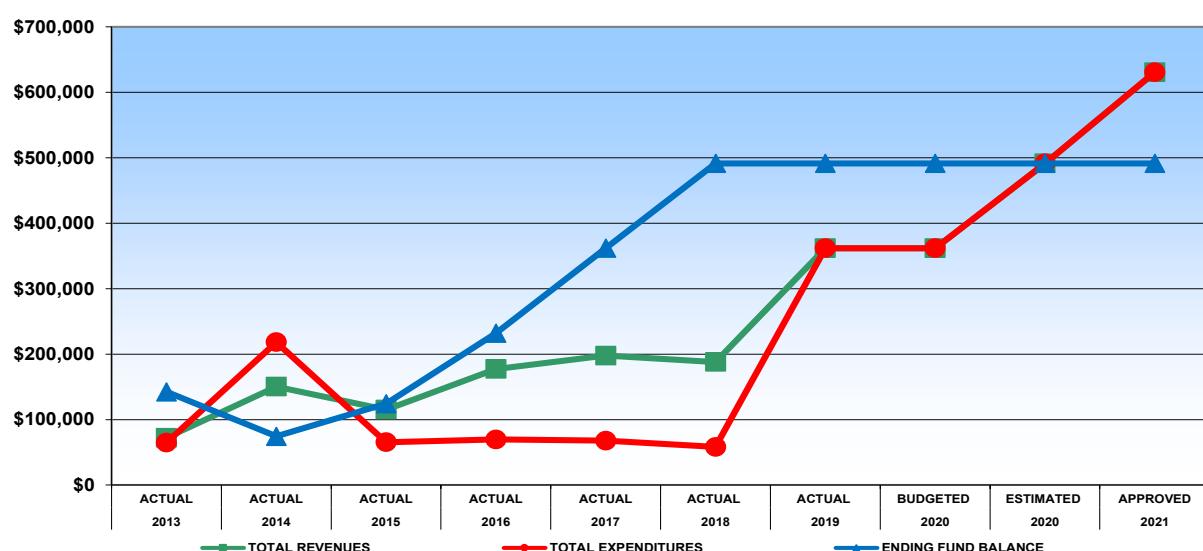
REVENUES: Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2021 Revenues are projected to increase 28% from 2020's estimate. Revenues fluctuate from year to year as the inmate population and their demand for the supplies and available resources to pay for these supplies fluctuates. While the population continues to increase the resources available for supplies does not.

EXPENDITURES: 2021 Expenditures are projected to increase \$ 139,114 as to the 2020 estimated budget. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$ 491,468 for 2020 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

FUND BALANCE: Expenditures as well as Revenues have remained the same since 2018. The Ending Fund Balance remains the same from 2018 to 2020 at \$ 491,468.

Sheriff Inmate Commissary

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	491,468	491,468	491,468	491,468	100%
REVENUES					
Intergovernmental	-	-	-	-	0%
Use of Money and Property	-	-	-	-	0%
Miscellaneous	361,767	361,767	491,468	630,582	100%
TOTAL REVENUES	361,767	361,767	491,468	630,582	100%
EXPENDITURES					
Operating	361,767	361,767	491,468	630,582	100%
Capital Outlay	-	-	-	-	0%
TOTAL EXPENDITURES	361,767	361,767	491,468	630,582	100%
ENDING FUND BALANCE	491,468	491,468	491,468	491,468	100%



Sheriff Other (D.A.R.E & C.A.R.E)

SPECIAL REVENUE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>
BEGINNING FUND BALANCE	<u>42,105</u>	<u>53,150</u>	<u>53,779</u>	<u>43,834</u>	<u>45,285</u>	<u>47,700</u>
REVENUES						
Investment Earnings	13	14	9	7	-	5,800
Miscellaneous	<u>65,465</u>	<u>33,856</u>	<u>36,809</u>	<u>38,965</u>	<u>54,399</u>	<u>18,946</u>
TOTAL REVENUES	<u>65,478</u>	<u>33,870</u>	<u>36,818</u>	<u>38,972</u>	<u>54,399</u>	<u>24,746</u>
EXPENDITURES						
Operating	54,433	33,241	46,763	37,521	51,984	31,703
Capital Outlay	-	-	-	-	-	-
TOTAL EXPENDITURES	<u>54,433</u>	<u>33,241</u>	<u>46,763</u>	<u>37,521</u>	<u>51,984</u>	<u>31,703</u>
ENDING FUND BALANCE	<u>53,150</u>	<u>53,779</u>	<u>43,834</u>	<u>45,285</u>	<u>47,700</u>	<u>40,743</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

REVENUES: Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2021 are estimated to be \$ 42,003. This is a decrease of \$ 5,697 from the 2019 Actual Revenues. Revenues in this Fund have fluctuated in recent years and were at their highest of this ten year trend in 2013 at \$65,478.

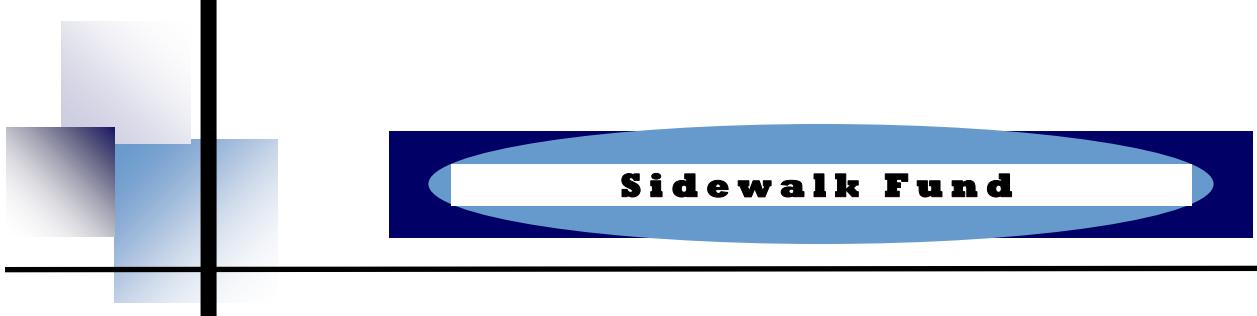
EXPENDITURES: Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures have fluctuated between the years. 2018 had the lowest expenditures in the ten year period presented.

FUND BALANCE: Fund Balance has remained fairly level showing an ending balance at \$ 40,743.

Sheriff Other (D.A.R.E & C.A.R.E)

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>100%</u>
REVENUES					
Investment Earnings	-	-	-	-	0%
Miscellaneous	<u>47,700</u>	<u>40,743</u>	<u>40,743</u>	<u>42,003</u>	<u>100%</u>
TOTAL REVENUES	47,700	40,743	40,743	42,003	100%
EXPENDITURES					
Operating	47,700	40,743	40,743	42,003	100%
Capital Outlay	-	-	-	-	0%
TOTAL EXPENDITURES	47,700	40,743	40,743	42,003	100%
ENDING FUND BALANCE	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>100%</u>





Sidewalk Fund

SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	13,346	13,354	13,361	13,365	13,365	13,365
REVENUES						
Fees						
Investment Earnings	8	7	4	-	-	13,365
TOTAL REVENUES	8	7	4	-	-	13,365
EXPENDITURES						
Operating	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	13,365
Miscellaneous	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	-	13,365
ENDING FUND BALANCE	13,354	13,361	13,365	13,365	13,365	13,365

TRENDS FOR THE YEAR ENDED December 31, 2021

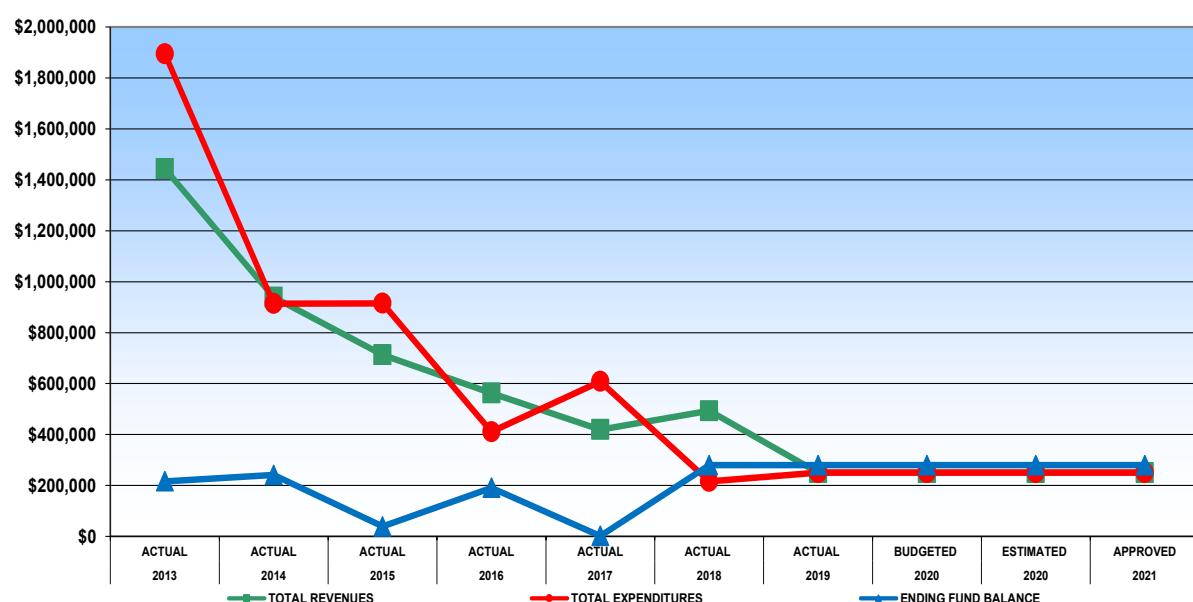
REVENUES: Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are completely received by developers and builders. No Revenue other than interest was budgeted for 2021.

EXPENDITURES: Only \$ 50 of expenditures were budgeted for 2021. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

FUND BALANCE: Since 2015, the Fund Balance has remained the same at \$ 13,365, with revenue equaling expenses.

Sidewalk Fund

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>100%</u>
REVENUES					
Fees	-	-	1,000	-	0%
Investment Earnings	<u>50</u>	<u>50</u>	-	<u>50</u>	<u>100%</u>
TOTAL REVENUES	50	50	1,000	50	100%
EXPENDITURES					
Operating	-	-	-	-	0%
Capital Outlay	<u>50</u>	<u>50</u>	<u>1,000</u>	<u>50</u>	<u>100%</u>
Miscellaneous	-	-	-	-	0%
TOTAL EXPENDITURES	50	50	1,000	50	100%
ENDING FUND BALANCE	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>100%</u>



Neighborhood Stabilization Program

SPECIAL REVENUE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>
BEGINNING FUND BALANCE	<u>667,263</u>	<u>216,493</u>	<u>241,076</u>	<u>38,847</u>	<u>190,979</u>	<u>2,044</u>
REVENUES						
Intergovernmental	292,924	531,086	247,084	182,890	210,682	-
Investment Earnings	179	74	26	151	351	387
Other	<u>1,150,703</u>	<u>407,499</u>	<u>465,724</u>	<u>379,696</u>	<u>208,311</u>	<u>492,881</u>
TOTAL REVENUES	1,443,806	938,659	712,834	562,737	419,344	493,268
EXPENDITURES						
Other Professional Services	1,843,221	904,691	914,933	410,605	608,279	215,702
Transfers Out	<u>51,355</u>	<u>9,385</u>	<u>130</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	1,894,576	914,076	915,063	410,605	608,279	215,702
ENDING FUND BALANCE	<u>216,493</u>	<u>241,076</u>	<u>38,847</u>	<u>190,979</u>	<u>2,044</u>	<u>279,610</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

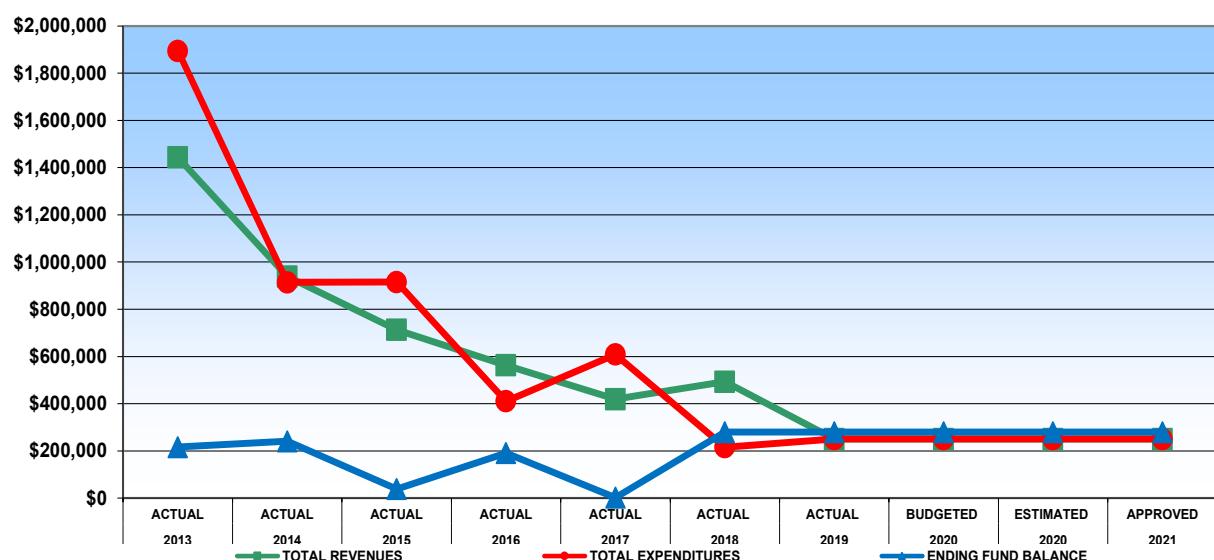
REVENUES: This fund is used to account for grant monies received under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment, through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Projected Revenues for 2021 decrease \$ 301 from 2020.

EXPENDITURES: The Expenditures are projected to decrease and remain the same as revenues for 2021 at \$250,200.

FUND BALANCE: Fund Balance remains the same for 2021. As the economy begins to strengthen there are less properties available to purchase and rehab. As this promising trend continues, closing the grant out might be in the near future.

Neighborhood Stabilization Program

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>100%</u>
REVENUES					
Intergovernmental	1	1	1	100	0%
Investment Earnings	500	500	500	100	0%
Other	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>100%</u>
TOTAL REVENUES	250,501	250,501	250,501	250,200	100%
EXPENDITURES					
Other Professional Services	250,501	250,501	250,501	250,200	100%
Transfers Out	-	-	-	-	0%
TOTAL EXPENDITURES	250,501	250,501	250,501	250,200	100%
ENDING FUND BALANCE	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>100%</u>



Victim Assistance

MISSION

To ensure that every victim of crime in Douglas County fully understands their rights and participates fully in the criminal justice process. Our mission will be successful when every victim of crime is satisfied with the support and services we have provided.

FUNCTIONS

To support the functions of the District Attorney's Victims Witness Office which are:

- Aid victims of crime by proving them support throughout the prosecution of their case.**
- Provide victims' rights information, agency referrals, and courtroom accompaniment to victims of crime.**
- Provide crime prevention education and information to the citizens of Douglas County.**

GOALS

- To continue the process of aggressively prosecuting persons who commit crimes in Douglas County .**
- To ensure that all victims of crimes receive restitution for property damages, medical bills, and other expenses to which they are entitled.**
- To ensure that the experience that witnesses and crime victims have with the criminal justice system is as positive and productive as possible.**
- To make sure that local law enforcement officers are advised of recent legal developments and criminal justice trends, so that the information and evidence they gather in their investigation is thorough and admissible in court.**

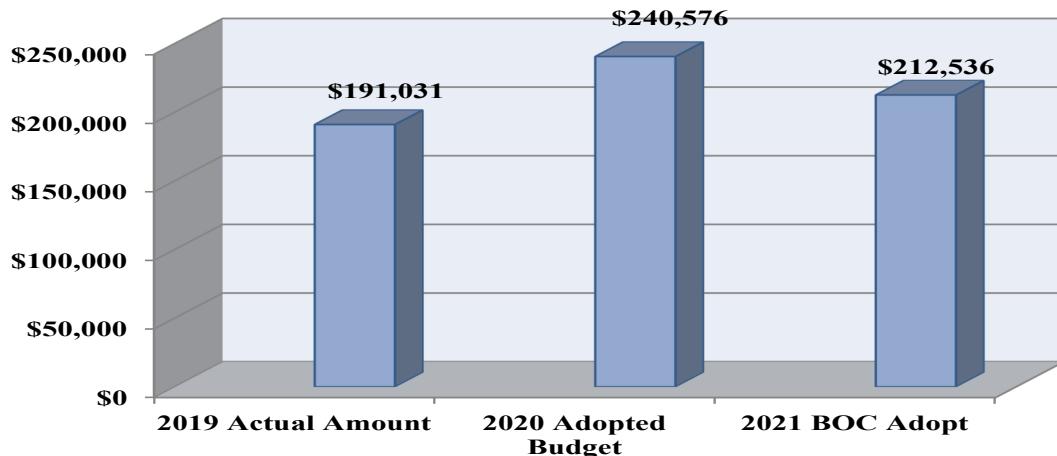
WORKLOAD INDICATORS

They are included in the District Attorney's workload indicators.



