

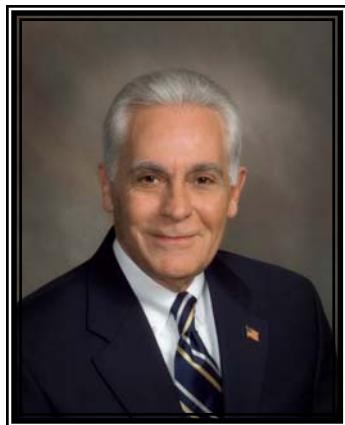


# Douglas County, Georgia





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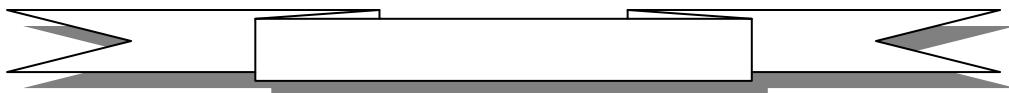


**Mark Teal**  
County Administrator

## 2015 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

**DOUGLAS COUNTY  
FINANCE DEPARTMENT**



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

**MARK TEAL, COUNTY ADMINISTRATOR  
WES TALLON, COMMUNICATIONS DIRECTOR  
MARK COX, PRINTING**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished*  
*Budget Presentation*  
*Award*

PRESENTED TO

**Douglas County**  
**Georgia**

For the Fiscal Year Beginning

**January 1, 2014**

A handwritten signature in black ink, which appears to read "Jeffrey P. Evans".

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, 2014.

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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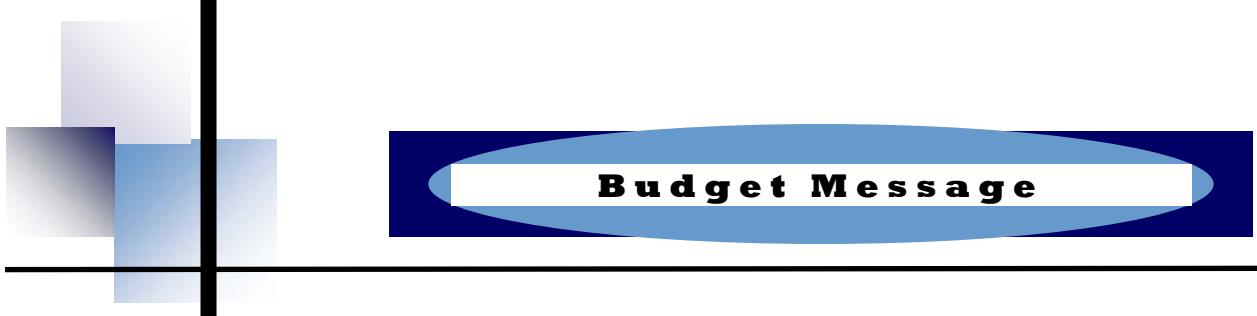
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## Budget Message

### 2015 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2015 annual operating and capital budgets totaling \$134,668,050. This amount includes the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Fund and Internal Service Funds. This budget reflects an expansion of service to adequately take care of the citizens of Douglas County.

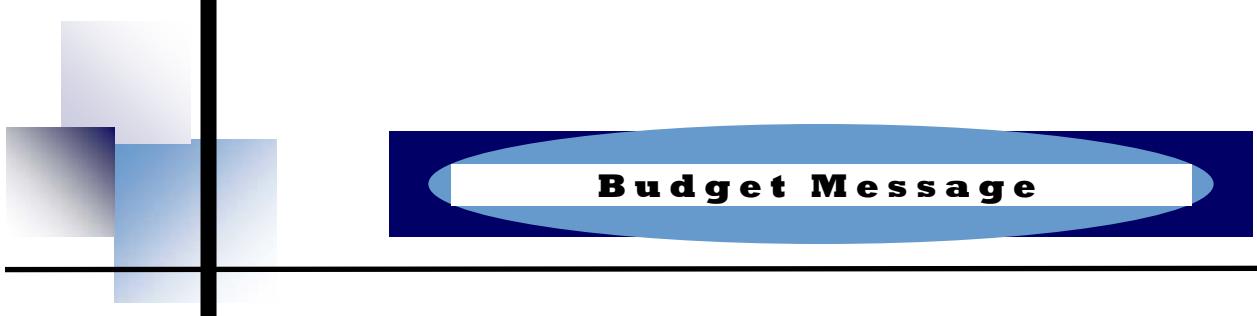
### GENERAL VIEW OF THE 2015 BUDGET

**General Fund** The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning & Community Development Services. The 2015 budget totals \$76,238,949. This is a \$12 million decrease from 2014. Prior years general fund budget included departments that only served the unincorporated areas of the County. In 2014 a separate fund was established to include these departments. This Special Revenue Fund has a 2015 adopted budget of \$1,296,692 and will be discussed later in this document. In addition to this, two Special Revenue Funds were established and also have budgets for the first time in 2015. These funds are Fire Services and EMS and Animal Control Services. They will also be discussed in further detail in the special revenue section of this document.

The Board's commitment to attracting and retaining quality personnel is shown in the 2015 budget. In addition to a 1.7% Cost of Living Adjustment, a 2.5% merit increase will be available to employees on their anniversary date, should their employee evaluation show that it is warranted for the individual. The Sheriff Department conducted a salary study in 2014 and presented the results to the Board who worked diligently during the budget process to implement the results in a manner that would be fair and equitable to all Public Safety personnel, and not put restraints on the County's operating budget. Included in the 2015 budget is a 7.5% increase for all sworn Sheriff Department Deputies. The Human Resources department also conducted a salary study that showed a number of county employees are below the industry averages. The 2015 Douglas County Budget addresses those with the greatest disparity but further research is needed before any other commitments to increases can be made by the Board.

While recent years have seen few Budget Improvement Requests, the 2015 budget includes an increased commitment to economic improvement for Douglas County. This budget addresses departmental needs on both ends of the spectrum. Improvements include everything from replacement of minor equipment to funding for infrastructure improvements. Despite the economic downturn in recent years the 2014 year saw significant improvements in the local economy. The 2015 budget is reflective of the Board's outlook for even better days ahead for Douglas County.

The County's \$117 million Jail and Law Enforcement Center was completed in late 2012. This facility was funded through a 2011 bond issue. The proceeds from the one cent Special Local Option Sales Tax (SPLOST) passed by the voters in 2009 are coming in as projected and will be sufficient to pay the Debt Service in full in the next two years. Funds are coming in at a rate sufficient to not only cover the debt, but to begin early repayment to the General Fund for the land purchased for the facility. For 2015, \$2.5 million will be transferred from the SPLOST proceeds. These funds will not only help with operations but will help fund capital items as discussed below.



## Budget Message

**Capital** Deferring expenditures for maintenance has been the choice in recent years. However, it is no longer fiscally responsible to continue to defer in some areas. In the past year the County continued to leverage Federal and State funding, \$1.7 million in road resurfacing projects with the County matching State and Federal Funding with approximately 50% of local funds. The level of Federal and State funding for 2015 was uncertain at the time the budget was adopted, so the Board included in the budget a contribution of \$500,000 to be placed into the Capital Transportation Fund for discretionary projects. Among the many efforts being made to make Douglas County an attractive area to locate for businesses and individuals, infrastructure is a priority. A non-capital item included to help with our infrastructure is the inclusion of \$200,000 for right of way mowing. The County still has some unpaved roads. To help with this, there is \$70,000 included in the budget for calcium chloride treatments of these roads.

The Board is committed to the building of a new animal shelter. With a few decisions still to be made concerning the design of the building and the exact location, a total of \$350,000 is included in the budget with plans to finance the project over an estimated ten years. Approval to purchase a new animal control truck led to the inclusion of \$45,000 in this year's budget. A total of \$350,000 is included for the purchase of Sheriff's vehicles. Fire Services and EMS equipment (most of which was purchased with a 2002 SPLOST) is aging and in need of repairs and replacement. Funding for \$150,000 in radio system improvements, and \$81,000 for one third of their need for new turnout gear is budgeted for in 2015. The budget in this newly established Special Revenue Fund also includes \$100,000 for the first year's payments on a new fire engine to be leased over a five year period.

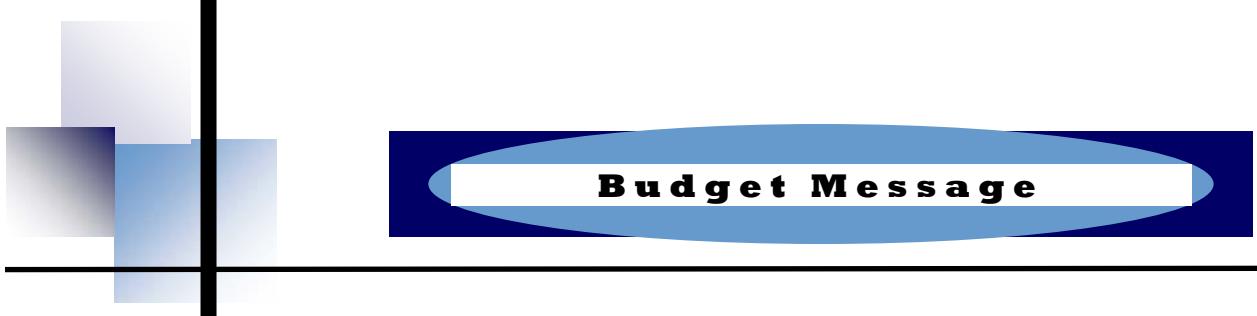
Improvements to the County facilities include building improvements as well as items to enhance operations such as \$215,901 for maintenance to the courthouse and parking lot, rebuilding of both the inbound and outbound solid waste scales for \$44,850, and replacing the roof at the senior services building for \$27,015.

Technology improvements in the areas of both hardware and software are planned throughout the County. Upgrades to E-911 will come at a cost of \$290,000. These include moving software to a Windows based version and moving to current server technology. Information Services will utilize \$116,500 for cloud services for disaster recovery, a continued PC refresh program that will replace computers purchased from 2008 to 2010, and to put into place an email archival system. Our Communications department will upgrade the County's TV station to high definition for a cost of the first two phases of \$57,700

County funds will be partnered with Federal funds to purchase fifteen rideshare vans at a total cost of \$475,000. Five of these vans will expand the current program, while the other ten will replace vans with a current route.

The court system will begin with process of acquiring new case management system in 2014 to be utilized by all the judicial departments. In addition to the initial \$150,000 committed to this project in 2014, \$250,000 will help this project progress into the purchase and beginning implementation phase in 2015.

Included in the improvements to the County's Parks, Recreation and Culture programs that will total \$148,474 are plans to replace poles at a park that in their present condition pose a hazard, purchase a truck for use by park maintenance, and purchase a \$25,000 mower and \$10,000 in small equipment to maintain the grounds at various parks.



## Budget Message

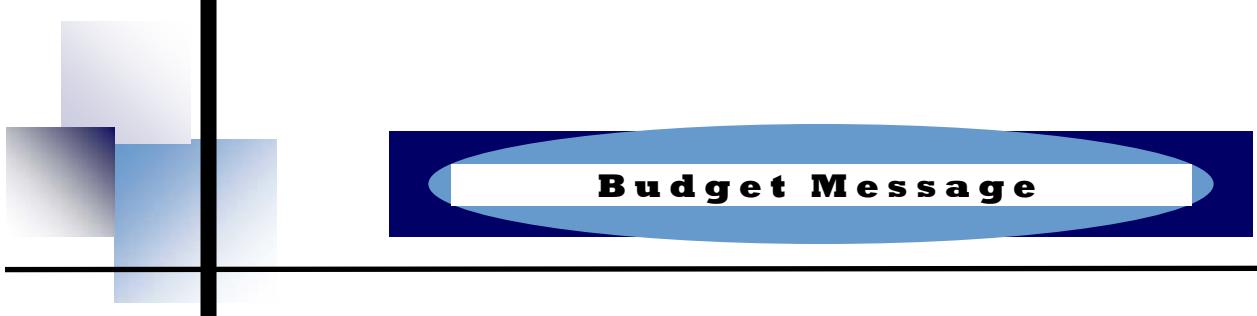
**Salaries, Benefits, and related Operational** as the economy slowly begins to recover, the hiring freeze established in 2009 is being reexamined on a case by case basis. In recent years vacancies in positions were either being filled or were filled with the reallocation of existing staff who are becoming underutilized due to lack of work. The 2015 budget includes new positions that address critical needs. Fifteen new full-time positions and one new part-time position for a total of \$651,000 in salaries will be added throughout County departments. Departments such as the Sheriff's Department, Code Enforcement, and Fleet Management have experienced an increased demand for their services in recent years. Salary increases of \$114,000 will be implemented in various departments as a part of a continued effort to keep Douglas County competitive in the job market. To be more cost effective two areas previously contracted out will be brought in at County departments. The maintenance of the courthouse has been managed by an outside firm since opening in 1998. This will now be done by our own staff at an overall annual savings of \$50,000. The staff previously employed by the outside firm will all now become county employees with benefits. Greater efficiencies in this area are expected along with the cost savings. The job as juvenile prosecutor has been handled by an outside attorney and governed by the juvenile court. This person is being brought onto the District Attorney's staff along with a new Assistant District Attorney to form a Juvenile Court Team. With the governance now more appropriately under the DA, and overall savings over the former annual contract amount, this arrangement will benefit the County as well as the families handled in this court.

Regardless of the economy judicial and public safety departments continued to experience growth in the demand for their services. With an improving economy the areas of planning and community development, are seeing the same increase in demand. For these reasons many departmental operating budgets have been funded with a slight increase over 2014. Some will continue to operate at the same level as the prior year and a few have had their operational budgets reduced to reflect continued efforts to increase efficiencies. The variances in operational budgets from 2014 to 2015 are nominal.

**Animal Control Services Fund** This fund was established in 2014 with the first budget year being 2015. Funding for this fund comes from a number of sources. Animal Control Fees of \$48,000 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 \$289,000. And the Unincorporated Area's portion is \$1.1 million. A balanced budget was adopted with expenditures of \$1.2 million and then amended to add \$250,000 from a city that agreed to service delivery shortly after the budget adoption.

**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 any and all necessary expenses for the operation of the office. The budget is projected to be balanced with Revenues equaling Expenditures of \$50,000 each. Projected ending fund balance is \$74,459.

**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 \$253,027 each. Projected ending fund balance is \$401,806.



## Budget Message

**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 that include salary and benefits for 24 employees totaling \$2,623,036.

Projected ending fund balance is \$1,608,300.

**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 a number of sources. Emergency Medical Services Fees of \$1.5 million 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 \$1.9 million. The Unincorporated Area and General Fund are paying \$4.9 million each. A balanced budget was adopted with expenditures of \$11.6 million and then amended to add \$1.6 million from a city that agreed to service delivery shortly after the budget adoption.

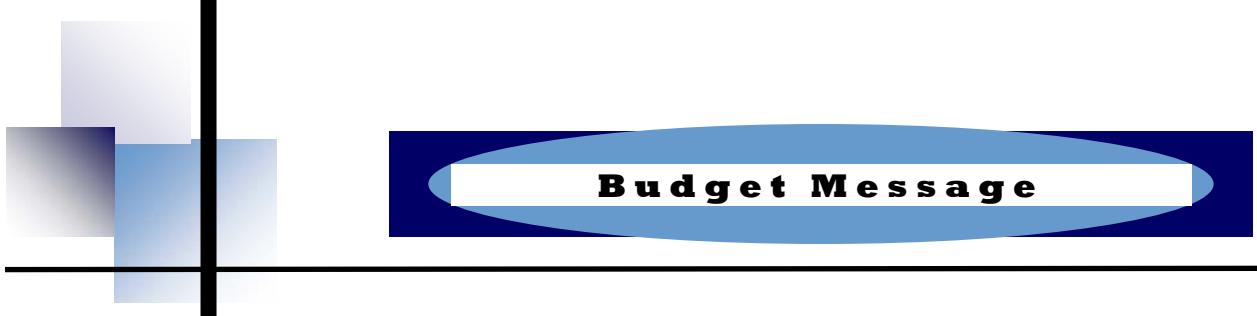
**Hotel-Motel Tax Fund** The \$315,200 income generated in this fund is utilized to fund tourism through the Chamber of Commerce and to maintain the museum operated by the County Historical Commission. The budget includes plans to bring the Tourism and History Commission in house as a County operated department, with the additional funds generated by the three percent increase to hotel-motel taxes being used for increased operations over and above the museum currently maintained by this commission. Exact plans for staffing and operations were still tentative at the time the 2015 budget was adopted. Prior to 2015 there was no fund balance in this fund because all receipts were transferred to the designated agencies and a portion to the General Fund. For 2015, the County will establish and operate Tourism as a County Department and a Fund Balance will be established. For this fiscal year a balanced budget of \$315,200 was adopted.

**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 \$100,000. Expenditures for operating expenses are budgeted at \$100,000. Ending fund balance is projected to be \$535,544.

**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 \$180,000 equaling Expenditures, leaving a projected ending fund balance of \$2,924,758.

**Sheriff Inmate Commissary** 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 \$14,000. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$142,364.

**Sheriff Other Programs** 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 \$13,200, with a projected ending fund balance of \$53,150.



## Budget Message

**Victim Assistance Fund** This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$203,365. Revenues are projected at \$165,000 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$23,834. There is a 2015 beginning fund balance of \$297,372 and is projected to be the same at the end of 2015.

**SPLOST and GRTA (Georgia Regional Transportation Authority) Capital Project Funds.** These budgets were adopted in 2002. 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. The GRTA Capital Project Fund is for improvements to Lee Road and Dura Lee Lane extension.

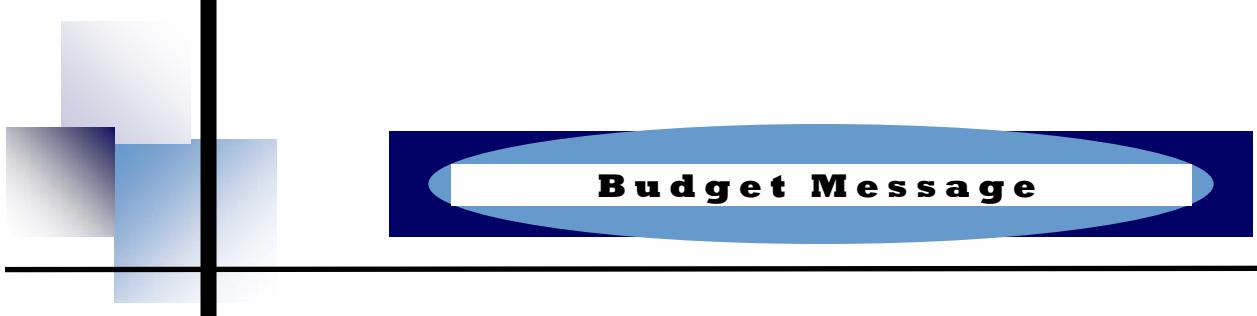
**NSP** The County is now in the 3<sup>rd</sup> phase of the Neighborhood Stabilization Program where we use Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home and puts a home into the market that would have otherwise continued to deteriorate.

**Jail Fund** A bond issue funded construction of the \$117 million Jail and Law Enforcement Complex that was completed late 2012. SPLOST proceeds are used to pay the debt service and is schedule to be paid off in two years.

**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 2015 beginning retained earnings is \$258,304. Projected revenues and expenditures are estimated at \$1,906,800. The ending retained earnings are projected to remain constant.

**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, employees and retirees. Total expenditures for 2015 are anticipated to be \$11,931,000 as compared to \$11,897,440 for the year 2014. The beginning fund balance is a negative \$2,248,755. The employees contribute based on a tier structure of coverage which equals approximately \$2,116,400. Also, retirees, depending on their retirement plan, pay part of the premium.

**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 Funs, Victim Assistance Fund and Landfill Enterprise Fund. 2015 begins with a negative \$701,198 fund balance. In an effort to address this deficit the County is contributing an additional \$500,000 to this fund. Total expenditures for 2015 are budgeted at \$1,075,927 with revenues to be the same. This leaves the projected 2015 ending net assets for this fund with a negative \$201,198.



## Budget Message

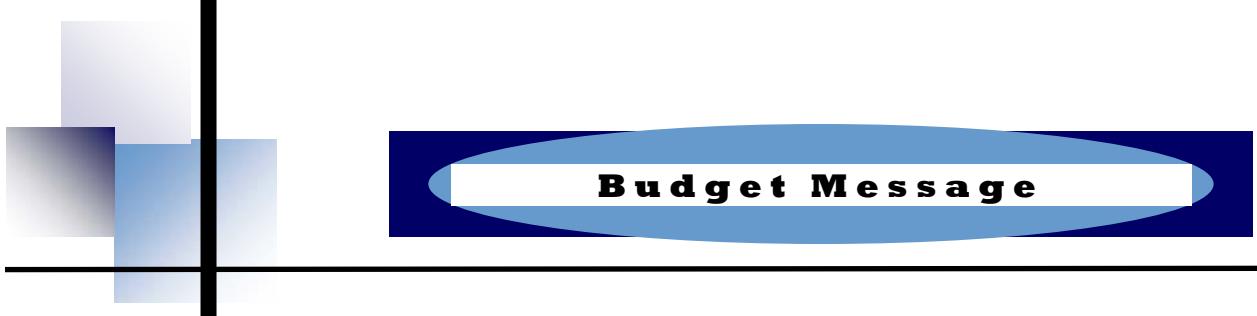
### ACCOMPLISHMENTS FOR 2014

The focus for 2014 was the Service Delivery Strategy. These negotiations required by Georgia law, gives local governments the opportunity to reach agreement on the provision of services in the most efficient and cost-effective manner to citizens. The process is designed to remove duplication of effort and to provide tax equity. Counties and cities are required to provide certain services to their citizens and in most instances these do not overlap. Two services that were the focus of negotiations were Fire Services and Animal Control Services. Three municipalities are either partially or fully located within Douglas County, and each had the option to provide these services to their citizens or to have these services provided by the County at a cost. The 2015 budget was adopted and is presented in this document with agreements from two of the cities being in place. On December 27, the final city agreed to terms as presented by the County and the 2015 budget amended for revenues and expenditures related to providing these services to this city.

In 2013, the fifth year of the recession saw slight improvements where revenues in many areas began to experience an increase for the first time. In 2014 there were several areas of significant improvements. Overall revenue collections exceeded budget by 9%. Indicators of economic improvements include collections of Local Option Sales Tax being just under \$1 million over the 2014 budget. Insurance Premium Taxes collected came in over budget by 3.21%. Building Permits and Occupational Taxes exceeded budget by \$161,171 and \$126,174 respectively. These numbers, though nominal, do show encouraging signs of improvements. Demand for general government services, court services, law enforcement and other government services continued to steadily increase at a pace much faster than these revenue increases though. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. Even with factors beyond anyone's control such as the cost of fuel, homes values, etc. the 2014 expenditures were between one and two percent under budget. Douglas County continued in 2014 to improve on services offered to its citizens.

#### Improved General Government Operations:

In order to continue to provide quality services to our citizens it is necessary for employees to have the tools they need to do their jobs efficiently and effectively. Outdated equipment in need of constant repairs only serves to hinder this process. Information Services monitors all computer and network equipment and also recommends repairs and replacements as necessary. In 2014 this department completed a two year project to replace all computers 2005 and older. Funds for this project were limited so every effort was made to keep cost to a minimum. Because of the diligent efforts of staff in this department, allotted funds were sufficient to extend this refresh program to include computers purchased in 2006 and 2007. This department also, installed a major upgrade to their ERP software, initiated a major upgrade to the courthouse network, and implemented server virtualization which allowed them to decommission eleven old servers and install twenty new virtual servers that lowered heating, air, and electricity costs and strict governance by the courts. This reduces the cost of jail time and court cost related to repeat offenders. The success rate of these programs will be better measured after several years of data can be collected, but at present, the participants being able to work while in the program, takes the burden off the sheriff's department, and agencies outside our government who would have to supplement these families in various ways.



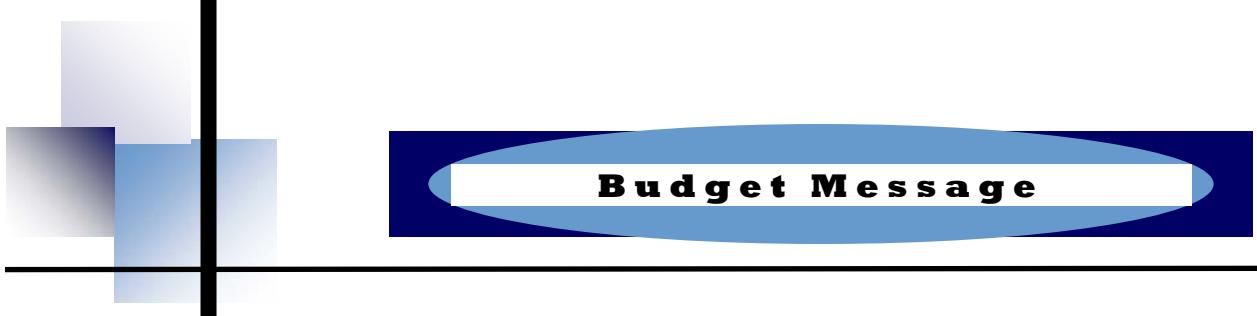
## Budget Message

### Improved Judicial Services:

In years past improvements have primarily been in the way of actual budgeted expenditures for equipment and capital items. This is changing with the implementation of new services and programs that continue to be added to improve the quality of life and to help restore families and individuals. To enhance public safety and to help repeat offenders charged with driving under the influence (DUI) obtain sobriety, the County began a DUI Court in April of 2013. With 2014 showing success in this program, a Misdemeanor Drug Court and Felony Drug Court were added in this year. Grant funding, and participant fees, coupled with County dollars, allows participants to receive extensive counseling and strict governance by the courts. This reduces the cost of jail time and court cost related to repeat offenders. The success rate of these programs will be better measured after several years of data can be collected, but at present, the participants being able to work while in the program, takes the burden off the sheriff's department, and agencies outside our government who would have to supplement these families in various ways.

The Juvenile Programs Administration partners their County budget with funding from the Criminal Justice Coordinating Council (CJCC) to offer a number of their programs. Once such program is the Family Dependency Treatment Program, which is in its seventh year of operation. This voluntary program serviced fifty-nine adults and children in 2014, had three graduates from the program, reunited eleven children with their parents, and had two participants deliver drug free babies. A Certified Peer Specialist was added to assist clients with recovery skills and mentoring to improve their success maintaining recovery. Another, CJCC program is the evening reporting center for children who were had risk of deeper involvement in the juvenile justice system. The center staff is trained in evidenced based interventions and programs. Parent participation is required in the program that youth attend five days a week for four hours a day. Providing transportation to the center aided in having a 61% reduction rate in out of home placements in 2014. Other grant funding provided the means for youth to receive extra support and services in the areas of tutoring, mentoring, educational advocacy services and positive activities such as involvement with sports, music, art, etc. In 2014 Juvenile Programs served 135 new clients and only 10.5% have reoffended which down from the 16% in 2013.

Our Juvenile Court Judge was elected President of the National council of Juvenile and Family Court Judges.



## Budget Message

### **Improved Public Safety:**

Safety of our citizens remained a priority in 2014. As a county grows, so does the need for safety, and in response to all the needs, Douglas County emergency personnel stepped forward with improvements. Our Sheriff's Department reported a 31% increase in Driving Under the Influence arrests in 2014. The arrest coupled with the new programs mentioned above served to make our roads safer. Regrettably there were seven murders in the County last year, but each and every one was solved within the year. The K9 Unit was expanded to include a specially trained Springer Spaniel to search for synthetic drugs. The new jail that opened in 2013 was utilized to bring in revenue for housing inmates of a neighboring county while their jail was being renovated. This \$723,825 was generated with nominal associated cost. The driving simulator was upgraded and four Humvees were purchased from military surplus. Continual evaluations of vehicles deemed the need for some replacements in the Sheriff's Enforcement division. They purchased new vehicles throughout the year for a total of \$925,345. Providing the department with vehicles and equipment needed are among many efforts by the County to continue to keep Douglas County one of the safest places to live in the Metro Atlanta Area.

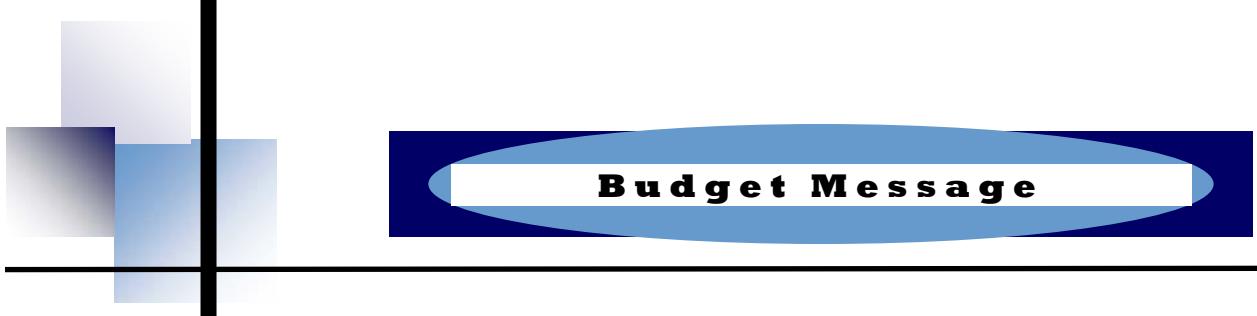
Our Fire and Emergency Medical Services Department answered a record number of calls in 2014. On average, two calls per hour were answered this past year. Our Emergency 911 center answered a call every 27 seconds.

The Emergency Operations Center was utilized successfully as a result of two winter storms and a tornado threat. During these times, County staff showed their commitment to public safety, by remaining on duty for 24 hour periods and working tirelessly to clean up in the aftermath of these storms.

Public safety measures are not always reactionary. The County's thirty-six weather alert sirens are now automatically activated by the National Weather Service. This is the result of the proactive updates being made to our weather warning software. In an emergency situation every second counts. Our emergency staff was trained and equipped during 2014 to handle the Ebola infection. Douglas County was fortunate and did not have any reported cases.

### **Improved Public Works:**

The 2013 and 2014 LMIG dollars were put to work and preliminary work was begun on \$4.7 million in projects where funds from the Atlanta Regional Commission were leveraged with County dollars. Our commitment to provide transportation alternatives is displayed in the initial phase of a \$1.6 million regional greenway trail that will not only provide these transportation alternatives, but also opportunities for growth in the way of additional homes and businesses along the trail.



## Budget Message

### **Improved Health and Welfare:**

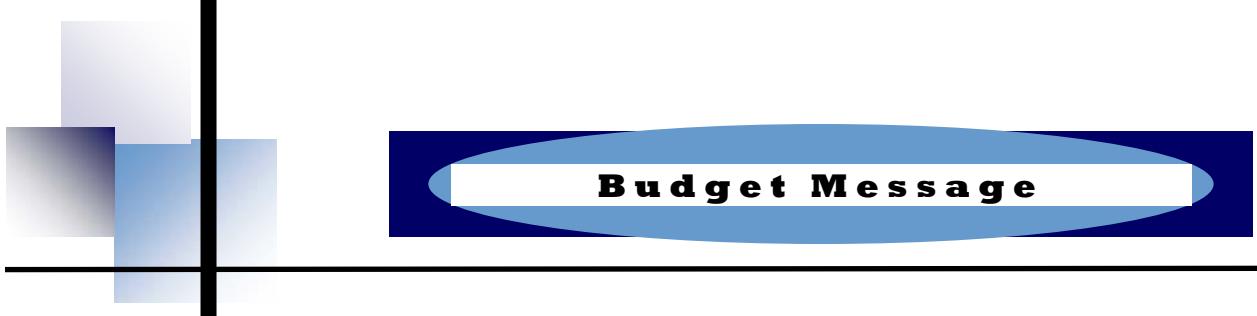
In 2014, Douglas County Rideshare began a transportation voucher program for senior adults and our disabled population. This program provides “quality of life” trips designed to get these residents out of their homes and to anywhere they need or desire to go. Doctor’s appointments, the mall, the grocery store, to the movies or to see friends and family are examples of options available to people who might not otherwise be able to leave their homes.

### **Improved Parks, Recreation, and Culture:**

Partnering with outside professionals to expand the quality, quantity, and subject matter of our recreation programs resulted in County Parks and Recreation programs having record attendance in 2014. Our Special Olympics program was named the Outstanding Local Program of the year in the State of Georgia and our staff coordinator for this program was named Outstanding Local Coordinator of the Year for Special Olympics. Families in our community continue to look for activities that are affordable. Our County’s eleven parks offered this in 2014 with everything from organized baseball, softball, soccer, swimming competitions, picnic areas, a dog park, walking tracks, recreational swimming and open spaces for family entertainment. Each High School in the County now has a swim team that trains in our Aquatic Center. Almost 1,000 people use this center on a weekly basis. In addition to Senior Services we have a senior center that serves the recreational needs of the portion of our older population that are independent. Dozens of programs are designed to keep this population young and active. We have 6,000 members on roll with 2,500 of them being active participants. In 2014 there were approximately 39,000 units of service (participant visit to the center). Our three public libraries hosted 628,000 people, many who took advantage of e-books, e-audio books and e-magazines, and computer classes.

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

Even in difficult financial times the County still maintained a bond rating of Aa2, provided the employees with a pension plan that is 100% funded, and continued to offer citizens the same level of service with no park or library closings and no decrease in public safety services provided.



## Budget Message

### PRIORITIES FOR 2015

Economic development is vital to the long-term success of Douglas County. We have a lot to offer with a reliable water supply, a good school system, a well maintained transportation system, relatively low taxes, a competitive fiber grid, and a capable work force. The 2015 budget shows a strong commitment to our infrastructure and alternative transportation. This focus on transportation will continue to be of major concern for a long time to come. We not only will be looking at road and bridge infrastructure, but also at better ways to get the citizens where they need to go. In 2015, we will be conducting a Transportation Services Study to become our blueprint for the types of public transportation services we will need to move forward with. With 62% of our residents commuting outside of Douglas County to work and 79% of our residents driving to work alone, this will be a major area of focus within this study.

In 2014 Keurig Green Mountain announced 550 jobs, ResMed 80 jobs, and Coloplast 30 jobs coming to the County. This made a significant difference in our unemployment rate, but we will continue to actively provide opportunities for companies to locate here and create new jobs in the future. Quality of life is an issued that is addressed with these offerings. New jobs reduce unemployment and provide local jobs for residents who are currently spending time and resources leaving the county to work.

This will help attract businesses and persons wanting to relocate to our community and strengthen our housing market.

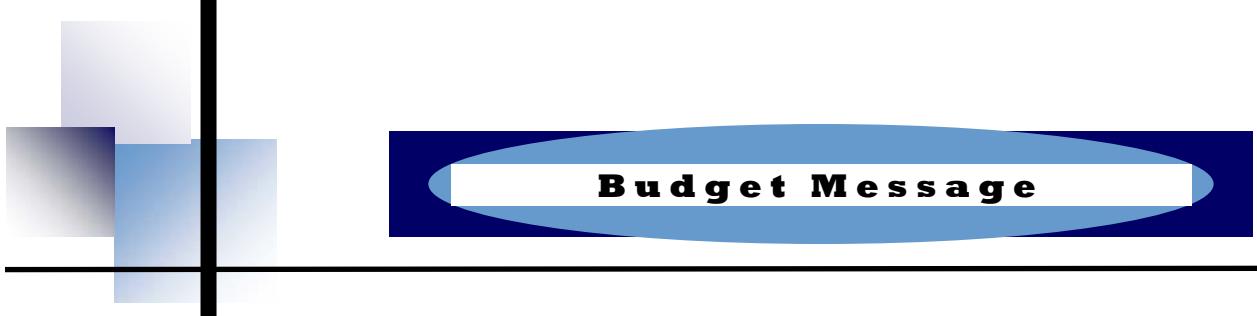
While ensuring that we are fiscally responsible with tax dollars is paramount, we cannot continue to absorb budget cuts to an already restrictive budget without detrimental effects to programs and services. The County's tax digest and property tax revenues have significantly declined since 2008. A slight increase to the 2013 millage rate showed the Board's commitment to infrastructure improvements necessary to the sustainability of this community. This increase was necessary to meet the continued increased demands for services. There was no increase for 2014. We continued to maintain roads and traffic signals, provide public safety, provide for public welfare and offer recreational facilities and activities, all without a tax increase.

The County's 2015 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 2015 will be placed on building our community. Douglas County will remain dedicated to providing services to the public in an efficient, responsible, and professional manner. Services will be delivered in a caring, humane environment. Douglas County is dedicated to 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.

#### **Improved Planning and Community Development:**

Economic development continues to be a top priority for 2015. Funding for the Development Authority, infrastructure, transportation alternatives and public safety will help promote Douglas County to businesses and industries looking for a great place to locate.



## Budget Message

### **Improved Commitment to Citizens:**

The County will operate within the 2015 budget with no planned increase in taxes, and a steadfast assurance to continue to offer quality services to our citizens and to continue address issues that had been deferred due to the decline in the economy. The 2015 budget shows an 8.43% increase across all funds. The cost of providing services to the Unincorporated Area and the revenues generated in this area have always been recorded separately within the General Fund. The creation of the Uninc Area Special Services District Fund will show with more transparency to the citizens that their tax dollars are not funding services they do not receive a benefit from. The creation of the Fire Services and EMS Fund and the Animal Control Services Fund will allow these services to be provided at an equitable cost to all citizens.

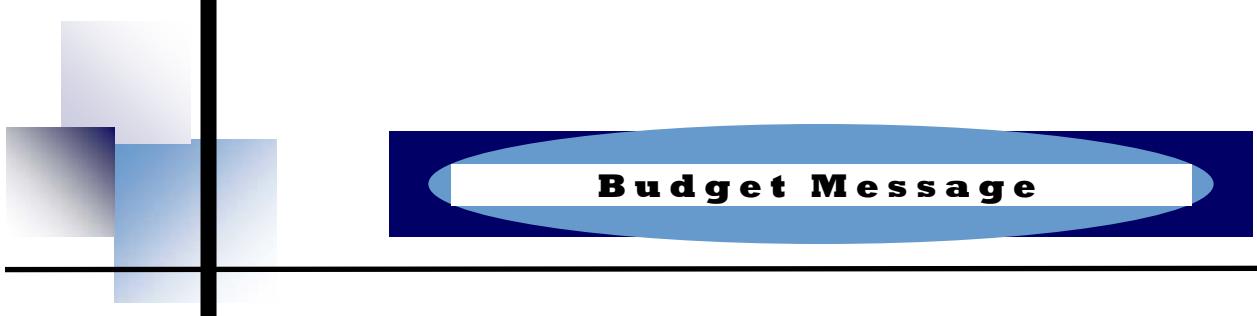
### **Improved Public Safety:**

Public Safety is our highest priority and receives 45.9% of the General Fund's operating budget, with a total of \$45.4 million across funds being planned for areas of public safety. Funding for additional staff, vehicles, communications equipment, turnout gear, and financing for an animal shelter are included in the 2015 budget. SPLOST proceeds are foreseen to be adequate to pay the debt service on the jail and law enforcement center over the next two years, until the debt service is paid in full.

Animal Control while holding a small portion of the Public Safety budget is a priority. Funds for the first year of financing the construction of a facility in a new location that is more central to the residents than the present location is included in the budget for this new fund.

### **Improved Judicial Process:**

The creation of a new DUI Court and corresponding treatment program has served well in removing more drunk drivers off the streets and offer them a chance to make better life choices as well as ultimately prevent them from causing harm to themselves or others. With 2014 as the first full year of operations for this program the number of participants that successfully complete the program continued to grow. Following the success of this program the State Court is instituted a Misdemeanor Drug Court to address drug addiction issues in the same manner that the DUI Court addresses alcohol issues. Both 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. As these funds diminish, participant fees, and County funds are covering the cost of operations. Savings in sheriff enforcement, court costs, inmate housing, etc. are used in other areas of service to the community. The 2015 budget includes funding for a Felony Drug Court to be governed by the Superior Court. This first year of funding is almost entirely financed with grant funds.



## Budget Message

### **Improved Facilities:**

Plans for a new Animal Control shelter are underway. A location has been selected, plans have been drawn, and the time is right. With interest rates still favorable, plans are to finance the cost of the shelter over a period of time not to exceed 10 years. The 2015 budget includes an estimated amount for one year of payments. While still one of the County's newest buildings, the courthouse is aging and plans are to repair, seal and stripe the parking lot, caulk the building, replace worn carpet, and repair a patio that is separating from the building. Attention is also being given to some of the County's oldest buildings. A roof is being put on the senior services building, the inbound and outbound scales at the Landfill are being rebuilt, and small issues with the septic system at our fleet facilities are being addressed. All these repairs will serve the growing population that utilizes our facilities and our employees who need a safe and pleasant work environment.