Victim Assistance

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>191,031</u>	<u>240,576</u>	<u>212,536</u>
Total Funding Sources	<u>191,031</u>	<u>240,576</u>	<u>212,536</u>
APPROPRIATIONS:			
Salary and Wage	127,766	138,138	133,132
Benefits	63,265	65,138	61,695
Advertising	0	100	100
Supplies	0	1,200	1,200
Professional Services	0	5,000	5,000
Utilities	0	1,000	1,000
Travel & Training	0	0	0
Capital Outlay	0	0	0
Other Financing Sources	0	30,000	0
Budget Improvement Request	0	0	10,409
Total Appropriations	<u>191,031</u>	<u>240,576</u>	<u>212,536</u>



PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Investigator	UNC	1	1	1
Legal Staff Assistant	FT	1	1	1
Victim Staff Assistant	FT	1	1	1
TOTAL FULL TIME		<u>3</u>	<u>3</u>	<u>3</u>

Victim Assistance

SPECIAL REVENUE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>
BEGINNING FUND BALANCE	327,512	297,372	287,589	337,564	373,100	357,036
REVENUES						
Victim Assistance Fines	188,267	196,686	225,725	225,934	198,281	201,233
Investment Earnings	-	137	71	-	-	2
Miscellaneous	155	-	-	-	-	609
TOTAL REVENUES	188,422	196,823	225,796	225,934	198,281	201,844
EXPENDITURES						
Salaries and Related Costs	195,500	183,742	151,988	165,480	189,177	190,363
Other Expenses	-	-	-	-	-	-
Transfers Out	23,062	22,864	23,833	24,918	25,168	27,633
Capital Outlay	-	-	-	-	-	-
TOTAL EXPENDITURES	218,562	206,606	175,821	190,398	214,345	217,996
ENDING FUND BALANCE	297,372	287,589	337,564	373,100	357,036	340,884

TRENDS FOR THE YEAR ENDED December 31, 2021

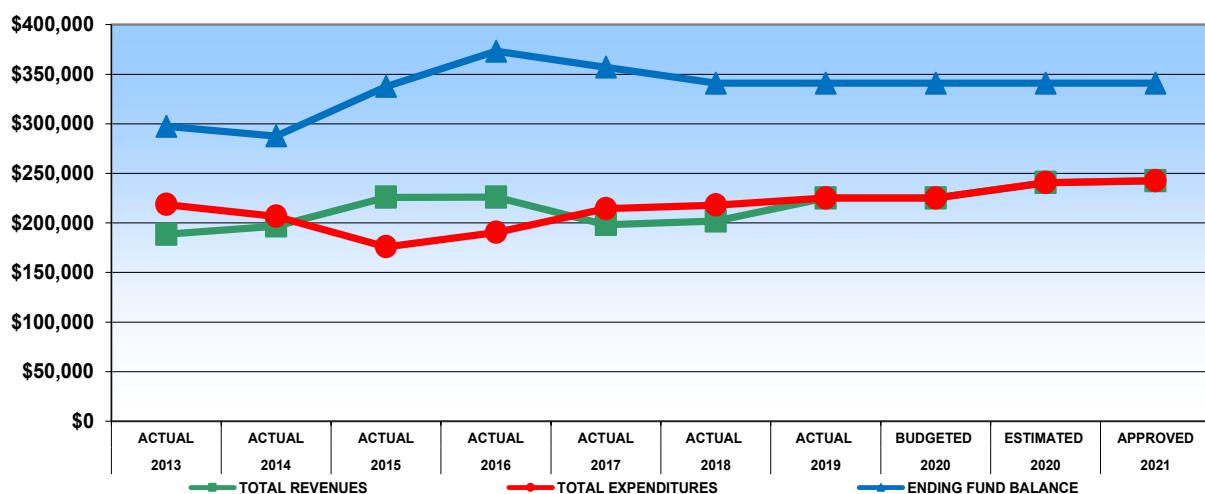
REVENUES: Revenues in this fund are projected to increase by 0.8% compared to 2020's Estimated Revenue. The trend on this revenue is fairly stable. This fund provides aid to Douglas County citizens who are victims of a crime.

EXPENDITURES: Expenditures for 2021 are expected to increase \$ 1,960 compared to 2020's Estimated Expenditures. Expenditures in this Fund remain fairly stable from year to year. Operating transfers occur in this Fund when funds are transferred to the General Fund to help cover the Salaries and Related Costs of employees in the District Attorney's Office.

FUND BALANCE: For 2021 the Fund Balance is projected to remain the same as 2020 Estimated Balance of \$ 340,884 with revenue equaling expenses.

Victim Assistance

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>100%</u>
REVENUES					
Victim Assistance Fines	192,000	192,000	204,000	148,200	61%
Investment Earnings	-	-	-	-	-
Miscellaneous	<u>33,088</u>	<u>33,088</u>	<u>36,576</u>	<u>94,336</u>	<u>39%</u>
TOTAL REVENUES	225,088	225,088	240,576	242,536	100%
EXPENDITURES					
Salaries and Related Costs	186,903	190,155	203,276	194,827	80%
Other Expenses	10,552	7,300	7,300	17,709	7%
Transfers Out	27,633	27,633	30,000	30,000	12%
Capital Outlay	-	-	-	-	0%
TOTAL EXPENDITURES	225,088	225,088	240,576	242,536	100%
ENDING FUND BALANCE	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>100%</u>



Building Inspections

MISSION

To provide competent and innovative technical services to citizens, contractors, developers, builders and others to improve the quality of construction.

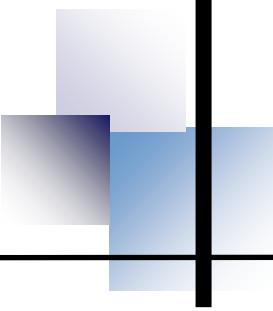
FUNCTIONS

- Administer and enforce County ordinances applicable to development .
- Review and inspect all residential, commercial, and industrial building in the County, both public and private.
- Provide technical support for new construction in the county.
- Maintain a personal and professional approach to all customers.

GOALS

- To achieve a high degree of customer (citizen) satisfaction within the office and in the field.
- To achieve a high degree of customer satisfaction with prompt service, being eager to help direct citizens to the proper department in Development Services with respect and courtesy.
- Continue educating contractors on code violations and providing the correct code instructions and maintaining an open door policy to the contracting community.





Building Inspections

PERSONNEL SUMMARY & WORKLOAD INDICATORS

BUILDING INSPECTIONS COMPARISON—YEARS

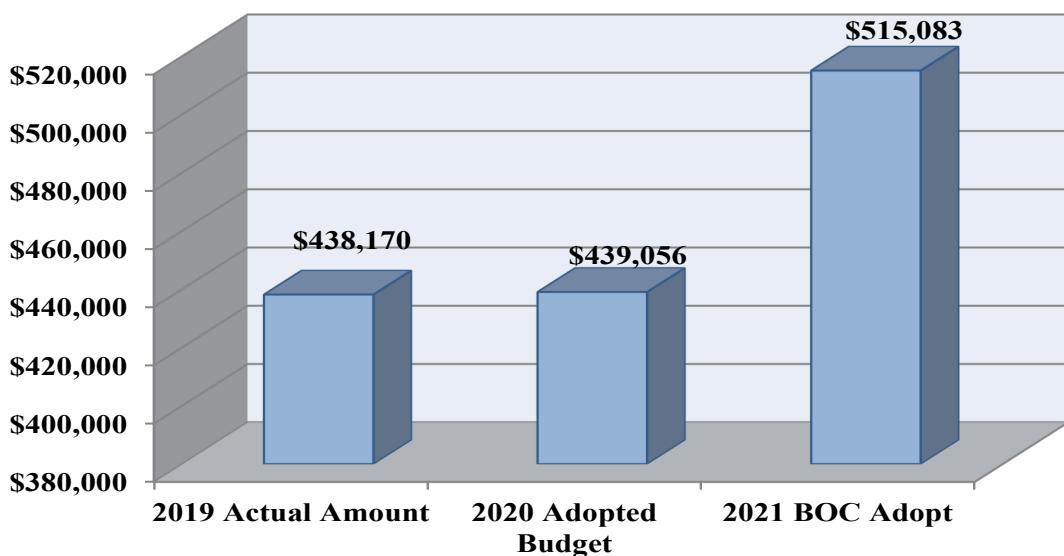
	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
BUILDING PERMITS	237	208	235
PLUMBING PERMITS	456	468	475
ELECTRICAL PERMITS	698	610	700
HVAC PERMITS	617	530	550
TOTAL INSPECTIONS	8,085	8,786	9,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	2019	2020	2021
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
General Inspector	FT	2	2	2
Heat and Air Inspector	FT	0	0	0
Plumbing Inspector	FT	1	1	1
Electrical Inspector	FT	1	1	1
Permit Clerk	FT	1	1	1
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		6	6	6

Building Inspections

	BUDGET SUMMARY		
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>438,170</u>	<u>439,056</u>	<u>515,083</u>
Total Funding Sources	<u>438,170</u>	<u>439,056</u>	<u>515,083</u>
APPROPRIATIONS:			
Salary and Wage	234,332	256,015	246,532
Benefits	122,028	141,216	143,048
Vehicle Expense	13,910	13,900	10,400
Dues and Subscriptions	135	985	585
Maintenance Charges	784	540	540
Supplies	2,837	5,000	4,900
Professional Services	9,050	14,500	14,500
Utilities	1,670	2,200	2,000
Travel & Training	975	3,000	1,500
Minor Equipment and Improvements	0	0	0
Capital Outlay	51,856	0	0
Uniforms and Clothing	593	1,700	1,600
Budget Improvement Request	0	0	89,478
Total Appropriations	<u>438,170</u>	<u>439,056</u>	<u>515,083</u>



MISSION

Provide competent and innovative technical services to citizens, contractors, developers, and others to improve the quality of construction and land development, while protecting the best interest of the citizens of Douglas County.

FUNCTIONS

- Administer and enforce County ordinances applicable to development.
- Design, survey, review and inspect all developments in the County.
- Ensure improvements are funded by proper parties through bond collection.
- Aid Water and Sewer Authority (WSA) in storm water issues and resolutions.
- Aid DOT in obtaining right-of-way for road construction projects.
- Aid DOT in studying, planning, and designing traffic control devices.

GOALS

Provide the highest quality of customer service pertaining to plan review by utilizing digital plan review software provided by E-Plan Solutions, Inc. This allows online submission, review and of approval of all development plans.

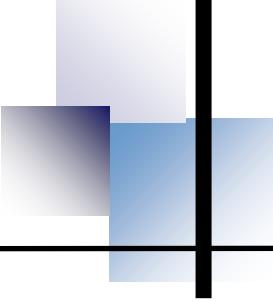
Provide the highest quality of customer service pertaining to citizen concerns by implementing the following:

- Continue to process citizen concerns/complaints within one business day.
- Ensuring that all applicants and citizens are treated fairly and equally by all parties involved.
- Aid WSA in processing concerns pertaining to storm water runoff and erosion control.

Improve infrastructure quality and site aesthetics by implementing the following:

- Continuing a thorough inspection process to ensure all projects are constructed properly, in accordance with the Unified Development Code and approved site plans and Zoning conditions.
- Continuing to implement the tree protection and landscaping ordinance to ensure all sites are becoming more environmentally friendly and aesthetically pleasing.
- Continuing to collect and maintain bonds on all applicable projects to ensure that Douglas County funds will not have to be used to finish any project or portion thereof.
- Continuing to improve record collection by producing daily inspection reports for all developments.






Development Control

PERSONNEL SUMMARY & WORKLOAD INDICATORS

DEVELOPMENT CONROL COMPARISON—YEARS

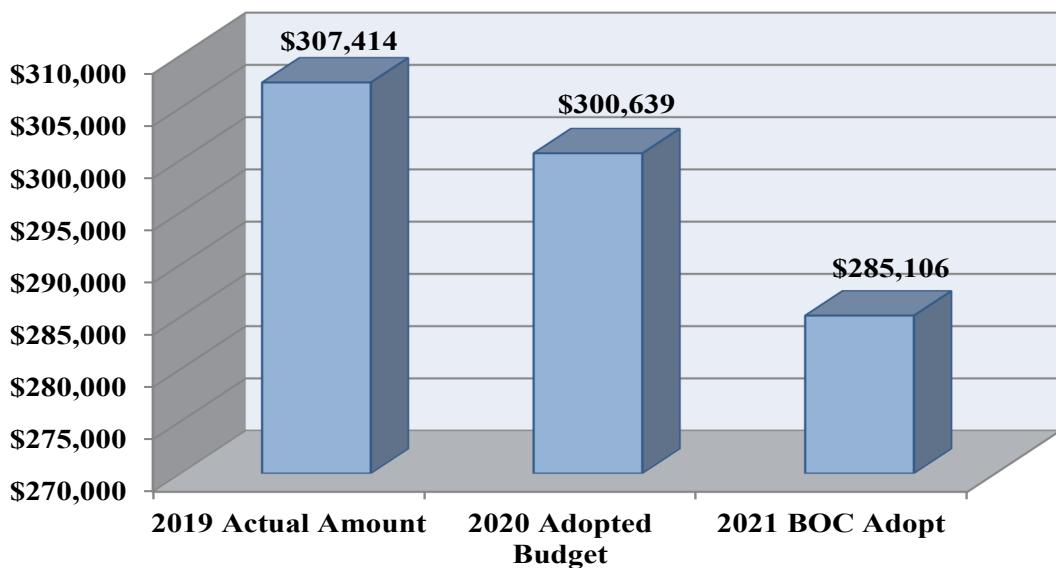
	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
LAND DISTURBANCE PERMITS	23	28	30
ACCESSORY & BUILDING PERMITS	50	46	50
EROSION AND SEDIMENT CONTROL PLANS	58	48	50

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Assistant County Engineer	FT	1	1	1
Construction Monitoring Eng.	FT	1	1	1
Engineer Inspector	FT	0	0	0
Permit Clerk	FT	1	1	1
Arborist	PT	0	0	0
TOTAL FULL TIME		3	3	3
TOTAL PART TIME		0	0	0

Development Control

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>307,414</u>	<u>300,639</u>	<u>285,106</u>
Total Funding Sources	<u>307,414</u>	<u>300,639</u>	<u>285,106</u>
APPROPRIATIONS:			
Salary and Wage	175,166	188,760	181,789
Benefits	85,927	97,286	95,061
Advertising	0	300	300
Vehicle Expense	4,948	7,695	3,295
Dues and Subscriptions	327	615	515
Supplies	2,332	2,933	2,433
Professional Services	85	0	0
Utilities	0	0	0
Travel & Training	2,179	2,475	1,238
Capital Outlay	36,236	0	0
Uniforms and Clothing	214	575	475
Budget Improvement Request	0	0	0
Total Appropriations	<u>307,414</u>	<u>300,639</u>	<u>285,106</u>



MISSION

To provide comprehensive planning and zoning services to the public and County administration resulting in coordinated, high-quality land use and development.

FUNCTIONS

- Provide a variety of development services to the public.
- Provide planning and technical support to the Board of Commissioners and Planning & Zoning Board.
- Plan for orderly growth, natural resource protection and quality design.

GOALS

Establish a higher level of customer service by:

- Increasing customer satisfaction with clear and concise information and education on the zoning process and the process for applying for an occupational tax license.
- Helping staff better understand the importance of customer service through training opportunities.
- Utilize technology to provide efficiency within the Department.
- Cross train all staff in all department functions in order to provide better customer service.

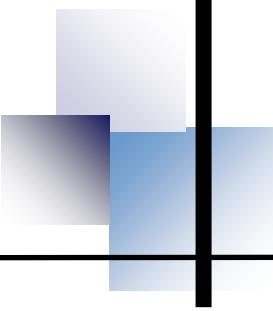
Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:

- Providing opportunities for the Planning & Zoning Board to attend training for both zoning and variance procedures.
- Providing information to the Planning & Zoning Board on any recommended revisions to the Comprehensive Land Use Plan and UDC.
- Developing a comprehensive approach to the zoning and appeals process.

Provide long range planning and grant/award opportunities for Douglas County by:

- Developing methods to plan for the future growth of Douglas County.
- Investigate methods to obtain funding opportunities for Douglas County.
- Identify awards available to Douglas County





Planning and Zoning

PERSONNEL SUMMARY & WORKLOAD INDICATORS

PLANNING AND ZONING COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RE-ZONING APPLICATIONS	13	20	20
VARIANCE APPLICATIONS	0	2	2
MAP AMMENDMENTS	0	2	1
SPECIAL LAND USE PERMIT	19	14	15
PRELIMINARY PLATS	0	1	1
FINAL PLATS	0	0	1
SPECIAL LAND USE RENEWALS	0	6	5

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	2019	2020	2021
<u>POSITION</u>	<u>POS CLASS</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Planning & Zoning Manager	UNC	1	1	1
Planner	FT	2	2	2
Clerk Planning Com	FT	1	1	1
Secretary	FT	1	1	1
Planning & Zoning Board	PT	7	7	7
TOTAL FULL TIME		<hr/> 5	<hr/> 5	<hr/> 5
TOTAL PART TIME		<hr/> 7	<hr/> 7	<hr/> 7

Planning and Zoning

BUDGET SUMMARY

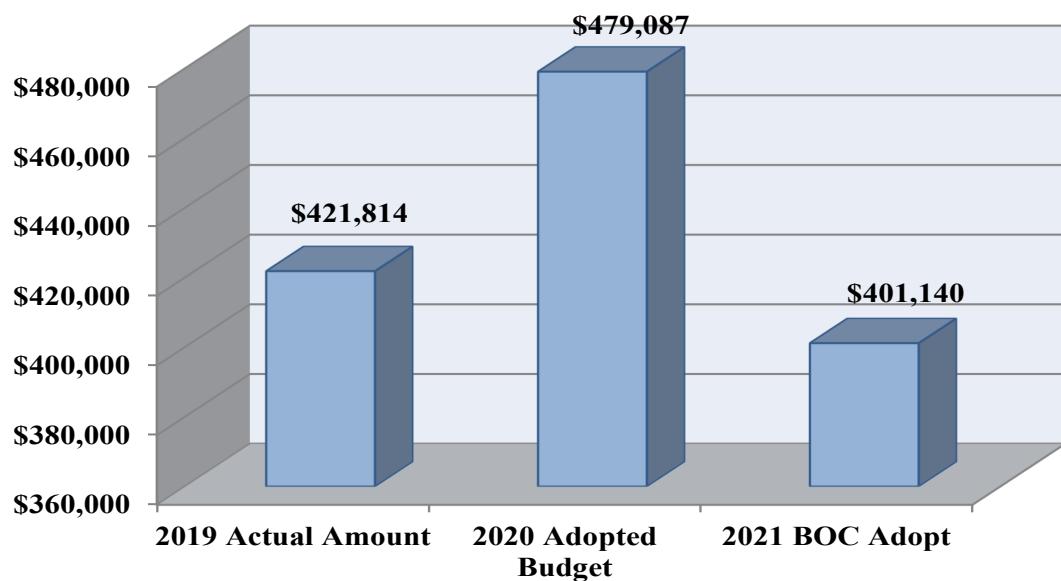
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
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FUNDING SOURCES:

General Fund Contribution	<u>421,814</u>	<u>479,087</u>	<u>401,140</u>
Total Funding Sources	<u>421,814</u>	<u>479,087</u>	<u>401,140</u>

APPROPRIATIONS:

Salary and Wage	273,343	301,762	290,820
Benefits	95,584	112,917	79,762
Advertising	9,755	27,200	6,000
Vehicle Expense	466	1,400	950
Dues and Subscriptions	2,177	11,865	12,075
Maintenance Charges	492	1,200	700
Supplies	7,660	14,918	4,015
Professional Services	26,743	0	3,218
Utilities	92	825	100
Travel & Training	5,443	7,000	3,500
Minor Equipment and Improvements	60	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>421,814</u>	<u>479,087</u>	<u>401,140</u>



MISSION

To provide coordination of the various divisions of Development Services while protecting the integrity of the public through the departments' comprehensive rules and regulations.

FUNCTIONS

- Provide a comprehensive development approach to the divisions (Occupational Tax, Code Enforcement, Building Inspection, Planning & Zoning and Development Control) of Development Services.
- Compile information from all divisions of Development Services in a clear and concise format to the Board of Commissioners, Planning & Zoning and the general public.

GOALS

- Have the knowledge base to provide accurate information to the Board of Commissioners, Planning & Zoning and the general public, upon demand.
- Provide a seamless transition of the development process through the department's five divisions.
- Improve customer service through friendly and helpful office staff and provide dedicated service to Douglas County.



PERSONNEL SUMMARY & WORKLOAD INDICATORS

DEVELOPMENT SERVICES ADMIN. COMPARISON—YEARS

	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
PUBLIC MEETINGS ATTENDED	65	65	65
DEPT MEETINGS HELD	52	52	52
PROF. ASSOC. MEETINGS HELD	6	6	6
STATISTICAL DATA REPORTS ISSUED	16	16	16

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director Development Services	UNC	1	1	1
TOTAL FULL TIME		1	1	1

Development Services Administration

BUDGET SUMMARY

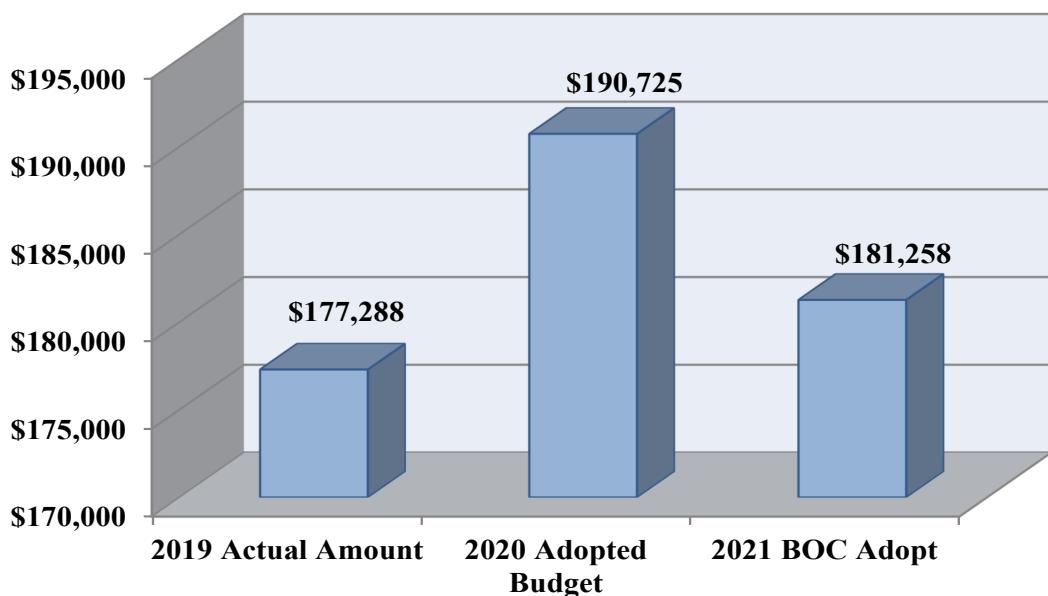
2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
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FUNDING SOURCES:

General Fund Contribution	177,288	190,725	181,258
Total Funding Sources	177,288	190,725	181,258

APPROPRIATIONS:

Salary and Wage	127,937	135,007	130,027
Benefits	46,939	53,138	49,551
Vehicle Expense	0	0	0
Dues and Subscriptions	0	260	260
Supplies	508	520	520
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	625	1,800	900
Minor Equipment and Improvements	1,280	0	0
Budget Improvement Request	0	0	0
Total Appropriations	177,288	190,725	181,258



Occupational Taxes

MISSION

To strive for excellence in our endeavors to assist our local business community and citizens with governmental regulations, laws and guidelines.

FUNCTIONS

- Process applications for new and existing businesses.
- Collect revenue on new and existing Occupational Tax registrations.
- Provide technical support for the growing demand of new business in the county.
- Maintain a personal and professional approach to all customers.

GOALS

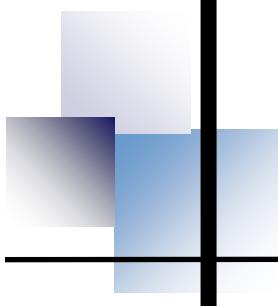
Improve customer service by:

- Providing the customer with clear and concise information.
- Train the support staff.
- Education of the public by providing rules and regulations of operating a business in Douglas County on the Douglas County Website.

Maintain low delinquent occupational tax collections by:

- Increasing public awareness of renewal deadlines with informational packets.
- Providing extensive instructions on the Douglas County Website.
- Continue increased field visits from Compliance Officer.





Occupational Tax
**OCCUPATIONAL TAX
COMPARISON—YEARS**

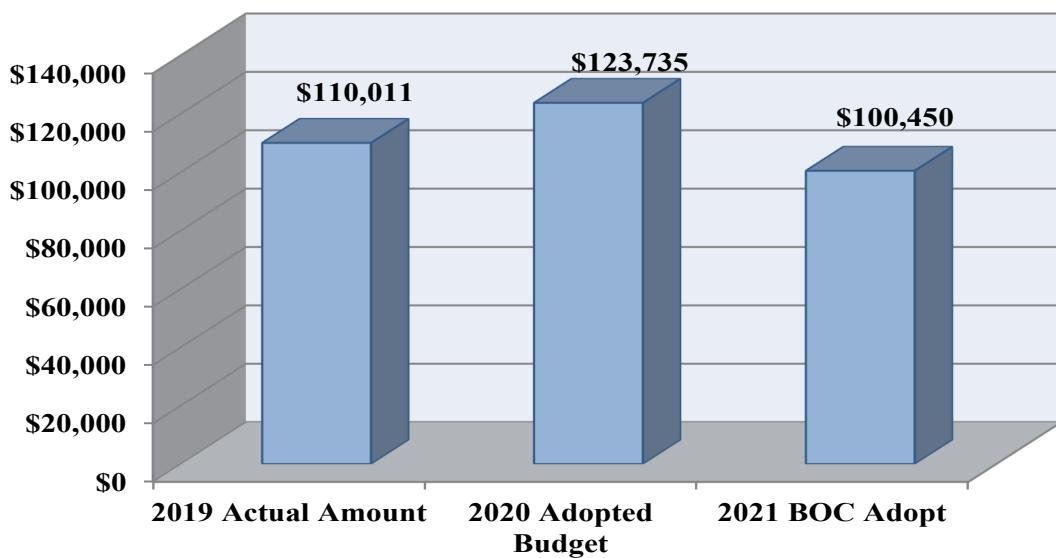
	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RENEWALS	3,498	3,932	3,500
NEW BUSINESS LICENSE	790	928	900

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Compliance Officer	FT	1	1	1
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		2	2	2

Occupational Tax

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>110,011</u>	<u>123,735</u>	<u>100,450</u>
Total Funding Sources	<u>110,011</u>	<u>123,735</u>	<u>100,450</u>
APPROPRIATIONS:			
Salary and Wage	64,153	71,144	68,508
Benefits	35,745	40,221	22,622
Vehicle Expense	491	1,600	1,500
Dues and Subscriptions	228	300	300
Maintenance Charges	587	1,200	600
Supplies	4,679	7,000	5,500
Professional Services	170	0	0
Utilities	802	720	720
Travel & Training	393	1,400	700
Minor Equipment and Improvements	2,764	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	150	0
Budget Improvement Request	0	0	0
 Total Appropriations	 <u>110,011</u>	 <u>123,735</u>	 <u>100,450</u>



MISSION

To promote and provide for a healthy, safe and nuisance free environment for all Douglas County residents through adherence to legally enacted County ordinances.

FUNCTIONS

- Promptly investigate all legitimate complaints.
- Ensure compliance with all County ordinances through fair, equal and compassionate treatment of all Douglas County residents.
- Prosecute, in Magistrate Court, all cases that cannot reach an equitable solution in a reasonable amount of time.

GOALS

Investigate cases within forty-eight hours of complaint by:

- Showing a level of responsiveness to zoning ordinance compliance.
- Tracking all complaints on a monthly basis.
- Compiling a daily log to track progress of complaints.

Continue the clean up of abandoned and/or derelict properties by:

- Tracking previously identified and newly identified properties for clean up schedules on a monthly basis.
- Removing blighted and unsightly properties within the County to achieve a higher standard of living for residents and a more professional environment for businesses.

Target zone areas and special project code compliance by:

- Tracking zones with recurring problems every ten days and issue notices of violation leading to citations and court summons.
- Maintaining site visit generated status log for each zone.
- Scheduling weekly visits to each targeted zone or project location.
- Utilize an officer “zone” area of enforcement to effectively manage the officer workload and gain code compliance countywide.
- Achieve code compliance throughout the County to protect property owners in the zone and the integrity of the zoning ordinance .



Code Enforcement**CODE ENFORCEMENT
COMPARISON—YEARS**

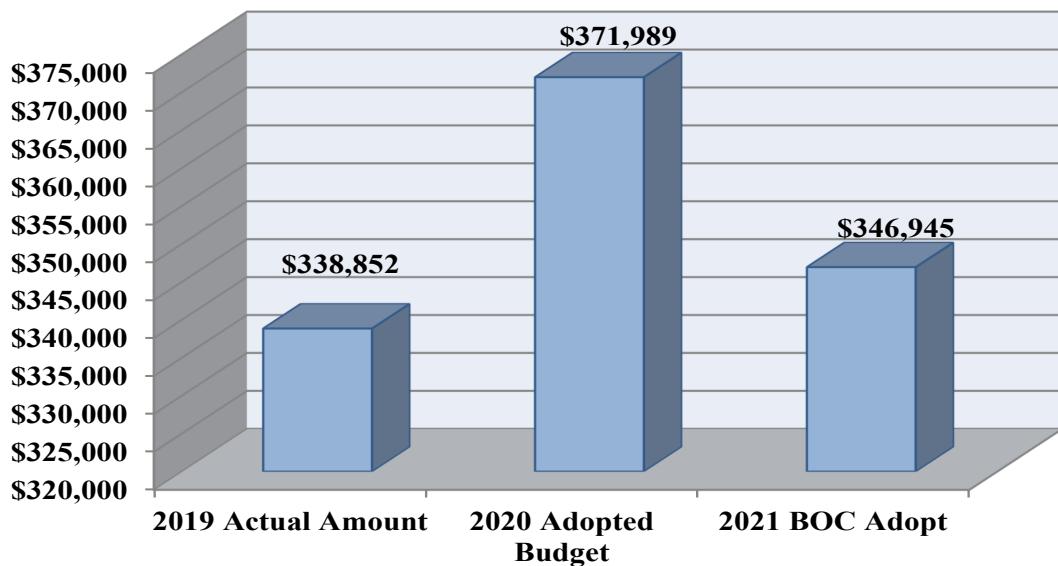
	2019	2020	2021
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INVESTIGATIONS	1,854	1,524	2,040
COURT CASES	59	26	65
LANDFILL SIGNAGE (lbs)	2,379	2,840	2,620

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Chief Code Enforcement Officer	FT	1	1	1
Code Enforcement Officer	FT	3	3	3
Secretary	FT	1	1	1
TOTAL FULL TIME		5	5	5

Code Enforcement

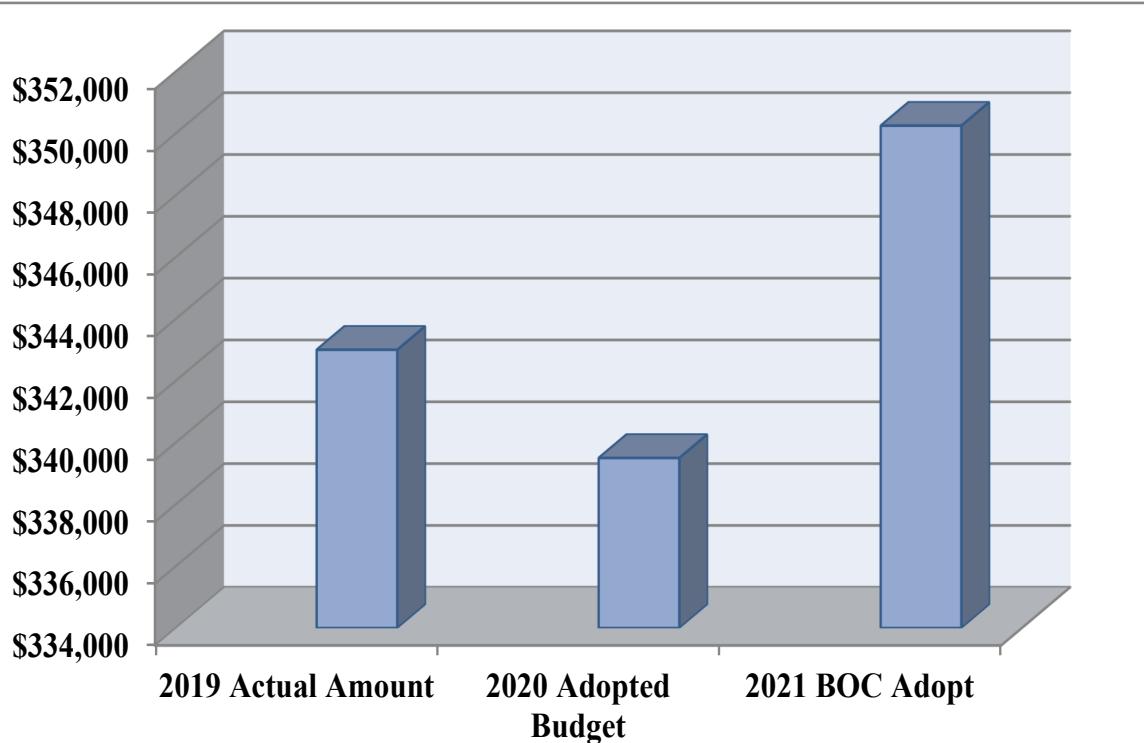
	BUDGET SUMMARY		
	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>338,852</u>	<u>371,989</u>	<u>346,945</u>
Total Funding Sources	<u>338,852</u>	<u>371,989</u>	<u>346,945</u>
APPROPRIATIONS:			
Salary and Wage	196,621	207,340	199,583
Benefits	129,263	143,537	134,788
Vehicle Expense	960	10,389	6,230
Dues and Subscriptions	0	100	120
Supplies	5,002	4,000	4,135
Professional Services	0	680	0
Utilities	2,399	2,189	2,089
Travel & Training	0	1,754	0
Minor Equipment and Improvements	3,995	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	611	2,000	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>338,852</u>	<u>371,989</u>	<u>346,945</u>