### **Improved Transportation:**

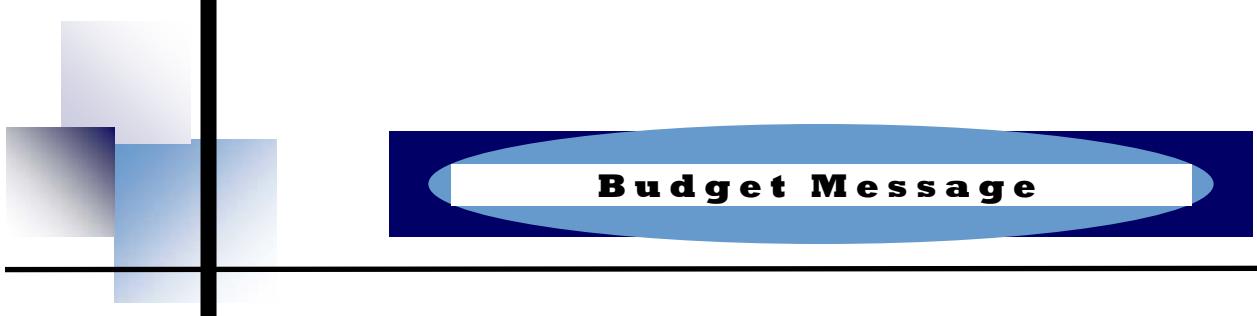
The County's Department of Transportation was a major focus in 2014 during the service delivery negotiations with the cities. The agreements reached in the eleventh hour with the City of Douglasville, also included the County taking over ownership and full control of the operation and maintenance of six additional roads for a total 10.75 miles added. As a part of this, the County will be adding seven miles of conduit and fiber optic communication cable to connect 24 traffic signals into our existing Intelligent Transportation System (ITS). This ITS is a computer-based network that ease traffic congestion through interconnecting and monitoring traffic signals. Advanced applications let the signals "talk" to each other so that traffic flows more smoothly. By the end of 2015, we will have a total of 69 traffic signals and 9 school zone flasher devices in the system. We will continue to leverage Federal and State grants for roadway and transportation projects will allow us to continue to make progress on much needed projects. These additional miles will be included and given consideration to funding received at the State and Federal levels.

### **Improved Responsibility**

To strengthen the confidence the public has in this Government, it's transparency and integrity in the new year begins with an adopted budgets for the funds mentioned previously for the Uninc Area, Fire Services and EMS, and Animal Control.

Healthcare costs have continued to rise during the recession of recent years. The County has not been immune to these increases. Our Healthcare and Workers Comp Funds are self-insured and while claims have been paid timely, the funding of these internal service funds has not kept pace with the rising cost. A substantial financial commitment to reducing the negative fund balances in these areas was included in the 2014 budget. In 2014 benefits consultants were brought in to evaluate our plans and in 2015 cost saving revisions will be a priority. This will help to further reduce and eventually eliminate deficits in these funds and create sustainable funds that are paid for each year with current dollars while still providing employees with attractive benefits.

With only two years remaining on the County's only long-term debt for a jail and law enforcement center funded by a Special Purpose Local Option Sales Tax, the county remains in a good financial position. Maintaining reserves of about 10% of the General Fund budget is a policy that we take seriously and have been able to continue to do for 2015.



## Budget Message

### **COMPREHENSIVE PLAN FOR LIVING...GROWING...PROSPERING**

In 2013 Douglas County updated a Comprehensive Plan. This Comprehensive Plan contains three components that are required by the State of Georgia, a Community Vision, Community Issues and Opportunities, and Community Work Program. The plan also requires the development of a Future Land Use Plan, and requires the county to maintain a Transportation Plan.

#### **Community Vision**

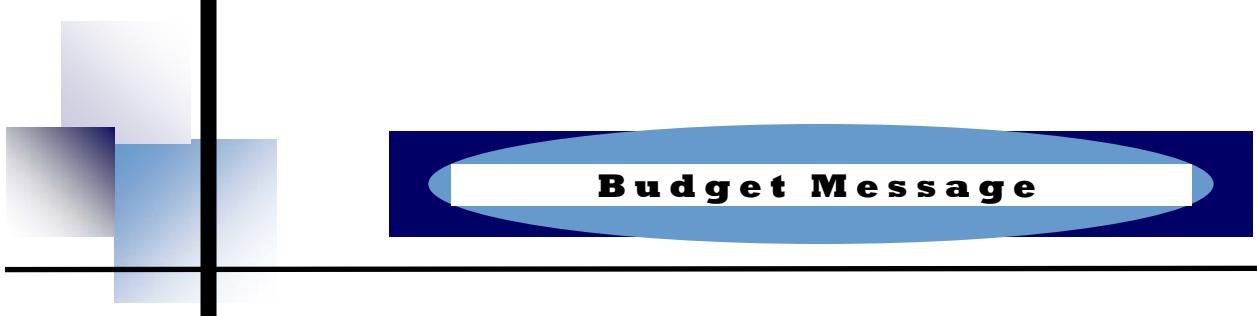
Douglas County shall continue to embrace its rural heritage, historical significance, ethnic diversity and small town feel while creating a sense of place that nurtures family, cultural values and educational opportunities. Responsible stewardship of human, fiscal, natural and historic resources together with improved governmental transparency and accountability through open communications shall be continuing priorities. Continuing a citizen-driven and professional approach in providing safe, well designed and maintained facilities, schools and programs while maintaining a reasonable and varied tax base shall be encouraged. Promoting intergovernmental communication with unified visionary economic development with a well-trained and educated workforce will help preserve the unique character of Douglas County and its legacy as an attractive place to invest, conduct business and raise a family.

#### **Community Issues and Opportunities**

Douglas County faces many challenges when faced with fulfilling our vision. Workforce development to be discussed in the following section, provision of services to our senior adults, and perhaps the greatest challenge before us, the preservation of rural areas while allowing for growth. Between 2000 and 2010, Douglas County's population increased by 44% from 92,174 residents to 132,403. Douglas County's population is projected to be approximately 256,500 by 2040. This would be almost a 100% increase in population. The population has experienced growth and stagnation in particular age categories over the past ten years. While populations between ages 25 and 54 saw similarly proportioned increases, the population of people over 65 rose by 38%. In addition, the population of children (under 18) also rose by largest amount with an increase of 12,000 people. Children under 18 make up 28% of the county's 2010 population.

As Douglas County adds more seniors to its population over the next thirty years, administration of needed services to these residents will be a growing challenge. Currently, Douglas County Senior Services administers senior service programs within the county. When asked how they will get around when they can no longer drive, 63% of older adults in Douglas County plan to be driven around by others, 6% will use public transportation, 10% plan to find some other means and 21% do not know how they will get around. As this community grows in size the County will need to work on how to best provide services and development to meet the needs of this growing population. These solutions are partnered around:

- Providing housing and transportation options
- Encouraging healthy lifestyles
- Expanding access to services



## Budget Message

Preservation of rural areas while allowing for growth will prove to be a more difficult challenge given the tremendous increase in population projected. 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.

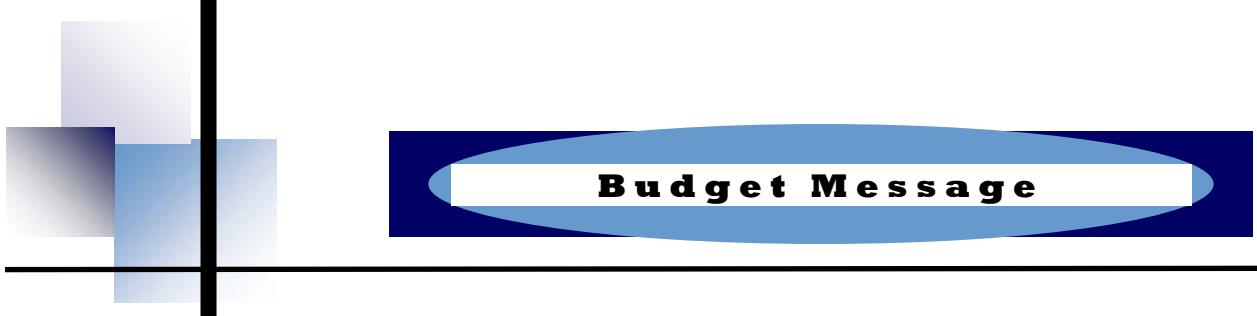
Douglas County is typical of communities that possess a diminished stock of historic structures, but have expressed a desire to project an image that respects the community's overall desire to preserve its small town feel. Situations vary, but a common approach is to research, identify, and restore the area's remaining landmarks to their original appearance or to their appearance during a unifying, influential period. New construction is then executed in forms and materials that are compatible with an overall theme in order to create a visually unified area "signature."

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, the County will achieve a sustainable development pattern that will carry them through to the year 2020.

As the County continues to grow over the next 20-years the quality of new development will be vital to preserving our community. All new public buildings, institutional buildings, residential and non-residential private developments will be characterized by high-quality architectural design and construction and should reflect Douglas County's unique community image and character. These types of improvements will help us create an identity or sense of place for the business community and will ultimately set Douglas County apart from other communities and provide our residents and businesses a reason for investing in Douglas County.

The County's neighborhoods and subdivisions are important community assets. Enhancements in these areas that address the diversity and special housing needs within the County, for both existing areas as well as new residential development should reflect the overall quality and character of the Douglas County community vision. New residential development decisions should encompass objectives within the plans aimed to create a "sense of place" within communities and should cautiously consider:

- Compatibility with adjacent and nearby uses
- The availability of public services and facilities
- The character of the landscape
- The continuity of local roads, walkways, pathways and opens spaces
- Protection from traffic and other undesirable impacts



## Budget Message

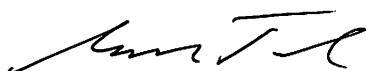
### **Community Work Program**

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's workforce is less educated than the Atlanta region. Retail trade is the largest employment sector within the county, but Health Care and Social Assistance is the fastest growing business sector. These types of jobs require advanced skills training and education. Douglas County is home to a Workforce Training Center on Club Drive that assists displaced workers in acquiring new skills. Within the City of Douglasville are several colleges and universities which including Georgia Highlands College, Mercer University and Strayer University. Georgia Highlands College which opened in 2010 provides over 30,000 sq. ft. of instructional space that provides the residents of Douglas County the opportunity to attend an institution that is a part of the University System of Georgia. The City of Douglasville contains a campus of West Georgia Technical College. Located on Timber Ridge Drive, West Georgia Technical College has over 130 certificate, diploma and associate degree programs in business, health care, technical, skilled trades, and personal care fields. These programs provide Douglas County a skilled workforce for new and existing employees.

The Douglas County has a Development Authority to assist companies in locating or expanding with the county and the county also contains an Opportunity Zone (OZ). OZ are administered by the Georgia Department of Community Affairs, and they allow up to a \$3,500 tax credit per job created within these areas. The incentive, which is available for new or existing businesses that create two or more jobs, is a Job Tax Credit which can be taken against the business's Georgia income tax liability and payroll withholding tax. This incentive has worked in other communities within Georgia to attract high paying jobs.

It is the County's desire to promote high quality commercial and business development during the next 20 years emphasizing non-residential in order to enhance the County's tax base, create new jobs, and provide convenient shopping opportunities for local residents. The vision for the future is based on a pattern of continued growth focused on identified development nodes, corridors and character areas that discourage urban sprawl, inefficient use of infrastructure, and land use incompatibility, while maintaining and creating viable residential areas. It is the County's intent through their community character areas to address the overall vision of Douglas County as a vibrant live, work and play center on the outskirts of the metro-Atlanta area, while maintaining the County's small town feel.

This plan lays the foundation for the budget for years to come.



**Mark Teal, P.E.  
County Administrator**

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## General Information

# DESCRIPTION

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.

### DOUGLAS COUNTY MUNICIPALITIES

*The largest City and County Seat is Douglasville—Population 30,961*

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 30,961 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.



## General Information

### 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 62,045. Douglas County's unemployment rate of 8.3% is higher than the State's rate of 8.2%. Median household income of Douglas County residents is estimated at \$50,798, which is higher than the average for the State's 159 counties of \$47,469.

*Douglas County's unemployment rate of 8.3% is slightly higher than the State's rate of 8.2%.*

### POPULATION

According to the latest information available from the Atlanta Regional Commission, Douglas County's estimated population is 136,379 making it one of the metropolitan region's most populated counties. And according to ARC estimates, Douglas County's population has increased 43.6% since 2000. The average household size is 2.78 with about 82% of Douglas County houses being defined as single-family housing.



## General Information

Total Population: Douglas County		132,403	
By Gender			
Male		63,772	48.17%
Female		68,631	51.83%
By Age			
Under 18		37,533	2.83%
20 - 24		7,466	5.63%
25 - 34		17,505	13.22%
35 - 49		32,436	24.50%
50 - 64		22,549	17.03%
65 and Over		11,244	8.49%
By Ethnicity			
Hispanic/Latino		11,125	8.40%
Non-Hispanic/Latino		121,278	91.60%
By Race			
Caucasian		69,458	52.46%
African-American		52,290	39.49%
Asian		1,904	1.44%
American Indian/Alaska Native		399	0.30%
Native Hawaiian/Pacific Islander		137	0.10%
Other		5,058	3.82%
Identified by two or more		3,157	2.38%

## 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.

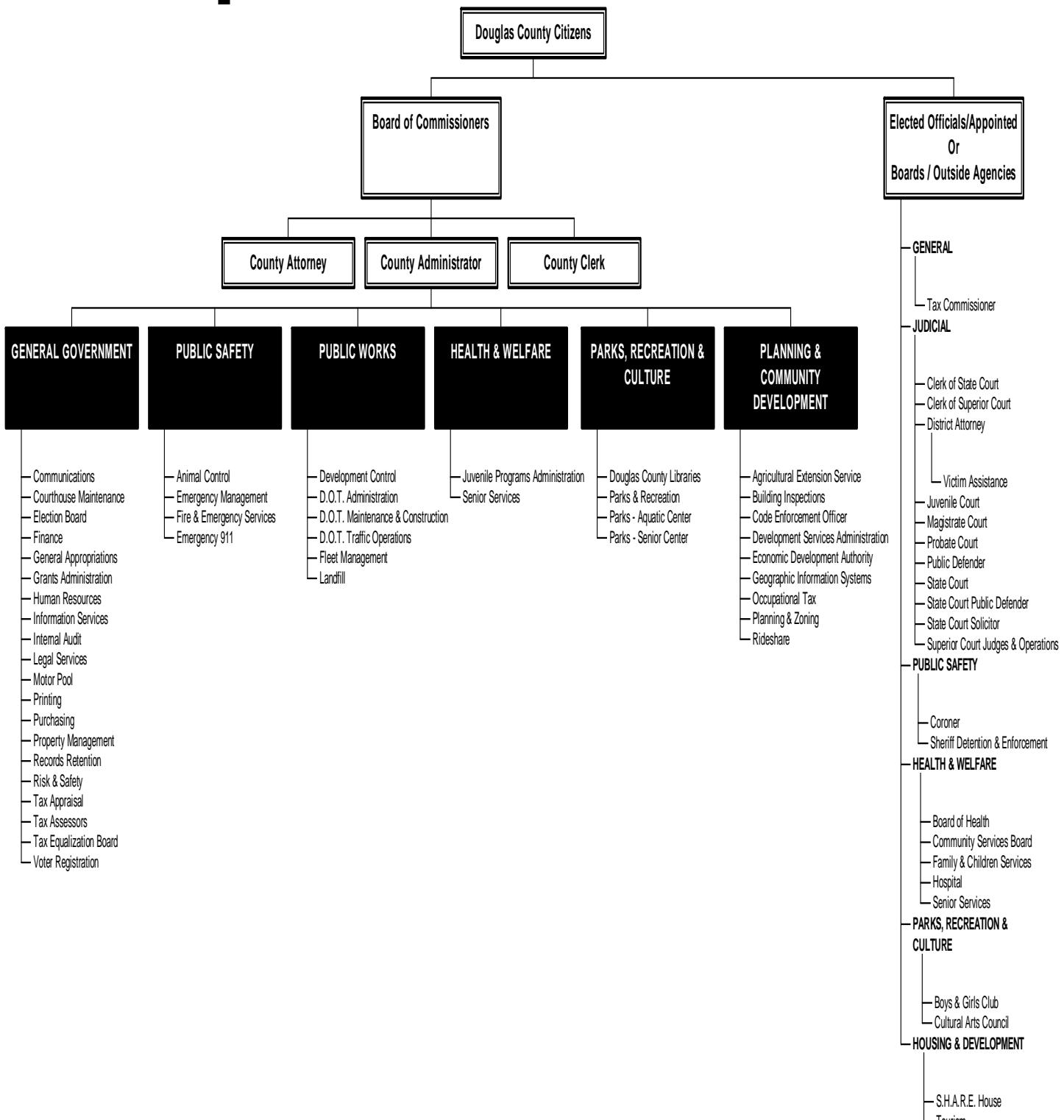
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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



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## 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 implementation of new financial software in 2010 has streamlined the procedures and eliminated 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** – can be entered in one of two ways. The estimated budget can be entered as a flat amount or each transaction supporting the total can be entered.

**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 Financial Analyst 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 Financial Analyst 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 Financial Analyst 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.

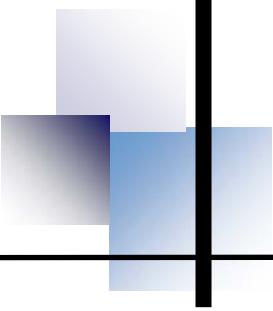


## Budget Process

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, and copies are available in the Finance Department and the Board of Commissioners' Office. The following page is a budget calendar, which summarizes this process according to dates.





## Budget Calendar

### PROCEDURES & POLICIES

DATE	DESCRIPTION
July 28, 2014	The budget is initialized in the system and opened for entry by Elected Officials and Department Heads .
August 29, 2014	Deadline for all budget entries to be made at the Department and Division levels.
September 1-26, 2014	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
September 29– Oct 3, 2014	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Oct 6– Nov 5, 2014	Finance Director & Financial Analyst prepare budget summary documents.
November 6-7, 2014	Advertise for public hearing to review the budget.
November 23, 2014	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
December 2, 2014	Public hearing to review the budget.
December 16, 2014	Board of Commissioners adopts the 2015 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 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 Financial Analyst 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 Financial Analyst 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 Financial Analyst to record the transfer in the budget. A record of all transfers or amendments is maintained in the computer and reported monthly to the Financial Analyst.

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 to Purchasing they are forwarded to the Financial Analyst. The Financial Analyst 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 Financial Analyst 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 Financial Analyst and returned to Purchasing.

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 reserve policy for the General Fund is a reserve of ten percent. The present fund balance is estimated at \$8,569,396. Therefore, with an expenditure budget of \$77,409,345, there would be a 11.07% reserve. Of the \$8.5 million Fund Balance, the Undesignated Unreserved Fund Balance is \$6,627,474 which is approximately 8.56% 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.

- PROCEDURES**
2. 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	\$4,158,230,000
Debt Limit – 10% of Assessed Value	\$ 415,823,000
Less General Obligation Bonds Outstanding	\$ 0
Legal Debt Margin	\$ 415,823,000

**POLICIES**

Douglas County presently does not have any outstanding general obligation bonded debt. The calculation above shows that we have a legal debt margin of \$415,823,000. It is unlikely that Douglas County will attempt to issue any General Obligation Bonds as long as there is Special Purpose Local Option Sales Taxing ability on a referendum basis. The County held a S.P.L.O.S.T. referendum to finance Roads, Parks, and Public Safety improvements on March 19, 2002, which passed in the amount of \$102,000,000. The tax was levied on July 1, 2002, with the County receiving their first collections late in September 2002. The SPLOST collection ended July 2007. Funds are still available to complete the necessary projects. A new SPLOST was approved by the voters in 2010, and the debt associated with this SPLOST will be pursued in 2011.

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## 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, 2015

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>73,085,851</u>	<u>630,000</u>	<u>2,523,098</u>	<u>-</u>	<u>76,238,949</u>
<b>Special Revenue Funds:</b>					
District Atty Confiscated Funds	50,000	-	-	-	50,000
Drug Abuse Treatment	253,027	-	-	-	253,027
CDBG Senior Center Fund	-	-	-	-	-
E-911	2,581,500	41,536	-	-	2,623,036
Hotel-Motel Tax Fund	315,200	-	-	-	315,200
Law Library	100,000	-	-	-	100,000
Sheriff Inmate Commissary	14,000	-	-	-	14,000
Sheriff Confiscated Funds	180,000	-	-	-	180,000
Sheriff Other	13,200	-	-	-	13,200
Sidewalk Fund	50	-	-	-	50
Neighborhood Stabilization Prog	925,000	-	-	-	925,000
Victim Assistance	168,150	35,215	-	-	203,365
Uninc. Area Special District	7,911,200	(724,693)	118,200	-	7,304,707
Fire Protection Services	11,581,865	-	-	-	11,581,865
Animal Control Services	<u>87,008</u>	<u>-</u>	<u>1,124,079</u>	<u>-</u>	<u>1,211,087</u>
Total Special Revenue Fund	<u>24,180,200</u>	<u>(647,942)</u>	<u>1,242,279</u>	<u>-</u>	<u>24,774,537</u>
<b>Enterprise Funds:</b>					
Landfill Enterprise Fund	<u>1,571,630</u>	<u>335,170</u>	<u>-</u>	<u>-</u>	<u>1,906,800</u>
Total Enterprise Funds	<u>1,571,630</u>	<u>335,170</u>	<u>-</u>	<u>-</u>	<u>1,906,800</u>
<b>Internal Service Funds:</b>					
Employee Benefit	11,931,000	-	-	-	11,931,000
Worker's Compensation	1,075,927	-	-	-	1,075,927
Total Internal Service	<u>13,006,927</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,006,927</u>
<b>Capital Project Funds:</b>					
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>-</u>	<u>500,000</u>
Total Capital Project Funds	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>-</u>	<u>500,000</u>
<b>Debt Service Funds:</b>					
2010 Jail SPLOST Debt Svc	<u>21,910,150</u>	<u>2,500,000</u>	<u>-</u>	<u>-</u>	<u>24,410,150</u>
Total Debt Service Funds	<u>21,910,150</u>	<u>2,500,000</u>	<u>-</u>	<u>-</u>	<u>24,410,150</u>
Total of All Budgeted Funds	<u>133,754,758</u>	<u>2,817,228</u>	<u>4,265,377</u>	<u>-</u>	<u>140,837,363</u>

## Appropriations

# BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA  
BUDGET SUMMARY  
SUMMARY OF APPROPRIATIONS  
YEAR ENDED DECEMBER 31, 2015**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<b>BUDGETED FUNDS</b>			
<b>Governmental Fund:</b>			
General Fund	<u>70,831,478</u>	<u>5,407,471</u>	<u>76,238,949</u>
<b>Special Revenue Funds:</b>			
District Atty Confiscated Funds	50,000	-	50,000
Drug Abuse Treatment	253,027	-	253,027
CDBG Senior Center Fund	-	-	-
E-911 Dispatch	2,623,036	-	2,623,036
Hotel-Motel Tax Fund	197,000	118,200	315,200
Law Library	100,000	-	100,000
Sheriff Inmate Commissary	14,000	-	14,000
Sheriff Confiscated Funds	180,000	-	180,000
Sheriff Other	13,200	-	13,200
Sidewalk Fund	50	-	50
Neighborhood Stabilization Prog	925,000	-	925,000
Victim Assistance	180,267	23,098	203,365
Uninc. Area Special District	1,296,692	6,008,015	7,304,707
Fire Protection Services	11,581,865	-	11,581,865
Animal Control Services	<u>1,211,087</u>	<u>-</u>	<u>1,211,087</u>
Total Special Revenue Fund	18,625,224	6,149,313	24,774,537
<b>Enterprise Funds:</b>			
Landfill Enterprise Fund	<u>1,906,800</u>	<u>-</u>	<u>1,906,800</u>
Total Enterprise Funds	1,906,800	-	1,906,800
<b>Internal Service Funds:</b>			
Employee Benefit	11,931,000	-	11,931,000
Worker's Compensation	<u>1,075,927</u>	<u>-</u>	<u>1,075,927</u>
Total Internal Service	13,006,927	-	13,006,927
<b>Capital Project Funds:</b>			
Capital Transportation Fund	<u>500,000</u>	<u>-</u>	<u>500,000</u>
Total Capital Project Funds	500,000	-	500,000
<b>Debt Service Funds:</b>			
2010 Jail SPLOST Debt Svc	<u>21,910,150</u>	<u>2,500,000</u>	<u>24,410,150</u>
Total Debt Service Funds	21,910,150	2,500,000	24,410,150
<b>Total of All Budgeted Funds</b>	<b><u>126,780,579</u></b>	<b><u>14,056,784</u></b>	<b><u>140,837,363</u></b>

## Financing Sources by Type

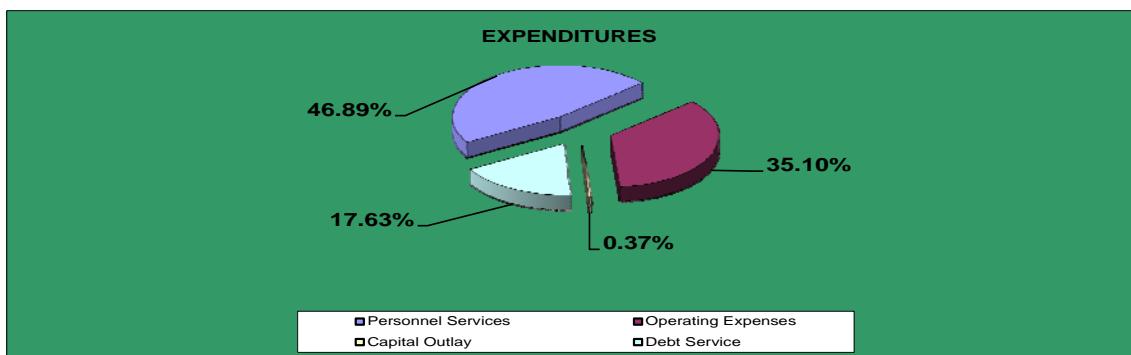
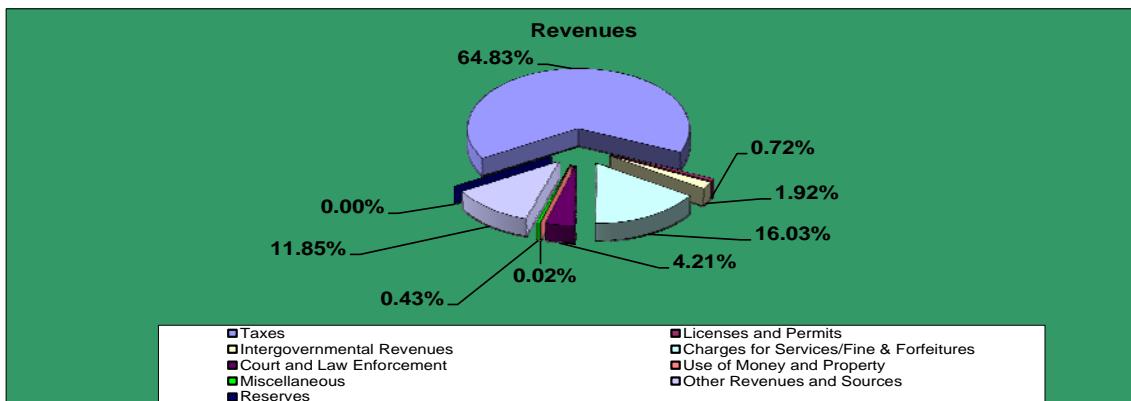
	TOTAL	SPECIAL REVENUE FUNDS							NEIGHBORHOOD STABILIZATION PROG
		GENERAL FUND	D.A. CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY		
<b>Revenues</b>									
Taxes									
Real and Personal Property	\$ 37,812,527	\$ 37,812,527	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TAVT	3,723,600	3,723,600	-	-	-	-	-	-	-
Sales and Use	39,686,350	15,500,000	-	-	-	-	-	-	-
Insurance Premium	4,600,000	0	-	-	-	-	-	-	-
Other Taxes / Penalties	4,688,308	4,373,108	-	-	-	315,200	-	-	-
Licenses and Permits									
Permits/Zoning Fees	923,000	-	-	-	-	-	-	-	-
Inspection Fees	7,000	-	-	-	-	-	-	-	-
Alcohol License	76,000	-	-	-	-	-	-	-	-
Intergovernmental	3,557,795	2,679,208	-	-	-	-	-	-	575,000
Charges for Services/Fines									
Telephone	2,580,000	-	-	-	2,580,000	-	-	-	-
Landfill	1,571,500	-	-	-	-	-	-	-	-
Tax Commissions	674,000	674,000	-	-	-	-	-	-	-
Ambulance Charges	1,525,880	-	-	-	-	-	-	-	-
Sheriff's Fees	460,000	460,000	-	-	-	-	-	-	-
Streetlights	895,000	895,000	-	-	-	-	-	-	-
Rideshare Fees	432,000	432,000	-	-	-	-	-	-	-
Parks & Rec Fees	579,600	579,600	-	-	-	-	-	-	-
Other Charges	13,661,987	578,631	-	-	-	-	-	-	-
Courts and Law Enforcement									
Superior Court	924,000	924,000	-	-	-	-	-	-	-
State Court	2,616,000	2,616,000	-	-	-	-	-	-	-
Probate Court	10,200	10,200	-	-	-	-	-	-	-
Magistrate Court	606,000	606,000	-	-	-	-	-	-	-
Juvenile Court	1,000	1,000	-	-	-	-	-	-	-
Surcharges	408,000	408,000	-	-	-	-	-	-	-
Fees and Fines	1,113,627	695,600	-	253,027	-	-	-	-	-
Confiscated/Commissary	194,000	-	-	-	-	-	-	-	-
Use of Property and Money	25,700	11,650	50	-	500	-	-	-	-
Miscellaneous	607,277	105,727	49,950	-	1,000	-	100,000	350,000	
Other Financing Sources									
Bond Proceeds	-	-	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-	-	-
Transfers	14,056,784	2,523,098	-	-	-	-	-	-	-
Appropriated Fund Balance	2,820,228	630,000	-	-	41,536	-	-	-	-
Total Revenues & Other Financing Sources	\$ 140,837,363	\$ 76,238,949	\$ 50,000	\$ 253,027	\$ 2,623,036	\$ 315,200	\$ 100,000	\$ 925,000	

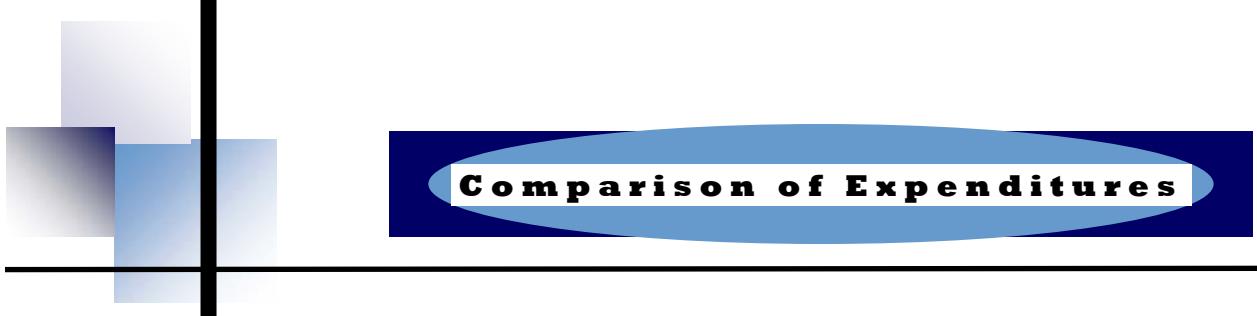
## **Financing Sources by Type**

# BUDGET SUMMARIES

## Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
<b>Revenues</b>							
Taxes							
Real & Personal Property Taxes	37,812,527	37,812,527	-	-	-	-	-
TAVT	3,723,600	3,723,600	-	-	-	-	-
Sales and Use Taxes	39,686,350	15,500,000	2,276,200	-	-	-	21,910,150
Insurance Premium Taxes	4,600,000	-	4,600,000	-	-	-	-
Other Taxes / Penalties	4,688,308	4,373,108	315,200	-	-	-	-
Licenses and Permits	1,006,000	-	1,006,000	-	-	-	-
Intergovernmental Revenues	2,679,208	2,679,208	-	-	-	-	-
Charges for Services/Fine & Forfeitures	22,379,967	3,619,231	4,182,379	1,571,500	13,006,857	-	-
Court and Law Enforcement	5,872,827	5,260,800	612,027	-	-	-	-
Use of Money and Property	25,700	11,650	13,950	30	70	-	-
Miscellaneous	607,277	105,727	501,450	100	-	-	-
Other Revenues and Sources	16,541,842	3,153,098	10,388,744	-	-	500,000	2,500,000
Reserves	-	-	-	-	-	-	-
	<u>139,623,606</u>	<u>76,238,949</u>	<u>23,895,950</u>	<u>1,571,630</u>	<u>13,006,927</u>	<u>500,000</u>	<u>24,410,150</u>
<b>Expenditures</b>							
Personnel Services	58,895,617	45,010,986	13,199,972	684,659	-	-	-
Operating Expenses	44,076,471	25,204,020	4,478,553	886,971	13,006,927	500,000	-
Capital Outlay	465,050	465,000	50	-	-	-	-
Debt Service	22,135,684	151,472	74,062	-	-	-	21,910,150
Transfers Out	14,050,784	5,407,471	6,143,313	-	-	-	2,500,000
	<u>139,623,606</u>	<u>76,238,949</u>	<u>23,895,950</u>	<u>1,571,630</u>	<u>13,006,927</u>	<u>500,000</u>	<u>24,410,150</u>





## Comparison of Expenditures

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

- **General Government** increases \$4,268,069 over the prior year adopted budget. This large increase among the functions is due to additional money being placed in general appropriations for transfers out to the new Special Revenue Funds. Apart from this one exception, nearly every department's budget stayed very close to the 2014 budget. The one department with the largest increase in this function is Building Maintenance. This is due to contracted workers who maintained the building now becoming employees in 2015. It increased \$221,365. The largest decrease was in the Election Board. The decrease was \$222,546 from what was budgeted in 2014. This is attributed to no large elections in 2015, compared to that of 2014. Training and travel continued to be limited to only what was absolutely necessary for each department.
- **Judicial** increases 5.6% for 2015. This equates to \$678,569. A large portion of this increase is due to two new courts being formed. The Misdemeanor Drug Court and the Superior Court Felony Drug Court. The Misdemeanor Drug Court's 2015 budget was \$100,527 while the Superior Court Felony Drug Court's was \$118,840. The rest of the increases and decreases are small in comparison for each department under the Judicial Function.
- **Public Safety** Decreased \$11,980,155 compared to 2014. This is due to Fire and EMS and Animal Control being moved out of Public Safety and into a Special Revenue Fund due to a Service Delivery Agreement. Looking at the remaining departments in Public Safety the most notable increase was in the Sheriff's Department and Jail. This is mainly attributed to a 7.5% increase in salary for majority of the employee's within these two departments.
- **Public Works** has a large decrease in their budget of \$4,820,427. This is primarily due to two different reasons. The first being that Development Control was moved out of this function and into a Special Revenue Fund per the Service Delivery Agreement. The second reason is that for 2014 over \$3 million was budgeted in Road Maintenance. For 2015 nothing was budgeted and majority of this will be handled through the Capital Transportation Fund.

- **Health and Welfare** decreased \$98,481 and this was all attributed to one department, the Senior Center. This is due to no need for Capital Outlay to be budgeted in for 2015. In 2014 \$205,000 was budgeted. The Board's commitment to serve the needs of the County's aging population continues to be a priority leaving all other expenditures the same or increasing them to better meet the needs of the aging population. The only department with an increase in their budget compared to 2014 was the Board of Health. They received a \$50,000 increase. The Board of Health, Community Services Board and Family and Children Services are all agencies outside the County. These agencies are also receiving funding from the State and other funding sources.
- **Culture and Recreation** increases \$381,537 compared to what was budgeted in 2014. This increase is spread out among the Library, Parks and Recreation, Aquatics Center, and Senior Services Center. The only department within this function that didn't receive an increase was the Cultural Arts Council, which remained the same as 2014.
- **Planning and Community Development** decreased \$405,762 compared to the 2014 budget. This is primarily due to several departments being moved out of this function and into two different Special Revenue Funds per a Service Delivery Agreement. The affected departments were Code Enforcement, Development Services Administration, Planning and Zoning, Occupational Tax, Permits and Inspections, and the Tourism and Chamber of Commerce. The remaining departments all received a slight increase in their budget with the exception of the SHARE house, which remained the same.

- **Special Revenue Funds** these funds had the largest increase of around \$20 million dollars. This is primarily due to a Service Delivery Agreement that created three new Special Revenue Funds and moved departments that were previously located in the General Fund into these funds. The new funds are Unincorporated Area Special District, Fire Protection and EMS, and Animal Control Services. The departments located under the Unincorporated Area Special District Fund are Development Control, Code Enforcement Officers, Development Services Administration, Planning and Zoning, Occupational Tax, and Permits and Inspections. Tourism and Chamber of Commerce was also moved out of the General Fund and into the Hotel Motel Tax Fund. The departments within these funds that had large increases were the Fire Department and E911. Majority of these employees received a 7.5% salary increase.
- **Enterprise Fund** reflects an increase of 15.92%, which equates to \$261,803. This is mainly due to salary related costs, but also due to additional professional services needed as well as property maintenance costs.
- **Internal Service Funds** increased by \$624,504. The majority of the increase is due to benefits and coverage in the Healthcare Fund are revised annually in an effort to keep costs down while still providing employees with quality coverage. Rising healthcare costs will be offset by the fact that administrative fees have come down in recent years and better management of claims in these past years have helped keep the increases to a minimum. Also, the rates the employees pay for health care have been adjusted to account for the rising costs of healthcare. Another measure the County has taken to handle rising Healthcare costs are by hiring a Benefits Consultant.
- **Debt Service Funds** will increase by \$2,672,200. This is due to the 2010 Jail SPLOST Debt Service Fund and the debt service payment being larger in 2015, than in 2014.
- **Capital Funds** will decrease by \$825,000 due to less road paving contracts planned in 2015 versus 2015.

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIORITY YEAR</u>
<b>GENERAL FUND</b>				
<b>General Government</b>				
Board of Commissioners	830,439	844,134	821,862	(22,272)
Communications	332,002	326,061	420,916	94,855
Courthouse Maintenance	874,751	903,707	1,113,700	209,993
Election Board	289,092	509,850	287,304	(222,546)
Finance	649,550	672,337	701,804	29,467
General Appropriations	4,447,551	5,730,099	9,737,720	4,007,621
Grants Administration	166,709	-	-	-
Human Resources	255,047	260,493	266,345	5,852
Information Services	1,037,626	1,136,561	1,112,370	(24,191)
Internal Audit	22,564	-	-	-
Legal Services	530,498	703,786	707,859	4,073
Motor Pool	19,552	1,756	1,830	74
Printing	125,392	131,009	140,953	9,944
Property Management	438,340	469,296	480,668	11,372
Purchasing	309,102	330,099	339,505	9,406
Records Retention	164,303	150,466	155,087	4,621
Risk & Safety	139,879	196,364	203,137	6,773
Tax Appraisal	890,241	912,654	975,428	62,774
Tax Assessor	130,501	167,424	174,705	7,281
Tax Commissioner	1,093,752	1,097,219	1,173,285	76,066
Tax Equalization Board	50,497	89,695	86,601	(3,094)
<b>TOTAL GENERAL GOVERNMENT</b>	<b>12,797,386</b>	<b>14,633,010</b>	<b>18,901,079</b>	<b>4,268,069</b>

**Comparison of Expenditures by Function**

**BUDGET SUMMARIES**

	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIORITY YEAR</u>
<b>Judicial</b>				
Clerk of State Court	440,451	470,215	473,494	3,279
Clerk of Superior Court	1,717,865	1,824,727	1,944,339	119,612
District Attorney	2,112,757	2,372,628	2,451,164	78,536
State DUI Court	99,966	127,886	217,893	90,007
Juvenile Court	1,067,402	1,216,045	1,059,269	(156,776)
Juvenile Programs Administration	871,252	935,885	889,097	(46,788)
Superior Court Felony Drug Court	-	-	118,840	
Misdemeanor Drug Court	-	-	100,527	
Magistrate Court	656,158	649,723	687,765	38,042
Probate Court	361,474	330,264	347,711	17,447
Public Defender	1,776,284	1,902,293	1,963,471	61,178
State Court Judges	530,173	588,424	619,989	31,565
Superior Court Operations	242,469	255,867	-	(255,867)
State Court Solicitor	994,207	1,054,755	1,119,291	64,536
Superior Court Judges	211,536	386,590	801,021	414,431
<b>TOTAL JUDICIAL</b>	<u>11,081,994</u>	<u>12,115,302</u>	<u>12,793,871</u>	<u>459,202</u>
<b>BUDGET</b>				
<b>Public Safety</b>				
Animal Control	738,676	1,127,697	-	(1,127,697)
Coroner	97,832	109,730	120,448	10,718
Emergency Management	193,212	204,010	238,541	34,531
Fire and Emergency Services	12,423,650	12,594,862	-	(12,594,862)
Sheriff Detention	14,052,858	14,519,759	15,919,574	1,399,815
Sheriff Enforcement	12,944,454	13,387,128	13,684,468	297,340
<b>TOTAL PUBLIC SAFETY</b>	<u>40,450,681</u>	<u>41,943,186</u>	<u>29,963,031</u>	<u>(11,980,155)</u>
<b>Public Works</b>				
Development Control	314,560	321,892	-	(321,892)
D.O.T. Administration	299,359	311,630	332,108	20,478
D.O.T. Maintenance & Construction	4,433,637	6,810,706	2,636,516	(4,174,190)
D.O.T. Traffic Operations	1,163,031	1,636,234	1,172,691	(463,543)
Fleet Management	814,226	930,773	1,049,493	118,720
<b>TOTAL PUBLIC WORKS</b>	<u>7,024,814</u>	<u>10,011,235</u>	<u>5,190,808</u>	<u>(4,820,427)</u>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2013 ACTUAL	2014 BUDGET	2015 APPROVED	INCREASE/ DECREASE FM PRIOR YEAR
<b>Health and Welfare</b>				
Board of Health	360,000	360,000	410,000	50,000
Boys & Girls Club	15,000	15,000	15,000	-
Community Services Board	126,000	126,000	126,000	-
Family and Children Services	84,600	84,600	84,600	-
Senior Center	1,031,665	1,266,943	1,118,462	(148,481)
<b>TOTAL HEALTH AND WELFARE</b>	<b>1,617,265</b>	<b>1,852,543</b>	<b>1,754,062</b>	<b>(98,481)</b>
<b>Culture/Recreation</b>				
Cultural Arts Council	35,000	35,000	35,000	-
Douglas County Library	1,677,525	1,594,492	1,694,476	99,984
Parks and Recreation	2,471,112	2,689,520	2,901,656	212,136
Parks and Recreation Aquatic Center	691,383	731,210	775,785	44,575
Parks and Recreation Senior Center	311,320	318,770	343,612	24,842
<b>TOTAL CULTURE/RECREATION</b>	<b>5,186,340</b>	<b>5,368,992</b>	<b>5,750,529</b>	<b>381,537</b>
<b>Planning and Community Development</b>				
Cooperative Extension	138,319	127,371	135,583	8,212
Building Inspection	304,902	267,910	-	(267,910)
Code Enforcement Officer Division	116,512	123,366	-	(123,366)
Development Services Administration	132,827	142,010	-	(142,010)
Economic Development	180,000	250,000	250,000	-
Geographic Information Systems	282,832	210,377	219,512	9,135
Occupational Tax Division	55,015	111,173	-	(111,173)
Planning and Zoning	263,713	262,350	-	(262,350)
Rideshare Program	1,085,526	713,774	1,271,474	557,700
S.H.A.R.E. House	9,000	9,000	9,000	-
Tourism	78,799	74,000	-	(74,000)
<b>TOTAL PLANNING AND COMMUNITY DEVELOPMENT</b>	<b>2,647,445</b>	<b>2,291,331</b>	<b>1,885,569</b>	<b>(405,762)</b>
<b>TOTAL GENERAL FUND</b>	<b>80,805,925</b>	<b>88,215,599</b>	<b>76,238,949</b>	<b>(12,196,017)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>				
District Attorney Confiscated Funds	44,139	65,000	50,000	(15,000)
Drug Abuse Treatment	108,518	108,761	168,761	60,000
CDBG Senior Center	40,274	-	-	-
E-911 & Wireless	3,315,288	2,276,193	2,623,036	346,843
Hotel-Motel Tax Fund	196,999	185,000	315,200	130,200
Law Library	131,270	90,000	100,000	10,000
Sheriff Confiscated Funds	1,620,685	220,000	180,000	(40,000)
Sheriff Inmate Commissary	64,936	26,400	14,000	(12,400)
Sheriff Other Programs	54,433	4,200	13,200	9,000
Sidewalk	-	50	50	-
Neighborhood Stabilization Program	1,894,576	1,627,324	925,000	(702,324)
Victim Assistance	218,562	197,281	203,365	6,084
Uninc. Area Special District	-	-	7,304,707	7,304,707
Fire Protection Services & EMS	-	-	11,581,865	11,581,865
Animal Control Services	-	-	1,211,087	1,211,087
<b>TOTAL SPECIAL REVENUE</b>	<b>7,689,680</b>	<b>4,800,209</b>	<b>24,690,271</b>	<b>19,890,062</b>
<b>ENTERPRISE FUND</b>				
Landfill	1,691,061	1,644,997	1,906,800	261,803
<b>TOTAL ENTERPRISE</b>	<b>1,691,061</b>	<b>1,644,997</b>	<b>1,906,800</b>	<b>261,803</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health and Employee Benefits	11,217,626	11,332,800	11,931,000	598,200
Worker's Compensation	100,223	1,049,623	1,075,927	26,304
Transfers Out	-	-	-	-
<b>TOTAL INTERNAL SERVICE</b>	<b>11,317,849</b>	<b>12,382,423</b>	<b>13,006,927</b>	<b>624,504</b>
<b>CAPITAL FUND</b>				
Capital Transportation Fund	347,048	1,325,000	500,000	(825,000)
<b>TOTAL CAPITAL FUND</b>	<b>347,048</b>	<b>1,325,000</b>	<b>500,000</b>	<b>(825,000)</b>
<b>DEBT SERVICE FUND</b>				
2010 Jail SPLOST Debt Service	24,492,516	21,737,950	24,410,150	2,672,200
Transfers Out	-	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b>24,492,516</b>	<b>21,737,950</b>	<b>24,410,150</b>	<b>2,672,200</b>
<b>TOTAL ALL FUNDS</b>	<b>126,344,078</b>	<b>130,106,178</b>	<b>140,753,097</b>	<b>10,427,552</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

		2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>
<b>General Fund</b>				
	<b>Taxes</b>			
	Real & Personal Property	37,759,916	36,616,350	37,812,527
	TAVT	2,804,767	3,597,600	3,723,600
	Sales and Use Taxes	16,231,413	15,850,000	15,500,000
	Insurance Premium Taxes	4,449,739	4,550,000	-
	Other Taxes / Penalties	7,100,315	6,712,588	4,373,108
	Licenses and Permits	1,102,716	941,870	-
	Intergovernmental	3,566,047	4,408,011	2,679,208
	Charges for Services/Fines & Forfeitures	5,696,560	6,020,531	3,619,231
	Courts and Law Enforcement	5,161,128	5,357,830	5,260,800
	Use of Money and Property	13,068	11,650	11,650
	Other Financing Sources	4,437,788	532,686	2,523,098
	Miscellaneous	551,420	3,616,483	735,727
	<b>TOTAL REVENUES</b>	<b>88,874,875</b>	<b>88,215,599</b>	<b>76,238,949</b>
<b>Special Revenue Funds</b>				
<b>District Attorney Confiscated Funds</b>				
	Courts and Law Enforcement	10,249	65,000	49,950
	Use of Money and Property	793	-	50
	Miscellaneous	-	-	-
	<b>TOTAL REVENUES</b>	<b>11,042</b>	<b>65,000</b>	<b>50,000</b>
<b>Drug Abuse Treatment Fund</b>				
	Courts and Law Enforcement	192,096	192,000	253,027
	Interest	199	200	-
	Miscellaneous	-	(23,439)	-
	<b>TOTAL REVENUES</b>	<b>192,295</b>	<b>168,761</b>	<b>253,027</b>
<b>CDBG Senior Center Fund</b>				
	Federal Government	273,528	-	-
	<b>TOTAL REVENUES</b>	<b>273,528</b>	<b>-</b>	<b>-</b>
<b>E-911 and Wireless Fund</b>				
	Wireless Charges	2,578,882	1,512,000	1,500,000
	User Fees	-	888,000	1,080,000
	Intergovernmental	-	-	-
	Investment Earnings	568	500	500
	Interest/Misc. Other	991	(124,307)	42,536
	<b>TOTAL REVENUES</b>	<b>2,580,441</b>	<b>2,276,193</b>	<b>2,623,036</b>
<b>Hotel-Motel Tax Fund</b>				
	Hotel-Motel Taxes	196,999	185,000	315,200
	<b>TOTAL REVENUES</b>	<b>196,999</b>	<b>185,000</b>	<b>315,200</b>
<b>Law Library</b>				
	Courts and Law Enforcement	127,292	90,000	100,000
	Use of Money and Property	1,798	-	-
	<b>TOTAL REVENUES</b>	<b>129,090</b>	<b>90,000</b>	<b>100,000</b>
<b>Sheriff Confiscated Assets Fund</b>				
	Fines and Forfeitures	496,091	220,000	180,000
	Investment Earnings	14,049	-	-
	<b>TOTAL REVENUES</b>	<b>510,140</b>	<b>220,000</b>	<b>180,000</b>
<b>Sheriff Inmate Commissary</b>				
	Intergovernmental	-	-	-
	Use of Money and Property	-	-	-
	Miscellaneous	72,253	26,400	14,000
	<b>TOTAL REVENUES</b>	<b>72,253</b>	<b>26,400</b>	<b>14,000</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

		2013 ACTUAL	2014 BUDGET	2015 APPROVED
<b>Sheriff Other Programs</b>	Charges for Service	13	-	-
	Miscellaneous	65,465	4,200	13,200
	<b>TOTAL REVENUES</b>	<b>65,478</b>	<b>4,200</b>	<b>13,200</b>
<b>Sidewalk Fund</b>	Fees	-	-	-
	Use of Property & Money	8	50	50
	<b>TOTAL REVENUES</b>	<b>8</b>	<b>50</b>	<b>50</b>
<b>Neighborhood Stabilization Program Fund</b>	Intergovernmental	292,924	927,224	575,000
	Investment Earnings	179	100	-
	Other	1,150,703	700,000	350,000
	<b>TOTAL REVENUES</b>	<b>1,443,806</b>	<b>1,627,324</b>	<b>925,000</b>
<b>Victim Assistance Fund</b>	Victim Assistance Fines	188,267	193,500	165,000
	Investment Earnings	-	3,556	150
	Interest	155	225	38,215
	<b>TOTAL REVENUES</b>	<b>188,422</b>	<b>197,281</b>	<b>203,365</b>
<b>Uninc. Area Special District</b>	Taxes	-	-	6,876,200
	Licenses and Permits	-	-	1,006,000
	Charges for Services	-	-	28,500
	Miscellaneous	-	-	(724,193)
	Other Financing Sources	-	-	118,200
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>7,304,707</b>
<b>Fire Protection Services</b>	Intergovernmental	-	-	264,578
	Charges for Services	-	-	1,525,880
	Miscellaneous	-	-	-
	Other Financing Sources	-	-	9,791,407
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>11,581,865</b>
<b>Animal Control Services</b>	Intergovernmental	-	-	39,009
	Charges for Services	-	-	47,999
	Miscellaneous	-	-	-
	Other Financing Sources	-	-	1,124,079
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>1,211,087</b>
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>	Transfer Fees	806,091	810,000	849,000
	C & D Fees	499,685	454,800	454,500
	Camp Road Transfer Fees	-	39,996	40,000
	Investments	30	-	30
	Insurance Claims	-	-	-
	Recycling Sales	196,548	159,996	228,000
	Charges b/w Funds	-	-	-
	Intergovernmental	-	-	-
	Other	5,928	180,205	335,270
	<b>TOTAL REVENUES</b>	<b>1,508,282</b>	<b>1,644,997</b>	<b>1,906,800</b>
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>	Charges for Services	11,297,718	10,678,313	11,930,940
	Interest	62	60	60
	Miscellaneous	-	(845,573)	-
	Transfer In	-	1,500,000	-
	<b>TOTAL REVENUES</b>	<b>11,297,780</b>	<b>11,332,800</b>	<b>11,931,000</b>
<b>Worker's Compensation Fund</b>	Charges for Services	1,022,987	1,049,623	1,075,917
	Interest Earned	11	-	10
	<b>TOTAL REVENUES</b>	<b>1,022,998</b>	<b>1,049,623</b>	<b>1,075,927</b>
<b>Debt Service Funds</b>				
<b>2010 Jail SPLOST Debt Service</b>	Taxes	-	-	21,910,150
	Miscellaneous	-	-	2,500,000
	Investment Earnings	10,357	10,000	-
	Trasnfers In	18,967,321	21,574,950	-
	<b>TOTAL REVENUES</b>	<b>18,977,678</b>	<b>21,584,950</b>	<b>24,410,150</b>
<b>Capital Fund</b>	Miscellaneous	-	-	325,000
<b>Capital Transportation Fund</b>	Transfers In	-	-	1,000,000
	<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>1,325,000</b>
	<b>TOTAL REVENUES OF ALL FUNDS</b>	<b>330,640,052</b>	<b>127,640,980</b>	<b>138,017,135</b>
	<b>TOTAL APPROPRIATED FUND BALANCE</b>	<b>0</b>	<b>2,525,198</b>	<b>2,820,228</b>
	<b>TOTAL OF ALL FUNDING SOURCES</b>	<b>330,640,052</b>	<b>130,166,178</b>	<b>140,837,363</b>

# BUDGET SUMMARIES

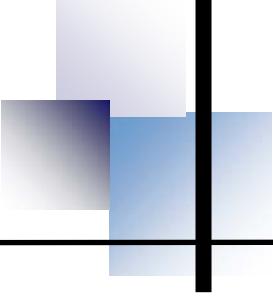
## Three-Year Comparison of Expenditures

		2013 ACTUAL	2014 BUDGET	2015 APPROVED
<b>General Fund</b>				
General Government	12,797,386	14,633,010	18,901,079	
Judicial System	11,081,994	12,115,302	12,793,871	
Public Safety	40,450,681	41,943,186	29,963,031	
Public Works	7,025,109	10,011,235	5,190,808	
Health and Welfare	1,617,265	1,852,543	1,754,062	
Parks, Recreation and Culture	5,186,340	5,368,992	5,750,529	
Planning and Community Development	2,647,440	2,291,331	1,885,569	
<b>TOTAL EXPENDITURES</b>	<b>80,806,215</b>	<b>88,215,599</b>	<b>76,238,949</b>	
<b>Special Revenue Funds</b>				
<b>District Attorney Confiscated Funds</b>				
Operating	44,139	65,000	50,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>44,139</b>	<b>65,000</b>	<b>50,000</b>	
<b>Drug Abuse Treatment Fund</b>				
Other Professional Services	134,322	158,880	238,027	
Supplies	-	9,881	15,000	
Training	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>134,322</b>	<b>168,761</b>	<b>253,027</b>	
<b>CDBG Senior Center Fund</b>				
Professional Services	16,008	-	-	
Transfers Out	24,266	-	-	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>40,274</b>	<b>-</b>	<b>-</b>	
<b>E-911 and Wireless Fund</b>				
Salaries and Related Costs	2,091,913	1,523,133	1,540,948	
Other Expenses	-	753,060	1,082,088	
Capital Outlay	-	-	-	
Transfers Out	1,223,375	-	-	
<b>TOTAL EXPENDITURES</b>	<b>3,315,288</b>	<b>2,276,193</b>	<b>2,623,036</b>	
<b>Hotel-Motel Tax Fund</b>				
Other Professional Services	0	0	197,000	
Transfers Out	196,999	185,000	118,200	
<b>TOTAL EXPENDITURES</b>	<b>196,999</b>	<b>185,000</b>	<b>315,200</b>	
<b>Law Library</b>				
Operating	131,270	90,000	100,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>131,270</b>	<b>90,000</b>	<b>100,000</b>	
<b>Sheriff Confiscated Assets Fund</b>				
Operating	1,620,685	220,000	180,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>1,620,685</b>	<b>220,000</b>	<b>180,000</b>	
<b>Sheriff Inmate Commissary</b>				
Operating	64,936	26,400	14,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>64,936</b>	<b>26,400</b>	<b>14,000</b>	
<b>Sheriff Other Programs</b>				
Operating	54,433	4,200	13,200	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>54,433</b>	<b>4,200</b>	<b>13,200</b>	
<b>Sidewalk Fund</b>				
Operating	-	-	-	
Capital Outlay	-	50	50	
Miscellaneous	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>50</b>	<b>50</b>	
<b>Neighborhood Stabilization Program Fund</b>				
Other Professional Services	1,843,221	1,627,324	925,000	
Transfers Out	51,355	-	-	
<b>TOTAL EXPENDITURES</b>	<b>1,894,576</b>	<b>1,627,324</b>	<b>925,000</b>	
<b>Victim Assistance Fund</b>				
Salaries and Related Costs	195,500	166,919	169,321	
Other Expenses	-	7,300	10,946	
Transfers Out	23,062	23,062	23,098	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>218,562</b>	<b>197,281</b>	<b>203,365</b>	

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2013 ACTUAL	2014 BUDGET	2015 APPROVED
<b>Uninc. Area Special District</b>	Salary and Wages	-	-	833,683
	Benefits	-	-	310,283
	Advertising	-	-	2,500
	Vehicle Expense	-	-	27,745
	Dues and Subscriptions	-	-	3,362
	Maintenance Charges	-	-	2,640
	Supplies	-	-	14,223
	Professional Services	-	-	8,140
	Utilities	-	-	4,944
	Travel & Training	-	-	1,176
	Capital Outlay	-	-	-
	Other Financing Sources	-	-	6,008,015
	Uniforms and Clothing	-	-	2,845
	Budget Improvement Request	-	-	85,151
	<b>TOTAL EXPENDITURES</b>	-	-	<b>7,304,707</b>
<b>Fire Protection and EMS</b>	Salary and Wages	-	-	7,018,567
	Benefits	-	-	2,685,415
	Advertising	-	-	7,830
	Vehicle Expense	-	-	415,379
	Dues and Subscriptions	-	-	3,425
	Equipment Rental	-	-	18,900
	Maintenance Charges	-	-	38,440
	Supplies	-	-	257,050
	Professional Services	-	-	246,790
	Utilities	-	-	247,786
	Travel & Training	-	-	-
	Minor Equipment & Impr.	-	-	-
	Capital Outlay	-	-	-
	Debt Service	-	-	74,062
	Uniforms and Clothing	-	-	46,998
	Budget Improvement Request	-	-	521,223
	<b>TOTAL EXPENDITURES</b>	-	-	<b>11,581,865</b>
<b>Animal Control Services</b>	Salary and Wages	-	-	445,865
	Benefits	-	-	195,890
	Advertising	-	-	2,500
	Vehicle Expense	-	-	30,000
	Dues and Subscriptions	-	-	660
	Maintenance Charges	-	-	7,700
	Supplies	-	-	78,355
	Professional Services	-	-	32,145
	Utilities	-	-	52,725
	Travel & Training	-	-	-
	Minor Equipment & Impr.	-	-	-
	Capital Outlay	-	-	-
	Debt Service	-	-	8,000
	Uniforms and Clothing	-	-	357,247
	<b>TOTAL EXPENDITURES</b>	-	-	<b>1,211,087</b>
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>	Salary and Benefits	605,902	645,457	684,659
	Operating Expenses	973,776	888,540	1,118,757
	Capital Outlay	-	-	-
	Depreciation	111,384	111,000	103,384
	<b>TOTAL EXPENDITURES</b>	1,691,062	1,644,997	1,906,800
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>	Claims	10,709,087	10,040,400	10,407,000
	Administrative	508,539	1,292,400	1,524,000
	<b>TOTAL EXPENDITURES</b>	11,217,626	11,332,800	11,931,000
<b>Worker's Compensation Fund</b>	Claims	918,442	939,623	960,927
	Administrative	81,780	110,000	115,000
	<b>TOTAL EXPENDITURES</b>	1,000,222	1,049,623	1,075,927
<b>Debt Service Funds</b>				
<b>2010 Jail SPLOST Debt Service</b>	Other Financing Sources	-	-	2,500,000
	Principal	18,000,000	19,000,000	20,000,000
	Interest and Fees	3,588,950	2,737,950	1,910,150
	<b>TOTAL EXPENDITURES</b>	21,588,950	21,737,950	24,410,150
<b>Capital Fund</b>				
<b>Capital Transportation Fund</b>	Advertising	-	-	-
	Capital Outlay	-	-	-
	Transfers Out	-	325,000	-
	Road Maintenance	347,048	1,000,000	500,000
	<b>TOTAL EXPENDITURES</b>	347,048	1,325,000	500,000
	<b>TOTAL EXPENDITURES OF ALL FUNDS</b>	232,667,322	114,250,693	113,773,652
	<b>LESS INTERNAL SERVICE FUNDS</b>	12,217,848	12,382,423	13,006,927
	<b>LESS TRANSFERS OUT</b>	78,684,280	3,533,062	14,056,784
	<b>TOTAL NET INTERNAL SERVICE FUNDS</b>	323,569,450	130,166,178	140,837,363



**Appropriation Class Comparison**

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# BUDGET SUMMARIES

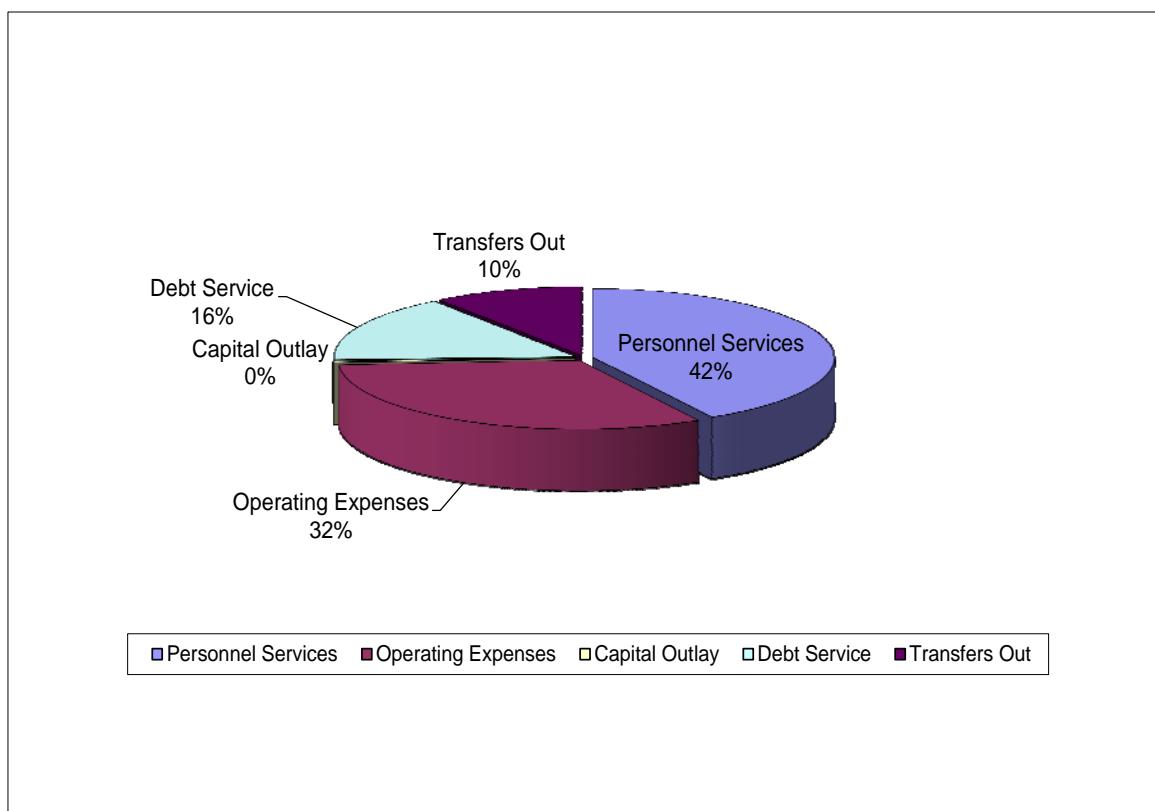
<u>APPROPRIATION CLASSIFICATION</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Salary and Wages	41,913,893	43,699,480	42,634,667
Benefits	16,058,639	16,036,406	16,260,950
Advertising	316,221	118,836	144,058
Audit and Legal	1,273,946	1,544,972	1,485,156
Vehicle Expenses	2,315,626	2,745,043	2,583,206
Dues and Subscriptions	254,981	139,862	293,998
Equipment Rental	34,918	31,193	35,811
Rentals	17,931	20,445	20,445
Maintenance Charges	1,186,598	1,466,334	1,549,111
Supplies	4,405,087	5,310,067	5,528,484
Professional Services	9,089,439	7,745,022	8,179,519
Utilities	4,196,429	4,251,588	4,759,693
Travel and Training	178,398	49,007	45,925
Minor Equipment and Improvements	389,882	322,234	-
Capital Outlay	66,624,292	2,310,743	465,050
Interfund / Interdepartment Charges	10,828,360	10,980,023	11,367,927
Other	28,478,630	1,936,595	2,161,507
Other Financing Sources	78,684,280	3,533,062	14,056,784
Debt Service	3,723,893	2,941,628	2,135,684
Uniforms and Clothing	247,227	289,778	295,078
Road Maintenance	35,024,962	4,516,232	675,000
Grants	272,658	200,815	116,283
Closure and Post Closure	-	-	-
Other	18,000,000	19,976,500	20,784,496
Budget Improvement Requests	-	-	5,258,531
 <b>TOTAL</b>	 <b>\$ 323,516,290</b>	 <b>\$ 130,165,865</b>	 <b>\$ 140,837,363</b>

## Appropriations by Type

### BUDGET SUMMARIES

	<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	45,010,986	25,204,019	465,000	151,472	5,407,472	76,238,949
<b>Special Revenue Funds:</b>						
District Atty Confiscated Funds	-	50,000	-	-	-	50,000
Drug Abuse Treatment	-	253,027	-	-	-	253,027
E-911	1,540,948	1,082,088	-	-	-	2,623,036
Hotel-Motel Tax Fund	-	197,000	-	-	118,200	315,200
Law Library	-	100,000	-	-	-	100,000
Sheriff Inmate Commissary	-	14,000	-	-	-	14,000
Sheriff Confiscated Funds	-	180,000	-	-	-	180,000
Sheriff Other	-	13,200	-	-	-	13,200
Sidewalk Fund	-	-	50	-	-	50
Neighborhood Stabilization Prog	-	925,000	-	-	-	925,000
Victim Assistance	169,321	10,946	-	-	23,098	203,365
Uninc. Area Special District	1,143,966	152,726	-	-	6,008,015	7,304,707
Fire Protection and EMS	9,703,982	1,803,821	-	74,062	-	11,581,865
Animal Control Services	641,755	569,332	-	-	-	1,211,087
<b>Enterprise Funds:</b>						
Landfill Enterprise Fund	684,659	1,222,141	-	-	-	1,906,800
<b>Internal Service Funds:</b>						
Employee Benefit	-	11,931,000	-	-	-	11,931,000
Worker's Compensation	-	1,075,927	-	-	-	1,075,927
<b>Debt Service Funds:</b>						
2010 Jail SPLOST Debt Svc	-	-	-	21,910,150	2,500,000	24,410,150
<b>Capital Fund</b>						
Capital Transportation Fund	-	500,000	-	-	-	500,000
<b>Total Appropriations</b>	<b>58,895,617</b>	<b>45,284,227</b>	<b>465,050</b>	<b>22,135,684</b>	<b>14,056,785</b>	<b>140,837,363</b>

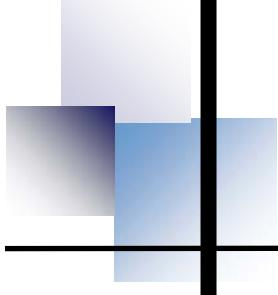
# BUDGET SUMMARIES



# BUDGET SUMMARIES

## Fund Balance Summary

	2015 BEGINNING FUND BALANCE	2015 APPROVED REVENUES	2015 APPROVED EXPENDITURES	2015 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>22,052,612</u>	<u>76,238,949</u>	<u>76,238,949</u>	<u>22,052,612</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	74,459	50,000	50,000	74,459	0.00%
Drug Abuse Treatment	401,806	253,027	253,027	401,806	0.00%
E-911	1,608,300	2,623,036	2,623,036	1,608,300	0.00%
Hotel-Motel Tax Fund	-	315,200	315,200	-	0.00%
Law Library	535,544	100,000	100,000	535,544	0.00%
Sheriff Confiscated Funds	2,924,758	180,000	180,000	2,924,758	0.00%
Sheriff Inmate Commissary	142,364	14,000	14,000	142,364	0.00%
Sheriff Other	53,150	13,200	13,200	53,150	0.00%
Sidewalk Fund	13,354	50	50	13,354	0.00%
Neighborhood Stabilization Prog	216,493	925,000	925,000	216,493	0.00%
Victim Assistance	297,372	203,365	203,365	297,372	0.00%
Uninc. Area Special District	-	7,304,707	7,304,707	-	0.00%
Fire Protection and EMS	-	11,581,865	11,581,865	-	0.00%
Animal Control Services	-	1,211,087	1,211,087	-	0.00%
Total Special Revenue Fund	6,267,600	24,774,537	24,774,537	6,267,600	0.00%
Enterprise Funds:					
Landfill Enterprise Fund	<u>218,267</u>	<u>1,906,800</u>	<u>1,906,800</u>	<u>218,267</u>	<u>0.00%</u>
Total Enterprise Funds	218,267	1,906,800	1,906,800	218,267	0.00%
Internal Service Funds:					
Employee Benefit	(2,248,755)	11,931,000	11,931,000	(2,248,755)	0.00%
Worker's Compensation	(701,198)	1,075,927	1,075,927	(701,198)	0.00%
Total Internal Service	(2,949,953)	13,006,927	13,006,927	(2,949,953)	0.00%
Debt Service					
2010 Jail SPLOST Debt Service	<u>17,951,923</u>	<u>24,410,150</u>	<u>24,410,150</u>	<u>17,951,923</u>	<u>0.00%</u>
Total Debt Service Funds	17,951,923	24,410,150	24,410,150	17,951,923	0.00%
Capital Funds:					
Capital Transportation Fund	<u>2,171,001</u>	<u>500,000</u>	<u>500,000</u>	<u>2,171,001</u>	<u>0.00%</u>
Total Capital Fund	2,171,001	500,000	500,000	2,171,001	0.00%
Total of All Budgeted Funds	<u>45,711,451</u>	<u>140,837,363</u>	<u>140,837,363</u>	<u>45,711,451</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 35.91% of the total. They also have 11.76% of the total part-time County employees, which is the fourth largest in part-time.**

**Special Revenue funds are the second largest for full-time and third largest for full-time with 19.62% and 18.17%, respectively.**

**The Judicial function is the third largest employer of the Douglas County Government full-time workforce with 18.01%. Also, 5.88% of the total part-time employees belongs to the Judicial function.**

**The General Government has 10.40% of the full-time workforce. Also, this function makes up 21.37% of the part-time workforce making it the second largest in this area.**

**The Parks and Recreation function encompasses 6.43% of the total full-time workforce. This function encompasses 34.82% 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	Percentage	In Full-Time	In Part-Time
	Of Total	Of Total	Positions	Positions
	Full-Time	Part-Time		
General Government	10.40%	21.37%	10	-1
Judicial	18.01%	5.88%	7	3
Public Safety	35.91%	11.76%	14	-1
Public Works	6.32%	1.07%	5	1
Health & Welfare	1.18%	2.67%	1	0
Recreation	6.43%	34.82%	3	1
Planning & Community Development	1.18%	2.13%	0	0
Special Revenue	19.62%	18.17%	-14	2
Enterprise Funds	0.97%	2.14%	0	0

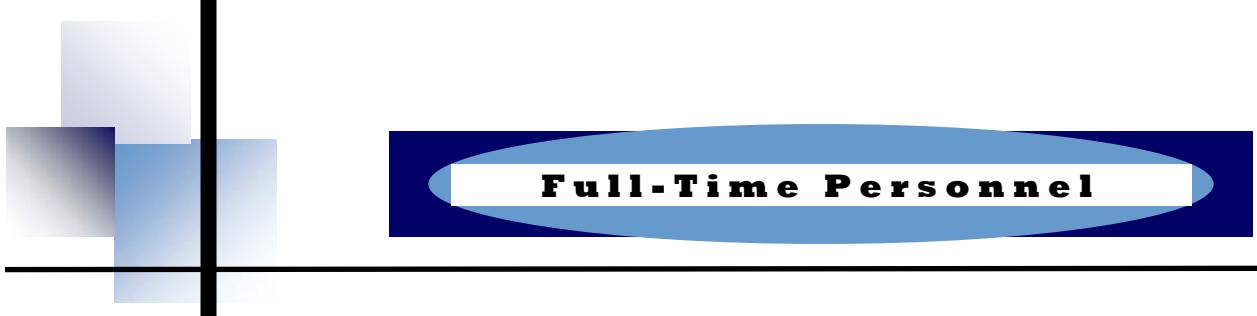
## Full-Time Personnel

# BUDGET SUMMARIES

	2013 ACTUAL	2014 BUDGET	2015 APPROVED	2015 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	6	6	6	0.64%	-
Communications & Community Relations	3	4	4	0.43%	-
Courthouse Maintenance	1	1	7	0.75%	6
Election Board	4	4	4	0.43%	-
Finance	10	10	10	1.07%	-
Human Resources	4	4	4	0.43%	-
Information Services	9	9	9	0.97%	-
Legal Services	1	1	1	0.11%	-
Printing & Mail	2	2	2	0.21%	-
Property Management	6	6	6	0.64%	-
Purchasing	5	5	5	0.54%	-
Records Retention	2	2	2	0.21%	-
Risk & Safety	2	3	3	0.32%	-
Tax Appraisal	16	14	17	1.82%	3
Tax Commissioner	16	16	17	1.82%	1
<b>TOTAL GENERAL GOVERNMENT</b>	<b>87</b>	<b>87</b>	<b>97</b>	<b>10.40%</b>	<b>10</b>
<i>Judicial</i>					
District Attorney	35	37	38	4.07%	1
Juvenile Court	7	7	7	0.75%	-
Juvenile Programs Administration	11	13	13	1.39%	-
Magistrate Court	10	11	11	1.18%	-
Probate Court	6	6	6	0.64%	-
Public Defender	15	18	21	2.25%	3
State Court Clerk of Court	9	9	9	0.97%	-
State Court DUI Court	1	2	2	0.21%	-
State Court Judges	4	4	5	0.54%	1
State Court Misdemeanor Drug Court	-	-	1	0.11%	1
State Court Solicitor	15	16	16	1.72%	-
Superior Court Clerk of Court	30	32	32	3.43%	-
Superior Court Felony Drug Court	-	-	1	0.11%	1
Superior Court Judges	6	6	6	0.64%	-
<b>TOTAL JUDICIAL</b>	<b>149</b>	<b>161</b>	<b>168</b>	<b>18.01%</b>	<b>7</b>

## Full-Time Personnel

BUDGET SUMMARIES		2013	2014	2015	PERCENT INCREASE/DECREASE FM	
		ACTUAL	BUDGET	APPROVED	OF TOTAL PRIORITY	
<b>GENERAL FUND (cont'd)</b>						
<i>Public Safety</i>						
Coroner		1	1	1	0.11%	
Emergency Management		2	2	2	0.21%	
Sheriff Detention		155	154	169	18.11%	
Sheriff Enforcement		152	164	163	17.47%	
<b>TOTAL PUBLIC SAFETY</b>		<b>310</b>	<b>321</b>	<b>335</b>	<b>35.91%</b>	
<i>Public Works</i>						
D.O.T - Administration		3	3	3	0.32%	
D.O.T - Maintenance & Construction		26	26	29	3.11%	
D.O.T - Traffic Operations		13	13	12	1.29%	
Fleet Management		10	12	15	1.61%	
<b>TOTAL PUBLIC WORKS</b>		<b>52</b>	<b>54</b>	<b>59</b>	<b>6.32%</b>	
<i>Health and Welfare</i>						
Senior Services		8	10	11	1.18%	
<b>TOTAL HEALTH AND WELFARE</b>		<b>8</b>	<b>10</b>	<b>11</b>	<b>1.18%</b>	
<i>Parks, Recreation and Culture</i>						
Douglas County Library		22	22	23	2.47%	
Parks and Recreation		27	29	30	3.22%	
Aquatic Center		4	4	4	0.43%	
Senior Center		2	2	3	0.32%	
<b>TOTAL CULTURE/RECREATION</b>		<b>55</b>	<b>57</b>	<b>60</b>	<b>6.43%</b>	
<i>Planning and Community Development</i>						
Cooperative Extension		5	4	4	0.43%	
Geographic Information Systems (G.I.S.)		3	3	3	0.32%	
Rideshare		4	4	4	0.43%	
<b>TOTAL HOUSING AND DEVELOPMENT</b>		<b>12</b>	<b>11</b>	<b>11</b>	<b>1.18%</b>	

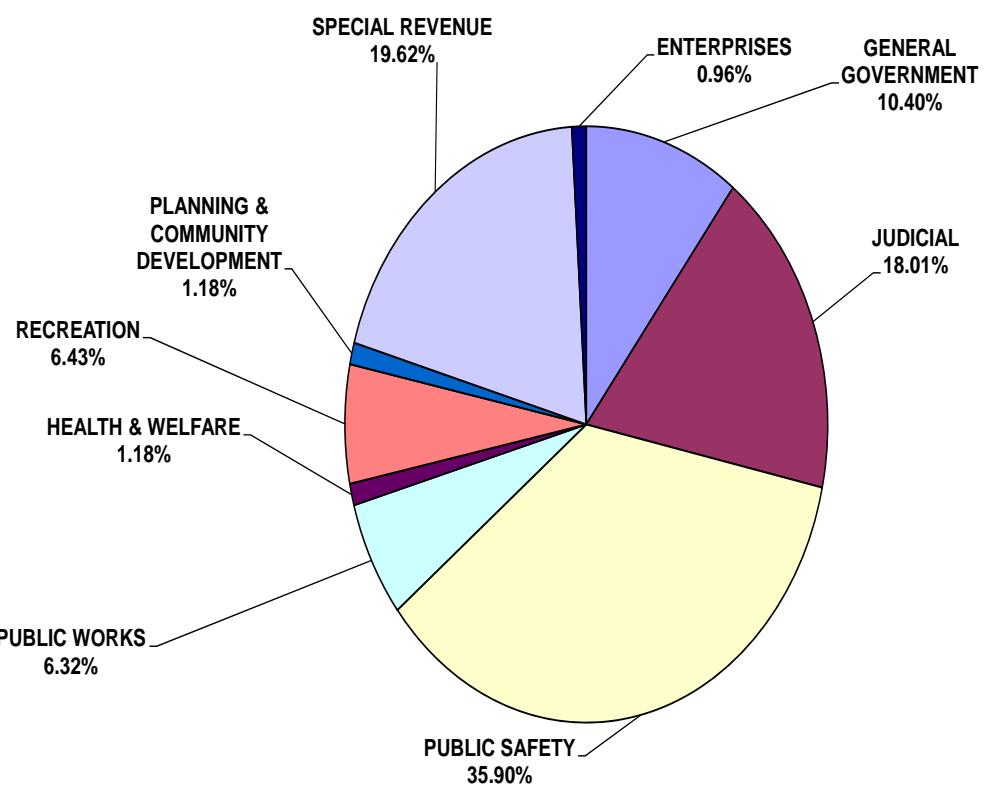


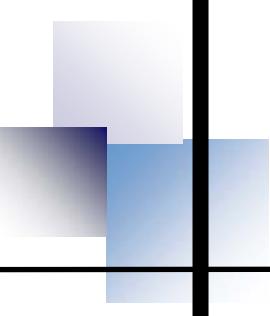
## Full-Time Personnel

# BUDGET SUMMARIES

	2013 ACTUAL	2014 BUDGET	2015 APPROVED	2015 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>					
<i>Animal Control Services</i>	8	12	10	1.07%	(2)
<i>E-911</i>	22	23	23	2.47%	-
<i>Fire Services and EMS</i>	130	142	127	13.61%	(15)
<i>Unincorporated Area Special Services District:</i>					
<i>Building Inspections</i>	5	5	5	0.54%	-
<i>Code Enforcement</i>	2	2	3	0.32%	1
<i>Development Control</i>	4	4	4	0.43%	-
<i>Development Services Administration</i>	1	1	1	0.11%	-
<i>Occupational Tax</i>	1	2	3	0.32%	1
<i>Planning and Zoning</i>	3	3	4	0.43%	1
<i>Victim Assistance</i>	3	3	3	0.32%	-
<b>TOTAL SPECIAL REVENUE</b>	<b>179</b>	<b>197</b>	<b>183</b>	<b>19.62%</b>	<b>(14)</b>
<b>ENTERPRISE FUNDS</b>					
<i>Landfill</i>	8	9	9	0.97%	-
<b>TOTAL ENTERPRISES</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>0.97%</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>860</b>	<b>907</b>	<b>933</b>	<b>100.00%</b>	<b>26</b>