Industrial Development

BUDGET SUMMARY

	2019 Actual Amount	2020 Adopted Budget	2021 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>
Total Funding Sources	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>
APPROPRIATIONS:			
Supplies	0	0	0
Professional Services	343,000	339,500	350,250
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>343,000</u>	<u>339,500</u>	<u>350,250</u>



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Unic. Area Special District

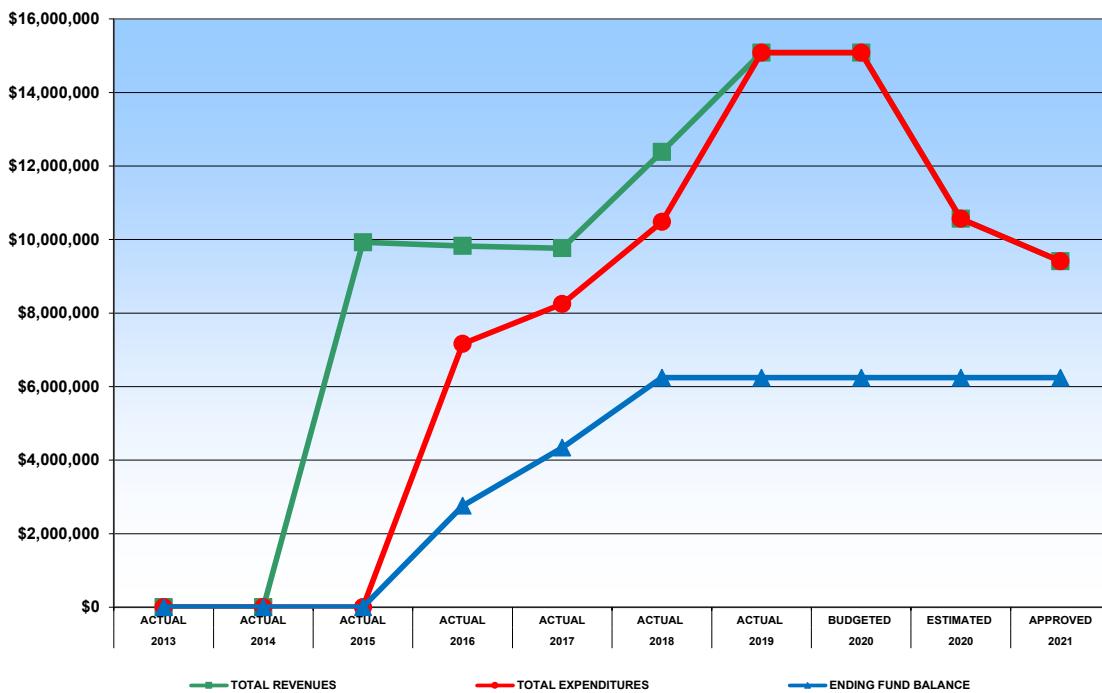
SPECIAL REVENUE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	<u>2,759,828</u>	<u>2,759,828</u>	<u>4,337,436</u>
REVENUES						
Taxes	-	-	7,531,633	7,814,218	8,124,555	9,453,246
Licenses and Permits	-	-	1,812,882	1,621,242	1,287,864	1,806,375
Charges for Services	-	-	347,640	157,551	86,894	721,551
Miscellaneous	-	-	4,581	21,579	9,092	11,606
Other Financing Sources	-	-	<u>227,717</u>	<u>210,256</u>	<u>257,219</u>	<u>390,273</u>
TOTAL REVENUES	-	-	<u>9,924,453</u>	<u>9,824,846</u>	<u>9,765,623</u>	<u>12,383,051</u>
EXPENDITURES						
Salary and Wages	-	-	825,396	876,970	870,003	989,768
Benefits	-	-	320,531	315,587	397,311	526,969
Advertising	-	-	1,560	840	1,440	2,449
Vehicle Expense	-	-	19,290	16,083	17,159	24,210
Dues and Subscriptions	-	-	1,332	2,403	1,591	3,732
Maintenance Charges	-	-	2,480	2,018	2,013	1,189
Supplies	-	-	23,328	21,746	11,834	22,035
Professional Services	-	-	10,644	31,210	12,190	41,959
Utilities	-	-	4,861	4,388	3,317	4,283
Travel & Training	-	-	3,799	6,390	6,816	8,131
Minor Equipment and Improv	-	-	15,432	979	645	12,972
Capital Outlay	-	-	11,051	99,026	-	23,713
Other Financing Sources	-	-	<u>5,922,923</u>	<u>6,868,140</u>	<u>10,045,505</u>	<u>8,814,692</u>
Uniforms and Clothing	-	-	1,998	1,433	2,541	2,167
Other	-	-	-	25	-	-
Budget Improvement Request	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	<u>7,164,625</u>	<u>8,247,238</u>	<u>10,478,268</u>
ENDING FUND BALANCE	-	-	-	<u>2,759,828</u>	<u>4,337,436</u>	<u>6,242,219</u>

Unic. Area Special District

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>6,242,219</u>	<u>6,242,219</u>	<u>6,242,219</u>	<u>6,242,219</u>	<u>100%</u>
REVENUES					
Taxes	8,941,260	8,941,260	9,329,164	9,383,596	99.73%
Licenses and Permits	1,223,000	1,223,000	1,329,647	1,031,647	10.96%
Charges for Services	69,500	69,500	61,000	61,000	0.65%
Miscellaneous	4,519,876	4,519,876	(678,578)	(1,381,984)	-14.69%
Other Financing Sources	<u>328,500</u>	<u>328,500</u>	<u>525,000</u>	<u>315,000</u>	3.35%
TOTAL REVENUES	15,082,136	15,082,136	10,566,233	9,409,259	100.00%
EXPENDITURES					
Salary and Wages	1,047,316	1,084,093	1,160,028	1,117,259	11.87%
Benefits	519,171	522,943	588,315	524,832	5.58%
Advertising	3,300	3,300	27,500	6,300	0.07%
Vehicle Expense	35,879	30,063	34,984	22,375	0.24%
Dues and Subscriptions	4,250	5,650	14,125	13,855	0.15%
Maintenance Charges	2,940	2,940	2,940	1,840	0.02%
Supplies	30,604	32,297	34,371	21,503	0.23%
Professional Services	17,125	42,200	15,180	17,718	0.19%
Utilities	5,934	5,964	5,934	4,909	0.05%
Travel & Training	19,754	14,500	17,429	7,838	0.08%
Minor Equipment and Improv	-	9,437	-	-	0.00%
Capital Outlay	137,600	113,700	-	-	0.00%
Other Financing Sources	13,210,381	13,210,381	8,661,002	7,579,277	80.55%
Uniforms and Clothing	4,698	4,668	4,425	2,075	0.02%
Other	-	-	-	-	0.00%
Budget Improvement Request	<u>43,184</u>	<u>-</u>	<u>-</u>	<u>89,478</u>	0.95%
TOTAL EXPENDITURES	15,082,136	15,082,136	10,566,233	9,409,259	100.00%
ENDING FUND BALANCE	<u>6,242,219</u>	<u>6,242,219</u>	<u>6,242,219</u>	<u>6,242,219</u>	<u>100%</u>

S P E C I A L R E V E N U E F U N D



TRENDS FOR THE YEAR ENDED December 31, 2021

REVENUES: This fund was set up in 2014 due to a Service Delivery Agreement. The departments within this fund include Building Inspections, Development Control, Planning & Zoning, Development Services Administration, Occupational Tax, and Code Enforcement Officers. Revenues are generated through the normal departmental operations as well as through transfers in from the Hotel Motel Fund. 2020 budgeted revenues are \$ 1,156,974 less than 2020 estimated revenues.

EXPENDITURES: Expenses of this fund include normal expenses to operate within the departments as well as transfers out to help fund the Fire Protection Services & EMS fund as well as the Animal Control Services fund. For 2021, \$ 7,579,277 is budgeted to be transferred out to these funds.

FUND BALANCE: The Fund Balance is projected to remain the same compared to the 2020 Estimated Fund Balance.

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MISSION

To provide the citizens of Douglas County and its municipalities with the highest quality protection from fire, medical emergencies, and natural or man-made disasters utilizing an all hazards approach.

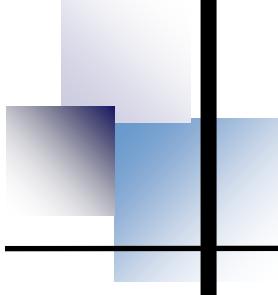
FUNCTIONS

- Protect life and property from fire.
- Provide emergency ambulance treatment and transportation.
- Enforce all fire codes.

GOALS

- Add additional Personnel (Engines, Division Chiefs, Deputy Fire Chief, Secretary, and Training Officer) .
- Implement following positions (Compliance /Accreditation Officer, Recruiter/ Marketing Specialist and Emergency Service Software Support Technician)
- Replace various extrication equipment.
- Implement new Inventory control software
- Establish an 8th Ambulance
- Create a breathing air refill station
- Fire extinguisher simulator and RACE pull station simulator
- Upgrade Computers and Laptops






Fire & EMS

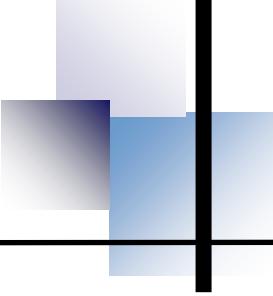
PERSONNEL SUMMARY & WORKLOAD INDICATORS

FIRE & EMS COMPARISON—YEARS

	2019 <u>ACT</u>	2020 <u>PROJ</u>	2021 <u>PROJ</u>
CALLS FOR SERVICE	18,804	19,020	19,590
TOTAL FIRES	450	396	408
OTHER CALLS	5,388	5,040	5,191
EMS CALLS	12,966	13,584	13,991
EMS TRANSPORTS	9,899	9,324	9,604

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	FT	3	3	3
Fire Marshal	FT	1	1	1
Chief Investigator	FT	1	1	1
Station Captain	FT	6	6	6
Fire Captain Admin	FT	1	1	1
Fire Lieutenant/Paramedic	FT	11	11	11
Fire Investigator	FT	1	1	1
Fire Lieutenant/EMT	FT	20	20	20
Vehicle Logistical Manager	FT	1	1	1
Logistical Administrator	FT	1	1	1
Fire Lieutenant	FT	3	1	1
Fire Fighter III/Paramedic	FT	7	9	9
Fire Fighter II/Paramedic	FT	18	24	24
Fire Safety Inspector	FT	3	3	3
Fire Fighter III/EMT	FT	29	28	28
Fire Fighter III	FT	4	3	3
Fire Fighter II/Cardiac Tech	FT	1	1	1
Paramedic	FT	7	7	7
Fire Fighter II/EMT	FT	27	34	34
Administrative Assistant	FT	1	1	1
Emergency Medical Technician (EMT)	FT	18	10	10
Fire Fighter II	FT	1	1	1
EMS Records Coordinator	FT	1	1	1
Hydrant Maintenance Technician	FT	0	1	1
EMT Recruit	FT	9	7	7
Department Secretary	FT	1	1	1
Paramedic	PT	16	16	16
EMT	PT	12	11	11
Equipment Manager	PT	1	1	1
Fire Hydrant Technician	PT	2	2	2
TOTAL FULL TIME		178	180	180
TOTAL PART TIME		31	30	30



Fire Protection Services & EMS

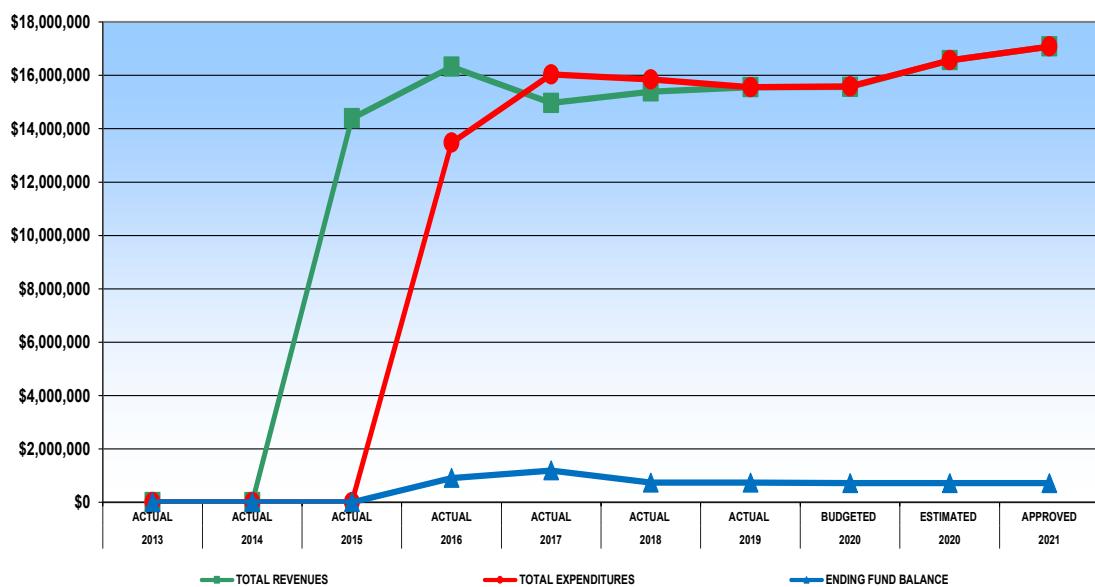
SPECIAL REVENUE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	—	—	—	911,046	911,046	1,195,093
REVENUES						
License and Permits	—	—	—	—	2,500	2,000
Intergovernmental	—	—	1,946,517	1,964,982	2,002,797	2,028,929
Charges for Services	—	—	2,070,175	2,535,288	2,495,247	2,441,218
Miscellaneous	—	—	22,980	20,723	26,362	7,346
Other Financing Sources	—	—	10,347,986	11,795,897	10,434,758	10,909,956
TOTAL REVENUES	—	—	14,387,658	16,316,890	14,961,664	15,389,449
EXPENDITURES						
Salary and Wages	—	—	8,521,017	9,072,907	9,395,807	9,766,666
Benefits	—	—	3,103,834	3,271,877	3,888,020	4,294,834
Advertising	—	—	7,693	6,663	7,871	9,695
Vehicle Expense	—	—	477,159	392,751	435,858	463,894
Dues and Subscriptions	—	—	5,505	3,964	3,946	3,144
Equipment Rental	—	—	18,900	18,900	18,900	18,900
Maintenance Charges	—	—	74,915	80,060	90,556	92,240
Supplies	—	—	308,048	266,834	277,428	270,047
Professional Services	—	—	219,952	269,406	277,864	341,150
Utilities	—	—	265,918	258,663	255,049	267,384
Travel & Training	—	—	2,462	10,792	52,391	25,319
Minor Equipment & Impr.	—	—	201,582	743,058	56,966	14,137
Capital Outlay	—	—	125,078	1,365,024	29,983	17,425
Other Financing Sources	—	—	—	2,527	—	—
Debt Service	—	—	74,411	171,418	171,418	171,418
Uniforms and Clothing	—	—	70,138	97,998	77,581	90,496
Other	—	—	—	—	—	—
Budget Improvement Request	—	—	—	—	—	—
TOTAL EXPENDITURES	—	—	—	13,476,612	16,032,843	15,846,749
ENDING FUND BALANCE	—	—	—	911,046	1,195,093	737,793

Fire Protection Services & EMS

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	737,793	737,793	718,331	718,331	100%
REVENUES					
License and Permits	2,500	2,500	2,500	3,000	0.02%
Intergovernmental	2,020,000	2,034,661	2,045,200	2,051,786	12.01%
Charges for Services	2,423,000	2,423,000	2,506,500	2,503,500	14.66%
Miscellaneous	660,000	655,890	(575,001)	-	0.00%
Other Financing Sources	<u>10,449,054</u>	<u>10,449,054</u>	<u>12,584,066</u>	<u>12,523,184</u>	73.31%
TOTAL REVENUES	15,554,554	15,565,105	16,563,265	17,081,470	100.00%
EXPENDITURES					
Salary and Wages	8,966,364	9,250,669	10,135,672	10,208,898	59.77%
Benefits	4,416,258	4,442,793	4,657,281	4,521,322	26.47%
Advertising	18,050	7,550	11,050	9,050	0.05%
Vehicle Expense	401,000	411,000	452,000	412,000	2.41%
Dues and Subscriptions	7,065	5,065	7,065	12,805	0.07%
Equipment Rental	18,900	18,900	18,900	-	0.00%
Maintenance Charges	111,200	105,516	110,900	95,900	0.56%
Supplies	301,500	298,014	301,500	291,950	1.71%
Professional Services	280,000	348,017	300,000	318,696	1.87%
Utilities	282,020	283,685	257,897	248,650	1.46%
Travel & Training	61,000	51,975	61,000	41,130	0.24%
Minor Equipment & Impr.	-	28,851	-	-	0.00%
Capital Outlay	-	3,525	-	-	0.00%
Other Financing Sources	-	-	-	-	0.00%
Debt Service	97,357	97,357	-	-	0.00%
Uniforms and Clothing	158,000	118,000	125,000	75,000	0.44%
Other	125,000	113,650	125,000	125,000	0.73%
Budget Improvement Request	<u>310,840</u>	-	-	<u>721,069</u>	4.22%
TOTAL EXPENDITURES	15,554,554	15,584,567	16,563,265	17,081,470	100.00%
ENDING FUND BALANCE	<u>737,793</u>	<u>718,331</u>	<u>718,331</u>	<u>718,331</u>	<u>100%</u>

S P E C I A L R E V E N U E F U N D



TRENDS FOR THE YEAR ENDED December 31, 2021

REVENUES: This fund was set up in 2014 as a part of a Service Delivery Agreement. This fund includes Fire Protection and Emergency Medical Service. Revenues from this fund come from grants, City of Douglasville, ambulance fees, and transfers in. Transfers in come from the General Fund as well as the Unincorporated Area Special District Fund. Total transfer in budgeted for 2021 are \$ 12,523,184.