# BUDGET SUMMARIES





## Part-Time Personnel

# BUDGET SUMMARIES

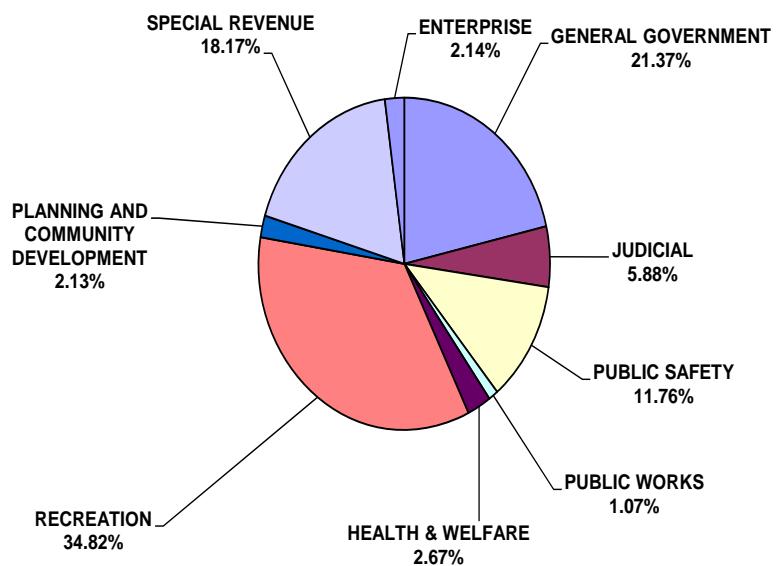
	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>	2015 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	6	6	6	3.21%	-
Communications	1	1	1	0.53%	-
Election Board	5	5	5	2.67%	-
Human Resources	3	3	3	1.60%	-
Tax Appraisal	1	1	1	0.53%	-
Tax Assessor	5	5	5	2.67%	-
Tax Commissioner	7	7	6	3.21%	(1)
Tax Equalization Board	13	13	13	6.95%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>41</b>	<b>41</b>	<b>40</b>	<b>21.37%</b>	<b>(1)</b>
<i>Judicial</i>					
District Attorney	2	2	4	2.14%	2
Juvenile Programs Administration	-	1	2	1.07%	1
Magistrate Court	3	2	2	1.07%	-
State Court Judges	1	1	-	0.00%	(1)
Superior Court Clerk of Court	3	2	3	1.60%	1
<b>TOTAL JUDICIAL</b>	<b>9</b>	<b>8</b>	<b>11</b>	<b>5.88%</b>	<b>3</b>
<i>Public Safety</i>					
Coroner	-	-	1	0.53%	1
Sheriff Detention	23	22	20	10.70%	(2)
Sheriff Enforcement	1	1	1	0.53%	-
<b>TOTAL PUBLIC SAFETY</b>	<b>24</b>	<b>23</b>	<b>22</b>	<b>11.76%</b>	<b>(1)</b>
<i>Public Works</i>					
Fleet Management	1	1	2	1.07%	1
<b>TOTAL PUBLIC WORKS</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1.07%</b>	<b>1</b>
<i>Health and Welfare</i>					
Senior Services	5	5	5	2.67%	-
<b>TOTAL HEALTH AND WELFARE</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2.67%</b>	<b>-</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	11	11	11	5.88%	-
Parks & Recreation	22	24	25	13.37%	1
Parks & Recreation Aquatic Center	29	29	29	15.57%	-
<b>TOTAL CULTURE/RECREATION</b>	<b>62</b>	<b>64</b>	<b>65</b>	<b>34.82%</b>	<b>1</b>

## Part-Time Personnel

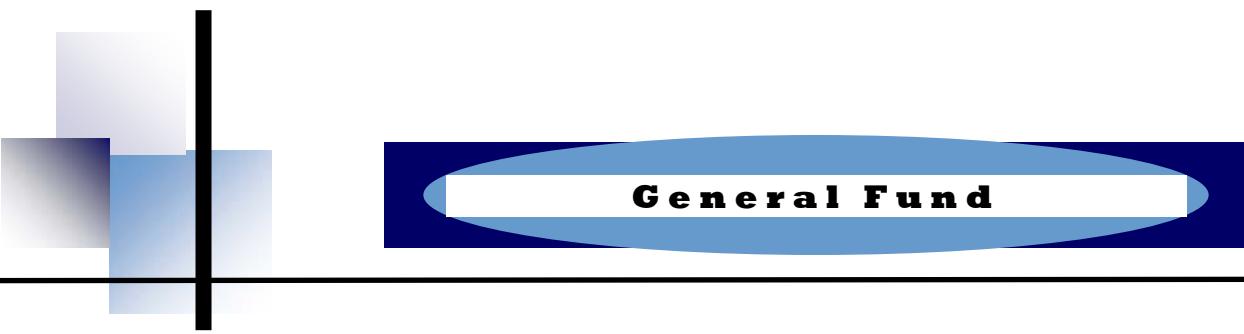
# BUDGET SUMMARIES

	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
<b>GENERAL FUND (cont'd.)</b>					
<i>Planning and Community Development</i>					
Cooperative Extension	1	1	1	0.53%	-
Rideshare	2	3	3	1.60%	-
<b>TOTAL PLANNING AND DEVELOPMENT</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>2.13%</b>	<b>-</b>
<b>TOTAL GENERAL FUND</b>	<b>145</b>	<b>146</b>	<b>149</b>	<b>79.70%</b>	<b>3</b>
 <b>SPECIAL REVENUE FUNDS</b>					
<i>Animal Control Services</i>					
E-911	1	1	1	0.53%	-
Fire Services and EMS	21	21	20	10.70%	(1)
<i>Unincorporated Area Special Services District:</i>					
Development Control	1	1	1	0.53%	-
Planning and Zoning	6	6	7	3.74%	1
Victim Assistance	1	1	1	0.53%	-
<b>TOTAL SPECIAL REVENUE</b>	<b>30</b>	<b>32</b>	<b>34</b>	<b>18.17%</b>	<b>2</b>
 <b>ENTERPRISE FUND</b>					
<i>Landfill</i>					
<b>TOTAL ENTERPRISE</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>2.14%</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>178</b>	<b>182</b>	<b>187</b>	<b>100.01%</b>	<b>5</b>

# BUDGET SUMMARIES



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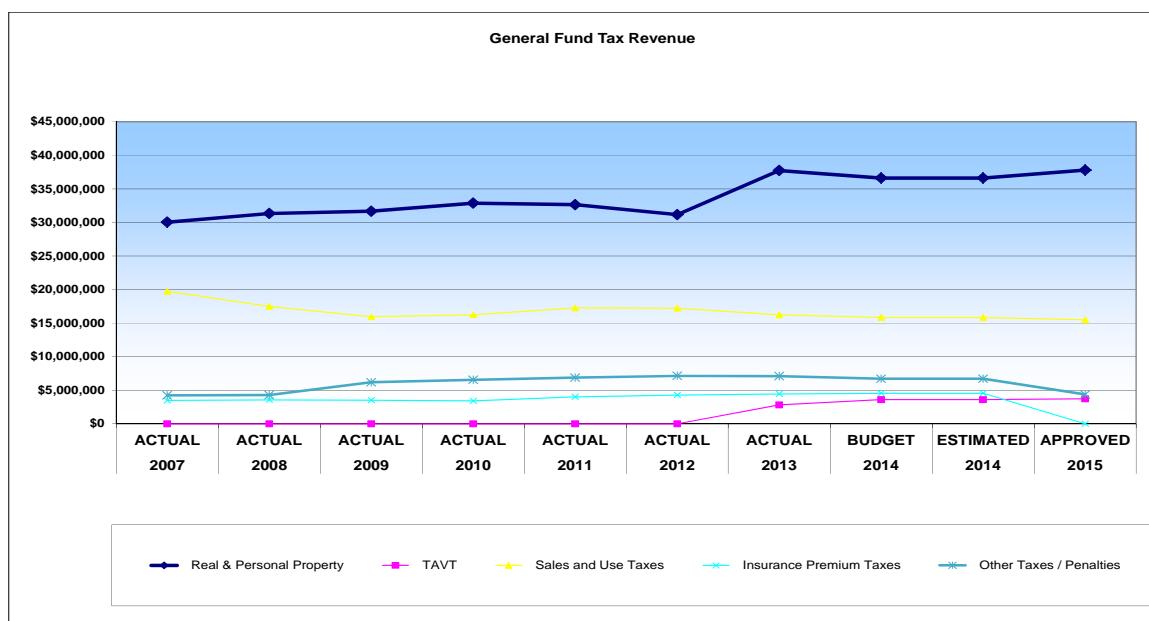
## GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 69.93% of all General Fund revenues. The remaining 30.07% are from other revenue sources. Over all, the 2015 budgeted General Fund Revenue decreased approximately \$11,976,650 compared to 2014 budgeted. The main attribute to this decrease is due to a Service Delivery Agreement which moved several departments to a Special Revenue Fund. This moved all Insurance Premiums, Licenses and Permits, Ambulance Fees, and Animal Control fees out of the General Fund and into Special Revenue Funds.

### 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.

T R E N D S

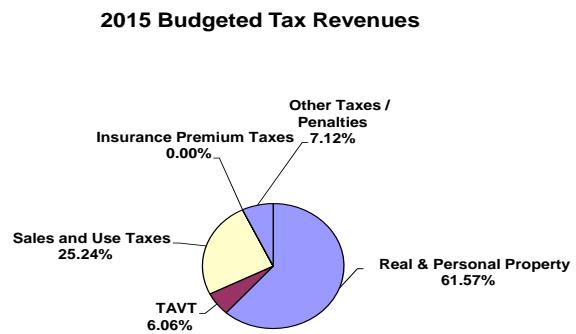
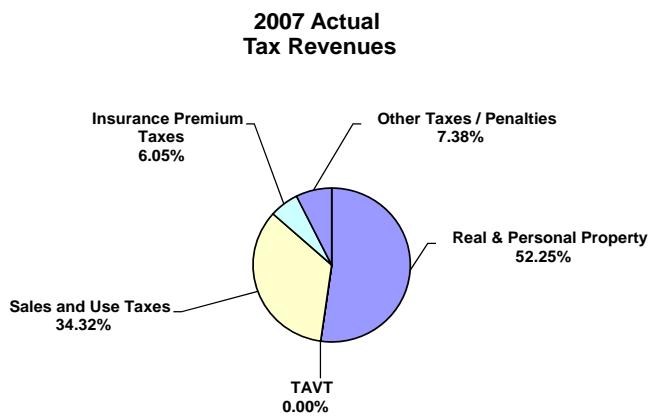


Below is a chart showing the trends for each of these since 2007.

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 2007 and 2015.

## General Fund

# TRENDS



### 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 digest is 3% - 5% a year. Usually, historical averages are the best measurement for future estimates. However, the past few years have not followed the trend. 2015 will go back to following the upward trend due to the mileage rate being raised in 2013. The chart on the next page reflects the changes in the digest from 2009 to 2014.

## General Fund

### CURRENT 2014 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY

(In Thousands)

COUNTY WIDE	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Real & Personal	4,558,272	3,880,139	3,758,149	3,600,544	3,530,367	3,598,154
Motor Vehicles	313,853	270,104	261,372	272,385	288,899	246,036
Mobile Homes	8,810	7,602	6,938	6,207	7,234	6,764
Timber-100%	143	339	9	415	243	53
Heavy Duty Equipment	285	46	-	-	27	-
 Gross Digest	 4,881,363	 4,158,230	 4,026,468	 3,879,551	 3,826,770	 3,851,007
Less M & O Exemptions	(567,630)	(421,371)	(404,709)	(370,699)	(369,536)	(414,164)
Net M & O Digest	4,313,733	3,736,859	3,621,759	3,508,852	3,457,234	3,436,843
State of Georgia Forest Land						
Assistance Grant Value	0	0	0	0	0	309
Adjusted Net M & O Digest	4,313,733	3,736,859	3,621,759	3,508,852	3,457,234	3,437,152
 Gross M & O Millage Rate	 12.040	 14.466	 14.428	 14.764	 17.285	 16.884
Less Millage Rate Rollbacks	(4.108)	(4.566)	(4.528)	(4.864)	(5.035)	(4.731)
Net M & O Millage Rate	7.932	9.900	9.900	9.900	12.250	12.153
Net Taxes \$ Levied	34,216,530	36,994,904	35,855,414	34,737,635	42,351,117	41,771,708
 Net Taxes \$ Increase	 562,656	 2,778,374	 (1,139,489)	 (1,117,778)	 7,613,479	 (579,408)
Net Taxes % Increase	1.67%	8.12%	-3.08%	-3.12%	21.92%	-1.37%

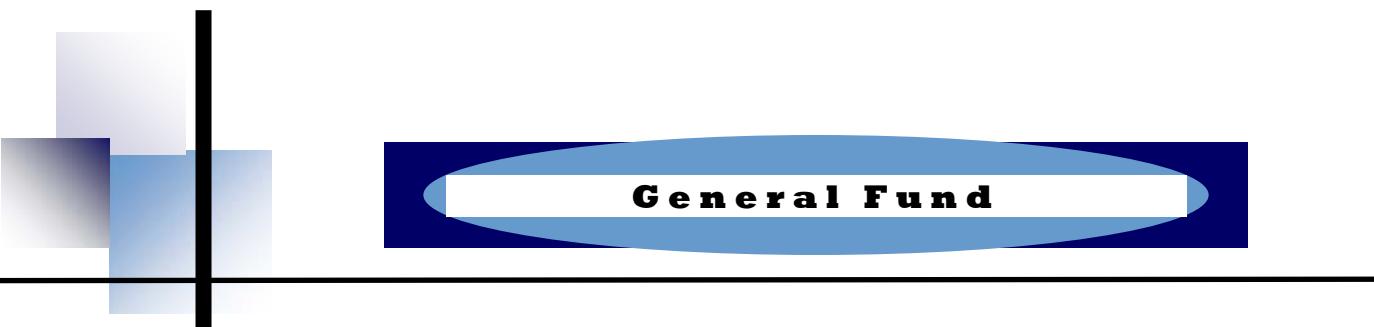
TRENDS

#### Sales and Use Taxes:

This source of income is projected at \$15,500,000 (20.33% of total revenue) which is lower than the prior year estimated. Fiscal year 2014 is estimated to be \$381,413 lower than 2013's actual of \$16,231,413. 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 that economic conditions have declined in recent years. It is forecasted that the economic condition for the new budget year will decline compared to 2014, showing a slight decrease in Sales Tax Revenues. The chart to the right shows the percentage change (increase or decrease) from one year to the next.

<u>Year</u>	<u>Sales Tax Revenue</u>	<u>% Change from Prior Year</u>
2007	19,734,012	
2008	17,495,669	-11.34%
2009	15,958,261	-8.79%
2010	16,246,016	1.80%
2011	17,264,892	6.27%
2012	17,218,656	-0.27%
2013	16,231,413	-5.73%
2014*	15,580,000	-4.01%
2015*	15,500,000	-0.51%

\*Estimated



### **Insurance Premium Taxes:**

This anticipated tax revenue is \$0. The departments that generated this revenue have now been moved to a new Special Revenue Fund called the Unincorporated Area Special District Fund.

### **Other Taxes:**

This category has mostly moved to the Unincorporated Area Special District Fund. It does still include Intangible Taxes and Tax Penalties however. Intangible Taxes are projected at \$438,000 for 2015. This revenue has increased compared to previous years due to the current economy. It is based on the housing market and/or home refinancing. Therefore, both a historical trend is used as well as the economic condition (i.e. housing market). Tax penalties are estimated at \$864,000. Other tax revenues comprises 7.61% of the total revenue and includes the following major categories:

<b>Intangible Taxes</b>	<b>0.57%</b>
<b>Tax Penalties</b>	<b>1.13%</b>

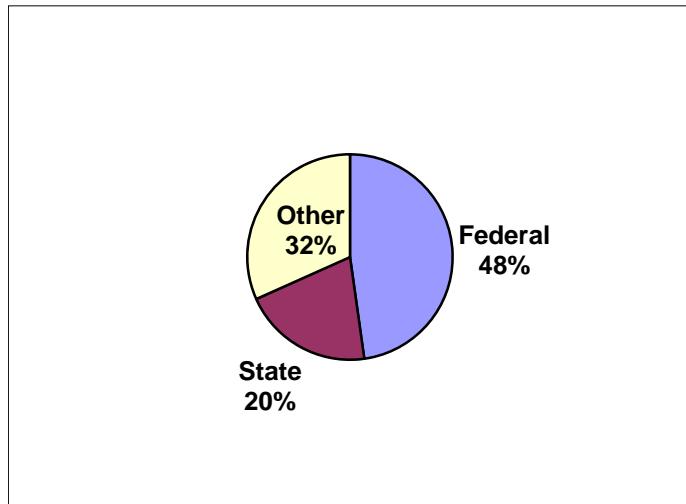
T R E N D S

### **OTHER REVENUES CATEGORIES:**

#### **Licenses and Permits:**

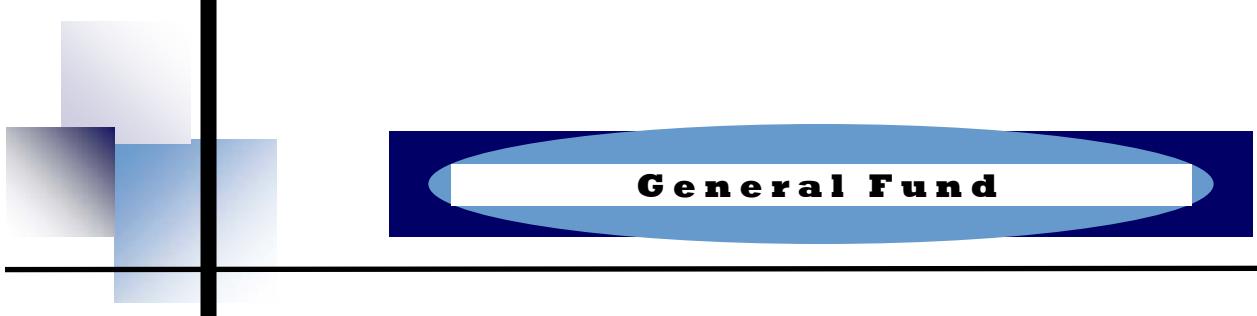
This anticipated tax revenue is \$0. The departments that generated this revenue have now been moved to a new Special Revenue Fund called the Unincorporated Area Special District Fund.

## TRENDS



### Charges for Services:

These revenues are estimated at \$3.6 million. The large decrease from 2014 budget of \$6 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 \$1.5 million of the 2015 total. Rideshare fees are another large source of this revenue and are budgeted at \$432,000. Historical trend data is most commonly used to estimate this revenue source.



## General Fund

### Court and Law Enforcement:

These revenues consist of approximately 6.9% of the current year's budgeted revenues. About fifty percent of this revenue is generated from Clerk of State Court. 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.

<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
\$3,004,648	\$3,111,999	\$2,937,537	\$2,479,960	\$2,379,148	\$2,496,895	\$2,423,246	\$2,454,480	\$2,616,000

## TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2015, \$924,000 is estimated which includes both civil and criminal fines & forfeitures. Based on prior year trends, this revenue is budgeted to be slightly lower than the 2014 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 experienced increases in the past, but appears to be leveling out over the past few years. Below are statistics and historical collections that support the Magistrate Court estimate.

<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
\$414,162	\$438,606	\$415,070	\$543,416	\$649,331	\$661,423	\$639,279	\$642,000	\$606,000

### Use of Money & Property:

This revenue is projected to equal the 2014 budget with \$11,650 budgeted for 2015 as well. Regular investments (interest earnings) comprise \$10,200 of the \$11,650 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

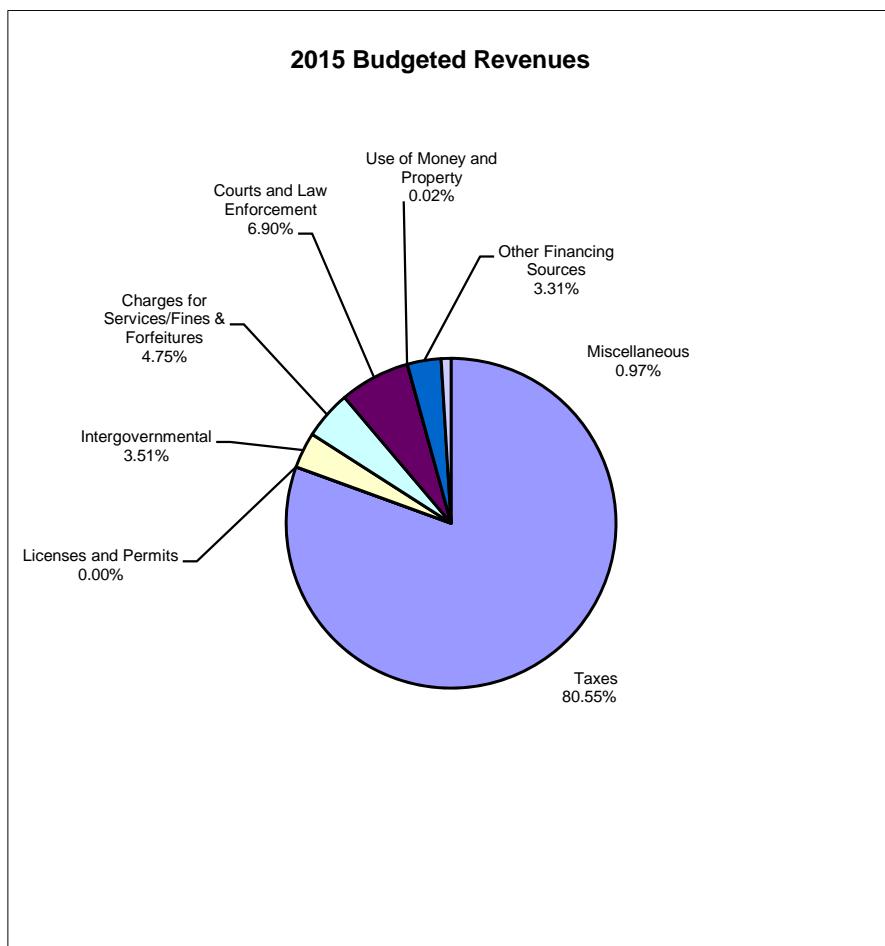
## General Fund

### Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect only 4.28% (\$3,258,825) of the total budgeted revenues for 2015. The major revenue sources transfers in and charges between funds. Transfers in from other funds are reimbursements from the 2010 Jail SPLOST Debt Service Fund and the Victim Assistance Fund. This is for debt service payments and for various employees salaries and benefits or salary supplements. Charges between funds are the Landfill Fund's reimbursement for sheriff deputies' salary & benefits for Landfill inmate work crews.

Below is a summary of 2015 General Fund Budgeted Revenues:

T R E N D S



## General Fund

### EXPENDITURES

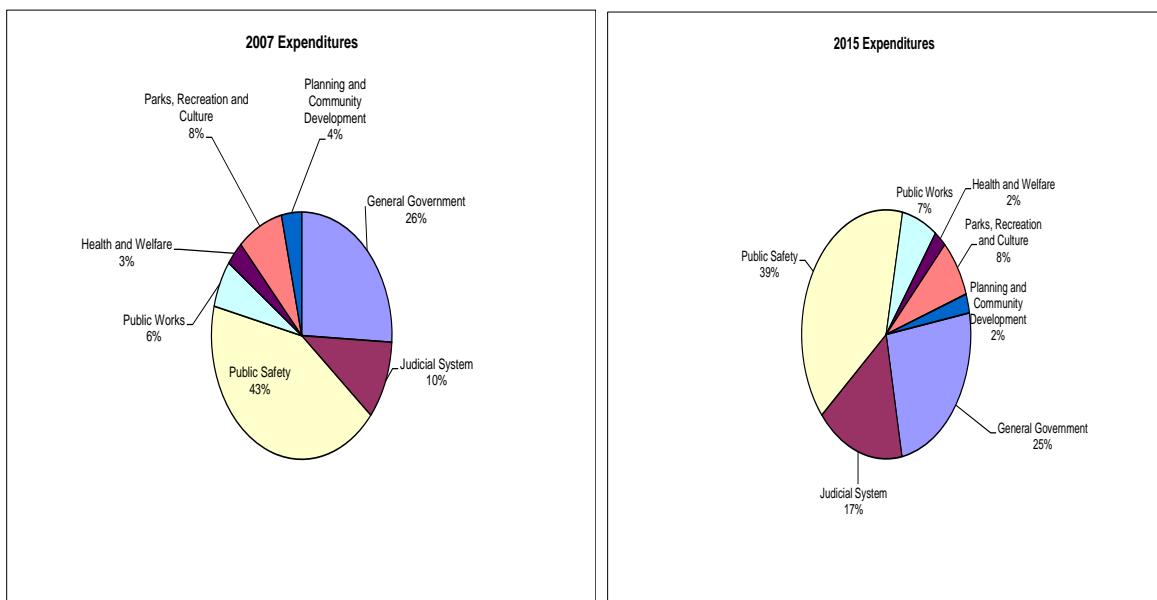
The approved 2015 General Fund expenditures are \$76,238,949 which amounts to \$11,976,650 less than the 2014 estimated budget of \$88,215,599. Per the estimated expenditures that actually occurred in 2014 the County operated \$2,274,691.32 under budget.

The 2015 operating budget appears to be very lean, but majority of the decreases are due to a Service Delivery Agreement that took several departments from the General Fund and placed them in Special Revenue Funds. The departments that were moved include: Building Inspections, Development Control, Planning & Zoning, Development Services Administration, Occupational Tax, Code Enforcement, Chamber of Commerce & Tourism, Animal Control, and Fire & EMS.

### TRENDS

### FUND BALANCE

The estimated beginning Fund Balance for 2015 is \$22,052,611 This is due to the 2014 estimated revenues equaling expenditures.



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## General Fund

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>22,278,384</u>	<u>17,385,895</u>	<u>11,132,150</u>	<u>11,923,719</u>
<b>REVENUES</b>				
Taxes				
Real & Personal Property	30,046,541	31,349,946	31,684,355	32,893,736
TAVT	-	-	-	-
Sales and Use Taxes	19,734,012	17,495,669	15,958,261	16,246,016
Insurance Premium Taxes	3,481,087	3,565,937	3,514,806	3,418,404
Other Taxes / Penalties	4,242,416	4,286,443	6,193,468	6,556,651
Licenses and Permits	2,299,969	1,624,070	1,220,309	259,067
Intergovernmental	4,099,909	2,689,744	5,951,190	4,868,168
Charges for Services/Fines & For	4,299,353	4,491,198	5,798,532	5,818,048
Courts and Law Enforcement	5,616,038	5,686,367	5,525,528	4,819,537
Use of Money and Property	694,128	233,689	92,657	32,348
Other Financing Sources	610,580	813,409	524,531	216,377
Miscellaneous	<u>227,917</u>	<u>276,503</u>	<u>102,454</u>	<u>224,827</u>
<b>TOTAL REVENUES</b>	<b>75,351,950</b>	<b>72,512,975</b>	<b>76,566,091</b>	<b>75,353,178</b>
<b>EXPENDITURES</b>				
General Government	20,742,870	13,472,711	13,066,691	14,042,979
Judicial System	8,246,180	9,282,883	9,000,703	9,194,908
Public Safety	34,273,976	37,419,804	36,506,579	37,015,798
Public Works	4,938,616	5,951,703	4,234,686	6,159,499
Health and Welfare	2,581,045	2,741,092	5,925,838	2,404,032
Parks, Recreation and Culture	6,563,270	6,815,210	4,300,918	7,562,375
Planning and Community Develop	<u>2,898,482</u>	<u>3,083,317</u>	<u>2,739,107</u>	<u>2,415,846</u>
<b>TOTAL EXPENDITURES</b>	<b>80,244,439</b>	<b>78,766,720</b>	<b>75,774,522</b>	<b>78,795,437</b>
<b>ENDING FUND BALANCE *</b>	<b><u>17,385,895</u></b>	<b><u>11,132,150</u></b>	<b><u>11,923,719</u></b>	<b><u>8,481,460</u></b>

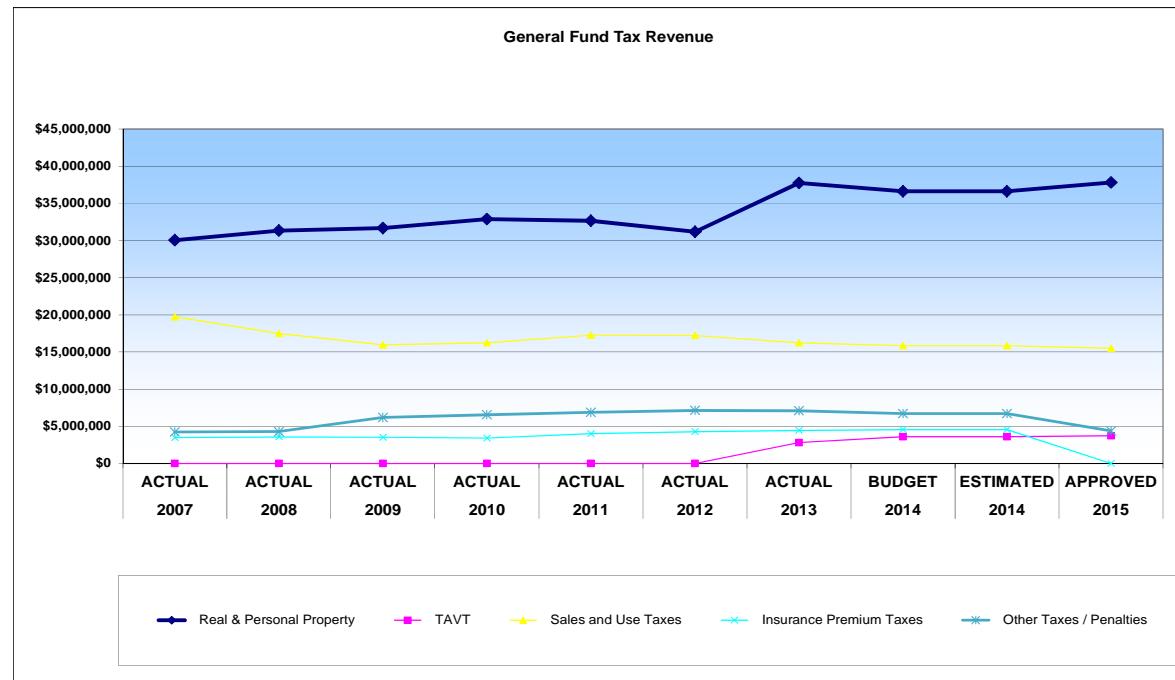
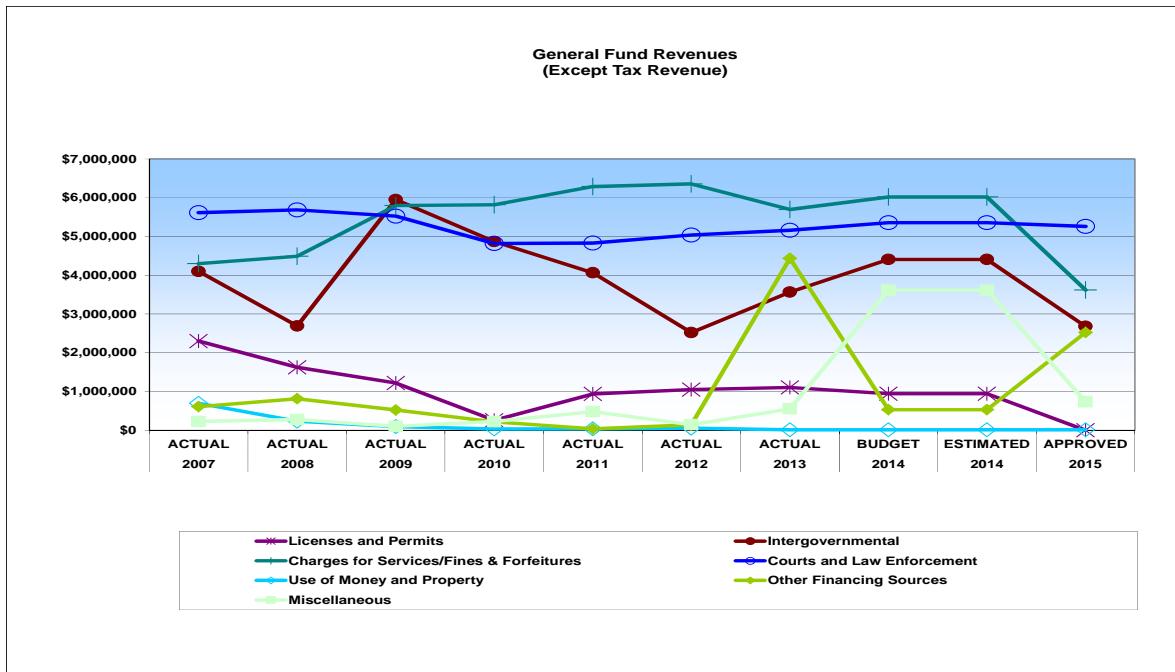
## General Fund

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATED</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>8,481,460</u>	<u>11,567,926</u>	<u>13,983,952</u>	<u>22,052,611</u>	<u>22,052,611</u>	<u>22,052,611</u>	<u>100.00%</u>
32,657,737	31,172,585	37,759,916	36,616,350	36,616,350	37,812,527	49.60%
-	-	2,804,767	3,597,600	3,597,600	3,723,600	4.88%
17,264,892	17,218,656	16,231,413	15,850,000	15,850,000	15,500,000	20.33%
4,007,535	4,281,315	4,449,739	4,550,000	4,550,000	-	0.00%
6,875,942	7,138,700	7,100,315	6,712,588	6,712,588	4,373,108	5.74%
935,321	1,049,998	1,102,716	941,870	941,870	-	0.00%
4,064,812	2,518,267	3,566,047	4,408,011	4,408,011	2,679,208	3.51%
6,287,297	6,356,044	5,696,560	6,020,531	6,020,531	3,619,231	4.75%
4,830,989	5,039,164	5,161,128	5,357,830	5,357,830	5,260,800	6.90%
36,521	52,977	13,068	11,650	11,650	11,650	0.02%
35,194	141,455	4,437,788	532,686	532,686	2,523,098	3.31%
481,006	144,413	551,420	3,616,483	3,616,483	735,727	0.97%
<b>77,477,246</b>	<b>75,113,574</b>	<b>88,874,875</b>	<b>88,215,599</b>	<b>88,215,599</b>	<b>76,238,949</b>	<b>100%</b>
13,688,734	10,902,202	12,797,386	14,633,010	14,633,010	18,901,079	24.79%
9,924,914	10,298,374	11,081,994	12,115,302	12,115,302	12,793,871	16.78%
37,102,448	37,650,088	40,450,681	41,943,186	41,943,186	29,963,031	39.30%
4,973,542	5,189,087	7,025,109	10,011,235	10,011,235	5,190,808	6.81%
1,597,425	1,535,898	1,617,265	1,852,543	1,852,543	1,754,062	2.30%
5,006,588	5,059,537	5,186,340	5,368,992	5,368,992	5,750,529	7.54%
2,097,129	2,062,362	2,647,440	2,291,331	2,291,331	1,885,569	2.47%
<b>74,390,780</b>	<b>72,697,548</b>	<b>80,806,216</b>	<b>88,215,599</b>	<b>88,215,599</b>	<b>76,238,949</b>	<b>100%</b>
<b><u>11,567,926</u></b>	<b><u>13,983,952</u></b>	<b><u>22,052,611</u></b>	<b><u>22,052,611</u></b>	<b><u>22,052,611</u></b>	<b><u>22,052,611</u></b>	<b><u>100%</u></b>

## 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.

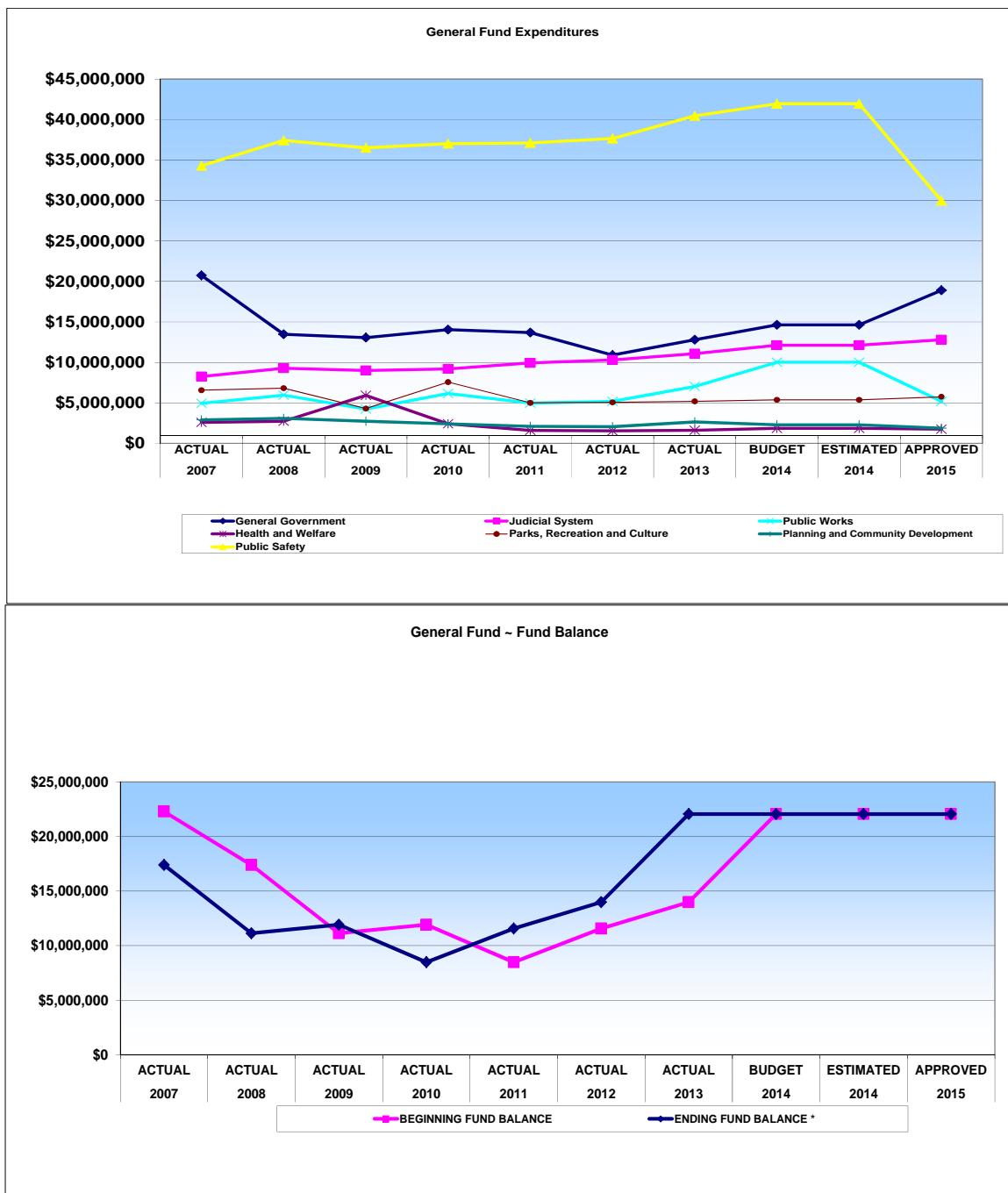
### TRENDS



# 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.



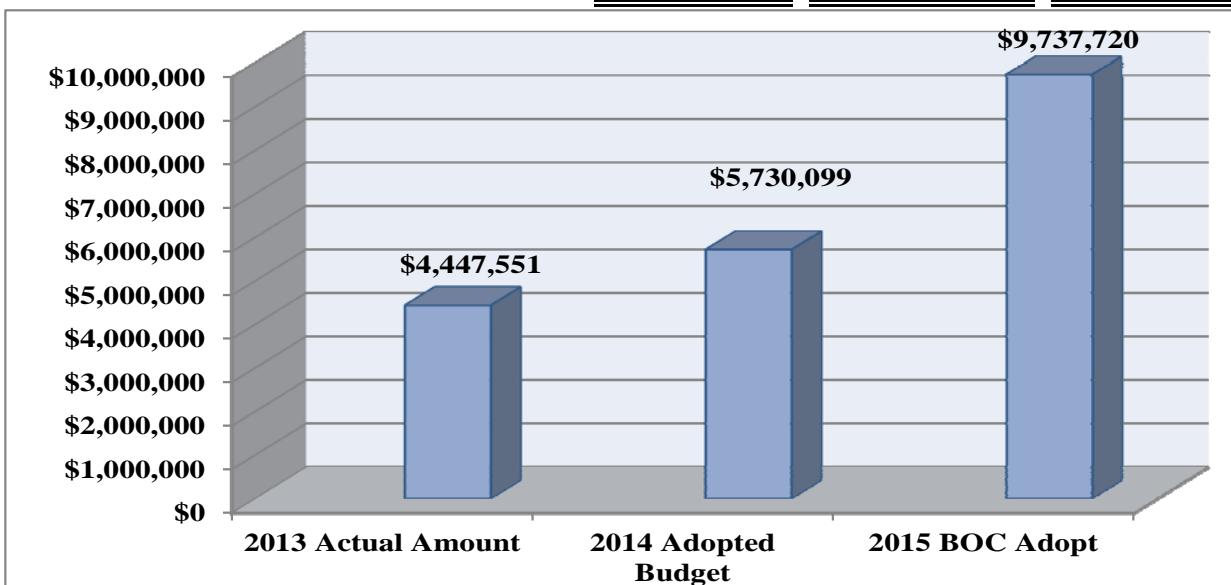
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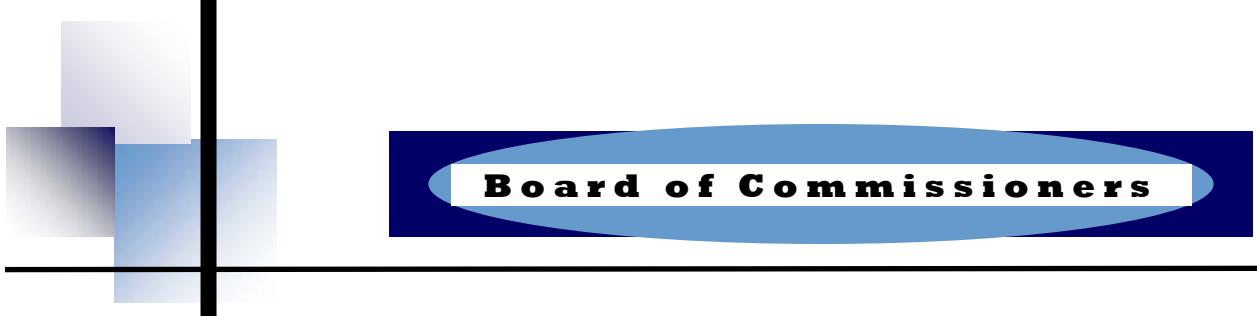
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## Appropriations (General)

### BUDGET SUMMARY

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>4,447,551</b>	<b>5,730,099</b>	<b>9,737,720</b>
<b>Total Funding Sources</b>	<b>4,447,551</b>	<b>5,730,099</b>	<b>9,737,720</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	0	0	0
Benefits	284,447	0	0
Advertising	206,926	5,000	5,000
Audit and Legal	112,365	98,402	94,730
Dues and Subscriptions	138,797	27,295	150,400
Supplies	1,989	5,500	5,500
Professional Services	1,694,113	1,764,000	2,064,000
Utilities	951,909	765,827	1,167,420
Travel & Training	0	0	0
Minor Equipment and Improvements	3,825	0	0
Capital Outlay	22,523	0	0
Other	167,066	48,575	53,703
Other Financing Sources	825,615	2,000,000	5,407,471
Debt Service	37,975	40,000	0
Grants	0	0	5,000
Other	0	975,500	784,496
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<b>4,447,551</b>	<b>5,730,099</b>	<b>9,737,720</b>





## Board of Commissioners

# GENERAL GOVERNMENT

### 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.

Conduct a Town Hall Meeting in each Commissioner’s District

Hold one meeting per quarter for a total of four town hall meetings.