EXPENDITURES: Expenditures for 2021 are expected to increase 3.3% compared to 2020's Estimated Expenditures. Expenditures in the fund normally remain fairly stable from year to year. Total expenses for 2021 are budgeted at \$ 17,081,470.

FUND BALANCE: Fund Balance is projected to remain the same as that of 2020. Estimating ending fund balance of \$ 718,331.

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MISSION

To promote responsible pet ownership, prevent the spread of animal borne diseases and protect the public by seizing public nuisance animals roaming throughout the County. To provide a temporary shelter for stray, unwanted or homeless animals, to maintain a vigorous adoption program to include health screenings, vaccinations and mandatory spay or neutering of same.

FUNCTIONS

- Enforce State, Federal, and Local animal related laws.
- Reduce the number of unwanted animals in the community by promoting sterilization of all pets thereby reducing the number of pets euthanized.
- Provide effective Animal Control Services to protect the public from roaming/vicious animals and disease spread by same.
- Cruelty investigation and prosecution.

GOALS

- As required by the Georgia Department of Agriculture ensure that all adopted animals are spayed or neutered.
- Comply with State and National Laws and guideline when euthanasia is necessary.
- Assist CDC and Health Department in enforcement of Rabies Act Control.
- Provide public service talks and appearances to local schools, nursing homes and civic groups to increase awareness on animal related issues and pet population.
- Provide an ACO on call 24 hours a day, 365 days a year to assist Law Enforcement and rescue injured or vicious animals.
- Pet license program.
- Hire and train staff of caring professionals to carry out the goal and objectives.
- Court Diversion Program
- Operate Community Cat Program





ANIMAL CONTROL COMPARISON—YEARS

	2019 <u>ACT</u>	2020 <u>PROJ</u>	2021 <u>PROJ</u>
RETURNED TO OWNER	819	724	687
ADOPTED	1,117	670	1,200
EUTHANIZED	346	219	320
TOTAL INTAKES	3,328	2,583	3,344
ANIMAL COMPLAINTS	4,703	4,849	5,439

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2021 <u>APPROVED</u>
Animal Services Director	FT	1	1	1
Field Supervisor	FT	1	1	1
Kennel Supervisor	FT	1	1	1
Resource Officer	FT	1	1	1
Control Officer	FT	7	7	7
Kennel Tech	FT	9	9	9
Secretary	FT	1	1	1
Kennel Tech	PT	0	6	6
TOTAL PART TIME		0	6	6
TOTAL FULL TIME		21	21	21

Animal Control Services

SPECIAL REVENUE TRENDS

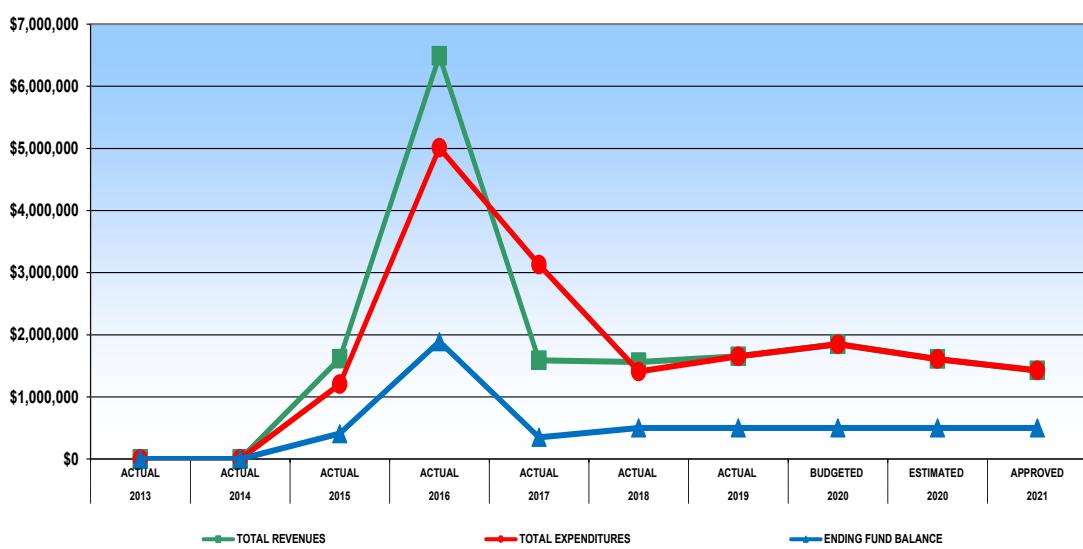
	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL
BEGINNING FUND BALANCE	-	-	-	409,389	1,889,355	349,534
REVENUES						
Intergovernmental	-	-	310,226	309,753	317,012	317,307
Charges for Services	-	-	46,840	49,033	70,877	71,813
Courts and Law Enforcement	-	-	469	1,728	(595)	(551)
Miscellaneous	-	-	8,623	33,495	74,468	42,754
Other Financing Sources	-	-	1,248,256	6,096,188	1,126,372	1,128,960
TOTAL REVENUES	-	-	1,614,414	6,490,197	1,588,134	1,560,283
EXPENDITURES						
Salary and Wages	-	-	559,777	558,780	622,032	649,739
Benefits	-	-	259,669	271,556	325,556	390,649
Advertising	-	-	1,626	750	2,008	383
Vehicle Expense	-	-	24,513	22,432	33,641	22,786
Dues and Subscriptions	-	-	400	450	400	400
Maintenance Charges	-	-	2,648	563	5,090	6,101
Supplies	-	-	116,081	80,279	114,010	137,801
Professional Services	-	-	55,600	42,523	99,690	106,283
Utilities	-	-	48,731	46,370	45,610	51,946
Travel & Training	-	-	574	2,204	3,058	1,608
Minor Equipment & Impr.	-	-	5,228	917	14,539	2,059
Capital Outlay	-	-	127,505	3,975,627	1,859,217	32,987
Uniforms and Clothing	-	-	2,674	7,780	3,104	5,582
Other	-	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	1,205,025	5,010,231	3,127,955	1,408,325
ENDING FUND BALANCE	-	-	409,389	1,889,355	349,534	501,492

Animal Control Services

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>100%</u>
REVENUES					
Intergovernmental	317,051	317,051	315,851	309,781	21.71%
Charges for Services	75,000	75,000	58,800	20,000	1.40%
Courts and Law Enforcement	-	-	-	-	0.00%
Miscellaneous	-	194,070	575,000	-	0.00%
Other Financing Sources	<u>1,260,604</u>	<u>1,260,604</u>	<u>658,569</u>	<u>1,096,828</u>	76.88%
TOTAL REVENUES	1,652,655	1,846,725	1,608,220	1,426,609	100.00%
EXPENDITURES					
Salary and Wages	706,110	766,056	786,194	672,513	47.14%
Benefits	404,393	558,981	409,290	345,413	24.21%
Advertising	2,500	2,500	2,500	-	0.00%
Vehicle Expense	26,500	27,016	25,000	22,500	1.58%
Dues and Subscriptions	400	400	400	400	0.03%
Maintenance Charges	11,867	16,300	12,267	9,267	0.65%
Supplies	115,500	115,500	103,250	89,750	6.29%
Professional Services	89,510	134,830	78,919	70,470	4.94%
Utilities	56,900	56,900	55,800	41,500	2.91%
Travel & Training	3,200	3,437	3,300	-	0.00%
Minor Equipment & Impr.	-	34,005	-	-	0.00%
Capital Outlay	38,241	53,067	-	-	0.00%
Uniforms and Clothing	8,000	8,000	6,300	1,400	0.10%
Other	<u>125,000</u>	<u>69,733</u>	<u>125,000</u>	<u>125,000</u>	8.76%
Budget Improvement Request	<u>64,534</u>	-	-	<u>48,396</u>	3.39%
TOTAL EXPENDITURES	1,652,655	1,846,725	1,608,220	1,426,609	100.00%
ENDING FUND BALANCE	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>100%</u>

Animal Control Services

SPECIAL REVENUE FUND



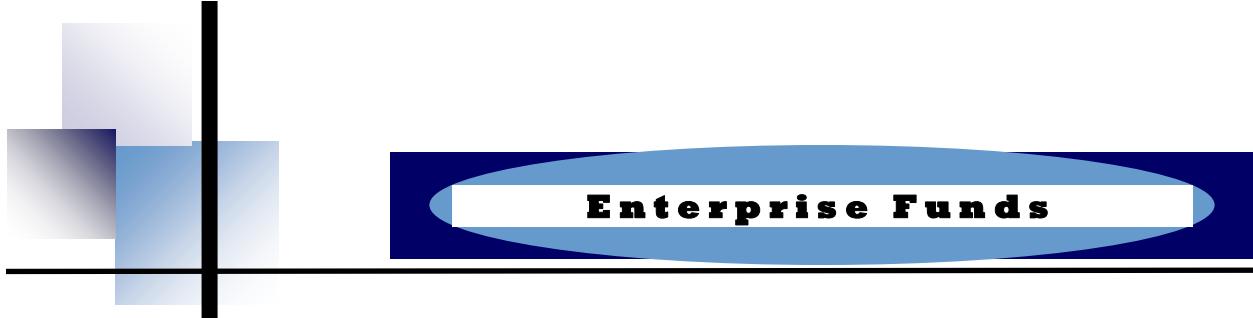
TRENDS FOR THE YEAR ENDED December 31, 2021

REVENUES: This fund was set up in 2014 as a part of a Service Delivery Agreement. Revenues from this fund come from the City of Douglasville, Animal Control Fees, and Transfers in. Transfers in come from the General Fund as well as the Unincorporated Area Special District Fund. Total transfer in budgeted for 2021 are \$ 1,096,828.

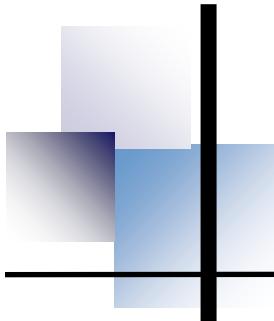
EXPENDITURES: This is the seventh year this fund will be operating and expenditures have remained stable from year to year, since the new Animal Shelter was built. Total expenses for 2021 are budgeted at \$ 1,426,609.

FUND BALANCE: Fund Balance is projected to end at \$ 501,492 which remains the same as that of 2020.

DIRECTORY



Landfill Fund..... 284



MISSION

Provide and operate environmentally responsible “full service solid waste disposal facilities and waste diversion - recycling programs” in accordance with local, state and federal regulations. Control expenditures and manage revenues in a positive financial position through the receipt of BOC approved disposal fees and revenue generated from recyclable, reuse and waste diversion items. Sustain litter reduction, prevention, and encourage voluntary recycling. Improve community awareness of solid waste handling, disposal and diversion.

FUNCTIONS

- Operate a transfer station for municipal solid waste disposal.
- Operate the Cedar Mt. Construction-Demolition Landfill.
- Divert-recycle all material possible from the waste stream as received.
- Shred-recycle-reuse all vegetative waste material received.
- Operate convenience - recycle centers at Cedar Mt and Camp Rd locations.
- Complete General Fund, SPLOST, and Special Projects as assigned.

GOALS

Maintain operational efficiency, minimize expenditures, and maximize revenue flow by:

- Maximizing revenues while maintaining a solid and consistent customer base by providing a friendly, safe, easy to use facility and offering competitive disposal rates and fees.
- Completing Special General Fund and SPLOST projects and subsequent reimbursement for services rendered.
- Continued annual revenue analysis of Revenue Sources for waste diversion material.
- Continued use of a goal and performance oriented employee appraisal system.

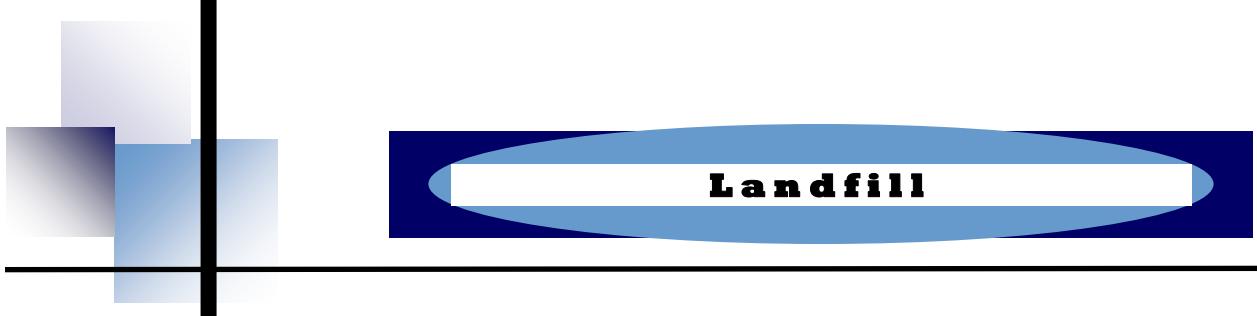
Assure compliance with the Douglas County “S. W. M. P.” by:

- Offering educational - promotional campaigns for recycling.
- Removal of the highest volume possible of recyclable, reuse, and waste diversion material from the waste stream.

Maintaining compliance with all Local, State, and Federal Agencies responsible for regulating Solid Waste Handling Facilities by:

- Receiving a 90% or better score on “Landfill Inspection Reports”.





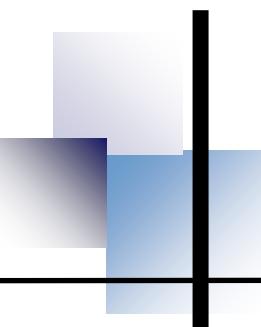
Landfill

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2019 ACT</u>	<u>2020 PROJ</u>	<u>2021 PROJ</u>
TONS RECYCLED	21,239	14,706	16,000
YARD WASTE CUSTOMERS	5,314	626	650
OTHER DEPT COLLECTION TONNAGE	755	60	300
C & D TONNAGE	11,113	11,350	11,395
REFUSE TONNAGE	17,302	19,236	25,593
CAMP ROAD TONNAGE	251	340	340
LANDFILL CUSTOMERS	102,222	115,328	120,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2021 APPROVED</u>
Government Services Director	UNC	1	1	1
Assistant Government Services Director	UNC	1	1	1
Administrative Assistant	FT	1	1	1
Office Manager	FT	1	1	1
Supervisor	FT	1	1	1
Senior Equipment Operator	FT	3	3	3
Equipment Operator	FT	2	2	2
Attendant	FT	3	3	3
Scale Operator	PT	0	0	0
Equipment Operator	PT	0	0	0
Convenience Center Attendant	PT	1	1	1
Laborer I	PT	1	1	1
TOTAL FULL TIME		13	13	13
TOTAL PART TIME		2	2	2



Landfill Fund

ENTERPRISE TRENDS

	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>
BEGINNING FUND BALANCE	<u>401,047</u>	<u>218,267</u>	<u>(60,977)</u>	<u>(95,223)</u>	<u>328,230</u>
REVENUES					
Transfer Fees	806,091	837,910	860,079	922,281	991,850
C & D Fees	499,685	434,764	633,868	977,178	1,102,796
Camp Road Transfer Fees	-	40,558	37,968	36,271	46,536
Investments	30	40	21	222	138
Insurance Claims	-	-	-	-	-
Recycling Sales	196,548	213,260	235,923	278,272	363,138
Charges b/w Funds	-	12,552	-	-	900
Intergovernmental	-	-	-	-	-
Other	5,928	<u>156,853</u>	156	5,053	-
TOTAL REVENUES	<u>1,508,282</u>	<u>1,695,936</u>	<u>1,768,014</u>	<u>2,219,277</u>	<u>2,505,358</u>
EXPENDITURES					
Salary and Benefits	605,902	639,495	641,765	709,926	757,657
Operating Expenses	973,776	950,232	1,074,320	1,095,916	3,182,658
Capital Outlay	-	-	-	9,307	-
Depreciation	111,384	105,731	86,174	48,887	33,178
TOTAL EXPENDITURES	<u>1,691,062</u>	<u>1,695,458</u>	<u>1,802,260</u>	<u>1,864,036</u>	<u>3,973,492</u>
ENDING FUND BALANCE	<u>218,267</u>	<u>(60,977)</u>	<u>(95,223)</u>	<u>260,018</u>	<u>(1,139,904)</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

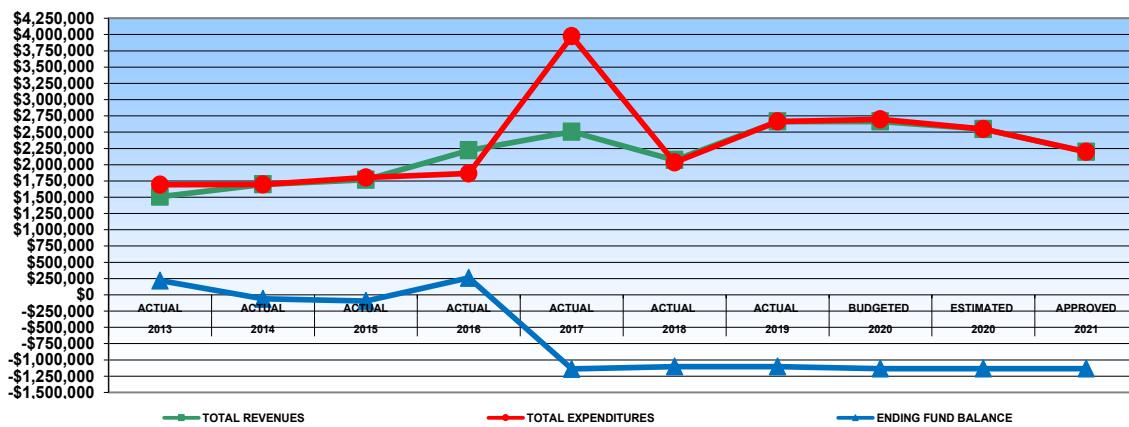
REVENUES: The Revenues for 2020 have decreased 13.78% from 2020's estimates. The projected Revenue for 2021 is \$ 2,196,600.

EXPENDITURES: Expenditures are anticipated to decrease by \$ 351,410 compared to 2020's estimates. As the Landfill continues to get closer to capacity expenditures will increase for post closure care as well as costs associated with opening another phase. However, some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, it could fluctuate.

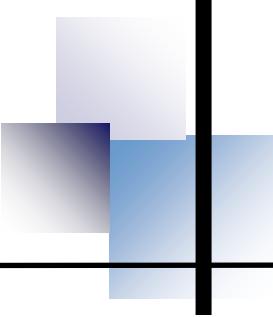
FUND BALANCE: Please note ending fund balance for 2014 was restated due to the implementation of GASB 68 to show the recognition of net pension liability and related deferred outflows. Beginning Fund balance for 2017 was restated again due to new auditors. The projected fund balance for 2021 is expected to end as the same in 2020.

Landfill

	<u>2018 ACTUAL</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>(1,139,904)</u>	<u>(1,102,233)</u>	<u>(1,102,233)</u>	<u>(1,134,595)</u>	<u>(1,134,595)</u>	<u>100%</u>
REVENUES						
Transfer Fees	807,648	781,200	781,200	970,440	1,144,200	52%
C & D Fees	709,975	756,000	756,000	650,400	693,600	32%
Camp Road Transfer Fees	86,883	114,240	114,240	62,127	23,580	1%
Investments	-	-	-	-	-	0%
Insurance Claims	-	-	-	-	-	0%
Recycling Sales	427,876	503,400	503,400	342,000	335,220	15%
Charges b/w Funds	-	-	-	-	-	0%
Intergovernmental	37,210	-	-	-	-	0%
Other	1,805	508,190	508,190	523,043	-	0%
TOTAL REVENUES	2,071,396	2,663,030	2,663,030	2,548,010	2,196,600	100%
EXPENDITURES						
Salary and Benefits	1,030,757	864,223	878,489	986,378	844,158	38%
Operating Expenses	961,632	1,384,697	1,405,954	1,515,632	1,292,442	59%
Capital Outlay	-	360,000	356,839	-	-	0%
Depreciation	41,336	54,110	54,110	46,000	60,000	3%
TOTAL EXPENDITURES	2,033,725	2,663,030	2,695,392	2,548,010	2,196,600	100%
ENDING FUND BALANCE	(1,102,233)	(1,102,233)	(1,134,595)	(1,134,595)	(1,134,595)	100%



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Internal Service Funds

DIRECTORY

Health and Employee Benefits	290
Workers' Compensation	292

Health/Employee Benefits

INTERNAL SERVICE TRENDS

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(1,308,777)</u>	<u>(3,085,481)</u>	<u>(3,880,044)</u>	<u>(3,531,172)</u>
REVENUES						
Charges for Services	11,297,718	11,337,352	12,023,141	12,362,519	13,555,195	16,014,083
Interest	62	65	41	-	-	-
Miscellaneous	-	-	-	-	-	-
Transfer In	-	1,500,000	-	500,000	-	700,000
TOTAL REVENUES	11,297,780	12,837,417	12,023,182	12,862,519	13,555,195	16,714,083
EXPENDITURES						
Claims	10,709,087	11,371,787	13,202,366	12,935,807	12,446,727	14,170,181
Administrative	508,539	525,652	597,520	721,275	759,596	1,351,306
TOTAL EXPENDITURES	11,217,626	11,897,439	13,799,886	13,657,082	13,206,323	15,521,487
ENDING FUND BALANCE	<u>(2,248,755)</u>	<u>(1,308,777)</u>	<u>(3,085,481)</u>	<u>(3,880,044)</u>	<u>(3,531,172)</u>	<u>(2,338,576)</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

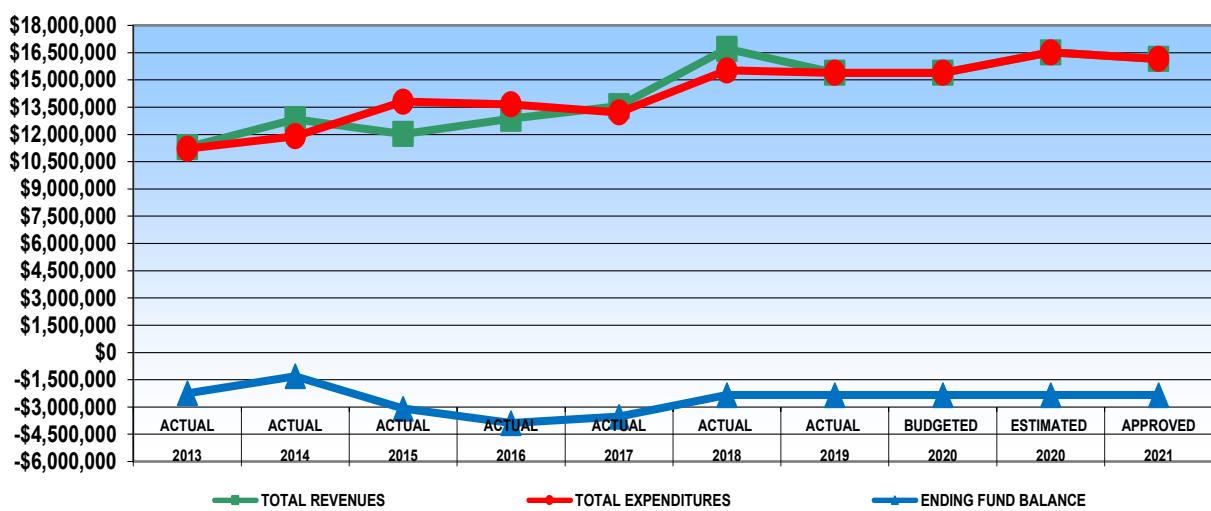
REVENUES: Revenues are anticipated to decrease \$ 358,837 from 2020s Estimated Revenue. Employees are contributing to this Fund to offset the rising cost of Healthcare claims. On occasion the General Fund will contribute to this fund to help raise the fund balance.

EXPENDITURES: Expenditures are estimated to increase significantly over the prior year's estimate. The benefits and coverage are revised annually in an effort to keep costs down while still providing employees with quality coverage. A benefits consultant firm was hired back in 2014 to help find ways to reduce these costs while still offering quality coverage.

FUND BALANCE: The 2021 Estimated Ending Fund Balance is a negative \$ 2.3 million. All years presented have ended with a negative fund balance. For 2021 the Fund Balance is expected to remain the same from the prior year. For this fund balance to get out of the negatives it will require transfers in from the General Fund.

Health/Employee Benefits

	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 ESTIMATED</u>	<u>2021 APPROVED</u>	<u>2021 % OF TOTAL</u>
BEGINNING FUND BALANCE	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>100%</u>
REVENUES					
Charges for Services	9,560,510	9,190,510	15,312,896	16,154,059	100%
Interest	-	-	-	-	0%
Miscellaneous	-	-	-	-	-
Transfer In	5,830,000	6,200,000	1,200,000	-	0%
TOTAL REVENUES	15,390,510	15,390,510	16,512,896	16,154,059	100%
EXPENDITURES					
Claims	14,049,376	14,049,243	14,984,722	14,576,771	90%
Administrative	1,341,134	1,341,267	1,528,174	1,577,288	10%
TOTAL EXPENDITURES	15,390,510	15,390,510	16,512,896	16,154,059	100%
ENDING FUND BALANCE	(2,338,576)	(2,338,576)	(2,338,576)	(2,338,576)	0%



INTERNATIONAL SERVICE TRENDS

Workers' Compensation

	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>(723,974)</u>	<u>(701,198)</u>	<u>243,523</u>	<u>729,760</u>	<u>723,272</u>	<u>1,317,672</u>
REVENUES						
Charges for Services	1,022,987	1,076,174	1,091,798	687,339	799,335	787,016
Interest Earned	11	6	4	-	-	-
Transfers In	-	500,000	-	-	-	-
TOTAL REVENUES	1,022,998	1,576,180	1,091,802	687,339	799,335	787,016
EXPENDITURES						
Claims	918,442	555,745	551,485	636,597	153,501	1,175,087
Administrative	81,780	75,714	54,080	57,230	51,434	120,960
Transfer Out	-	-	-	-	-	700,000
TOTAL EXPENDITURES	1,000,222	631,459	605,565	693,827	204,935	1,996,047
ENDING FUND BALANCE	(701,198)	243,523	729,760	723,272	1,317,672	108,641

TRENDS FOR THE YEAR ENDED December 31, 2021

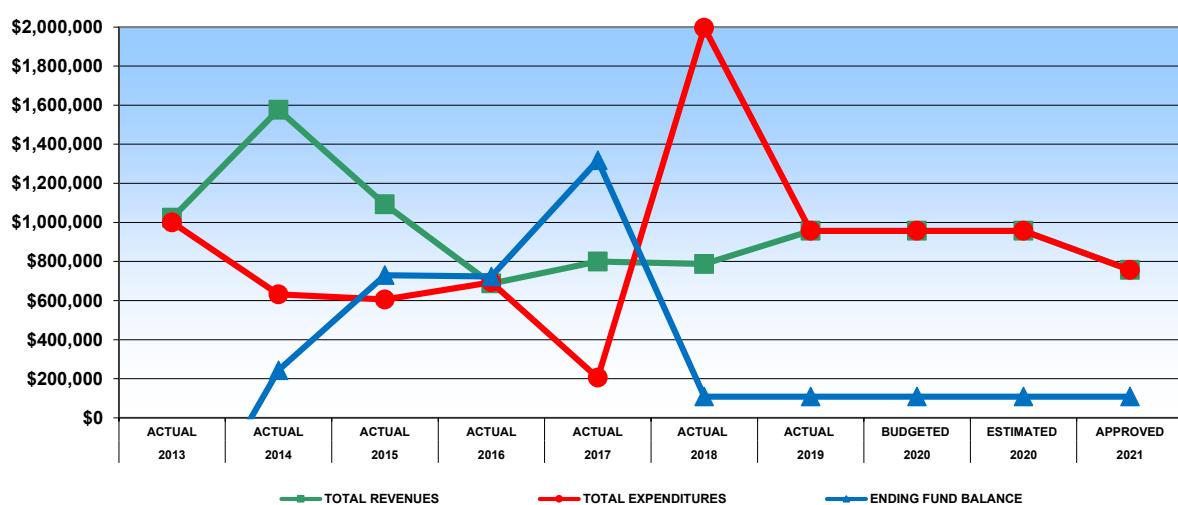
REVENUES: Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in almost a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009, until 2014. Projected Revenues for 2021 are expected to decrease \$ 200,000 from 2020 estimated revenues.

EXPENDITURES: Costs are anticipated to decrease from those estimated for 2020 by 20.9%.

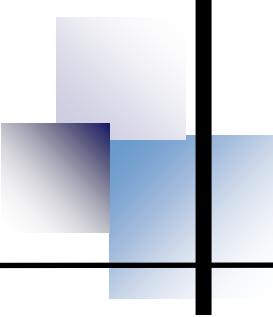
FUND BALANCE: Fund Balance is projected to remain the same as that of 2020. Estimated ending fund balance of \$ 108,641.

Workers' Compensation

	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ESTIMATED</u>	<u>2021</u> <u>APPROVED</u>	<u>2021</u> <u>% OF TOTAL</u>
BEGINNING FUND BALANCE	<u>108,641</u>	<u>108,641</u>	<u>108,641</u>	<u>108,641</u>	<u>100%</u>
REVENUES					
Charges for Services	956,900	956,900	956,900	756,900	100%
Interest Earned	-	-	-	-	0%
Transfers In	-	-	-	-	-
TOTAL REVENUES	956,900	956,900	956,900	756,900	100%
EXPENDITURES					
Claims	811,900	811,900	811,900	611,900	81%
Administrative	145,000	145,000	145,000	145,000	19%
Transfer Out	-	-	-	-	0%
TOTAL EXPENDITURES	956,900	956,900	956,900	756,900	100%
ENDING FUND BALANCE	108,641	108,641	108,641	108,641	100%



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Debt Service Funds

2016 SPLOST Debt Service 296

DIRECTORY

DEBT SERVICE TRENDS

2016 SPLOST Debt Service

	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>ACTUAL</u>	2020 <u>BUDGET</u>	2020 <u>ESTIMATED</u>	2021 <u>APPROVED</u>	2021 <u>% OF TOTAL</u>
BEGINNING FUND BALANCE	<u>-</u>	<u>8,550,604</u>	<u>16,479,486</u>	<u>16,479,486</u>	<u>14,304,486</u>	<u>14,304,486</u>	<u>100%</u>
REVENUES							
Investment Earnings	40,980	164,117	-	-	-	-	0%
Transfers In	9,918,608	17,669,250	<u>17,294,250</u>	<u>17,294,250</u>	<u>19,469,250</u>	<u>16,916,625</u>	<u>100%</u>
TOTAL REVENUES	<u>9,959,588</u>	<u>17,833,368</u>	<u>17,294,250</u>	<u>17,294,250</u>	<u>19,469,250</u>	<u>16,916,625</u>	<u>100%</u>
EXPENDITURES							
Transfers Out	-	60,235	-	-	-	-	0%
Debt Service	1,408,984	2,844,250	2,294,250	1,469,250	1,469,250	611,625	8%
Other	-	7,000,000	<u>15,000,000</u>	<u>18,000,000</u>	<u>18,000,000</u>	<u>16,305,000</u>	<u>92%</u>
TOTAL EXPENDITURES	<u>1,408,984</u>	<u>9,904,485</u>	<u>17,294,250</u>	<u>19,469,250</u>	<u>19,469,250</u>	<u>16,916,625</u>	<u>100%</u>
ENDING FUND BALANCE	<u>8,550,604</u>	<u>16,479,486</u>	<u>16,479,486</u>	<u>14,304,486</u>	<u>14,304,486</u>	<u>14,304,486</u>	<u>100%</u>

TRENDS FOR THE YEAR ENDED December 31, 2021

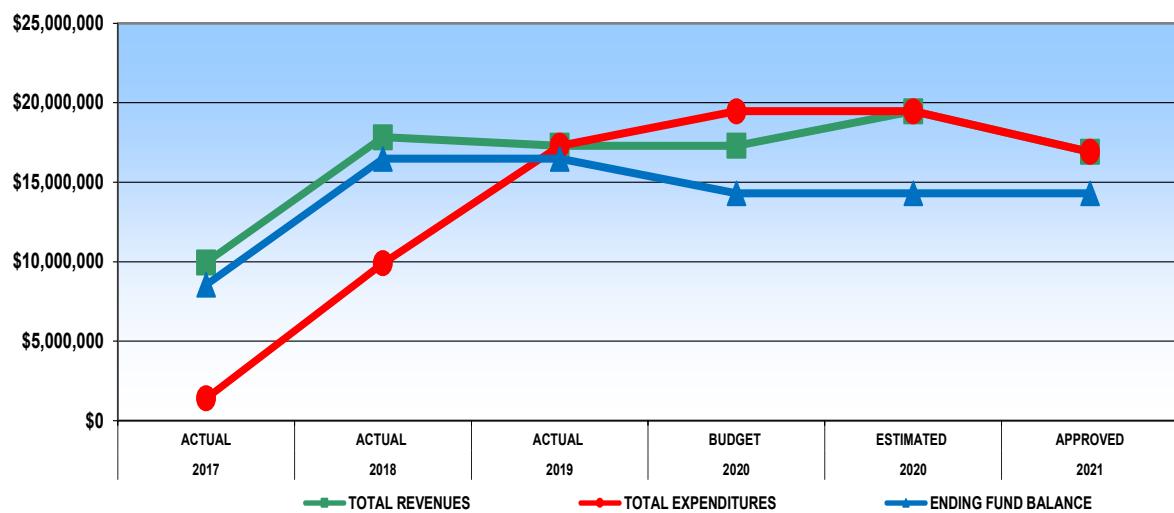
REVENUES: The trend in Revenues has remained the same over the prior year. Revenues for 2021 are projected to decrease 13% over those estimated for 2020.