Develop a plan for underutilized county assets

- Work on establishing a trail system for the Dog River Park.
- Develop a reuse plan for the old jail.

Maximum usage of all county owned property.

Improve Efficiency

- Increase information exchange by providing DCTV 23 with the ability to increase information to the public and update this information in a real time format.
- Move key Information Services functions to cloud computing.

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.

**Board of Commissioners**

**BUDGET SUMMARY**

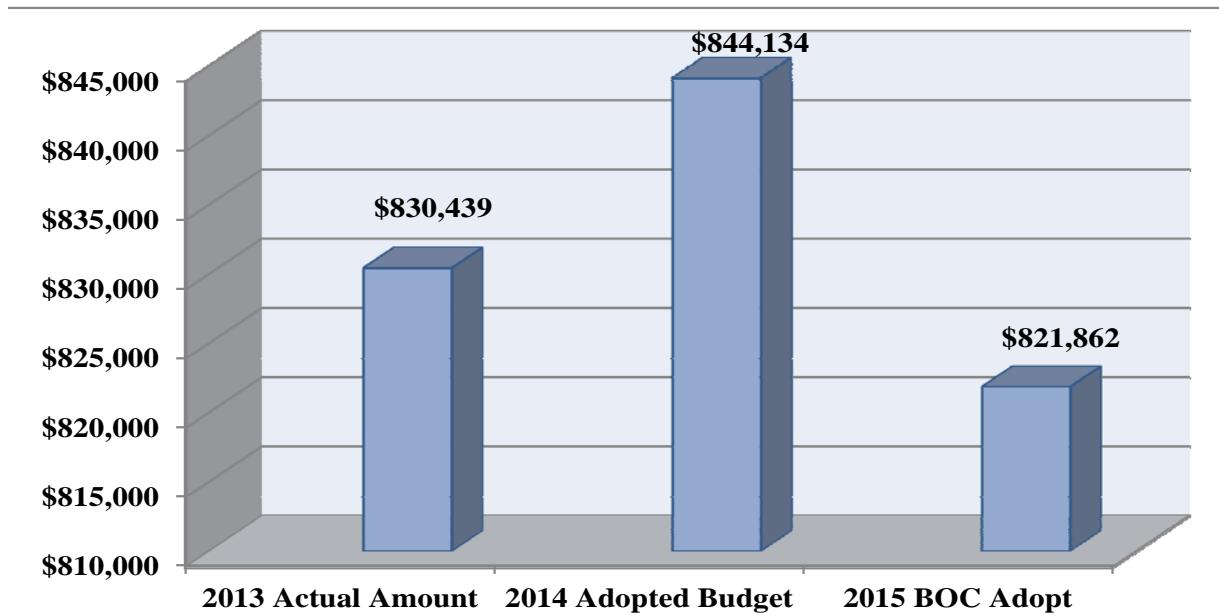
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

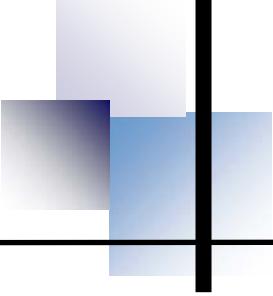
**FUNDING SOURCES:**

General Fund Contribution	<u><u>830,439</u></u>	<u><u>844,134</u></u>	<u><u>821,862</u></u>
<b>Total Funding Sources</b>	<b><u><u>830,439</u></u></b>	<b><u><u>844,134</u></u></b>	<b><u><u>821,862</u></u></b>

**APPROPRIATIONS:**

Salary and Wage	560,859	566,613	524,880
Benefits	205,111	221,370	206,126
Advertising	3,184	9,400	13,060
Vehicle Expense	7,206	10,350	6,800
Dues and Subscriptions	13,470	4,500	14,912
Maintenance Charges	495	1,200	800
Supplies	13,599	8,513	12,850
Professional Services	1,865	8,400	10,000
Utilities	3,577	4,888	4,000
Travel & Training	21,073	8,900	12,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>16,434</b>
<b>Total Appropriations</b>	<b><u><u>830,439</u></u></b>	<b><u><u>844,134</u></u></b>	<b><u><u>821,862</u></u></b>







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## Board of Commissioners

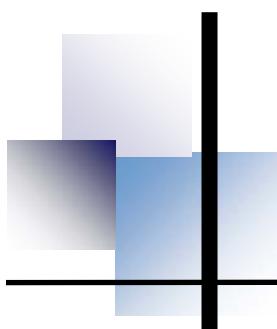
### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>ZONING MEETINGS</b>	<b>6</b>	<b>4</b>	<b>4</b>
<b>WORK SESSIONS</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>PUBLIC HEARINGS</b>	<b>10</b>	<b>8</b>	<b>10</b>
<b>SPECIAL MEETINGS</b>	<b>4</b>	<b>6</b>	<b>6</b>
<b>COMMISSION MEETINGS</b>	<b>24</b>	<b>24</b>	<b>24</b>

---

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</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
Asst to County Administrator	UNC	1	1	0
Executive Secretary	22	1	1	1
Senior Secretary	19	1	1	1
Administrative Assistant	24	0	1	1
Bailiff	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>



## MISSION

**To develop an interactive and proactive program of communication and community relations to inform, educate and involve citizens and employees of Douglas County with their government to increase participation, satisfaction, and sense of ownership. To represent Douglas County to the outside world as a positive, responsible, and responsive government and people.**

## FUNCTIONS

- Increase the communications and the flow of information between the County and its citizens
- Develop a positive, distinctive image for Douglas County
- 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

## GOALS

To bring citizens together and to increase spirit and pride in Douglas County through the use of such public events as Chat with the Chairman, September Saturdays, American Red Cross Blood drives, County Government Weekend Exhibits, and school concerts at the Courthouse.

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.

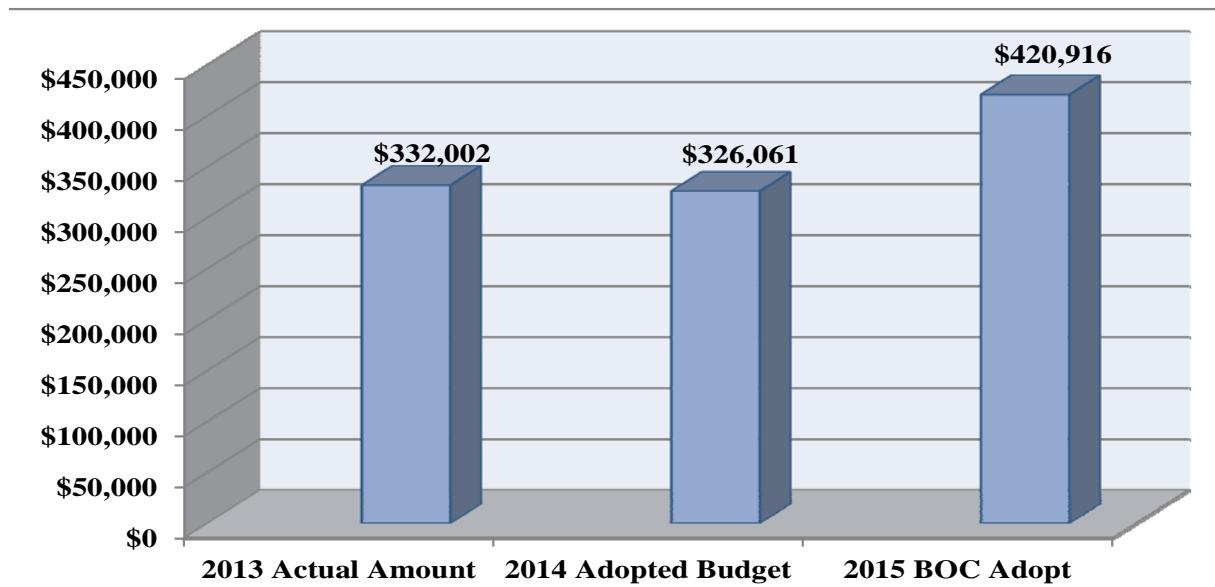
Give program support to other County departments and work to create a sense of caring among County employees.

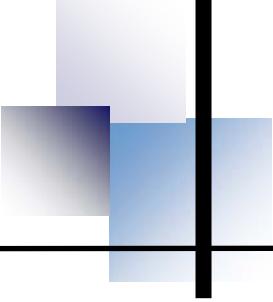
Participation in non-County-sponsored activities to increase County awareness among citizens and the business community.



## C o m m u n i c a t i o n s

	<b>BUDGET SUMMARY</b>		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>332,002</u></u>	<u><u>326,061</u></u>	<u><u>420,916</u></u>
<b>Total Funding Sources</b>	<u><u>332,002</u></u>	<u><u>326,061</u></u>	<u><u>420,916</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	177,019	182,389	222,409
Benefits	55,894	58,262	92,120
Advertising	18,762	20,000	28,025
Vehicle Expense	320	1,000	500
Dues and Subscriptions	2,318	3,500	4,875
Maintenance Charges	0	0	0
Supplies	16,115	18,958	26,420
Professional Services	48,689	36,325	40,725
Utilities	1,728	1,627	1,842
Travel & Training	0	0	0
Minor Equipment and Improvements	9,535	0	0
Capital Outlay	0	0	0
Other	1,306	4,000	4,000
Uniforms and Clothing	315	0	0
<b>Budget Improvement Request</b>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>
<b>Total Appropriations</b>	<u><u>332,002</u></u>	<u><u>326,061</u></u>	<u><u>420,916</u></u>






## Communications

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>COMMUNITY INITIATIVES &amp; EVENTS</b>	<b>80</b>	<b>82</b>	<b>82</b>
<b>GROWTH IN SUBSCRIPTIONS TO HAPPENINGS</b>	<b>9,300</b>	<b>9,300</b>	<b>9,500</b>
<b>GROWTH IN WEBSITE TRAFFIC</b>	<b>80,000</b>	<b>87,500</b>	<b>90,000</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
Production Assistant	UNC	0	1	1
Production Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## MISSION

To maintain the courthouse structure, finishes, and equipment to the highest possible standard within budget constraints; to provide resources and supervision of special projects; to provide prompt response to all service requests

## FUNCTIONS

- Provide custodial care
- Provide electrical, plumbing, heating and air conditioning maintenance and repairs of the Courthouse
- Perform and keep preventative maintenance records
- Provide maintenance on all painted and wood surfaces
- Maintain and test life safety systems, security systems, and the 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, carpet cleaning
- Maintain preventive maintenance and work order program to provide improved efficiency and record keeping
- 

To reduce the number of cleaning complaints by:

- Performing cleaning inspections once a month
- Having the night cleaning supervisor attend the cleaning inspections when possible
- Performing follow up inspections
- Monitoring our janitor's log for repeat problems
- Scheduling quarterly department meetings to voice concerns

Keeping utility cost at a minimum by:

- Monitoring HVAC schedules with tighter after hours restrictions
- Preventive maintenance on restroom sand plumbing fixtures to reduce unnecessary water usage
- Thermal testing of all electrical starters and breakers for extensive heat loss
- Testing electrical switchgear components for proper function



## Courthouse Maintenance

### BUDGET SUMMARY

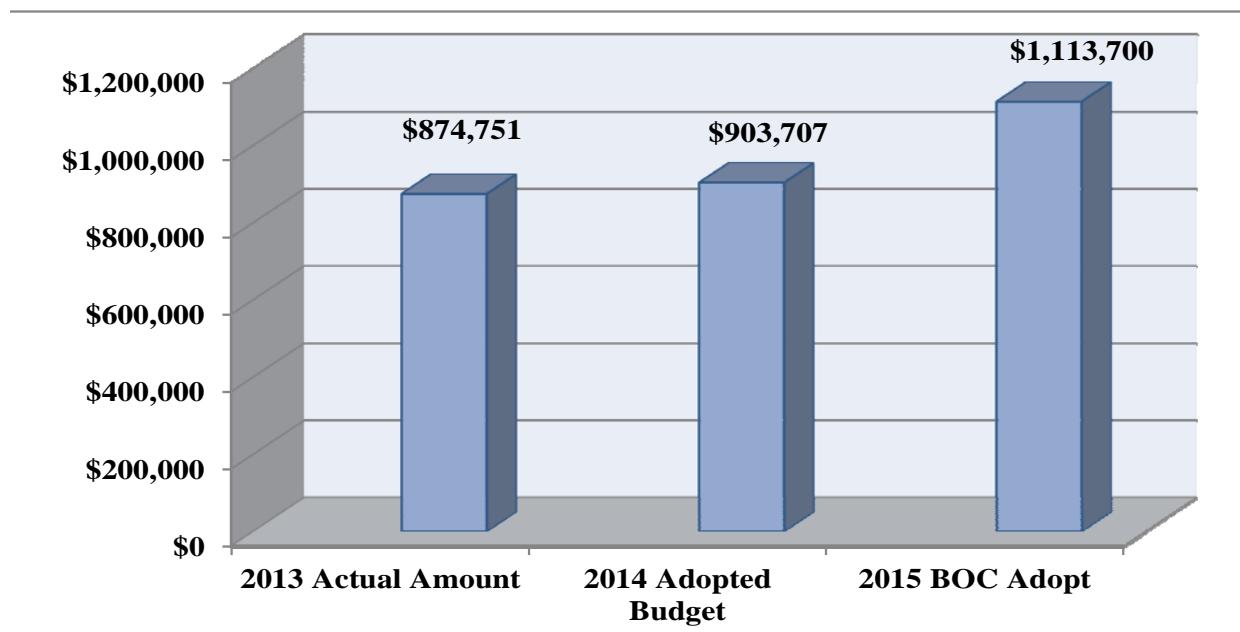
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
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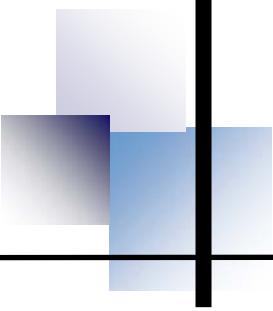
#### FUNDING SOURCES:

General Fund Contribution	<u>874,751</u>	<u>903,707</u>	<u>1,113,700</u>
<b>Total Funding Sources</b>	<b><u>874,751</u></b>	<b><u>903,707</u></b>	<b><u>1,113,700</u></b>

#### APPROPRIATIONS:

Salary and Wage	21,452	21,376	21,376
Benefits	14,135	10,698	10,887
Advertising	170	0	0
Vehicle Expense	0	600	600
Maintenance Charges	97,354	74,500	76,735
Supplies	37,565	3,462	30,397
Professional Services	495,670	487,028	500,000
Utilities	204,302	250,985	254,920
Minor Equipment and Improvements	0	0	0
Capital Outlay	2,054	53,008	0
Uniforms and Clothing	2,050	2,050	2,200
Budget Improvement Request	0	0	216,585
<b>Total Appropriations</b>	<b><u>874,751</u></b>	<b><u>903,707</u></b>	<b><u>1,113,700</u></b>







---

## Courthouse Maintenance

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>SPECIAL PROJECTS</b>	<b>9</b>	<b>9</b>	<b>11</b>
<b>PREVENTATIVE MAINTENANCE</b>			
<b>SERVICES</b>	<b>416</b>	<b>416</b>	<b>416</b>
<b>SERVICE CALL RESPONSES WITHIN 8 HOURS</b>	<b>1,308</b>	<b>1,342</b>	<b>1,348</b>
<b>SERVICE WORK ORDERS</b>	<b>1,308</b>	<b>1,342</b>	<b>1,348</b>

---

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Building Maintenance Director	UNC	0	0	1
Assistant Facilities Manager	24	0	0	1
Lead Engineer	30	0	0	1
Custodian	11	1	1	4
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>7</b>



## **Election Board**

### **MISSION**

**To conduct all local, state and national elections in Douglas County.**

### **FUNCTIONS**

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

### **GOALS**

**Conduct any special or municipal elections as requested or required.**

**To include in-person advance voting, absentee by mail voting and Election Day voting.**

**Update Poll Manager and Poll Worker manuals in response to changes in forms, procedures, and other programs initiated by the office of the Secretary of State.**

**Maintain Elections Equipment and Inventory.**

**Attend training sessions related to Elections when offered by Kennesaw State University and the Office of the Secretary of State.**

**Continue visibility in Douglas County community.**

**.**



## Election Board

### BUDGET SUMMARY

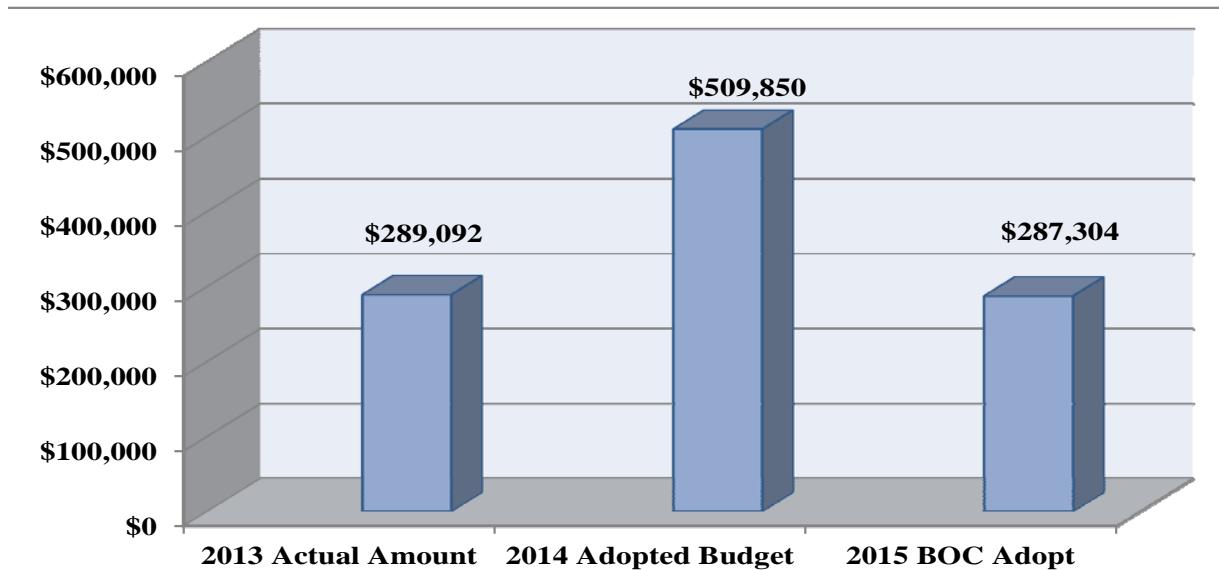
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

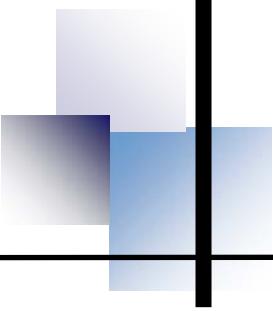
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>289,092</b>	<b>509,850</b>	<b>287,304</b>
<b>Total Funding Sources</b>	<b>289,092</b>	<b>509,850</b>	<b>287,304</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>191,551</b>	<b>382,911</b>	<b>177,127</b>
<b>Benefits</b>	<b>64,570</b>	<b>65,155</b>	<b>56,718</b>
<b>Advertising</b>	<b>410</b>	<b>2,000</b>	<b>500</b>
<b>Vehicle Expense</b>	<b>154</b>	<b>500</b>	<b>250</b>
<b>Dues and Subscriptions</b>	<b>96</b>	<b>230</b>	<b>320</b>
<b>Equipment Rental</b>	<b>152</b>	<b>1,100</b>	<b>200</b>
<b>Maintenance Charges</b>	<b>3,509</b>	<b>31,000</b>	<b>31,000</b>
<b>Supplies</b>	<b>19,410</b>	<b>20,286</b>	<b>15,500</b>
<b>Professional Services</b>	<b>7,605</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>1,635</b>	<b>300</b>	<b>300</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>6,368</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>5,389</b>
<b>Total Appropriations</b>	<b>289,092</b>	<b>509,850</b>	<b>287,304</b>






## **Election Board**

---

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>VOTES CASE</b>	130	563	100
<b>ELECTIONS</b>	6	5	2
<b>REGISTERED VOTERS</b>	766	790	800

---

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	21	1	1	1
Voter Registration/Election Associate	19	1	1	1
Deputy Elections Supervisor	UNC	1	1	1
Board Member	UNC PT	5	5	5
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>



## 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**



## Finance

### BUDGET SUMMARY

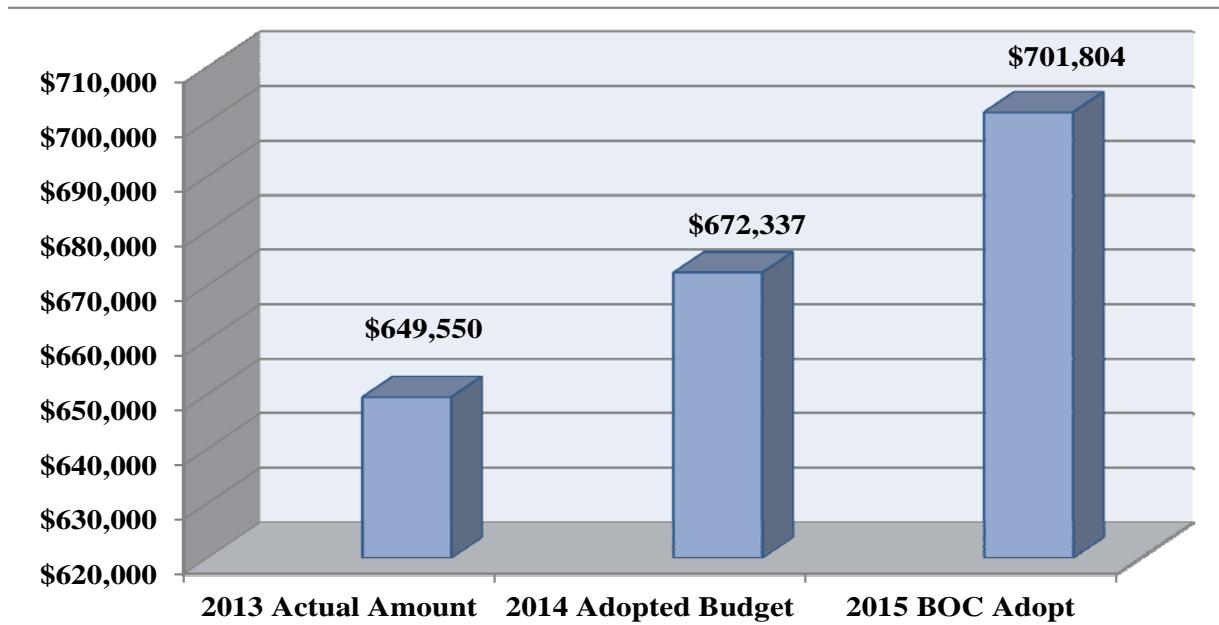
	2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt	

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>649,550</u></b>	<b><u>672,337</u></b>	<b><u>701,804</u></b>
<b>Total Funding Sources</b>	<b><u>649,550</u></b>	<b><u>672,337</u></b>	<b><u>701,804</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>464,002</b>	<b>472,576</b>	<b>473,479</b>
<b>Benefits</b>	<b>158,960</b>	<b>173,581</b>	<b>183,191</b>
<b>Dues and Subscriptions</b>	<b>964</b>	<b>1,250</b>	<b>1,001</b>
<b>Maintenance Charges</b>	<b>775</b>	<b>780</b>	<b>780</b>
<b>Supplies</b>	<b>19,180</b>	<b>19,150</b>	<b>19,960</b>
<b>Professional Services</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>5,004</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>666</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>18,393</b>
<b>Total Appropriations</b>	<b><u>649,550</u></b>	<b><u>672,337</u></b>	<b><u>701,804</u></b>



# WORKLOAD INDICATORS

## Finance

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>NUMBER OF EMPLOYEES ON PAYROLL</b>	<b>1,046</b>	<b>1,080</b>	<b>1,090</b>
<b>A/P TRANSACTION</b>	<b>23,347</b>	<b>25,039</b>	<b>26,000</b>
<b>ACCRUALS</b>	<b>82</b>	<b>92</b>	<b>93</b>
<b>CASH RECEIPTS</b>	<b>11,539</b>	<b>11,894</b>	<b>12,000</b>

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Director	UNC	1	1	1
Financial Analyst	32	1	1	1
Senior Accountant	30	1	1	1
Accounting Supervisor	26	1	1	1
Payroll Administrator	25	1	1	1
Payroll Assistant	24	1	1	1
Accounting Assistant II	23	3	3	4
Accounting Assistant I	21	1	1	0
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>

## MISSION

To seek all available funds which would benefit Douglas County, apply for those funds, and once receiving those funds, administer them in the most efficient and effective manner

## FUNCTIONS

- Apply for all local, state, federal foundation and corporate grants for Douglas County
- Monitor and insure that all approved grants are accounted for properly, reported correctly and closed out on time with the Finance Department

## GOALS

With assistance from consultant, submit at least 12 grant applications on behalf of various county government departments

Generate at least \$2 million in grant revenue while monitoring over \$300,000 in active grant funds

Move the grants budget into the individual department that receives the funding for better tracking of grants

## PERSONNEL

There are no other employees in the grant department. A grants consultant is now used and the cost for grants is distributed among the appropriate departments.



## Grants

### BUDGET SUMMARY

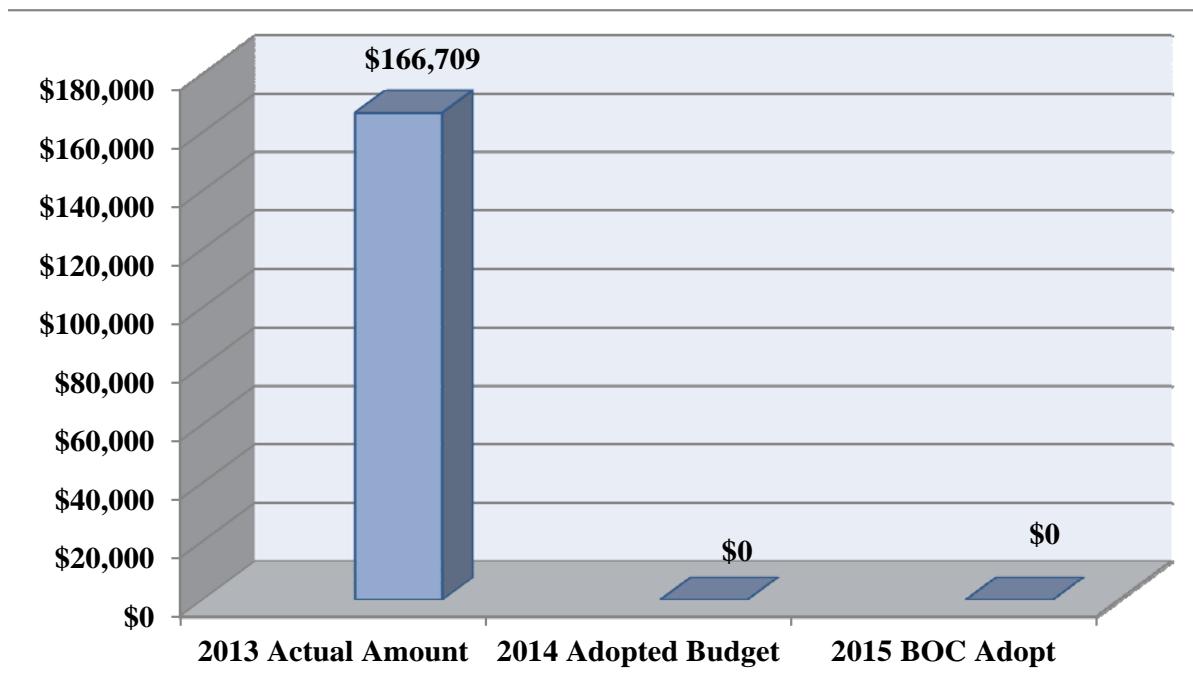
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

#### FUNDING SOURCES:

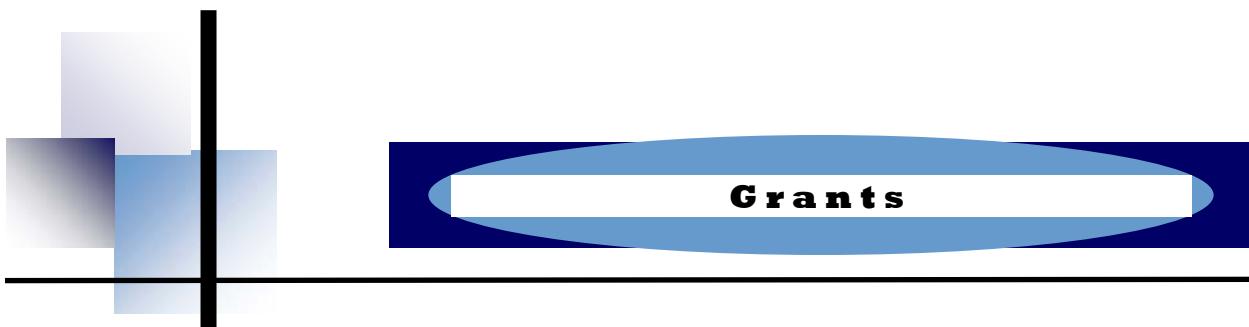
General Fund Contribution	<u>166,709</u>	<u>0</u>	<u>0</u>
Total Funding Sources	<u>166,709</u>	<u>0</u>	<u>0</u>

#### APPROPRIATIONS:

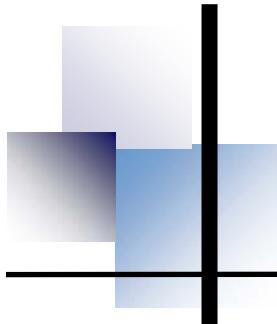
Advertising	0	0	0
Dues and Subscriptions	0	0	0
Supplies	1	0	0
Professional Services	17,510	0	0
Travel & Training	0	0	0
Grants	<u>149,198</u>	<u>0</u>	<u>0</u>
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
 Total Appropriations	 <u>166,709</u>	 <u>0</u>	 <u>0</u>



## WORKLOAD INDICATORS



	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>GRANTS CLOSED OUT</b>	1	4	5
<b>GRANTS AWARDED</b>	2	4	7
<b>GRANTS APPLIED FOR</b>	5	6	7



**To provide quality, effective and efficient personnel and administrative services to Douglas County**

## **FUNCTIONS**

- Coordinate the entire employment process, from vacancy to new-hire
- Maintain classification and salary administration program
- Facilitate and administrate the appeal/grievance procedure
- Function as an internal consultant for all Department Heads and Elected Officials in regard to the Merit System and personnel policy
- Administer all GebCorp retirement vehicles including the 401(a), 457, and Defined Benefit Plan

## **GOALS**

**Back file/records room will be re-organized for maximum space utilization and to designate specific areas for commonly accessed documents. All documents will be labeled to improve records accessibility**

**Create a manual for the Personnel Assistant position ; to accurately and in significant detail describe all responsibilities , duties, and legal requirements of the position.**

**Medical files to be re-organized with dividers; similar to the personnel files, separating medical, retirement, and life insurance sections.**

**Prepare for open enrollment. This will include data collection, benefit committee meetings, scheduling of employee informational meetings, negotiations with vendors and the registration process. In 2014 it will include a follow-up, monitoring and plan implementation.**



## Human Resources

### BUDGET SUMMARY

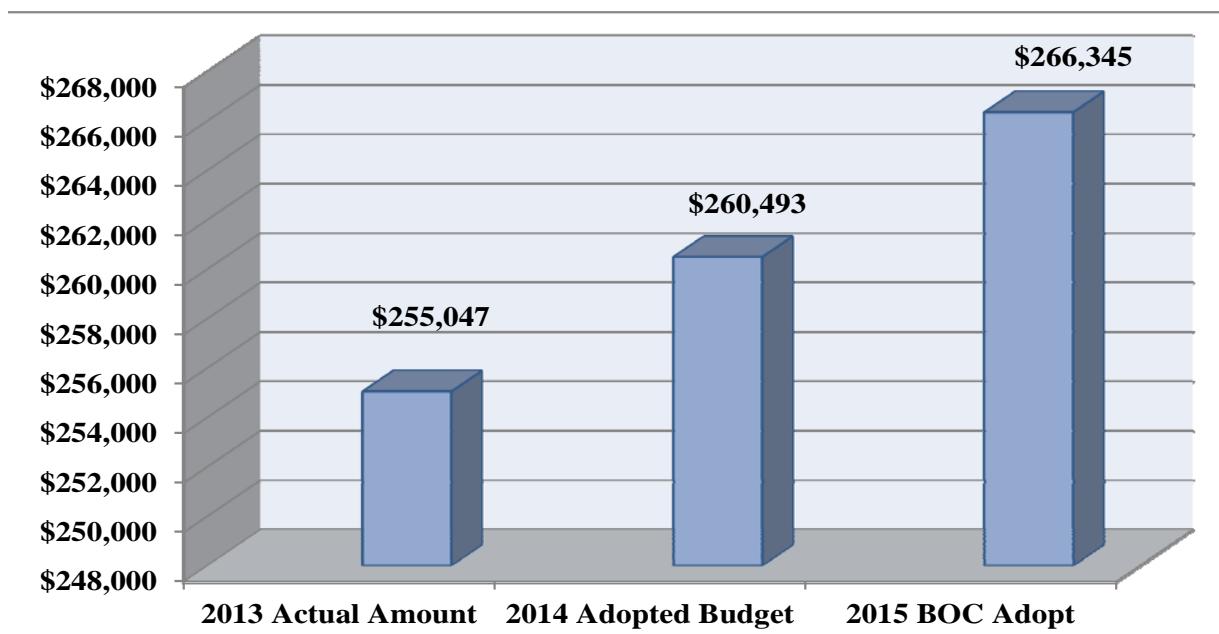
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

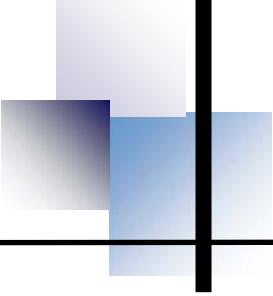
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>255,047</b>	<b>260,493</b>	<b>266,345</b>
<b>Total Funding Sources</b>	<b>255,047</b>	<b>260,493</b>	<b>266,345</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>176,910</b>	<b>177,843</b>	<b>177,843</b>
<b>Benefits</b>	<b>65,645</b>	<b>71,679</b>	<b>73,566</b>
<b>Advertising</b>	<b>8,244</b>	<b>7,500</b>	<b>6,533</b>
<b>Dues and Subscriptions</b>	<b>156</b>	<b>300</b>	<b>300</b>
<b>Maintenance Charges</b>	<b>960</b>	<b>1,100</b>	<b>500</b>
<b>Supplies</b>	<b>2,302</b>	<b>1,771</b>	<b>1,960</b>
<b>Professional Services</b>	<b>830</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>300</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>5,643</b>
<b>Total Appropriations</b>	<b>255,047</b>	<b>260,493</b>	<b>266,345</b>






## Human Resources

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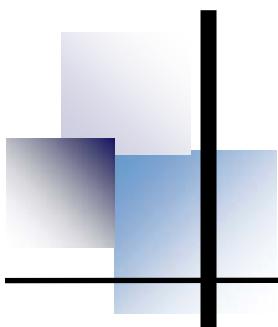
### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>TURNOVER RATE</b>	<b>13.18%</b>	<b>6.58%</b>	<b>6.61%</b>
<b>NEW HIRES</b>	<b>116</b>	<b>159</b>	<b>101</b>
<b>JOB ADVERTISEMENTS PLACED</b>	<b>78</b>	<b>130</b>	<b>83</b>
<b>PHYSICALS SCHEDULED</b>	<b>91</b>	<b>121</b>	<b>96</b>
<b>APPLICATIONS RECEIVED</b>	<b>1,680</b>	<b>2,249</b>	<b>1,894</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Employee Benefits Assistant	20	1	1	1
Personnel Assistant	19	1	1	1
Personnel Review Board	PT	3	3	3
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>



GENERAL GOVERNMENT

## 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
- Project management

## GOALS

**Continue to replace legacy applications and hardware with robust and scalable solutions**

**Continue enhancement of New World modules**

**Establish a Centralized Help Desk Structure for the I.S. Department**

**Continue the deployment of Document Imaging Projects**

**Determine requirements and develop RFPs for Disaster Recover Program**

**Document I.S. standard polices and procedures**

**Review and recommend hardware and software to improve services**

**Recommend an outside audit of I.S. supported resources**



## Information Services

### BUDGET SUMMARY

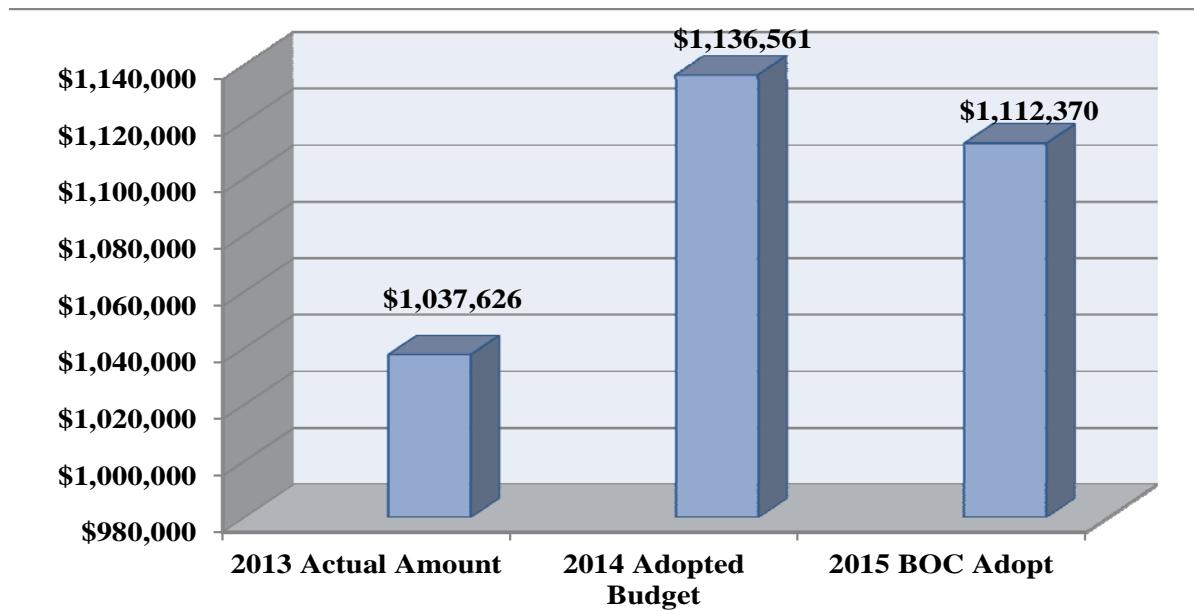
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

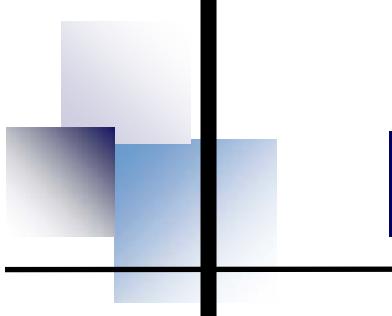
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>1,037,626</b>	<b>1,136,561</b>	<b>1,112,370</b>
<b>Total Funding Sources</b>	<b>1,037,626</b>	<b>1,136,561</b>	<b>1,112,370</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>449,679</b>	<b>505,991</b>	<b>473,358</b>
<b>Benefits</b>	<b>163,555</b>	<b>140,776</b>	<b>142,471</b>
<b>Advertising</b>	<b>0</b>	<b>500</b>	<b>500</b>
<b>Vehicle Expense</b>	<b>2,814</b>	<b>1,800</b>	<b>1,750</b>
<b>Dues and Subscriptions</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>Maintenance Charges</b>	<b>166,176</b>	<b>275,000</b>	<b>260,000</b>
<b>Supplies</b>	<b>2,081</b>	<b>2,600</b>	<b>3,050</b>
<b>Professional Services</b>	<b>68,257</b>	<b>33,294</b>	<b>30,000</b>
<b>Utilities</b>	<b>67,098</b>	<b>65,000</b>	<b>69,300</b>
<b>Travel &amp; Training</b>	<b>2,999</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>79,204</b>	<b>111,300</b>	<b>0</b>
<b>Capital Outlay</b>	<b>35,463</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>131,641</b>
<b>Total Appropriations</b>	<b>1,037,626</b>	<b>1,136,561</b>	<b>1,112,370</b>





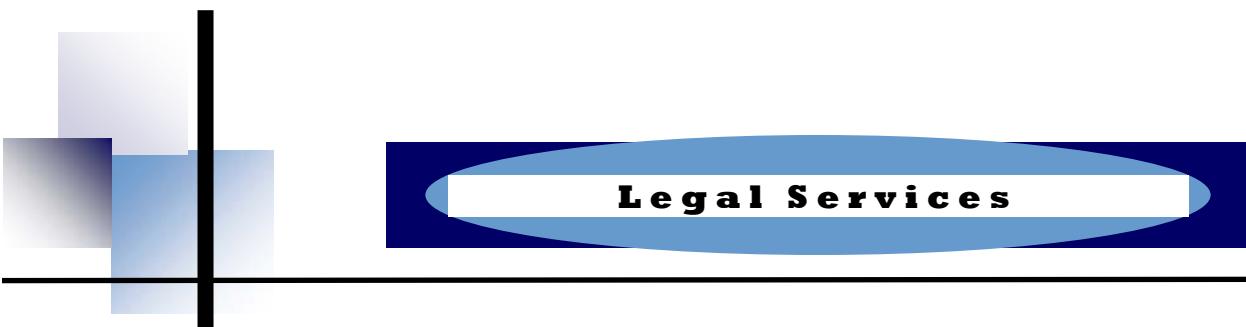
## Information Services

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>1ST CALL PROBLEM RESOLUTION</b>	95%	97%	99%
<b>OVERALL NETWORK AVAILABILITY</b>	99%	99%	99%
<b>HELP DESK CALLS</b>	500	500	700
<b>TOTAL NUMBER OF CALLS</b>	14,878	15,000	15,000

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Director	UNC	1	1	1
Deputy Director	34	0	0	1
Senior System Administrator	34	1	1	1
Network Administrator	34	0	0	1
Senior Program Analyst	32	2	2	1
Senior Security Administrator	34	1	1	0
System Administrator	32	1	1	0
IS System Analyst	30	1	0	0
PC Support Specialist	25	1	2	3
Communications Technician	22	1	1	1
<b>TOTAL FULL TIME</b>		<b>9</b>	<b>9</b>	<b>9</b>



# GENERAL GOVERNMENT

## FUNCTIONS

- To represent and/or coordinate 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 advise the Douglas County Board of Commissioners, Elected Officials, other officials, department heads and employees on their powers and duties under law
- To prepare and review ordinances, contracts and other legal documents
- To hire/coordinate/manage any outside counsel retained on behalf of the County or its insurance companies

## GOALS

To proactively address legal issues before they become problems

To effectively and efficiently handle the legal issues of the County

To identify and draft policies, procedures, ordinances or local legislation as needed for the effective and efficient operation of County Government as directed by the BOC

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Paralegal	21	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## Legal Services

### BUDGET SUMMARY

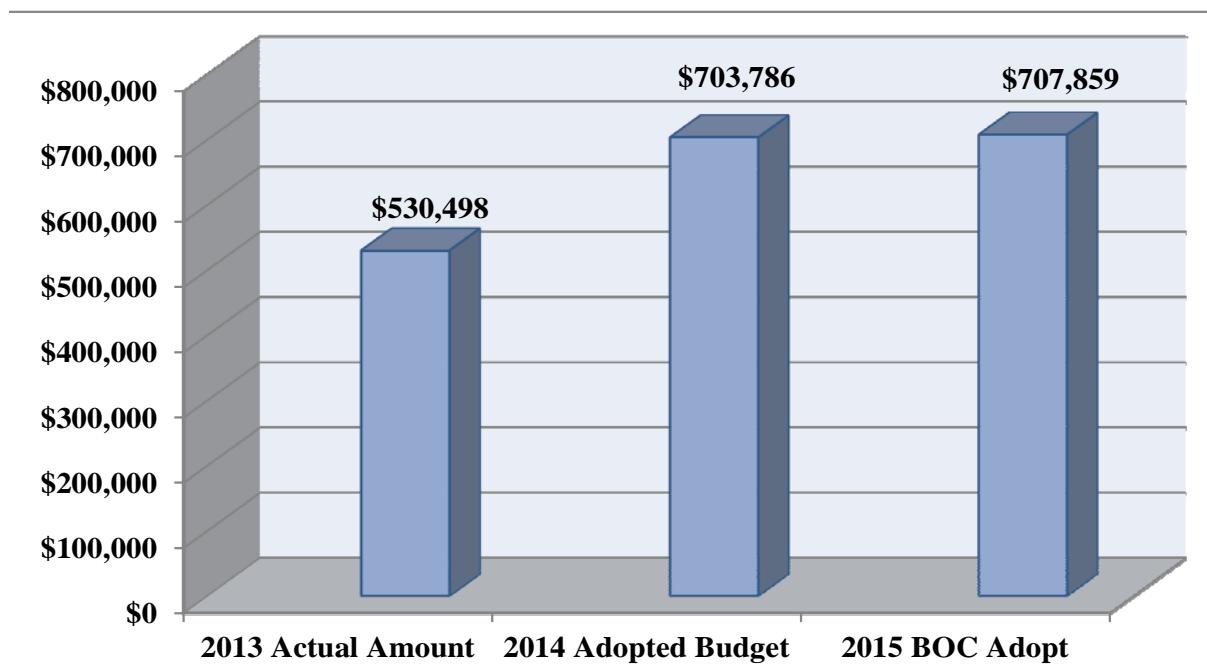
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

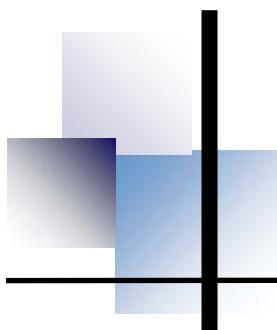
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>530,498</b>	<b>703,786</b>	<b>707,859</b>
<b>Total Funding Sources</b>	<b>530,498</b>	<b>703,786</b>	<b>707,859</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>47,089</b>	<b>51,197</b>	<b>52,613</b>
<b>Benefits</b>	<b>17,146</b>	<b>24,616</b>	<b>25,542</b>
<b>Audit and Legal</b>	<b>200,734</b>	<b>384,970</b>	<b>384,970</b>
<b>Dues and Subscriptions</b>	<b>6,977</b>	<b>6,991</b>	<b>7,039</b>
<b>Supplies</b>	<b>663</b>	<b>788</b>	<b>788</b>
<b>Professional Services</b>	<b>257,245</b>	<b>234,513</b>	<b>234,513</b>
<b>Utilities</b>	<b>578</b>	<b>611</b>	<b>611</b>
<b>Travel &amp; Training</b>	<b>65</b>	<b>100</b>	<b>100</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>1,683</b>
<b>Total Appropriations</b>	<b>530,498</b>	<b>703,786</b>	<b>707,859</b>





## 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

Hold users accountable for 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

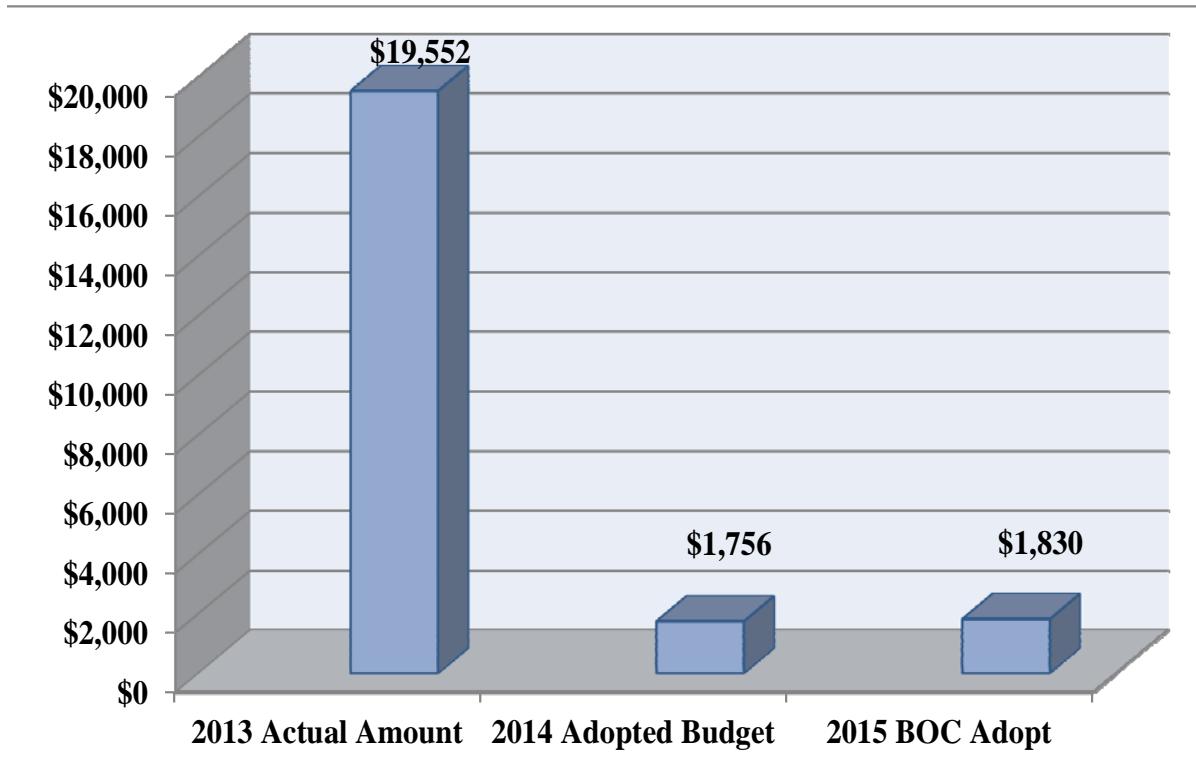
BUDGET SUMMARY		
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

### **FUNDING SOURCES:**

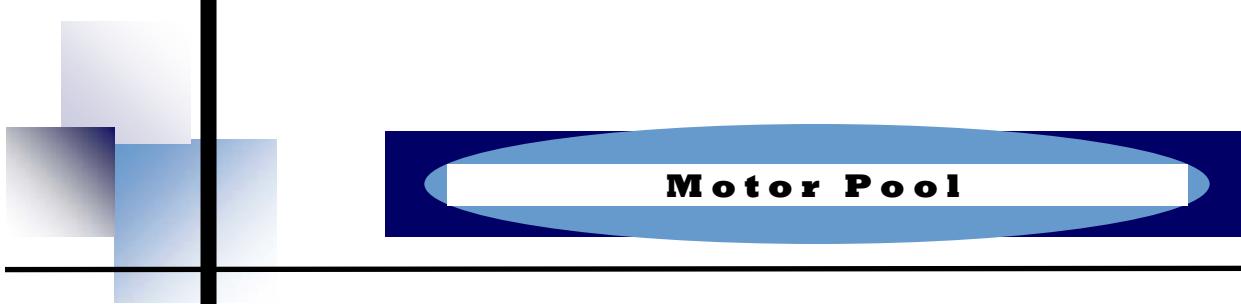
General Fund Contribution	19,552	1,756	1,830
Total Funding Sources	19,552	1,756	1,830

### **APPROPRIATIONS:**

Vehicle Expense	(2,077)	1,560	1,580
Supplies	(60)	196	250
Capital Outlay	21,689	0	0
Budget Improvement Request	0	0	0
Total Appropriations	19,552	1,756	1,830



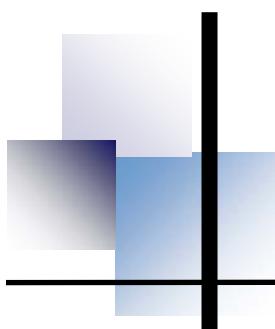
## WORKLOAD INDICATORS



	2013 <u>ACT</u>	2014 <u>PROJ</u>	2015 <u>PROJ</u>
DEPARTMENT REQUESTS	115	130	143
MILES UTILIZED	9,891	13,188	14,506
REVENUE GENERATED	\$6,039	\$8,052	\$8,857

## PERSONNEL

Administered by the Fleet Management Department and Government Services



# GENERAL GOVERNMENT

**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

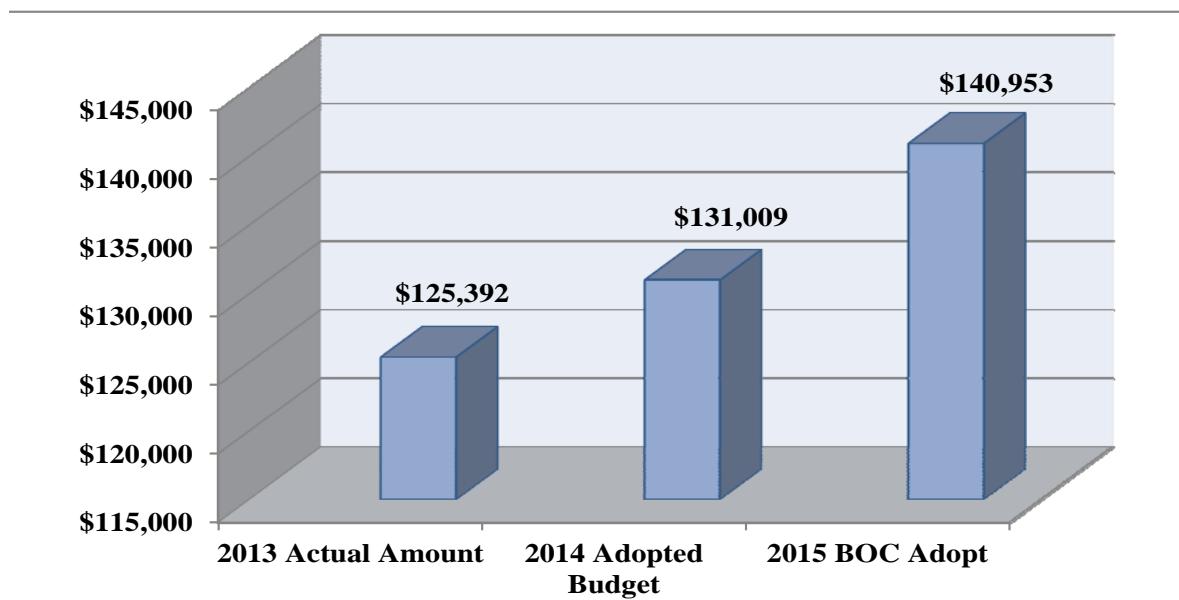
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

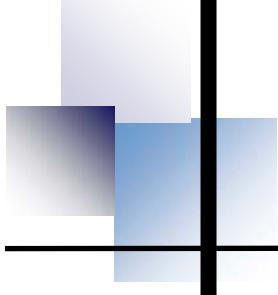
**FUNDING SOURCES:**

General Fund Contribution	<u>125,392</u>	<u>131,009</u>	<u>140,953</u>
Total Funding Sources	<u>125,392</u>	<u>131,009</u>	<u>140,953</u>

**APPROPRIATIONS:**

Salary and Wage	<u>79,769</u>	<u>78,763</u>	<u>78,763</u>
Benefits	<u>33,688</u>	<u>39,556</u>	<u>39,053</u>
Advertising	0	0	0
Vehicle Expense	693	1,352	1,359
Equipment Rental	1,020	1,020	1,020
Maintenance Charges	7,333	7,200	14,625
Supplies	2,889	2,838	3,314
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	280	300
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>2,519</u>
Total Appropriations	<u>125,392</u>	<u>131,009</u>	<u>140,953</u>





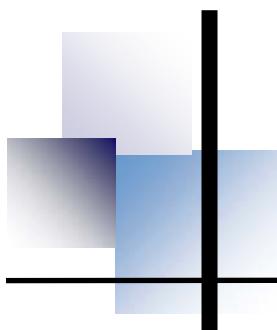
## Printing & Mail

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
PIECES OF MAIL PROCESSED	210,000	180,000	206,000
PAPER REQUEST TOTAL SHEETS	6,191,000	4,900,000	5,500,000
PRINTING IMPRESSIONS	567,000	685,000	600,000
PAPER REQUESTS	221	228	220
WORK ORDER	211	228	215

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Supervisor	22	1	1	1
Mail Clerk	20	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



# GENERAL GOVERNMENT

**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.**

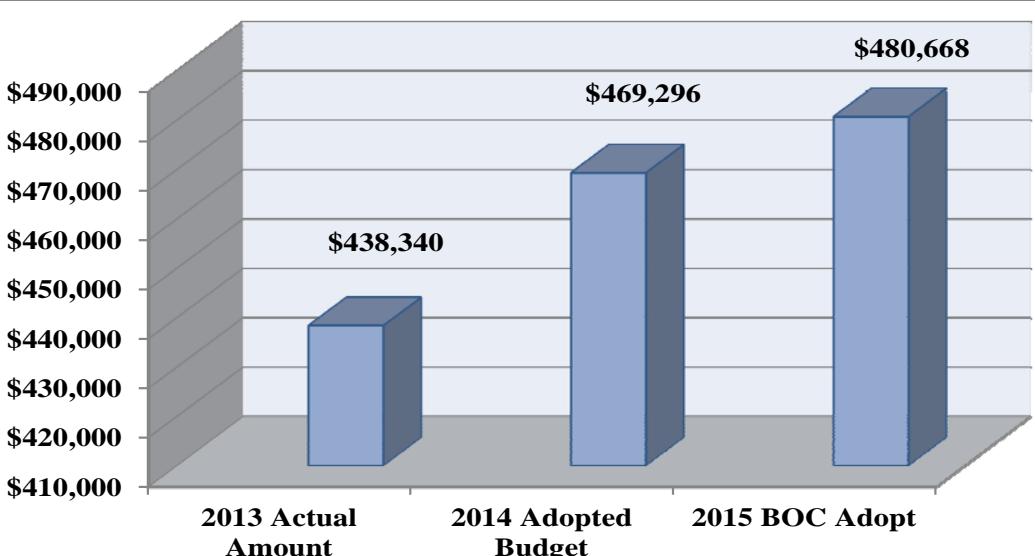
**Create a long range preventative maintenance plan to overcome emergency repairs, as well as, day to day maintenance costs.**

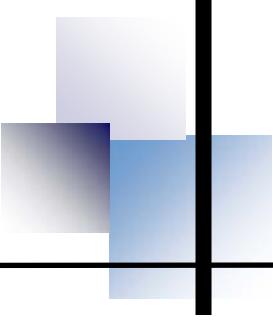


## Property Management

### BUDGET SUMMARY

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>438,340</u></u>	<u><u>469,296</u></u>	<u><u>480,668</u></u>
<b>Total Funding Sources</b>	<u><u>438,340</u></u>	<u><u>469,296</u></u>	<u><u>480,668</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	213,206	212,335	212,335
Benefits	95,919	89,102	90,761
Vehicle Expense	0	26,570	0
Dues and Subscriptions	14,391	650	26,570
Equipment Rental	505	816	650
Maintenance Charges	233	89,649	816
Supplies	73,230	2,048	85,750
Professional Services	717	1,800	2,048
Utilities	379	43,826	8,200
Travel & Training	37,016	0	44,246
Minor Equipment and Improvements	1,395	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,348	2,500	2,500
<b>Budget Improvement Request</b>	<u>0</u>	<u>0</u>	<u>6,792</u>
<b>Total Appropriations</b>	<u><u>438,340</u></u>	<u><u>469,296</u></u>	<u><u>480,668</u></u>





## Property Management

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>HOURS ON NEW PROJECTS</b>	<b>3,600</b>	<b>5,000</b>	<b>5,000</b>
<b>CONSTRUCTION PROJECTS</b>	<b>15</b>	<b>20</b>	<b>20</b>
<b>MAINTENANCE SQ. FT.</b>	<b>673,300</b>	<b>637,300</b>	<b>673,300</b>
<b>WORK ORDERS</b>	<b>6,000</b>	<b>6,500</b>	<b>6,800</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Assistant Maintenance Super.	24	1	1	1
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Maintenance Technician I	18	2	2	2
Project Coordinator	21	1	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

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## MISSION

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

## FUNCTIONS

- Centralized procurement of goods and services
- Centralized contracting services
- Administration of formal bid procedures

## GOALS

**Maintain open communication with taxpayers, customers, media, and staff**

**Earn greater trust of citizens and employees through personal integrity and high ethical standards**

**Continue to support all efforts towards the continued growth and use of the New World software. Be an enthusiastic proponent of the system while assisting all county departments in any way we can with the new system**

**Continue to improve aspects of the purchasing website, and strive to keep all data current and accurate**

**Continue to efficiently and effectively handle all SPLOST purchases, for Douglas County, City of Douglasville, City of Austell, and City of Villa Rica along with the (new) SPLOST purchases for the Adult Detention and Law Enforcement Center (as required)**

**Assure vendors that impartial and equal treatment will be afforded to all who wish to do business with the County**

**Continue to monitor departmental request for savings opportunities**

**Continue to train and encourage staff to pursue continuing education in the field of Purchasing. Strive toward certifications for staff**



## Purchasing

### BUDGET SUMMARY

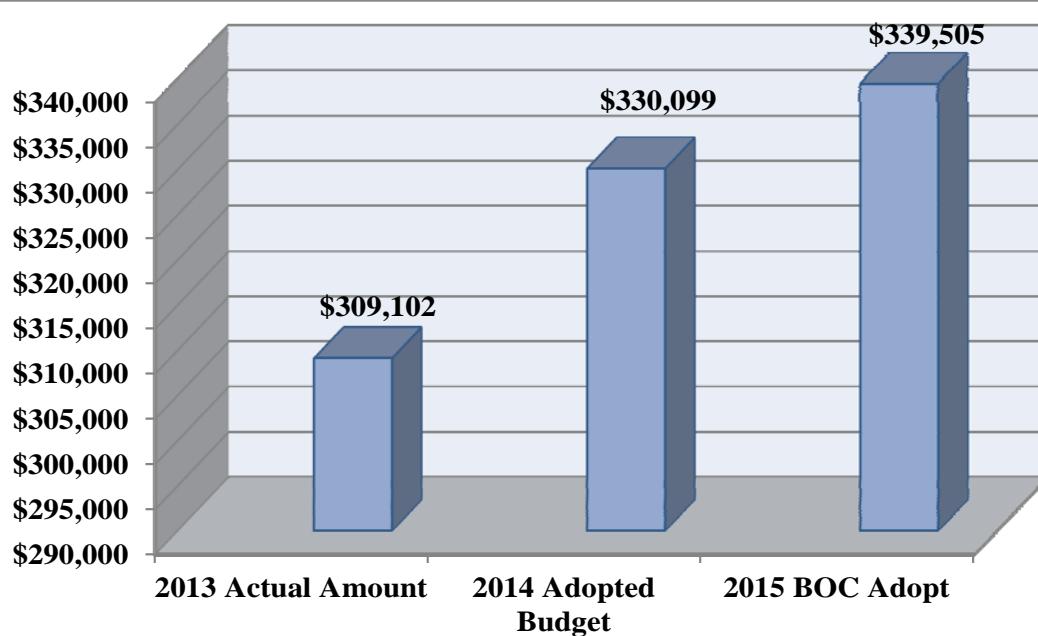
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
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**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>309,102</u></b>	<b><u>330,099</u></b>	<b><u>339,505</u></b>
<b>Total Funding Sources</b>	<b><u>309,102</u></b>	<b><u>330,099</u></b>	<b><u>339,505</u></b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>221,737</b>	<b>218,148</b>	<b>218,148</b>
<b>Benefits</b>	<b>81,669</b>	<b>102,702</b>	<b>105,041</b>
<b>Advertising</b>	<b>0</b>	<b>300</b>	<b>300</b>
<b>Dues and Subscriptions</b>	<b>1,108</b>	<b>1,425</b>	<b>1,425</b>
<b>Maintenance Charges</b>	<b>960</b>	<b>960</b>	<b>680</b>
<b>Supplies</b>	<b>3,019</b>	<b>5,214</b>	<b>5,500</b>
<b>Professional Services</b>	<b>0</b>	<b>750</b>	<b>750</b>
<b>Utilities</b>	<b>586</b>	<b>600</b>	<b>684</b>
<b>Travel &amp; Training</b>	<b>24</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>6,977</b>
<b>Total Appropriations</b>	<b><u>309,102</u></b>	<b><u>330,099</u></b>	<b><u>339,505</u></b>





## Purchasing

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2013 <u>ACT</u>	2014 <u>PROJ</u>	2015 <u>PROJ</u>
<b>REQUISITIONS PROCESSED</b>	<b>9,320</b>	<b>8,700</b>	<b>10,380</b>
<b>STANDARD PURCHASE ORDERS</b>	<b>8,510</b>	<b>8,070</b>	<b>9,330</b>
<b>BLANKET PURCHASE ORDERS</b>	<b>582</b>	<b>706</b>	<b>784</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>
Director	UNC	1	1	1
Deputy Purchasing Director	30	1	1	1
Contract Analyst	19	1	1	1
Buyer I / Purchasing Asst.	22	1	1	1
Assistant Manager - Contracts	30	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## 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

### Centralize Records Center Operations in the Blake Gammill Building

- Re-locate records center operations from seven records rooms in two different locations into one centralized location at the Blake Gammill building

### Improve Daily Inventory Management through a Mobile Workstation

- The Records Department manages over 450,000 case files. The use of a mobile laptop will aid in its database inventory control

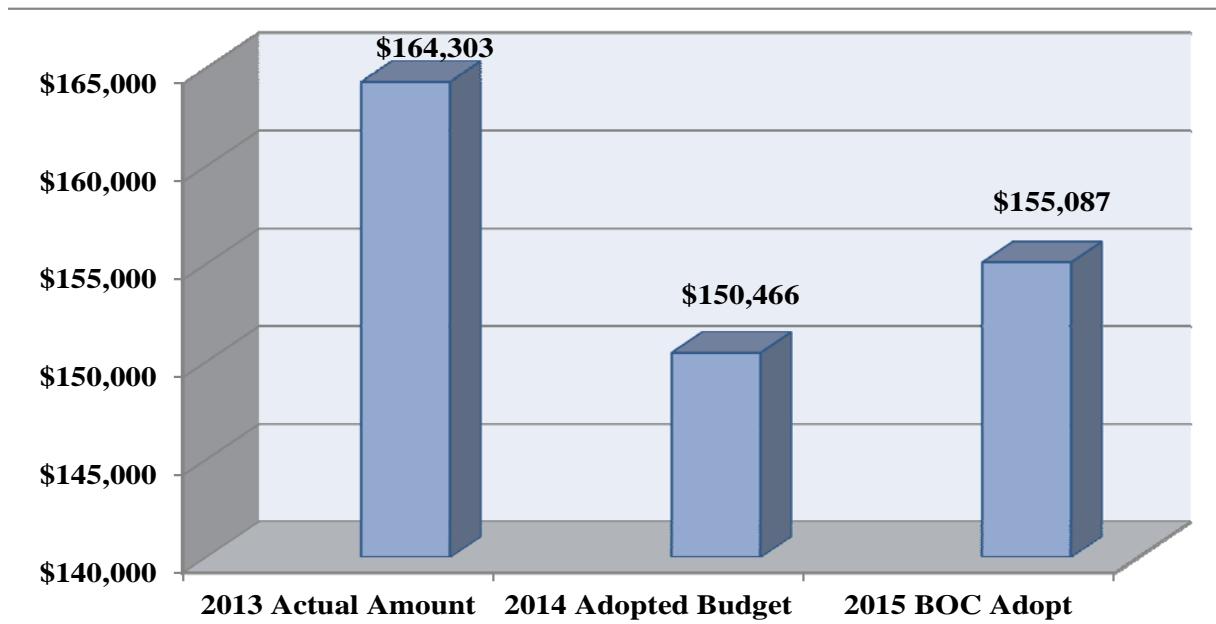
### Complete Records Center Inventory

- Inventory existing records center holdings to ensure proper asset management



## Records Retention

	BUDGET SUMMARY		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>164,303</u>	<u>150,466</u>	<u>155,087</u>
<b>Total Funding Sources</b>	<b><u>164,303</u></b>	<b><u>150,466</u></b>	<b><u>155,087</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	73,097	72,835	72,835
Benefits	31,329	28,147	28,908
Vehicle Expense	1,061	1,880	1,880
Dues and Subscriptions	405	500	500
Maintenance Charges	0	0	0
Supplies	6,057	4,120	5,650
Professional Services	22,165	7,500	7,500
Utilities	906	35,484	35,484
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	29,284	0	0
Budget Improvement Request	0	0	2,330
<b>Total Appropriations</b>	<b><u>164,303</u></b>	<b><u>150,466</u></b>	<b><u>155,087</u></b>





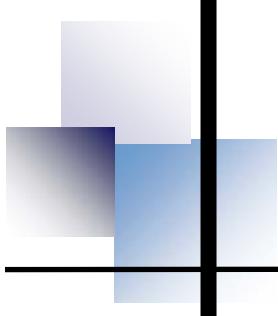
## Records Retention

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
DOCUMENTS FILED	700,000	800,000	821,000
CUBIC FEET DESTROYED	475	430	410
CUBIC FEET TRANSMITTED	683	1,012	800
OPEN RECORDS REQUESTED	729	535	550

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Information Coordinator	17	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



GENERAL GOVERNMENT

## 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

- Create, train, and assimilate safety officer position**
- Risk Manager to complete Certified Safety Professional certification at National Safety Council Exposition**
- Provide training for claims administrator**
- Publish Health and Safety manual update**
- Conduct CDL training for all departments**
- Provide tailored safety training to departments**
- Conduct safety inspections of all facilities and parks**
- Reduce motor vehicle accidents**
- Decrease workplace injury rate**



## Risk & Safety

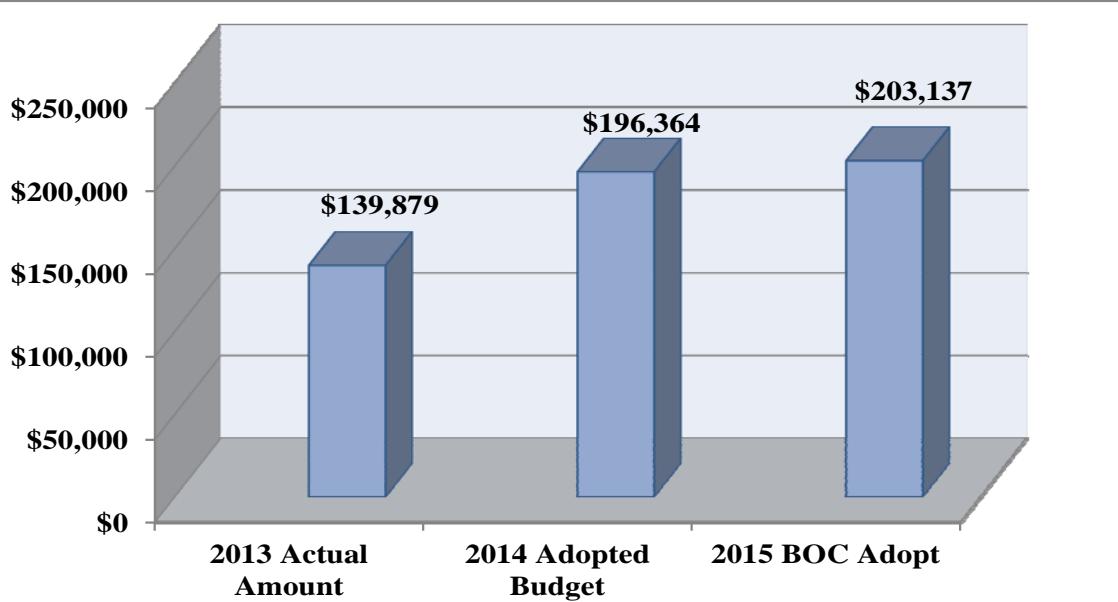
BUDGET SUMMARY		
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

**FUNDING SOURCES:**

General Fund Contribution	139,879	196,364	203,137
Total Funding Sources	139,879	196,364	203,137

**APPROPRIATIONS:**

Salary and Wage	95,053	147,704	135,015
Benefits	34,497	36,517	51,505
Advertising	0	0	0
Vehicle Expense	2,944	3,100	3,890
Dues and Subscriptions	1,341	1,541	1,701
Maintenance Charges	0	0	480
Supplies	0	4,402	4,700
Professional Services	3,292	0	0
Utilities	0	600	600
Travel & Training	578	0	0
Minor Equipment and Improvements	645	2,500	150
Budget Improvement Request	1,529	0	5,096
<b>Total Appropriations</b>	<b>139,879</b>	<b>196,364</b>	<b>203,137</b>





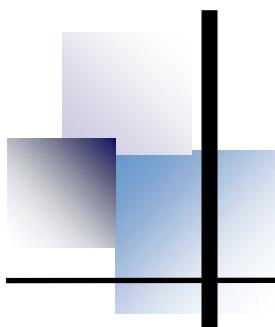
## **Risk & Safety**

### **PERSONNEL SUMMARY & WORKLOAD INDICATORS**

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>MOTOR VEHICLE ACCIDENT CLAIMS</b>	143	110	90
<b>ON-THE-JOB INJURY CLAIMS</b>	102	105	85
<b>SAFETY COURSES CONDUCTED</b>	22	21	25
<b>SAFETY INSPECTIONS</b>	24	44	25
<b>NON-EMPLOYEE INJURY REPORTS</b>	83	74	70

### **PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Manager	UNC	1	1	1
Workers' Comp Safety Coordinator	22	0	1	1
Claims Administrator	20	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>3</b>	<b>3</b>



# 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**

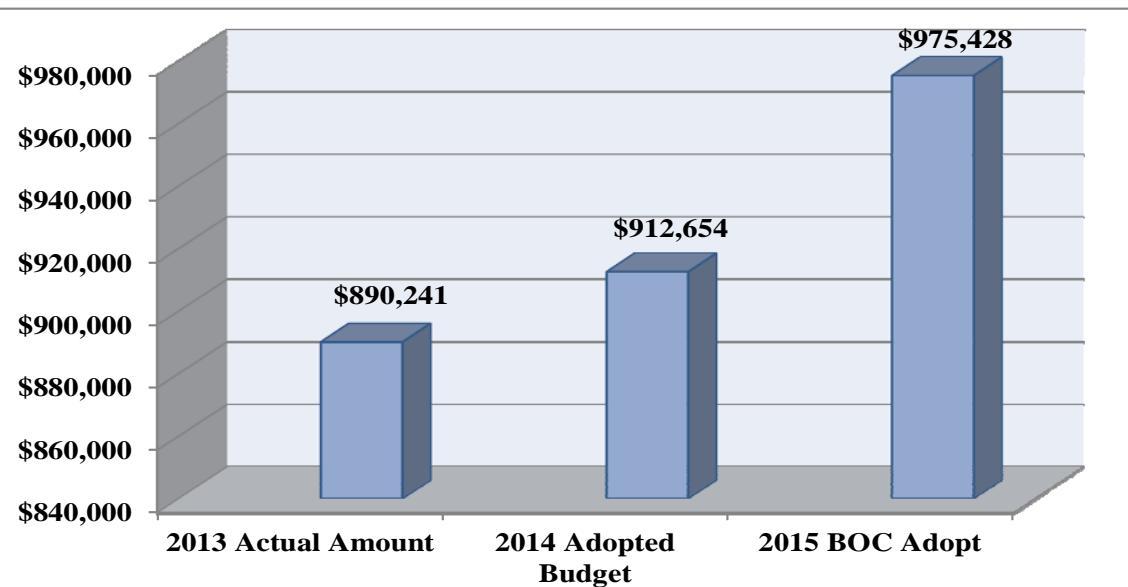
**Maintain employee education to ensure professionalism**

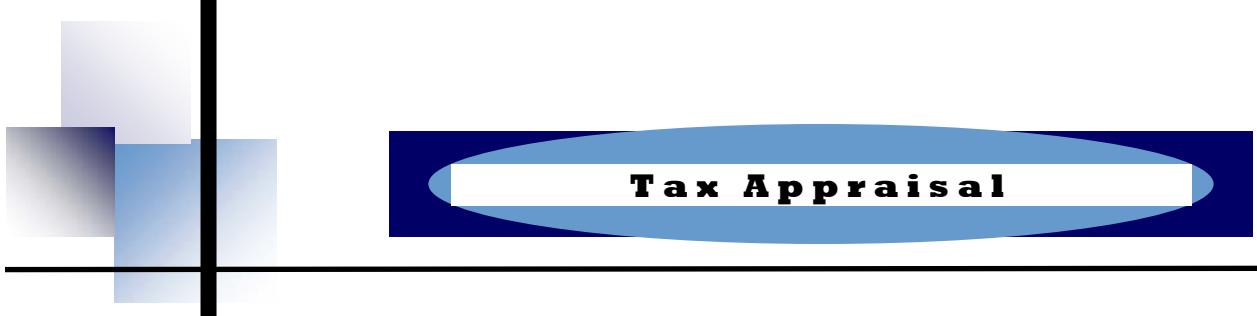
**Implement Income Approach Valuation Program per Georgia Law (HB 346)**