EXPENDITURES: Expenditures are anticipated to decrease by \$ 2,552,625 compared to 2020's estimates. This decrease is attributed to additional principal payment that was owed in 2020.

FUND BALANCE: Ending fund balance for 2021 is projected to remain the same as that of 2020 estimate.

2016 SPLOST Debt Service

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>BALANCE</u>
2017	\$ -	\$ 1,408,983	\$ 1,408,983.00
2018	7,000,000	2,844,250	9,844,250
2019	15,000,000	2,294,250	17,294,250
2020	18,000,000	1,469,250	19,469,250
2021	16,305,000	611,625	16,916,625
2022	<u>4,080,000</u>	<u>102,000</u>	<u>4,182,000</u>
	<u>\$ 60,385,000</u>	<u>\$ 8,730,358</u>	<u>\$ 69,115,358.00</u>



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Policies that are utilized in making decisions regarding the time frame for and funding of Capital Outlay or Capital Projects are as follows:

- I. The approval of the Capital Outlay and Projects is subject to the availability of funds. Capital Outlay/Expenditures are currently defined as outlays which result in the acquisition of/or addition to fixed assets. They must have a cost of over \$5,000 and a life greater than one year. Available funds come from a number of sources. The primary source of funds for Capital Outlay is generated when there is an excess of operating revenues over operating expenses from either the current year's budget or prior years that have increased the accumulated Fund Balance. Secondary sources of funds for Outlay are Federal and/or State Grant Funds. Capital Projects, however, are funded from long-term debt, such as the Special Purpose Local Option Sales Tax, General Obligation Debt or Lease Purchase Agreements. Federal and State Grants also serve as a secondary source of funds for Projects, while Fund Balances and Operating Revenues serve as the source of Project funds on a very limited basis.
- II. Once the availability of funds is determined, the remaining useful life of equipment on hand is given great consideration when prioritizing the possible uses of these funds. The condition of existing equipment, vehicles, safety equipment, etc. is assessed before Capital Outlay funds are appropriated for repairs or replacements to these assets. For Capital Projects, the present condition is also a determining factor. Present facilities and infrastructure are reviewed and are prioritized by the extent of the need for improvements or capacity expansion.
- III. Advancements in technology in areas that include but are not limited to computers and computer software may warrant Capital Outlay for upgrading of present systems. As requests arise in these areas the cost of the Outlay is carefully weighed against benefits to be derived, such as improved efficiency and output of employees, and enhanced efficiency and effectiveness in service to our taxpayers.
- IV. The quality of life of Douglas County residents is always a factor in the contemplation of how best to enter into a Capital Project or approve a Capital Outlay. Improvements in this area may include improved living conditions, improved air and water quality, or safety and recreational enhancements.



Capital Impact on Operating Budget

In November 2016 the citizens of Douglas County voted for a Special Purpose Local Option Sales Tax (SPLOST) to fund infrastructure, parks, and Fire and EMS. Several projects have already been completed. The 2021 year will be the fourth full year of expenditures of these funds. All the projects are capital, and there will be a few projects completed in 2021 that will have additional operating cost associated with them. In many instances, operating cost will be lowered as a result of implementing the use of new equipment. The replacement of fire trucks, ambulances, and heavy rescue equipment, as well as upgrades to and rebuilding of park facilities and equipment, will result in lower maintenance cost for several years following the completion of these projects. Projects such as completing concession stand construction in parks will have utility costs once they are operational. The resurfacing program for the coming year will be funded through this SPLOST. This too will help to reduce the cost of patching and maintaining the roads that are in need of resurfacing.

Projects of new construction such as the Multi-Purpose Recreation Center and the new Senior Center will come with additional staffing costs as well as operational costs. Due to the pandemic, these facilities will not be operational for the entire year. Therefore, the 2021 General Fund budget includes six months of operating costs for the two new facilities. The Senior Center was provided \$200,000 in budgeted funds for staff and operations. The Multi-Purpose Recreation Center was provided \$300,000 in budgeted funds for staff and operations. The County will need to appropriately budget for a full year of expenses for these two facilities in the 2022 budget.

Long Term Financial Plan

NEW OPERATING EXPENDITURES	2021	2022	2023	2024	2025	2026
1st Year New Major Recurring Operating Expenditures AND Offsetting Revenue						
GG - Defined Benefit Retirement Add'l	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
GG - Website Update & Support	-	75,000	75,000	75,000	75,000	75,000
PS - Operating New Fire Station (1/2 from GF) - SDS-CITY \$	-	500,000	500,000	500,000	500,000	500,000
PS - Sheriff Vehicles	-	525,000	525,000	525,000	525,000	525,000
PS - Radio Maintenance (Yrs. 4 - 15)	-	-	-	737,000	737,000	737,000
PW - Capital Transportation Funding	-	500,000	500,000	500,000	500,000	500,000
PRC - Operating New Senior Center	200,000	450,000	450,000	450,000	450,000	450,000
PRC - Operating New Senior Center - Revenue Offset	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
PRC - Operating New Recreation Center	300,000	540,000	540,000	540,000	540,000	540,000
PRC - Operating New Recreation Center - Revenue Offset	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
PCD - Operating New Shuttle Bus Service - Grant Expires	-	-	2,000,000	2,000,000	2,000,000	2,000,000
PCD - Landscape Maintenance @ Four (4) Interchanges	-	250,000	250,000	250,000	250,000	250,000
Landfill - Options Range from \$16.6M to \$86.6M - 20 Yrs.	-	-	-	-	3,660,000	3,660,000
Landfill - Options Range from \$16.6M to \$86.6M - 20 Yrs.	-	-	-	-	-	3,266,437
Misc. Building Improvements	750,000	500,000	500,000	500,000	500,000	500,000
Miscellaneous - BIRs	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Fund Balance Contributions	-	-	-	-	-	-
Total 1st Yr. New Major Recurring Operating Expenditures AND Offsetting Revenue	\$ 500,000	\$ 6,390,000	\$ 8,140,000	\$ 8,877,000	\$ 12,537,000	\$ 15,803,437
LONG TERM EXPENDITURES	2021	2022	2023	2024	2025	2026
Capital Expenditures - FUTURE SPLOST Eligible???						
GG - Additional Space for General Expansion	-	-	-	1,200,000	1,200,000	1,200,000
PS - Camera Replacement @ LEC	-	-	-	-	-	-
PW - PI0012877 Chattahoochee Hill Trail System - ROW	-	-	750,000	-	-	-
PW - PI0012877 Chattahoochee Hill Trail System - Const	-	-	-	-	9,350,000	-
PW - PI00115074 I-20/Chapel Hill DDI - ROW	-	-	1,500,000	-	-	-
PW - PI00115074 I-20/Chapel Hill DDI - Const	-	-	-	-	-	5,000,000
PW - PI0004428 Lee Road Widening Ph II A - Const - Bridge to Fairburn -Cur	-	-	-	-	-	-
PW - PI0004428 Lee Road Widening Ph II A - Const - Current SPLOST	-	-	-	-	-	-
PW - PI0015073 Lee Rd Extension - ROW	-	-	1,300,000	-	-	-
PW - PI0015073 Lee Rd Extension - Const	-	-	-	-	-	4,000,000
PW - PI0013563 Lee Road Widening Ph II B - PE - Bridge to Veterans	-	-	1,500,000	-	-	-
PW - PI0013563 Lee Road Widening Ph II B - PE	-	-	(453,000)	-	-	-
PW - PI0013563 Lee Road Widening Ph II B - ROW	-	-	-	-	5,800,000	-
PW - PI0013563 Lee Road Widening Ph II B - Utilities	-	-	-	-	-	756,000
PW - PI0013563 Lee Road Widening Ph II B - Const	-	-	-	-	-	11,700,000
Total Capital Expenditures - Future SPLOST Eligible	\$ -	\$ -	\$ 4,597,000	\$ 1,200,000	\$ 16,350,000	\$ 22,656,000

In 2002, Douglas County citizens voted a 1% Special Purpose Local Option Sales Tax (S.P.L.O.S.T.) to fund construction of roads & intersections; capital projects for public safety facilities for fire protection and emergency medical services and related capital equipment; and to renovate and expand our parks and recreation facilities.

CAPITAL BUDGETING

The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements from 2009 to 2011 were completed. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower rate than originally scheduled for the 2012 year. SPLOST funding has ceased to be received but there will still be funding for these projects from the Georgia Department of Transportation. With one remaining project in the works, all projects are scheduled to be completed in 2021.

The S.P.L.O.S.T. funds have purchased pumper trucks, ladder trucks, specialized trucks, ambulances, stair chairs, thermal cameras, turnout gear and other much needed equipment. The Fire Department's call volume increases each year, and we must continuously expand our service capabilities to keep abreast of the needs of the citizens. The last of these funds are being spent in 2021 to complete building renovations.

New ball fields and seven miles of walking trails are available for citizens' use at Boundary Waters Park. We purchased sixteen acres of land in Lithia Springs on which more ball fields and recreational facilities were built to replace those constantly affected by the flooding from Sweetwater Creek. In 2010 the General Fund contributed \$1.7 million to see that this park was completed in 2011's fourth quarter. The major expansion of Winston Park which consisted of new ball fields, a concession stand, walking trails and a playground/picnic area that was finalized in 2010. These park expansion have been needed for many years. The aquatic center is in full operation and is being used by citizens. Demand for recreational facilities and programs remain high. These funds have been depleted.

The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2020.



CAPITAL BUDGETING

2002 S.P.L.O.S.T. Budget by Projects

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Parks			
Bond Issuance Cost	498,189	498,189	-
Bond Interest Cost	6,068,149	6,068,149	-
Administrative Professional Services	336,854	336,854	-
Land	8,373,864	8,373,864	-
Boundary Waters Multi Purpose Stadium	145,264	145,264	-
Deer Lick Multi Purpose Building	2,398	2,398	-
Deer Lick Skateboard Complex	297,906	297,906	-
Boundary Waters Baseball Complex	744,294	744,294	-
Boundary Waters Sports Complex	7,557,803	7,557,803	-
Boundary Waters Soccer/Football Complex	163,251	163,251	-
Senior Center	1,995,554	1,995,554	-
Aquatic Center	8,207,553	8,207,553	-
Deer Lick Tennis Center	231,485	231,485	-
Equipment	392,224	392,224	-
Woodrow Wilson Park Renovation	84,424	84,424	-
Lithia Springs Park Renovation	37,957	37,957	-
Deer Lick Park Renovation	826,383	826,383	-
Mt Carmel Park Renovation	83,986	83,986	-
Bill Arp Park Renovation	671,559	671,559	-
Winston Park Renovation	3,109,169	3,109,169	-
Post Road Park Renovation	498,948	498,948	-
Dog River Park Renovation	222,926	222,926	-
Project Manager	1,300,128	1,300,128	-
Equipment - Miscellaneous	187,812	187,812	-
Paving	195,923	195,923	-
Buleah Ruritan Park Renovation	239,965	239,965	-
Fairplay Renovation	232,656	232,656	-
Clinton Estates Park Renovation	115,139	115,139	-
Deer Lick Dam Replacement & Drainage	668,758	668,758	-
Lithia Springs Park	656,262	656,262	-
Lithia Springs Park 2010	2,247,048	2,247,048	-
 TOTAL DOUGLAS COUNTY PARK PROJECTS	 46,393,831.25	 46,393,831.25	 -

CAPITAL BUDGETING

2002 S.P.L.O.S.T. Budget by Projects

	CURRENT BUDGET	TOTAL SPENT TO DATE	REMAINING BALANCE
Project File Summary - Roads			
Project Manager Cost	1,611,219	1,611,219	-
Administrative/Professional Services	38,000	38,000	-
Transportation Modeling	688,771	688,771	-
Unpaved Roads	1,624,328	1,624,328	-
Intersection Imp. Mt Vernon & Skyview Dr	74,163	74,163	-
Sidewalks Junior High Drive	309,804	309,804	-
Intersection Impv Central Chruch & Kings Hwy	514,726	514,726	-
Intersection Impv Chapel Hill & W Chapel Hill	198,152	198,152	-
Intersection Impv Timber Ridge @ Presley Mill	1,402,701	1,402,701	-
Intersection Impv Chapel Hill @ Dorsett	3,973,904	3,973,904	-
Intersection Impv Chapel Hill @ Central Church	1,969,694	1,969,694	-
Intersection Impv Stewart Mill @ Yancy	2,356,772	2,170,993	185,779
Intersection Impv Bright Star & Douglas Blvd	98,600	98,600	-
Intersection Impv SR 5 & Bright Star	320,601	320,601	-
Bridge Anneewakee Creek	77,100	77,100	-
Bridge Stewarts Mill @ Reynolds	125,925	125,925	-
Bridge Stockmar Rd @ Mud Creek	62,062	62,062	-
Bridge Mason Creek @ Mobley	79,575	79,575	-
Bridge Tyree @ Hurricane Creek	81,046	81,046	-
Bridge Brewer @ Town Branch	165,534	165,534	-
Bridge N Sweetwater @ Mill Branch	37,104	37,104	-
Bridge Cedar Mt @ Gothards Creek	161,709	161,709	-
Bridge N Flat Rock @ Gothards Creek	213,754	213,754	-
Chapel Hill - Stewart Mill Rd Improvement	598,480	598,480	-
Mason Creek at Post Road Intersection Improvement	418,256	418,256	-
Unincorporated Road Projects	2,720,308	2,720,308	-
Resurfaced Roads	19,804,385	19,804,385	-
Prep & Shoulder Work	93,136	93,136	-
Safety Action Project	1,484,898	1,484,898	-
Mt Vernon Culvert	36,605	36,605	-
TOTAL DOUGLAS COUNTY ROAD PROJECTS	41,341,312	41,155,533	185,779

CAPITAL BUDGETING

Project File Summary - Fire

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Training Facility	2,220,086	1,535,441	684,645
Administrative Professional Services	11,400	11,400	-
Administrative Building	190,292	190,292	-
Equipment	1,955,806	1,955,806	-
8 Pumper Trucks	2,048,392	2,048,392	-
2 Ariel Trucks	1,167,755	1,167,755	-
8 Specialized Trucks	1,242,063	1,242,063	-
8 Ambulances	557,659	557,659	-
16 Administrative Units	362,253	362,253	-
Station 11 Dallas Hwy Renovation	150,616	150,616	-
Station 8 Westside/Mirror Lake	1,366,903	1,366,903	-
Station 5 Chapel Hill Renovation	212,870	212,870	-
Station 6 Riverside Renovation	92,695	92,695	-
Station 9 Eastside	245,004	245,004	-
Station 1 Lithia Springs Groovers Lake Road	1,254,194	1,254,194	-
General Renovations to Other Stations	153,468	153,468	-
Contingency from Reduced Interest Projections	-	-	-
 TOTAL DOUGLAS COUNTY FIRE PROJECTS	 13,231,456	 12,546,810	 684,645

2016 SPLOST CAPITAL PROJECT FUND

On July 5, 2016 the Board of Commissioners (BOC), after a series of twelve public input meetings and a recommendation from the first group of volunteer citizens, voted to issue a call for a Special Local Option Sales Tax (SPLOST). In November of the same year the citizens voted in approval of the referendum. The proposed SPLOST will last for six years, and projected revenues range from \$130 million to \$160 million. The County's portion is estimated to be between \$96 million and \$115 million. County projects designated under this SPLOST are as follows:

- 51% Transportation
- 32% Fire/EMS/Public Safety Radio System
- 17% Parks and Recreation

At the drafting of this budget document, the BOC is still reviewing the project list and priorities.

The effective date for this SPLOST is April 1, 2017.