## Tax Appraisal

	<b>BUDGET SUMMARY</b>		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>890,241</b></u>	<u><b>912,654</b></u>	<u><b>975,428</b></u>
<b>Total Funding Sources</b>	<u><b>890,241</b></u>	<u><b>912,654</b></u>	<u><b>975,428</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	610,443	617,053	645,379
Benefits	260,134	267,567	281,122
Advertising	0	250	250
Vehicle Expense	5,197	8,700	8,700
Dues and Subscriptions	2,713	3,756	4,006
Maintenance Charges	0	0	0
Supplies	9,944	12,633	13,500
Professional Services	158	195	195
Utilities	0	500	500
Travel & Training	812	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	840	2,000	2,000
<b>Budget Improvement Request</b>	<u>0</u>	<u>0</u>	<u><b>19,776</b></u>
<b>Total Appropriations</b>	<u><b>890,241</b></u>	<u><b>912,654</b></u>	<u><b>975,428</b></u>





## **Tax Appraisal**

### **PERSONNEL SUMMARY & WORKLOAD INDICATORS**

	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>ACT</b>	<b>PROJ</b>	<b>PROJ</b>
<b>TOTAL # OF PARCELS</b>	<b>53,660</b>	<b>53,780</b>	<b>53,850</b>
<b>PERSONAL PROPERTY ACCOUNTS</b>	<b>9,514</b>	<b>9,291</b>	<b>9,126</b>
<b># OF PREBILL MOBILE HOMES</b>	<b>2,022</b>	<b>2,024</b>	<b>2,024</b>

#### **PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
		<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	28	2	2	2
Appraiser IV	27	2	2	1
Appraiser III	24	2	1	2
Appraiser II	22	2	2	2
Appraiser I	20	4	3	6
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Secretary	16	1	1	1
Appraisal Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>16</b>	<b>14</b>	<b>17</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## 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

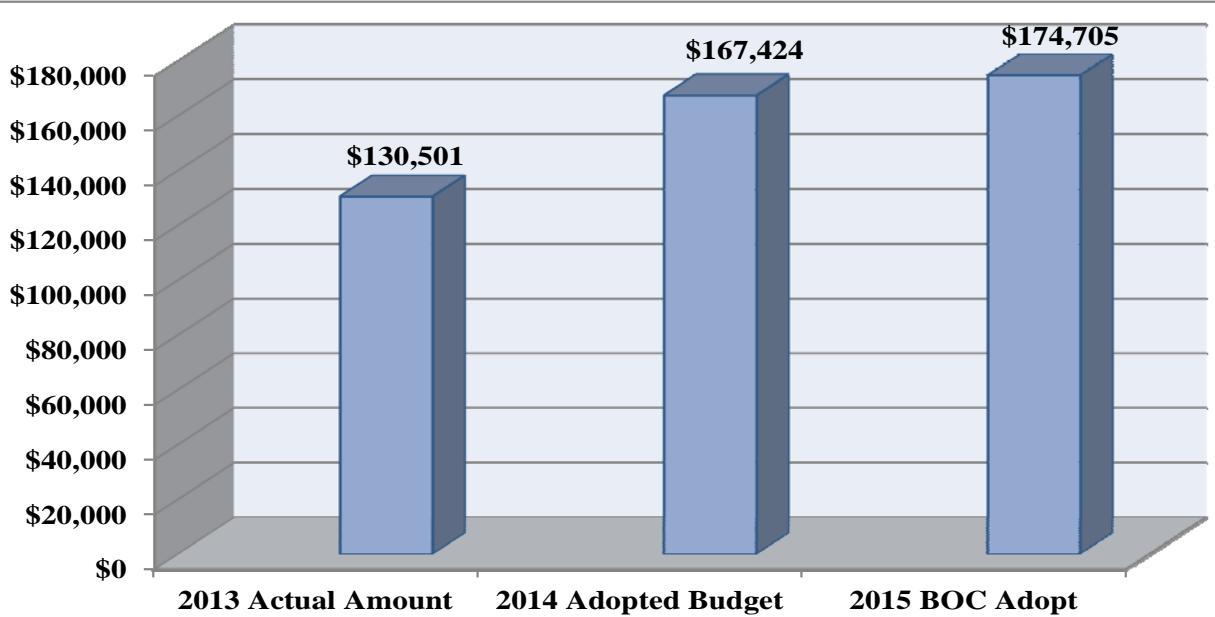
BUDGET SUMMARY		
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>130,501</b>	<b>167,424</b>	<b>174,705</b>
<b>Total Funding Sources</b>	<b>130,501</b>	<b>167,424</b>	<b>174,705</b>

### **APPROPRIATIONS:**

<b>Salary and Wage</b>	25,970	40,800	40,800
<b>Benefits</b>	1,987	3,232	3,232
<b>Advertising</b>	0	250	250
<b>Audit and Legal</b>	50,000	50,000	50,000
<b>Dues and Subscriptions</b>	175	175	6,475
<b>Maintenance Charges</b>	772	365	391
<b>Supplies</b>	6,568	40,810	40,810
<b>Professional Services</b>	42,057	28,292	32,000
<b>Utilities</b>	0	0	0
<b>Travel &amp; Training</b>	2,972	0	0
<b>Minor Equipment and Improvements</b>	0	3,500	0
<b>Budget Improvement Request</b>	0	0	747
<b>Total Appropriations</b>	<b>130,501</b>	<b>167,424</b>	<b>174,705</b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>NUMBER OF PARCELS</b>	<b>53,650</b>	<b>53,780</b>	<b>53,850</b>
<b>GROSS TAX DIGEST (IN BILLIONS)</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>APPEALS TO BOARD OF EQUALIZATION</b>	<b>2,332</b>	<b>2,168</b>	<b>2,200</b>
<b>APPEALS TO ASSESSORS</b>	<b>3,936</b>	<b>3,496</b>	<b>2,445</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
<b>TOTAL PART TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

Collect ad valorem taxes for the State, County, School Board and Cities of Douglasville and Villa Rica while working not only in conjunction with Appraisal and the Board of Assessors, but also with the taxpayer to provide responsible and efficient service

## FUNCTIONS

- Mail and receive tax returns and homestead exemption applications per the Taxpayers Bill of Rights and provide a brochure to all new taxpayers
- 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, and maintain all pertinent tax records
- Process levies on delinquent real and personal properties
- Take title applications for all residents and car dealerships within the County
- Issue tag renewals/transfers for all residents
- Educate public concerning complicated Insurance Law
- Collect insurance lapse and tag suspension fees created by Insurance Law
- Collect Sales Tax on vehicles purchased out-of-state

## GOALS

- Customer Service — continuously strive to improve
- Maintain heightened security awareness
- Increase collections percentages
- Minimize wait time
- Investigate opening of a satellite facility
- Implement a Customer Queuing System in the Douglas County Tag Office
- Improve citizen's online experience by clarifying/streamlining online transactions and information
- 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
- Work with the Clerk's Office in processing FIFA's electronically
- Strive to detect and stop intentional or unintentional fraud by the citizens concerning their eligibility to property tax exemptions

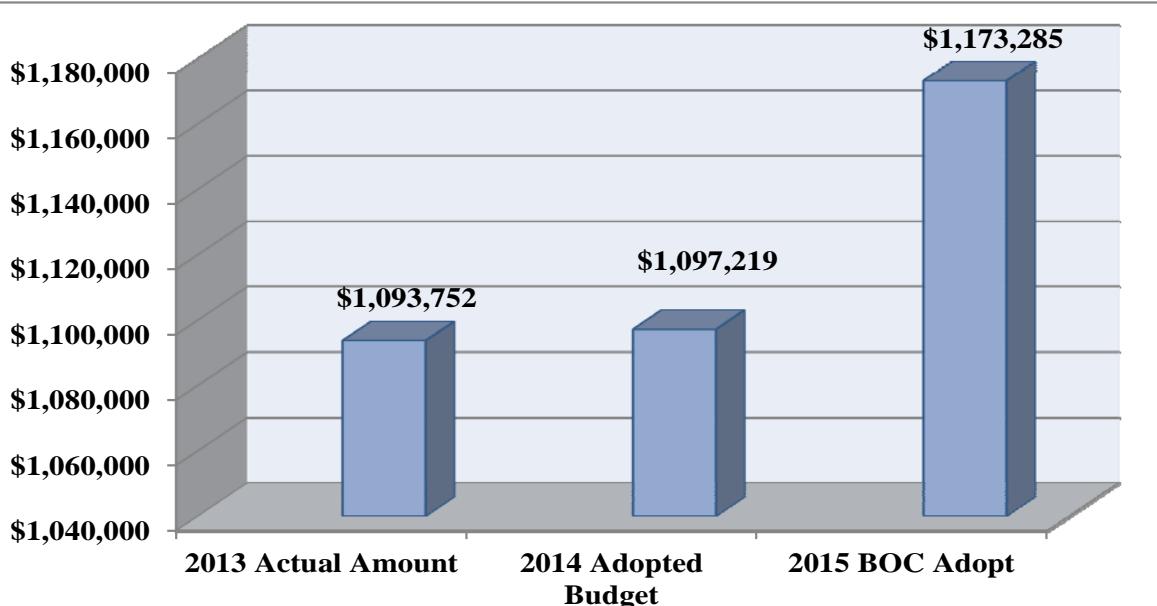


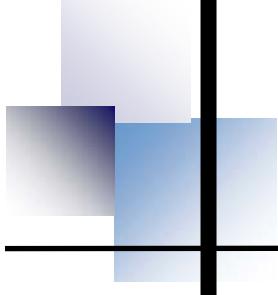
## Tax Commissioner

### BUDGET SUMMARY

	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,093,752</u>	<u>1,097,219</u>	<u>1,173,285</u>
<b>Total Funding Sources</b>	<b><u>1,093,752</u></b>	<b><u>1,097,219</u></b>	<b><u>1,173,285</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	683,717	708,307	726,038
Benefits	231,215	211,095	237,846
Advertising	20,399	12,417	18,000
Dues and Subscriptions	1,843	2,500	2,500
Maintenance Charges	1,672	2,000	1,800
Supplies	82,557	85,104	86,149
Professional Services	61,445	65,000	65,000
Utilities	5,906	7,296	6,300
Travel & Training	4,997	3,500	2,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>27,652</u>
<b>Total Appropriations</b>	<b><u>1,093,752</u></b>	<b><u>1,097,219</u></b>	<b><u>1,173,285</u></b>







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## Tax Commissioner

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>VEHICLE TAGS SOLD</b>	<b>122,000</b>	<b>124,000</b>	<b>126,000</b>
<b>TITLES PROCESSED</b>	<b>32,200</b>	<b>32,000</b>	<b>32,000</b>
<b>TAG TRANSFERS</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>PROPERTY TAX BILLS</b>	<b>56,300</b>	<b>56,400</b>	<b>56,400</b>
<b>FIFAS ISSUED</b>	<b>3,301</b>	<b>3,500</b>	<b>3,500</b>
<b>INTERNET TRANSACTIONS</b>	<b>8,160</b>	<b>8,300</b>	<b>8,500</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Deputy Tax Commissioner	29	1	1	1
Administrative Assistant	24	1	1	1
Head Bookkeeper	21	1	1	1
Assistant Tag Supervisor	21	1	1	2
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	6	6	7
Tax/Tag Agent	16	3	3	2
Tax Manager	24	1	1	1
Tag Agent	PT	7	7	6
<b>TOTAL FULL TIME</b>		<b>16</b>	<b>16</b>	<b>17</b>
<b>TOTAL PART TIME</b>		<b>7</b>	<b>7</b>	<b>6</b>

## **MISSION**

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**

## **PERSONNEL**

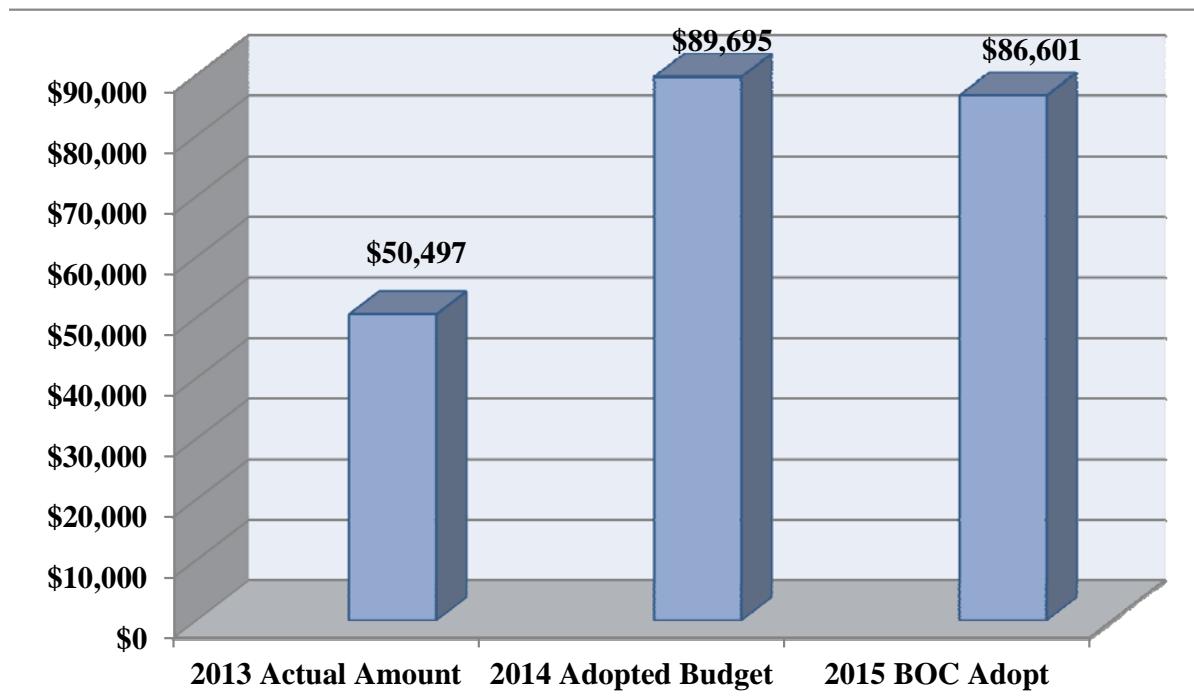
**The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.**



## Tax Equalization Board

### BUDGET SUMMARY

	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>50,497</u>	<u>89,695</u>	<u>86,601</u>
<b>Total Funding Sources</b>	<b><u>50,497</u></b>	<b><u>89,695</u></b>	<b><u>86,601</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	39,300	73,607	69,076
Benefits	3,006	5,631	5,481
Advertising	160	180	180
Supplies	7,377	10,277	10,600
Professional Services	0	0	0
Travel & Training	654	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>1,264</u>
<b>Total Appropriations</b>	<b><u>50,497</u></b>	<b><u>89,695</u></b>	<b><u>86,601</u></b>

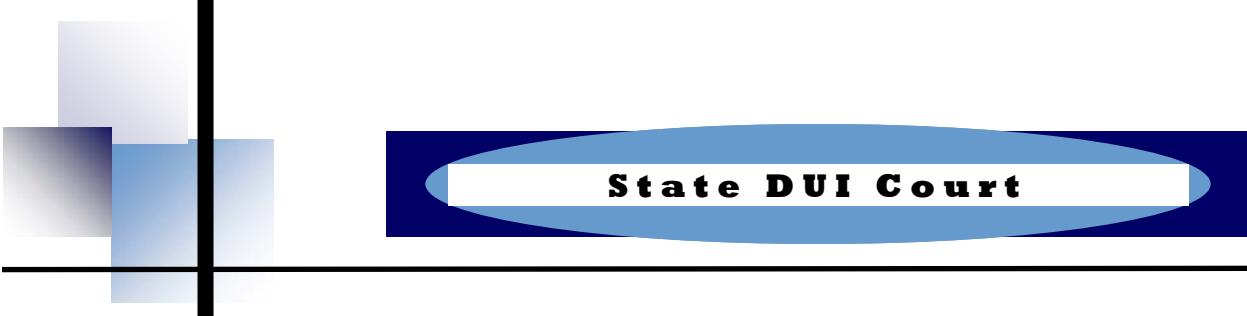


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# DIRECTORY

<b>State DUI Court .....</b>	<b>126</b>
<b>Clerk of State Court.....</b>	<b>129</b>
<b>Clerk of Superior Court.....</b>	<b>132</b>
<b>District Attorney .....</b>	<b>135</b>
<b>Juvenile Court.....</b>	<b>138</b>
<b>Magistrate Court.....</b>	<b>141</b>
<b>Probate Court.....</b>	<b>144</b>
<b>Public Defender .....</b>	<b>147</b>
<b>State Court—Judges .....</b>	<b>150</b>
<b>State Court—Solicitor .....</b>	<b>152</b>
<b>Superior Court Judges &amp; Operations .....</b>	<b>156</b>
<b>Juvenile Programs Administration .....</b>	<b>160</b>
<b>Superior Felony Drug Court.....</b>	<b>163</b>
<b>Misdemeanor Drug Court.....</b>	<b>166</b>





## MISSION

**To provide a successful program of rehabilitation for habitual DUI offenders through counseling and education through this accountability court**

## FUNCTIONS

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

## GOALS

Continue to receive grant funding to help fund this accountability court

Have 60-70 participants in the 2014 year



## State DUI Court

### BUDGET SUMMARY

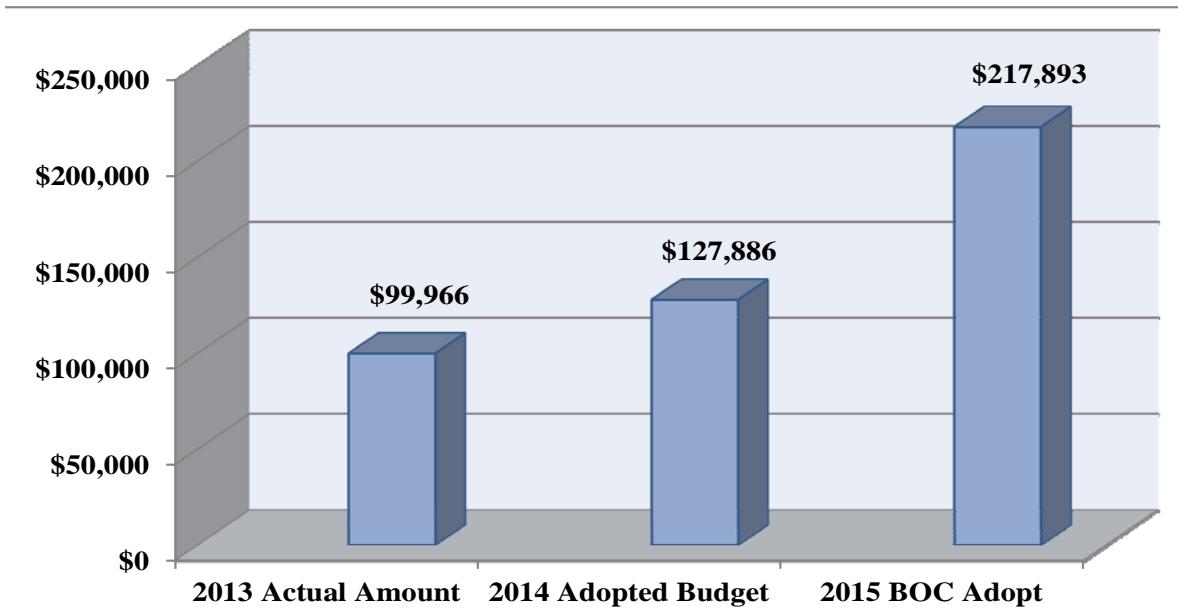
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

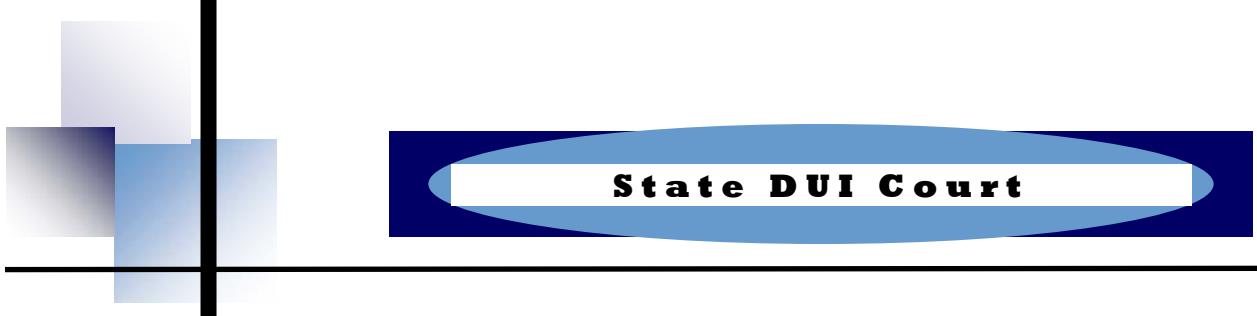
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>99,966</b>	<b>127,886</b>	<b>217,893</b>
<b>Total Funding Sources</b>	<b>99,966</b>	<b>127,886</b>	<b>217,893</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>44,481</b>	<b>72,701</b>	<b>75,873</b>
<b>Benefits</b>	<b>24,093</b>	<b>28,100</b>	<b>46,236</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>500</b>	<b>500</b>
<b>Maintenance Charges</b>	<b>0</b>	<b>0</b>	<b>1,380</b>
<b>Supplies</b>	<b>15,187</b>	<b>4,312</b>	<b>5,000</b>
<b>Professional Services</b>	<b>717</b>	<b>18,409</b>	<b>80,000</b>
<b>Utilities</b>	<b>3,360</b>	<b>3,864</b>	<b>3,294</b>
<b>Travel &amp; Training</b>	<b>79</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>12,050</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>0</b>	<b>500</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>5,110</b>
<b>Total Appropriations</b>	<b>99,966</b>	<b>127,886</b>	<b>217,893</b>





## State DUI Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>PARTICIPANTS</b>	<b>43</b>	<b>58</b>	<b>55</b>
<b>DRUG TEST</b>	<b>800</b>	<b>2,100</b>	<b>2,600</b>
<b>SURVEILANCE VISITS</b>	<b>350</b>	<b>1,044</b>	<b>660</b>
<b>TREATMENT HOURS</b>	<b>1,200</b>	<b>3,250</b>	<b>3,200</b>
<b>CONDITIONAL DISCHARGE PLEAS</b>	<b>177</b>	<b>150</b>	<b>100</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
DUI Court Director	UNC	1	1	1
Administrative Asst / Probation Officer	24	0	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>2</b>	<b>2</b>

## **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**

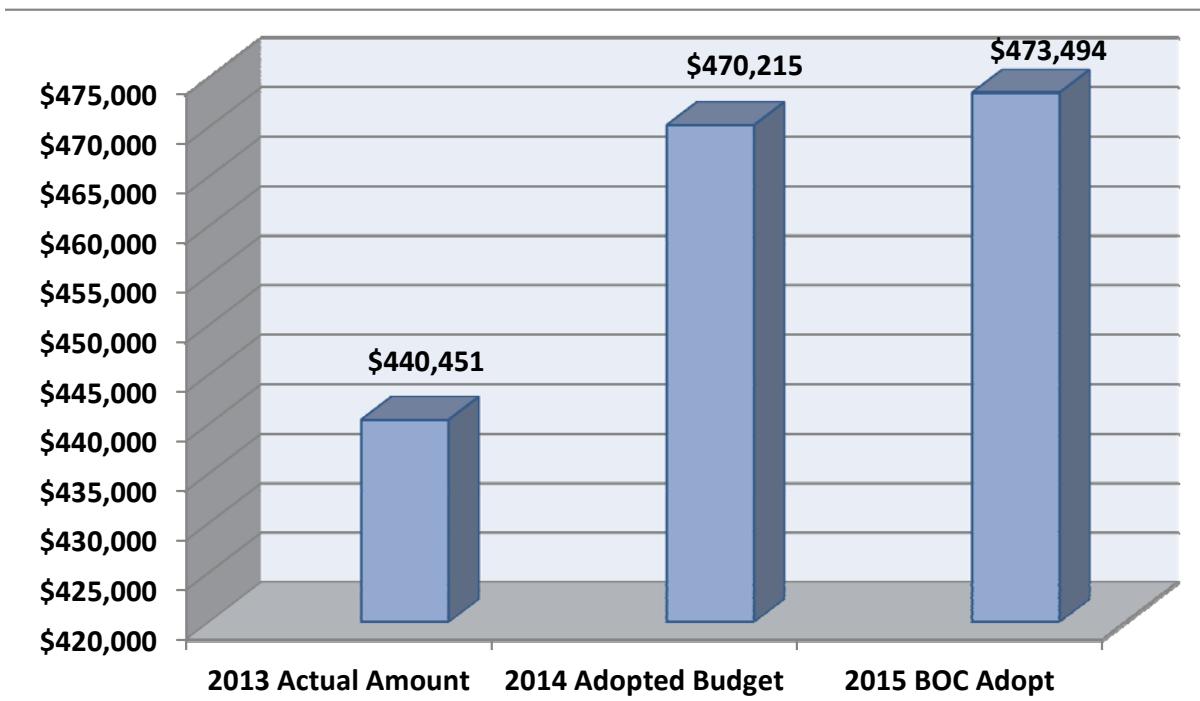
<b>BUDGET SUMMARY</b>		
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

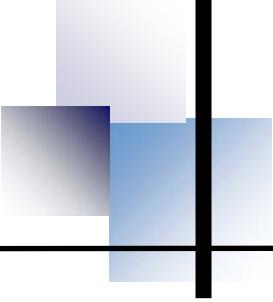
**FUNDING SOURCES:**

General Fund Contribution	440,451	470,215	473,494
Total Funding Sources	440,451	470,215	473,494

**APPROPRIATIONS:**

Salary and Wage	286,273	285,193	283,507
Benefits	139,922	155,243	159,319
Maintenance Charges	1,008	1,200	1,200
Supplies	11,753	28,514	20,400
Professional Services	195	65	0
Minor Equipment and Improvements	1,300	0	0
Budget Improvement Request	0	0	9,068
Total Appropriations	440,451	470,215	473,494





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## Clerk of State Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013</u> <u>ACT</u>	<u>2014</u> <u>PROJ</u>	<u>2015</u> <u>PROJ</u>
<b>TRAFFIC SITUATIONS</b>	<b>10,031</b>	<b>9,950</b>	<b>10,000</b>
<b>CRIMINAL MISDEAMEANOR</b>	<b>1,374</b>	<b>1,400</b>	<b>1,400</b>
<b>WARRANTS FILED</b>	<b>1,974</b>	<b>2,093</b>	<b>2,077</b>
<b>CIVIL CASES FILED</b>	<b>551</b>	<b>553</b>	<b>600</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>BUDGET</u>	<u>2015</u> <u>APPROVED</u>
Deputy Court Clerk	19	9	9	9
<b>TOTAL FULL TIME</b>		<b>9</b>	<b>9</b>	<b>9</b>

## 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

## GOALS

Electronically transmit appeal records using OCR software. This will eliminate the need to copy & store appeal documents

Electronically file civil cases and/or documents

Electronically link the Index to the Image

Electronically index and capture real estate images from 1871-1981

Scan all documents to be recorded in the Minute Book using PDF eliminating the need to purchase hardback books

Create the case in Sustain so we can input all criminal docket information

Inventory & index all evidence stored

Upgrade to a more current Case Management System (Sustain is 20 years old)



**Clerk of Superior Court**

**BUDGET SUMMARY**

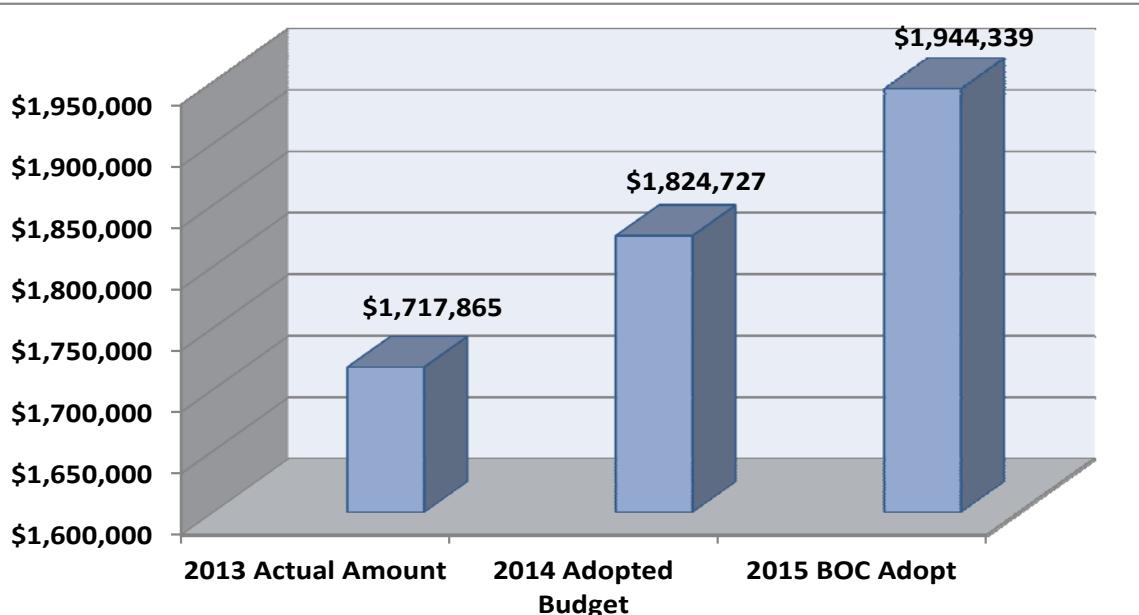
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
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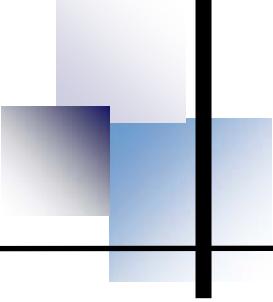
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>1,717,865</b>
<b>Total Funding Sources</b>	<b>1,717,865</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>926,740</b>
<b>Benefits</b>	<b>430,731</b>
<b>Advertising</b>	<b>165</b>
<b>Dues and Subscriptions</b>	<b>1,104</b>
<b>Maintenance Charges</b>	<b>31,562</b>
<b>Supplies</b>	<b>52,035</b>
<b>Professional Services</b>	<b>256,550</b>
<b>Utilities</b>	<b>(22)</b>
<b>Travel &amp; Training</b>	<b>2,368</b>
<b>Minor Equipment and Improvements</b>	<b>16,632</b>
<b>Capital Outlay</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>
<b>Total Appropriations</b>	<b>1,717,865</b>





**Clerk of Superior Court**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>CIVIL CASES FILED</b>	<b>4,556</b>	<b>3,964</b>	<b>3,458</b>
<b>CRIMINAL CASES FILED</b>	<b>1,817</b>	<b>1,858</b>	<b>1,480</b>
<b>WARRANTS</b>	<b>4,324</b>	<b>4,084</b>	<b>4,068</b>
<b>REAL ESTATE DOCUMENTS</b>	<b>17,290</b>	<b>21,410</b>	<b>21,700</b>
<b>LIENS</b>	<b>16,440</b>	<b>15,090</b>	<b>15,080</b>
<b>UCC</b>	<b>1,792</b>	<b>1,912</b>	<b>2,543</b>
<b>PLAT</b>	<b>116</b>	<b>89</b>	<b>137</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Deputy Court Clerk	19	5	5	6
Senior Secretary	19	4	4	4
Evidence Tech	19	1	1	1
Microfilm Technician	18	1	1	1
Accounting Assistant	17	1	1	1
Deed Index Clerk	16	1	1	1
Secretary	16	9	10	9
Data Entry Operator	16	5	5	5
Administrative Assistant	24	0	1	1
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	2	2	2
Data Entry Operator	PT	1	0	1
<b>TOTAL FULL TIME</b>		<b>30</b>	<b>32</b>	<b>32</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>2</b>	<b>3</b>

## 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

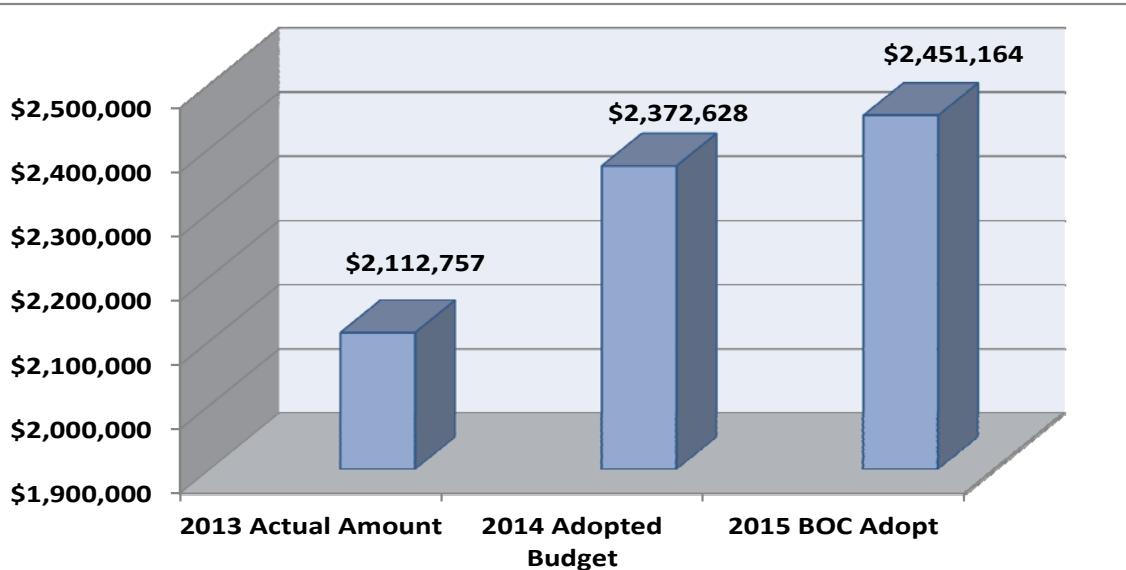
Ensure that the witnesses' and crime victims' experience with the criminal justice system is as positive and productive as possible

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



## District Attorney

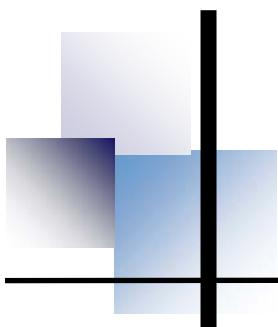
	BUDGET SUMMARY		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>2,112,757</u>	<u>2,372,628</u>	<u>2,451,164</u>
<b>Total Funding Sources</b>	<b><u>2,112,757</u></b>	<b><u>2,372,628</u></b>	<b><u>2,451,164</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,523,514	1,664,927	1,638,545
Benefits	438,858	513,521	474,483
Advertising	1,295	1,500	1,500
Vehicle Expense	34,638	45,200	19,000
Dues and Subscriptions	10,552	12,000	12,000
Equipment Rental	0	0	0
Maintenance Charges	3,132	4,000	4,000
Supplies	45,401	38,939	44,000
Professional Services	37,685	50,000	45,000
Utilities	8,674	9,500	6,000
Travel & Training	3,013	1,500	1,500
Minor Equipment and Improvements	0	30,541	0
Capital Outlay	5,995	0	0
Uniforms and Clothing	0	1,000	0
<b>Budget Improvement Request</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>205,136</u></b>
<b>Total Appropriations</b>	<b><u>2,112,757</u></b>	<b><u>2,372,628</u></b>	<b><u>2,451,164</u></b>



## District Attorney

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

		<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>CASES RECEIVED</b>		<b>2,580</b>	<b>2,60</b>	<b>2,473</b>
<b>CASES FILED</b>		<b>2,000</b>	<b>2,300</b>	<b>1,198</b>
<b>JURY TRIALS</b>		<b>21</b>	<b>24</b>	<b>22</b>
<b>CASES ON APPEAL</b>		<b>60</b>	<b>65</b>	<b>99</b>
<b>CASES CLOSED</b>		<b>2,188</b>	<b>2,200</b>	<b>2,201</b>
<b>PRELIMINARY HEARINGS</b>		<b>383</b>	<b>570</b>	<b>826</b>
<b>FORFEITURES FILED</b>		<b>24</b>	<b>90</b>	<b>37</b>
<b>PERSONNEL SUMMARY</b>				
<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	5	5	5
State Investigator	ST UNC	2	2	2
Secretary	ST UNC	1	1	0
Chief Assistant District Attorney	UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Assistant District Attorney	UNC	1	1	1
Juvenile Prosecutor	UNC	0	0	1
Assistant District Attorney	32	5	6	6
System Administrator	32	1	1	1
Victim Advocate	28	4	4	4
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Data Management Coordinator	21	1	1	1
Legal Staff Assistant	21	8	8	10
Victim Assistance Secretary	19	0	1	0
Victim Assistance Secretary	PT UNC	0	0	2
Victim Assistance Secretary	PT	1	0	1
Intern	PT	1	2	1
<b>TOTAL FULL TIME</b>		<b>35</b>	<b>37</b>	<b>38</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>4</b>



## MISSION

**To serve children and families through prevention and early intervention; to divert children and families from Court for unruly, delinquent and deprivation issues where it is appropriate to do so; to schedule and hear cases promptly so that children and families are connected to services when they are adjudicated by the Court for unruly, delinquency, traffic, and deprivation cases to avoid reentry into Juvenile Court; and to schedule and hear termination of parental rights cases and transfer of custody cases in a timely manner to achieve permanency for children**

## 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.**

## GOALS

**To expand the use of contracts to reduce costs for indigent defense**

**To devise methods of tracking orders to assure completeness of each file**

**To conduct court operations efficiently within the projected budget**

**To maintain funding for the Family Drug Treatment Program**

**To implement the Court Teams Project**

**To include the Family Drug Treatment Program and Court Teams Project in the workload numbers collected in Sustain**

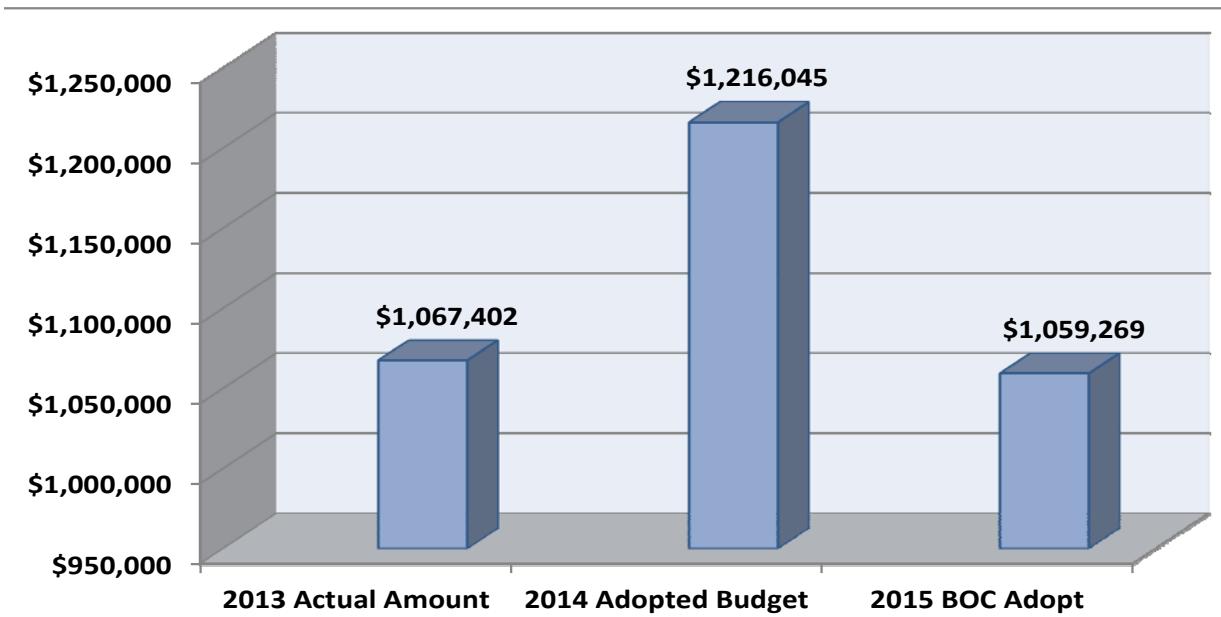
**To track and ensure collection of all court ordered fees and restitution monies through a streamlined contempt calendar**