<u>PROJECTS</u>	<u>ORIGINAL ESTIMATED COST</u>	<u>REVISED ESTIMATED COST</u>	<u>PRIOR YEARS</u>	<u>CURRENT YEAR</u>	<u>TOTAL</u>	<u>EST. % OF COMPLETION</u>
2016						
Transportation	\$ 58,964,160	\$ 58,964,160	\$14,149,666	\$ 5,152,592	\$19,302,258	33%
Fire, EMS, and Public Radio System	36,997,120	36,997,120	19,277,917	2,280,581	21,558,498	58%
Parks and Recreation	19,654,720	19,654,720	2,883,353	9,725,735	12,609,088	64%
City of Austell	48,000	48,000	20,955	8,486	29,441	61%
City of Douglasville	37,504,000	37,504,000	24,620,287	1,507,459	26,127,746	70%
City of Villa Rica	6,832,000	6,832,000	2,982,553	1,207,898	4,190,451	61%
TOTAL 2016	\$160,000,000	\$160,000,000	\$63,934,731	\$19,882,751	\$83,817,482	

CAPITAL BUDGETING

The Capital Transportation Fund will facilitate the ongoing projects from the Department of Transportation. The General Fund may contribute each year as funds are available and the Board deems it fiscally responsible to do so. Funding for these projects will also come from the Georgia Department Of Transportation and possible other agencies as well. The 2021 budget includes moving forward with existing projects in this fund and to leverage Federal Funding for these projects.

CAPITAL TRANSPORTATION FUND LIFE TO DATE

<u>Project</u>	<u>CTF Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Remaining Balance</u>
2014 Annual Resurfacing Program (Combined 2013 & 2014 LMIG Programs)	\$ 3,539,417	\$ 3,539,417	\$ -	\$ -
2015 Annual Resurfacing Program	2,591,698	2,591,698	-	-
2016 Annual Resurfacing Program (In-House \$605,000 / Contract \$4,077,000 / Off System Safety)	4,563,567	4,563,567	-	(0)
Riverside Bike Lanes (from 2016 LMIG)	625,000	303,401	-	321,599
2017 Annual Resurfacing Program	1,299,144	1,299,144	-	0
ARC Projects:				
SR 5 Congestion Reduction and Traffic Flow Improvements	354,627	555,421	-	(200,794)
SR 6 Congestion Reduction and Traffic Flow Improvements	533,000	580,753	-	(47,753)
Maxham Road Congestion Reduction and Traffic Flow Improvements	278,162	244,448	15,314	18,400
Construction Phase - Maxham Road Congestion Reduction and Traffic Flow Improvements	2,850,581	715,580	2,135,001	-
ITS System Expansion	623,594	623,594	-	0
CHC Trail Extension	1,625,000	732,805	891,895	300
Comprehensive Transportation Plan (CTP)	625,000	247,405	366,595	11,000
Lee Road/South Sweetwater Road Phase 1 Preliminary Engineering (North of Lee Road Bridge)	567,000	-	-	567,000
Lee Road Extension Planning Study (from Lee Road Bridge to Chapel Hill Road)	315,455	239,253	16,657	59,545
Diverging Diamond Interstate 20 at Chapel Hill	354,500	290,541	63,959	-
Consulting Services	38,880	-	-	38,880
Transit Study	125,000	-	-	125,000
***Discretionary (unassigned Fund Balance)	100,000	100,000	-	-
TOTAL	\$21,009,625	\$16,627,025	\$ 3,489,422	\$ 893,178

Accrual Basis of Accounting— revenues are recognized when service is given and expenses are recognized when the benefit is received.

Ad Valorem Property Taxes – Taxes levied on an assessed valuation of real and/or personal property, based on a valuation as of January 1 and a millage rate set by the BOC.

Appropriation – An authorization made by the County Commission, which permits the County to incur obligations and to make expenditures of resources.

Auto Ad Valorem – Taxes levied on an assessed valuation of automobiles based on a valuation as of January 1 and a millage rate set by the County Commission.

Balanced Budget – A financial plan for a specific period of time that matches all planned revenues and expenditures with various County services and receipts equal expenditures.

Budget Adjustment – A legal procedure utilized by County staff to revise a budget appropriation. County staff has the prerogative to adjust expenditures within or between department budgets according to budget policy, but no increase in the total budget can occur without approval of the County Commission.

Budget Document – The instrument used by the County Manager to present a comprehensive financial plan to the County Commission.

Budget Ordinance – The official enactment by the County Commission legally authorizing County Officials to obligate and expend resources.

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Building Permits – Revenue from businesses/individuals to erect structures.

Capital Fund – A fund used to account for financial resources used for the acquisition or construction of major capital facilities.

Capital Improvement Project – An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and add to the total capital assets of the County.

Capital Outlay/Expenditures – Outlays which result in the acquisition of/or addition to fixed assets and cost over \$5,000 and life is greater than 1 year.

Charges for Service – Charges for current services exclusive of revenue of public utilities and other public enterprises.

Component Unit - A legally separate organization that a primary government must include as part of its financial reporting entity for fair presentation in conformity with generally accepted accounting principles (GAAP).

Contractual Services – Services provided by outside vendors that have contractual agreements with Douglas County to provide maintenance and other services.

Debt Service – The amount of money required to pay serial maturities of principal for serial bonds and interest on outstanding debt.

Debt Service Fund – A fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Debt Service Requirement – The amount of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal period, and contributions which may be required to accumulate monies for the future retirement of bonds.

Department – A major administrative unit of the County with overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation Expense – Depreciation of capital assets within the various enterprise funds.

Election Fees – Fees levied on the qualifying candidates for the cost of the election process.

Electrical Permit – Revenue from business and individuals to do electrical work.

Enterprise Fund – A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures.

Examination Fee – Revenues to cover the cost of examination given to various contractors to see if they qualify to be licensed to do their occupation within the County.

Expenditure – Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenses – Outflows or other using up of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity’s ongoing major or general operations.

Fees – An expense incurred for outside services on a one-time recurring basis for fees charged by vendors for “as required” services.

Financial Institutions Tax – An annual business occupation tax upon state and national banking associations, federal savings and loan associations and state building and loan associations at a rate of .0025 times the gross receipts of said institutions.

Fines – Fines include monies derived from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for the neglect of official duty.

Fire & Casualty – policies of fire and casualty insurance issued upon property and business located within the State of Georgia.

Forfeited Property Revenue – Monies derived from confiscated deposits held as performance guarantees.

Franchise Taxes – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

Fund Balance – Refers to the excess of assets over liabilities and is therefore also known as surplus funds.

Fund – A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflects all assets, liabilities, equity, revenue, and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of the activities performed, measurement of different objectives, and to facilitate management control.

Full Accrual Basis— Basis for Proprietary funds. Revenues are accounted in the period in which service is given; and that expenses be recorded in the period in which the benefit is received. Also used in implementing GASB 34.

General Fund— Fund that is the general operating fund of the County. It is used to account for all revenues and expenditures of the County, which are not accounted for in other funds.

General Obligation – Bonds sold to raise revenue for long-term capital financing; that requires approval by referendum. In Georgia, the debt ceiling is ten percent of the assessed value of all taxable property. The cost of financing is spread over the life of the improvement so that future users help to repay the cost of the improvement.

General Sales and Use Taxes – Taxes imposed upon the sale or consumption of goods and/or services generally with few or limited exemptions.

Governmental Fund Types— Those funds in which most governmental functions are financed. The acquisition, use of balances of the County's current financial resources and the related liabilities are accounted for through Governmental Funds.

Grant – Contribution by government/other organization to support a particular function.

Grant & Major Const Dist – A contra expense account to reclassify the grant and major construction projects from the expense accounts of the funds that capitalize their major purchases of land, buildings, and equipment.

Gross Receipts & Business Tax – Taxes levied in proportion to gross receipts on business activities of all or designated types of businesses.

Infrastructure – Basic installations and facilities upon which the continuance and growth of a community depend; examples are roads and public utilities.

Insurance – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

Insurance Premium Tax Life – Tax on the gross direct premiums received during the preceding license year from policies upon the health of lives of persons residing within Georgia.

Intangibles – Tax levied on intangible personal property such as securities, mortgages, and cash based on returns filed to the State of Georgia.

Inter-Governmental Revenue – Revenues from other government in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Interest Income – Revenue earned for the use/detention of money i.e.: Accounts Receivable for paving assessment, investment in Savings Accounts, Treasury Bills, Repurchase Agreements and Certificates of Deposit.

Interfund Transfer – Contributions and operating transfers made between funds.

Internal Service Fund—Funds used to account for the financing services provided by one department to other departments of the County on a cost-reimbursement basis.

Investment – Commitment of funds in order to gain interest or profit. All investments made by the County are secured by the full faith and credit of the United States government.

Land & Land Improvements – Capital expenditures for acquisition or development of land or improvements to existing County owned land would be charged to this account.

Lease Purchase – Method of acquiring high cost equipment or property and spreading payments over a specified period of time.

Line-Item Budget – A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

Mechanical Permit – Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

Millage Rate – The ad valorem rate expressed in terms of the levy per thousand dollars of taxable assessed value.

Miscellaneous Income – All revenue of the General Fund that cannot be classed in one of the other categories.

Mobile Home Tax – Taxes levied on an assessed valuation of mobile homes based on a valuation as of January 1 and a millage rate set by the County Commissioners.

Modified Accrual Basis — Basis for Governmental Funds. Revenues are recognized when they are susceptible to accrual (i.e., when they are “measurable” and “available”). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred, except for principal and interest on general long-term debt, which is recognized when due.

Non-Operating Revenues – Proprietary fund revenues that are incidental to, or by-products of, the fund's primary service activities.

Occupational Taxes – Revenues from businesses and occupations within the County, which are taxed, based on gross receipts.

Operating Budget – The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.

Operating Revenue – Proprietary fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.

Other Services & Charges – Includes expenditures/expenses for services that are required by the County for administration of its assigned functions.

Personal Services – Includes expenditures for salaries, wages, and related benefits provided for persons employed by Douglas County.

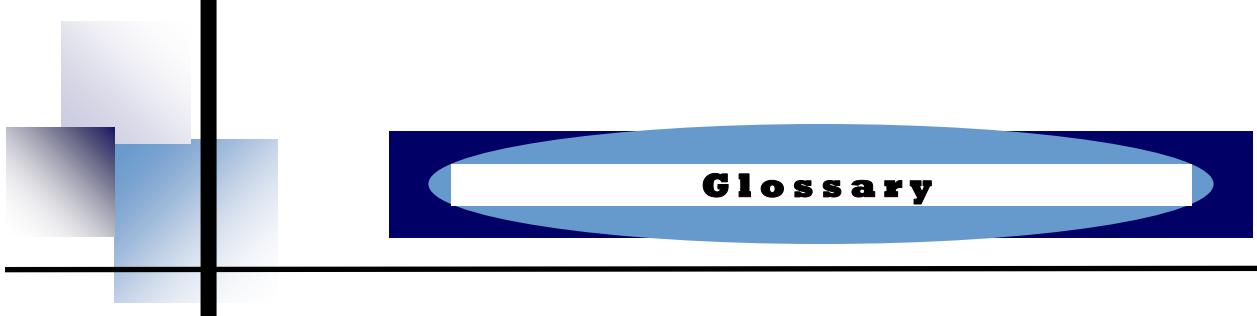
Plans & Construction – Revenue from the administrative review of plan and specifications on commercial building.

Plumbing Permit – Revenue from businesses and individuals to secure the approval to perform plumbing work.

Professional Services – Expenditures incurred by the County to obtain the services of recognized licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc. These accounts are not used for fee payments.

Property Transfer Tax – Tax paid on the transfer of real property. The tax is applied to the principal of the new loan plus any cash transferred for the real property.

Proprietary Fund Types—Funds that accounted for on a cost of service or “capital maintenance” measurement focus where determination of net income is important. The measurement focus is upon determination of net income, financial position and cash flows.



Glossary

APPENDIX

Public Utilities – Tax levied on the property of the public utilities based on the values given by the tax assessors' office.

Public Utility Services – Cost of electricity, natural gas, water and sewer, and communication services purchased for County buildings and facilities.

Railroad Equipment Tax – Tax levied on railroad equipment located within Douglas County.

Recreation Fee – Charges for current services by the Recreation Department.

Rentals and Leases – Expenditures incurred in the renting or leasing of real estate, etc.

Reserve – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Retained Earnings – A fund equity account which reflects accumulated net earnings (or losses) of a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

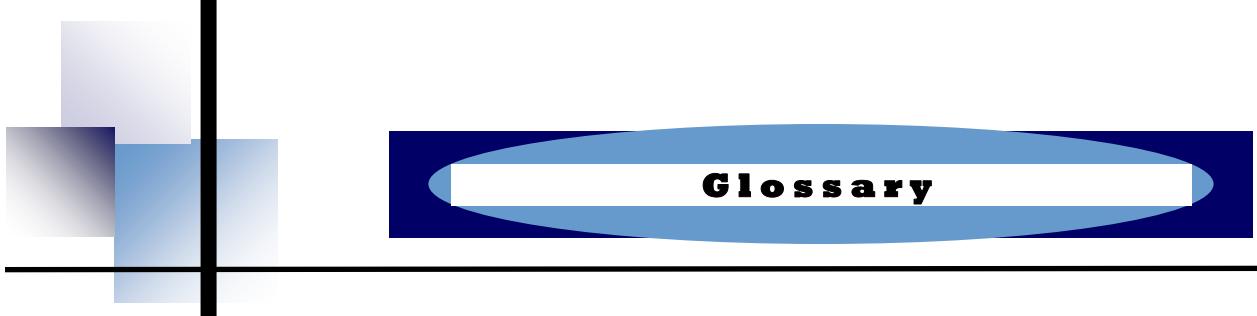
Revenue – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

Sales Taxes – Local option 1% sales taxes collected in Douglas County and distributed by the State of Georgia to the local governments within Douglas County.

Selective Sales & Use Taxes – Taxes imposed upon the sale/use of selected goods or services.

Special Assessments – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Purpose Sales Tax – Special sales and use tax imposed by Douglas County for a specific period of time not to exceed five (5) years. The tax imposed is at a one-percent rate and is subject to referendum approval.



Glossary

Special Revenue Funds— Funds that are generally used to account for certain specific revenue sources, including special services district, grants, and similar funds, which are legally restricted to expenditures for specific purposes.

Supplies – Includes articles and commodities purchased by the County to aid the departments in accomplishing its mission and which are consumed or materially altered when used.

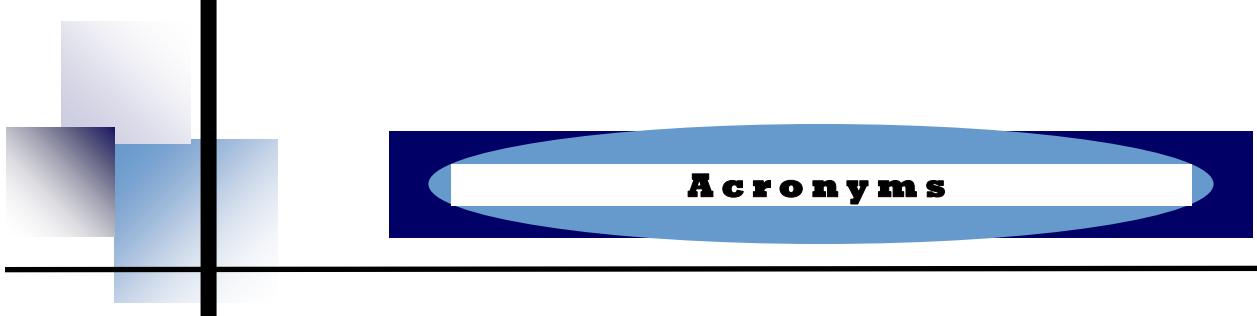
Tax Cost – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by Douglas County are approved by the County Commission and are within limits determined by the State.

Tax Not on Digest – Property located or identified after the digest is approved by Douglas County for submission to the State.

Working Reserve—Fund balance less any reserves of fund balance such as reserves for encumbrances, capital outlay, debt service, prepaid items, etc. Also known as unreserved/undesignated fund balance.

Zero-Based Budgeting— A budget approach that requires each department to submit a budget request and justify all expenditures rather than justifying only the expenditures with proposed changes from the prior year budget.



Acronyms

APPENDIX

A.R.C.—Atlanta Regional Commission

B.I.R.—Budget Improvement Request

B.O.C.—Board of Commissioners

C.A.R.E.—Combined Accident Reduction Effort

C.D.B.G. — Community Development Block Grant Program

D.A.R.E.—Drug Abuse Resistance Education

D.O.T.—Department Of Transportation

F.I.C.A.—Federal Insurance Contribution Act

G.A.A.P.—Generally Accepted Accounting Principles

G.A.S.B.—Governmental Accounting Standards Board

G.F.O.A.—Government Finance Officers Association

G.R.T.A.—Georgia Regional Transportation Authority

L.O.S.T.—Local Option Sales Tax

N.P.D.E.S. II—National Pollutant Discharge Elimination System

N.S.P. — Neighborhood Stabilization Program

O.C.G.A.—Official Code of Georgia Annotated

S.H.A.R.E. House—Someone Helping Another through Resources and Education House is a private, non-profit, grass roots organization in Douglas County, Georgia with a satellite office in Paulding County. They provide services and shelter for battered and homeless women and children.

S.P.L.O.S.T.—Special Local Option Sales Tax