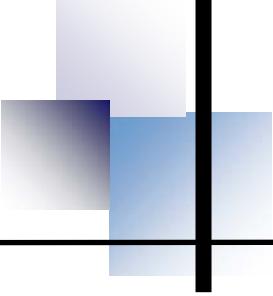
**To handle all delinquent and unruly trials on a separate trial calendar**



## Juvenile Court

	BUDGET SUMMARY		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,067,402</u>	<u>1,216,045</u>	<u>1,059,269</u>
<b>Total Funding Sources</b>	<u>1,067,402</u>	<u>1,216,045</u>	<u>1,059,269</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	343,144	345,243	345,223
Benefits	106,428	109,340	111,345
Advertising	0	200	200
Audit and Legal	547,445	685,000	515,212
Dues and Subscriptions	1,480	1,443	1,531
Maintenance Charges	967	3,358	3,358
Supplies	4,599	5,000	5,600
Professional Services	60,797	53,594	76,200
Utilities	(7)	2,080	0
Travel & Training	2,548	600	600
Minor Equipment and Improvements	0	10,187	0
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<u>1,067,402</u>	<u>1,216,045</u>	<u>1,059,269</u>







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## Juvenile Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>DELINQUENT CHARGES</b>	<b>6,880</b>	<b>7,500</b>	<b>6,200</b>
<b>UNGOVERNABLE CHARGES</b>	<b>303</b>	<b>300</b>	<b>260</b>
<b>TERMINATION CHARGES</b>	<b>36</b>	<b>15</b>	<b>8</b>
<b>DEPRIVATION CHARGES</b>	<b>235</b>	<b>250</b>	<b>250</b>
<b>TRAFFIC CHARGES</b>	<b>35</b>	<b>40</b>	<b>35</b>
<b>SPECIAL CHARGES</b>	<b>126</b>	<b>75</b>	<b>100</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Senior Court Clerk / Delinquent	20	1	1	1
Deputy Court Clerk	19	2	2	2
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## MISSION

**To expeditiously execute warrants, and hear, in a fair and equitable manner, all the criminal cases, small claims and dispossessory cases as soon as possible**

## FUNCTIONS

- 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, dispossessories, 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

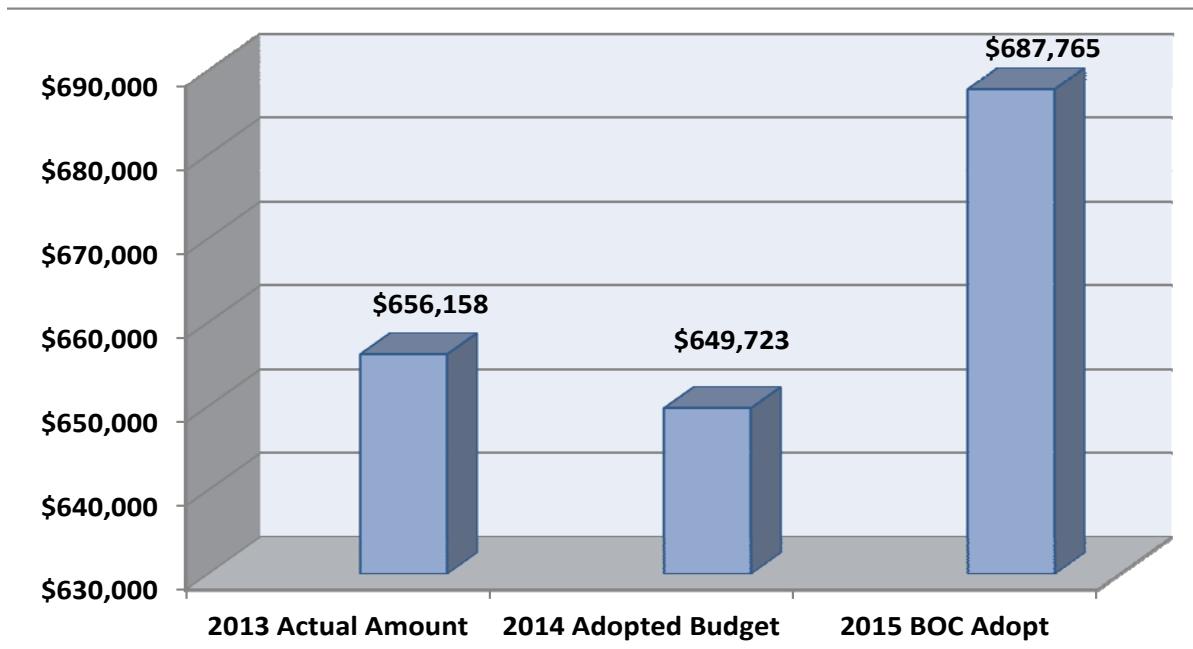
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

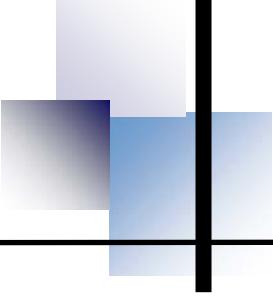
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>656,158</b>	<b>649,723</b>	<b>687,765</b>
<b>Total Funding Sources</b>	<b>656,158</b>	<b>649,723</b>	<b>687,765</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>488,907</b>	<b>486,054</b>	<b>491,914</b>
<b>Benefits</b>	<b>147,398</b>	<b>138,716</b>	<b>156,098</b>
<b>Dues and Subscriptions</b>	<b>1,014</b>	<b>1,620</b>	<b>1,625</b>
<b>Maintenance Charges</b>	<b>1,676</b>	<b>2,000</b>	<b>2,000</b>
<b>Supplies</b>	<b>12,254</b>	<b>19,333</b>	<b>16,651</b>
<b>Professional Services</b>	<b>595</b>	<b>2,000</b>	<b>2,000</b>
<b>Utilities</b>	<b>2,558</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>1,756</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>17,477</b>
<b>Total Appropriations</b>	<b>656,158</b>	<b>649,723</b>	<b>687,765</b>





**Magistrate Court**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>SMALL CLAIMS</b>	<b>9,370</b>	<b>9,300</b>	<b>9,300</b>
<b>BOND/1ST APPEARANCE</b>	<b>4,130</b>	<b>4,150</b>	<b>4,200</b>
<b>CRIMINAL WARRANTS ISSUED</b>	<b>5,840</b>	<b>5,800</b>	<b>5,900</b>
<b>CRIMINAL PRELIM. HEARINGS</b>	<b>852</b>	<b>920</b>	<b>950</b>
<b>PRE-ARREST WARRANT HEARINGS</b>	<b>99</b>	<b>95</b>	<b>100</b>
<b>ORDINANCE</b>	<b>270</b>	<b>300</b>	<b>320</b>
<b>SEARCH WARRANTS</b>	<b>88</b>	<b>130</b>	<b>140</b>
<b>FIFA'S</b>	<b>855</b>	<b>900</b>	<b>950</b>
<b>BENCH WARRANTS</b>	<b>54</b>	<b>55</b>	<b>60</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Judge	UNC	1	1	1
Judge	UNC	1	2	2
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Court Clerk	19	4	4	4
Appointed Judge	UNC	1	1	1
Appointed Judge	PT	1	1	0
P.T. Deputy Court Clerk	PT	2	1	2
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>11</b>	<b>11</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>2</b>	<b>2</b>



## 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

- Custodian of vital records—births and deaths
- Jurisdiction over all estate matters of the County
- Issue marriage and gun license

## GOALS

**Continue to follow confidentiality laws to keep the records of this office protected**

**Increase productivity and reduce waste with the new and updated equipment**

**Provide fast, efficient, and courteous service to citizens of Douglas County**



## Probate Court

### BUDGET SUMMARY

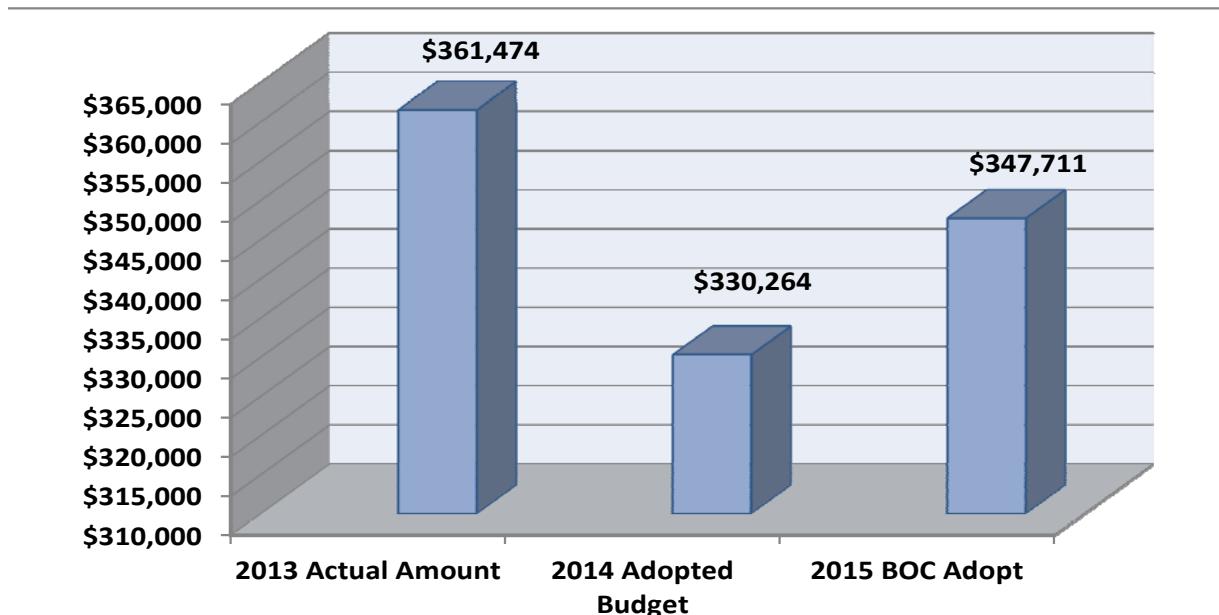
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
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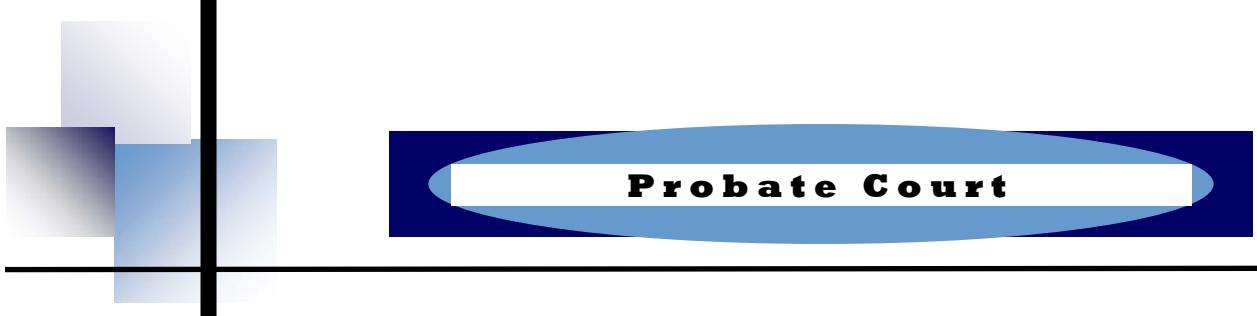
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>361,474</b>
<b>Total Funding Sources</b>	<b>361,474</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>252,180</b>
<b>Benefits</b>	<b>97,053</b>
<b>Advertising</b>	<b>0</b>
<b>Audit and Legal</b>	<b>200</b>
<b>Dues and Subscriptions</b>	<b>606</b>
<b>Maintenance Charges</b>	<b>1,440</b>
<b>Supplies</b>	<b>7,810</b>
<b>Professional Services</b>	<b>397</b>
<b>Utilities</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>1,787</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>
<b>Total Appropriations</b>	<b>361,474</b>





**Probate Court**

**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>DEATH CERTIFICATES FILED</b>	<b>601</b>	<b>525</b>	<b>600</b>
<b>BIRTH CERTIFICATES FILED</b>	<b>451</b>	<b>375</b>	<b>450</b>
<b>FIREARMS PERMITS ISSUED</b>	<b>3,002</b>	<b>2,700</b>	<b>3,000</b>
<b>ESTATE FILES</b>	<b>563</b>	<b>490</b>	<b>560</b>
<b>MARRIAGE LICENSES ISSUED</b>	<b>1,081</b>	<b>1,180</b>	<b>1,200</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Deputy Court Clerk	19	2	2	2
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

# JUDICIAL SYSTEM

## 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 guidelines
- Investigating all legal defenses
- Preparing for all court appearances
- Keeping 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

**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**

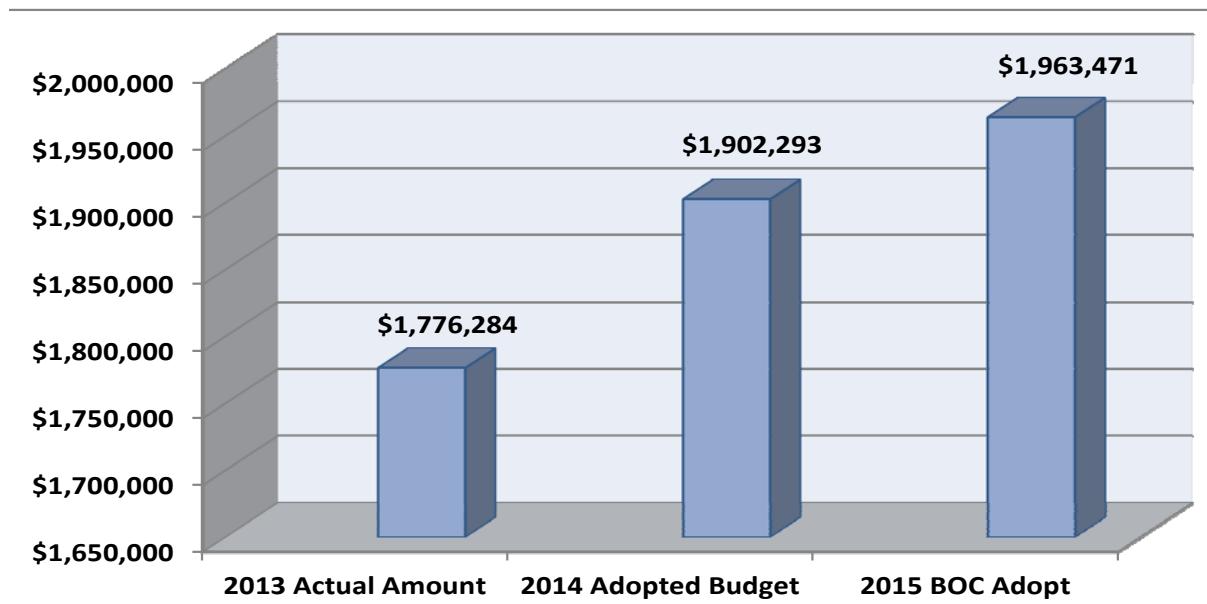


## Public Defender

### BUDGET SUMMARY

	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>1,776,284</b>	<b>1,902,293</b>	<b>1,963,471</b>
<b>Total Funding Sources</b>	<b>1,776,284</b>	<b>1,902,293</b>	<b>1,963,471</b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>1,010,809</b>	<b>1,160,286</b>	<b>1,130,645</b>
<b>Benefits</b>	<b>334,074</b>	<b>337,659</b>	<b>364,486</b>
<b>Audit and Legal</b>	<b>363,202</b>	<b>326,000</b>	<b>342,000</b>
<b>Vehicle Expense</b>	<b>1,383</b>	<b>3,600</b>	<b>3,600</b>
<b>Dues and Subscriptions</b>	<b>17,353</b>	<b>14,000</b>	<b>17,904</b>
<b>Maintenance Charges</b>	<b>1,303</b>	<b>2,000</b>	<b>2,000</b>
<b>Supplies</b>	<b>11,265</b>	<b>(752)</b>	<b>12,500</b>
<b>Professional Services</b>	<b>27,457</b>	<b>45,000</b>	<b>35,000</b>
<b>Utilities</b>	<b>3,876</b>	<b>4,300</b>	<b>4,300</b>
<b>Travel &amp; Training</b>	<b>5,561</b>	<b>2,000</b>	<b>2,000</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>8,200</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>49,036</b>
<b>Total Appropriations</b>	<b>1,776,284</b>	<b>1,902,293</b>	<b>1,963,471</b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>FELONY CASES OPENED</b>	<b>940</b>	<b>1,110</b>	<b>1,110</b>
<b>APPEALS OPENED</b>	<b>12</b>	<b>8</b>	<b>12</b>
<b>VIOLATION OF PROBATION OPENED</b>	<b>443</b>	<b>631</b>	<b>600</b>
<b>OTHER CASES OPENED</b>	<b>14</b>	<b>23</b>	<b>23</b>
<b>CLOSED CASES</b>	<b>1,466</b>	<b>1,450</b>	<b>1,450</b>
<b>APPEALS CLOSED</b>	<b>11</b>	<b>9</b>	<b>10</b>
<b>OTHER CASES CLOSED</b>	<b>5</b>	<b>4</b>	<b>15</b>

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	6	9	10
Investigator	27	2	2	3
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	4
Office Manager	23	1	1	1
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>18</b>	<b>21</b>



## MISSION

**To resolve all State Court and traffic cases presented to it**

## 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

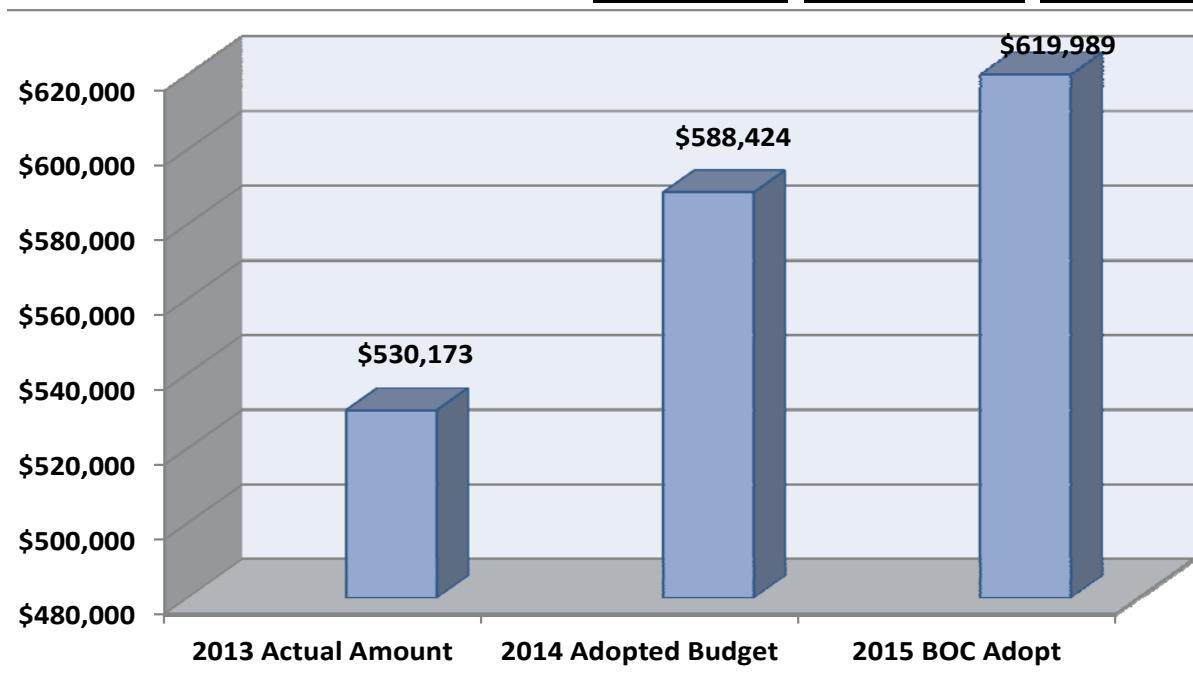
BUDGET SUMMARY			
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

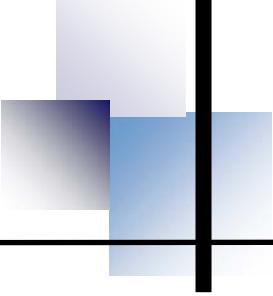
**FUNDING SOURCES:**

General Fund Contribution	<u>530,173</u>	<u>588,424</u>	<u>619,989</u>
<b>Total Funding Sources</b>	<b><u>530,173</u></b>	<b><u>588,424</u></b>	<b><u>619,989</u></b>

**APPROPRIATIONS:**

Salary and Wage	358,187	382,732	378,204
Benefits	91,655	107,770	108,986
Dues and Subscriptions	1,298	1,325	1,331
Maintenance Charges	960	960	960
Supplies	5,427	1,772	5,383
Professional Services	71,529	92,000	92,000
Utilities	578	1,365	0
Travel & Training	541	500	500
Minor Equipment and Improvements	0	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>32,625</b>
<b>Total Appropriations</b>	<b><u>530,173</u></b>	<b><u>588,424</u></b>	<b><u>619,989</u></b>






## **State Court-Judges**

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>CIVIL CASES FILED</b>	<b>551</b>	<b>553</b>	<b>600</b>
<b>WARRANTS FILED</b>	<b>1,974</b>	<b>2,093</b>	<b>2,077</b>
<b>CRIMINAL MISDEMEANOR CASES</b>	<b>1,374</b>	<b>1,400</b>	<b>1,400</b>
<b>TRAFFIC CITATIONS</b>	<b>10,310</b>	<b>9,950</b>	<b>10,000</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
State Court Judge	UNC	2	2	2
Principal Secretary	21	2	2	2
Legal Staff Assistant	UNC	0	0	1
Legal Staff Assistant	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>0</b>

# JUDICIAL SYSTEM

## 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

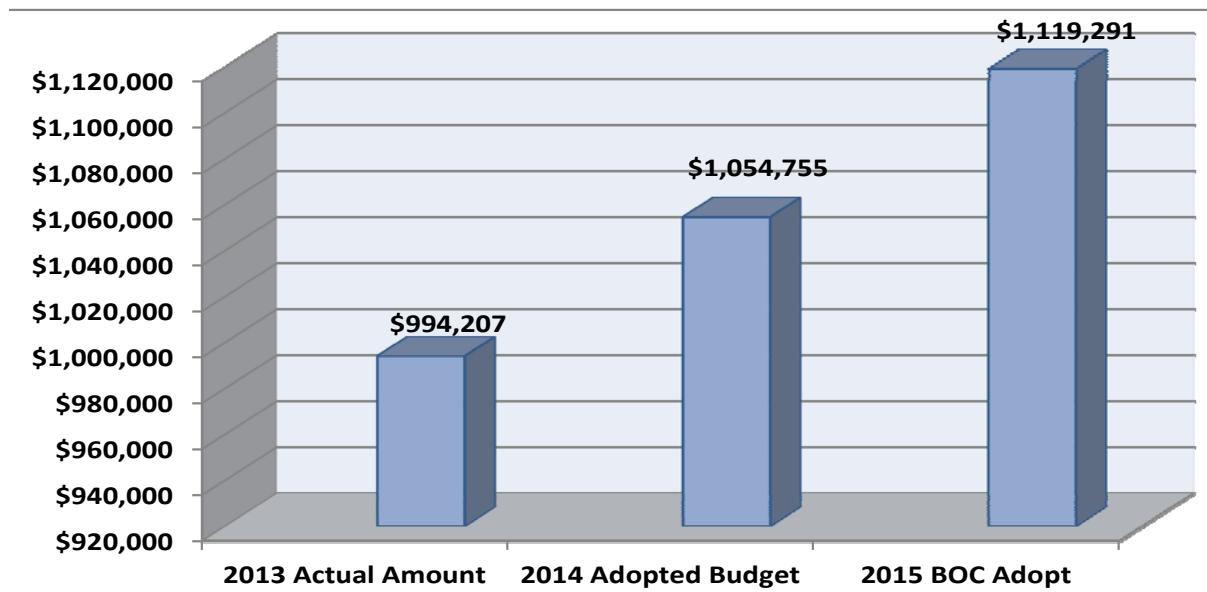
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

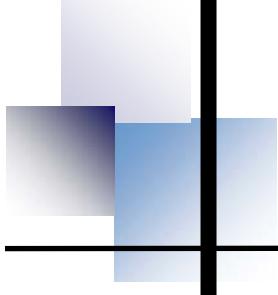
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>994,207</b>	<b>1,054,755</b>	<b>1,119,291</b>
<b>Total Funding Sources</b>	<b>994,207</b>	<b>1,054,755</b>	<b>1,119,291</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>681,291</b>	<b>758,763</b>	<b>778,527</b>
<b>Benefits</b>	<b>265,481</b>	<b>251,479</b>	<b>247,734</b>
<b>Advertising</b>	<b>350</b>	<b>800</b>	<b>1,300</b>
<b>Vehicle Expense</b>	<b>6,452</b>	<b>10,250</b>	<b>9,000</b>
<b>Dues and Subscriptions</b>	<b>11,952</b>	<b>10,000</b>	<b>12,000</b>
<b>Maintenance Charges</b>	<b>1,240</b>	<b>2,700</b>	<b>2,700</b>
<b>Supplies</b>	<b>17,368</b>	<b>13,923</b>	<b>20,600</b>
<b>Professional Services</b>	<b>658</b>	<b>2,000</b>	<b>2,500</b>
<b>Utilities</b>	<b>925</b>	<b>3,840</b>	<b>3,840</b>
<b>Travel &amp; Training</b>	<b>2,298</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>4,835</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>1,357</b>	<b>1,000</b>	<b>1,500</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>39,590</b>
<b>Total Appropriations</b>	<b>994,207</b>	<b>1,054,755</b>	<b>1,119,291</b>





**State Court-Solicitor**

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## WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>CRIMINAL MISDEMEANORS</b>	2,942	3,300	3,675
<b>MUST APPEAR TRAFFIC CASES</b>	3,400	3,825	4,300
<b>NON MA TRAFFIC CASES</b>	6,800	7,650	8,750
<b>CASES INVESTIGATED AND DISMISSED</b>	43	30	30
<b>CASES HANDLED THROUGH PTD</b>	200	250	300
<b>ACCOUNTABILITY COURT CASES</b>	50	75	100

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## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	4	3
Assistant Solicitor Domestic Violence	32	0	0	1
Victim Advocate	28	1	1	1
Domestic Violence Investigator	27	1	0	0
Investigator	27	1	2	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	4
Senior Secretary	19	1	1	0
Director of Victim Services	30	1	1	1
Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>16</b>	<b>16</b>

## MISSION

**To serve as Douglas County's general jurisdiction court**

## FUNCTIONS

**Administer and decide civil and criminal cases**

## GOALS

**Complete the emergency response plans for continuity of court operations in the event of a natural disaster**

**Complete and test implementation of archiving system for court document images**

**Establish the work-release program for non-violent offenders**

**Implement data-transfer system from the Tax Commissioner to the real estate record system for tax liens**



## Superior Court Judges

### BUDGET SUMMARY

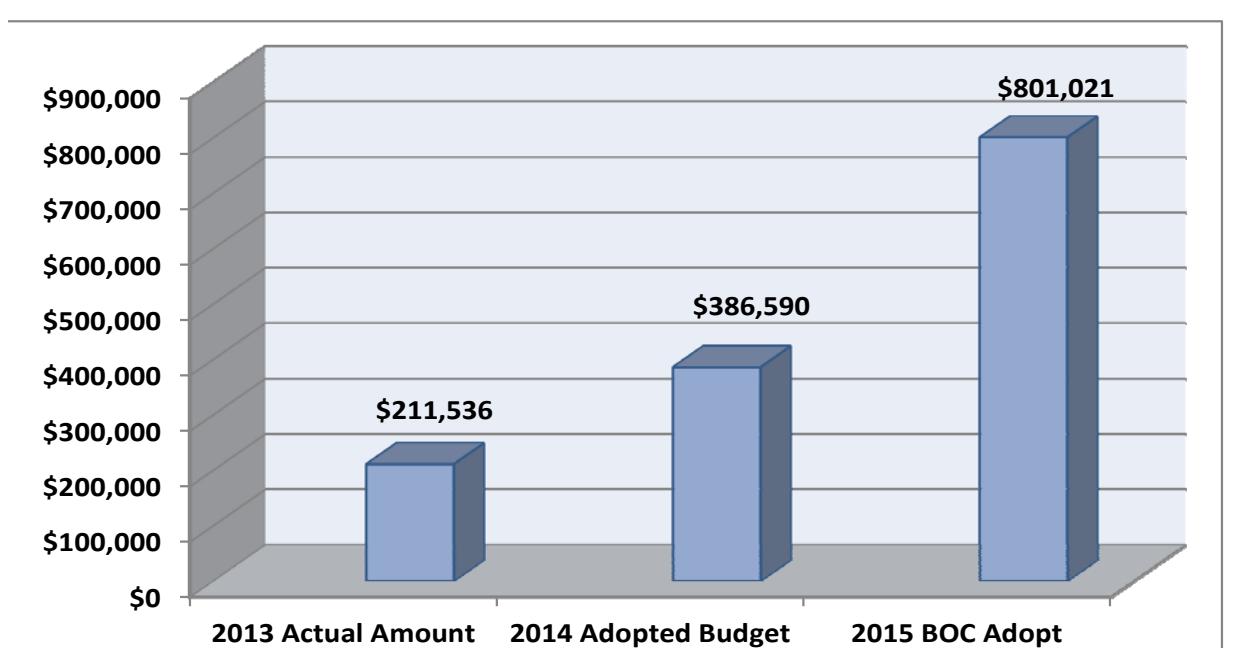
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>211,536</b>
<b>Total Funding Sources</b>	<b>211,536</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>162,493</b>
<b>Benefits</b>	<b>24,788</b>
<b>Dues and Subscriptions</b>	<b>1,756</b>
<b>Maintenance Charges</b>	<b>721</b>
<b>Supplies</b>	<b>5,320</b>
<b>Professional Services</b>	<b>14,966</b>
<b>Utilities</b>	<b>(8)</b>
<b>Travel &amp; Training</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>1,500</b>
<b>Capital Outlay</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>
<b>Total Appropriations</b>	<b>211,536</b>



## Superior Court Operations

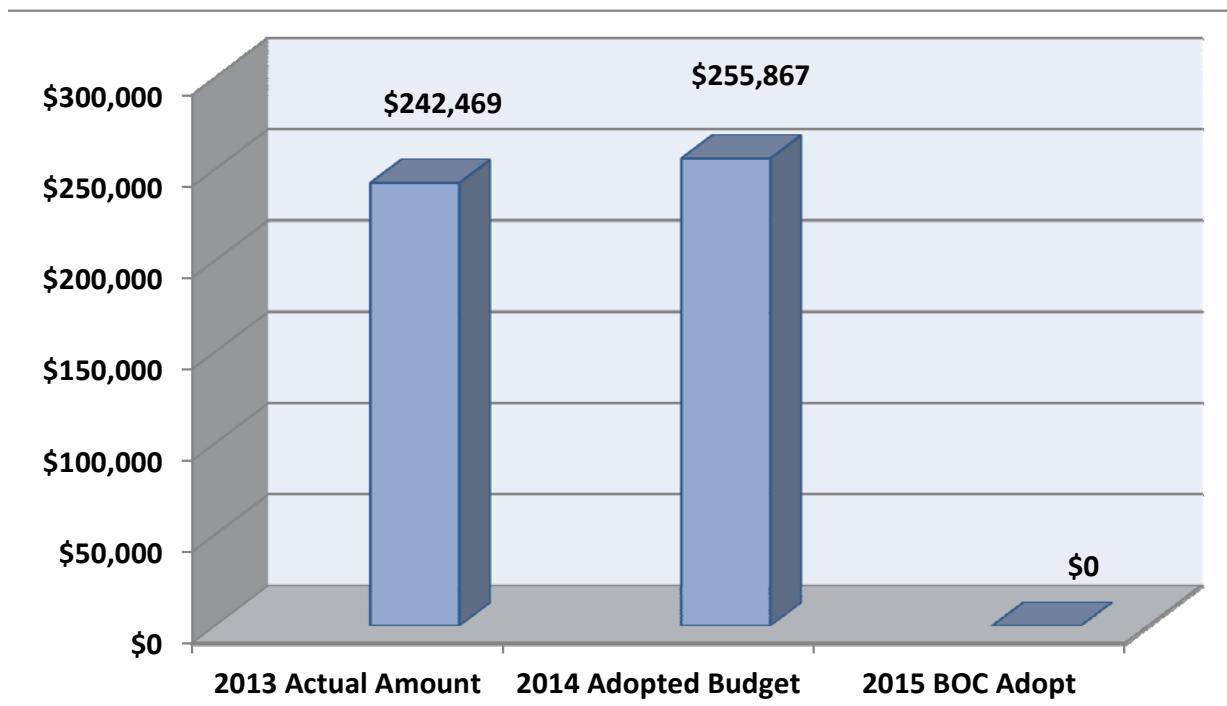
BUDGET SUMMARY		
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

### **FUNDING SOURCES:**

General Fund Contribution	242,469	255,867	0
Total Funding Sources	242,469	255,867	0

### **APPROPRIATIONS:**

Salary and Wage	0	0	0
Benefits	0	0	0
Maintenance Charges	480	480	0
Supplies	2,662	3,000	0
Professional Services	239,327	252,387	0
Utilities	0	0	0
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<b>242,469</b>	<b>255,867</b>	<b>0</b>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>CIVIL FILINGS (INCLUDING ADOPTIONS)</b>	<b>4,599</b>	<b>4,019</b>	<b>3,512</b>
<b>CRIMINAL CASES</b>	<b>1,817</b>	<b>1,858</b>	<b>1,480</b>

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Deputy Court Clerk	19	5	5	6
Senior Secretary	19	4	4	4
Evidence Tech	19	1	1	1
Microfilm Technician	18	1	1	1
Accounting Assistant	17	1	1	1
Deed Index Clerk	16	1	1	1
Secretary	16	9	10	9
Data Entry Operator	16	5	5	5
Administrative Assistant	24	0	1	1
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	2	2	2
Data Entry Operator	PT	1	0	1
<b>TOTAL FULL TIME</b>		<b>30</b>	<b>32</b>	<b>32</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>2</b>	<b>3</b>

## MISSION

**To provide administrative support services to the Juvenile Court. To develop and manage programs and services for juveniles and their families involved in Juvenile Court. To provide case management services that strengthen the family system and provide rehabilitation, treatment, and supervision to court involved youth and parents. To support the development of community resources to assist youth and families.**

## FUNCTIONS

- Fee and restitution collection and disbursement
- Adolescent substance abuse program case management
- Guardian-Ad-Litem case management
- Administration of grant funded programs
- Court administration support and court supported services
- Truancy intervention program
- Community involvement
- Intake case management
- Douglas Link/LIPT Committee
- Mental health assessment services
- Court Improvement Initiative
- Attorney Application Program

## GOALS

**Operate the department within the constraints of the budget approved by the Board of Commissioners**

**Continue to provide quality programs for clients of Juvenile Court**

**Continue to provide diversion alternatives for first-time offenders**

**Seek alternative funding to support treatment resources for court-involved families**

**Continue to provide administrative support to the court**

**Continue to provide management and supervision to employees**

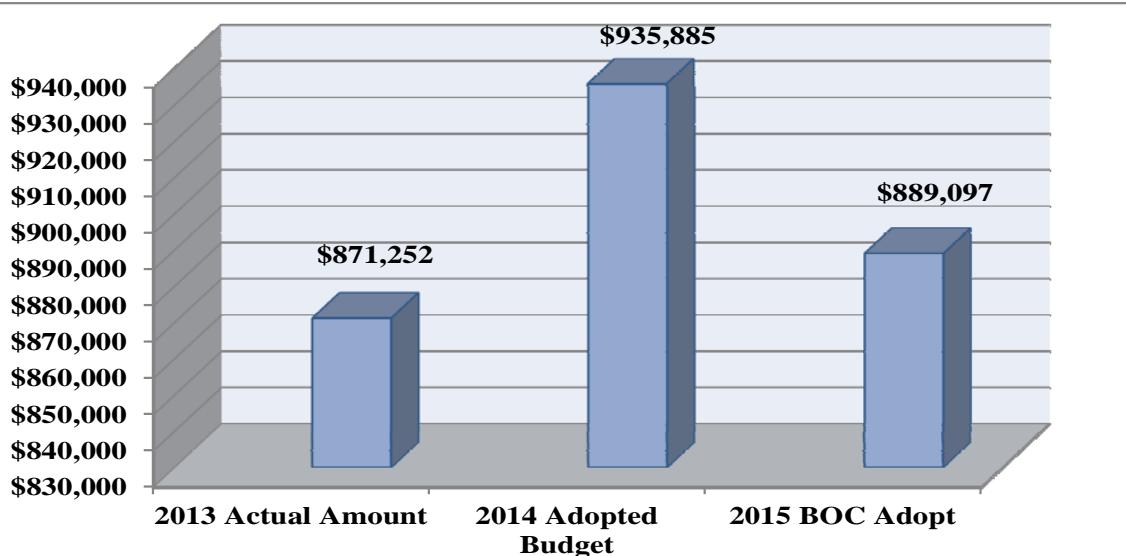


## Juvenile Programs Administration

### BUDGET SUMMARY

	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<u>871,252</u>	<u>935,885</u>	<u>889,097</u>
<b>Total Funding Sources</b>	<u>871,252</u>	<u>935,885</u>	<u>889,097</u>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	514,284	518,433	570,899
<b>Benefits</b>	195,984	162,172	197,525
<b>Advertising</b>	0	0	0
<b>Audit and Legal</b>	0	0	0
<b>Dues and Subscriptions</b>	0	175	175
<b>Equipment Rental</b>	0	0	0
<b>Maintenance Charges</b>	1,298	1,380	1,380
<b>Supplies</b>	13,141	13,852	21,398
<b>Professional Services</b>	22,427	25,996	25,996
<b>Utilities</b>	4,090	4,062	4,062
<b>Travel &amp; Training</b>	8,975	9,000	9,001
<b>Minor Equipment and Improvements</b>	2,118	0	0
<b>Other</b>	0	0	0
<b>Grants</b>	108,936	200,815	40,443
<b>Budget Improvement Request</b>	<u>0</u>	<u>0</u>	<u>18,218</u>
<b>Total Appropriations</b>	<u>871,252</u>	<u>935,885</u>	<u>889,097</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>FEE ACCOUNTS MAINTAINED</b>	<b>320</b>	<b>300</b>	<b>300</b>
<b>STMTS RECEIVED &amp; RECONCILED</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>GRANTS RECEIVED</b>	<b>4</b>	<b>7</b>	<b>7</b>
<b>YOUTH SERVED</b>	<b>921</b>	<b>845</b>	<b>880</b>
<b>FAMILIES SERVED</b>	<b>727</b>	<b>451</b>	<b>760</b>
<b>STAFF MEETINGS</b>	<b>10</b>	<b>10</b>	<b>11</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 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
Court Assessor	UNC	0	1	0
Community Outreach Case Manager I	UNC	1	2	2
Peer Support Specialist	UNC	0	0	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	3	3
Office Manager	23	1	1	1
Prevent Child Abuse Coordinator	PT	0	0	1
Intern	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>13</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>1</b>	<b>2</b>

## **MISSION**

**To transform the community by reducing crimes causes by substance abuse**

## **FUNCTIONS**

**To locally implement a national problem solving court model to reduce recidivism for all participants**

## **GOALS**

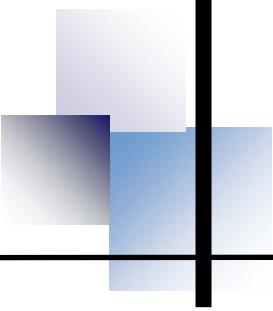
**To facilitate community partnerships that enrich our participants and the residents of Douglas County**

**To blend treatment requirements with judicial oversight and uniform case management**

**To address and reduce the effect of need factors on our participants**

**To reduce the level of re-arrest of our participants**





---

**Superior Felony Drug Court**

## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>TREATMENT GROUPS PER WEEK</b>	N/A	N/A	3
<b>CONTINUING EDUCATION CLASSES PER WEEK</b>	N/A	N/A	2
<b>LIFE SKILLS COURSE PER WEEK</b>	N/A	N/A	1
<b>COURT CENSUS LEVEL</b>	N/A	N/A	12

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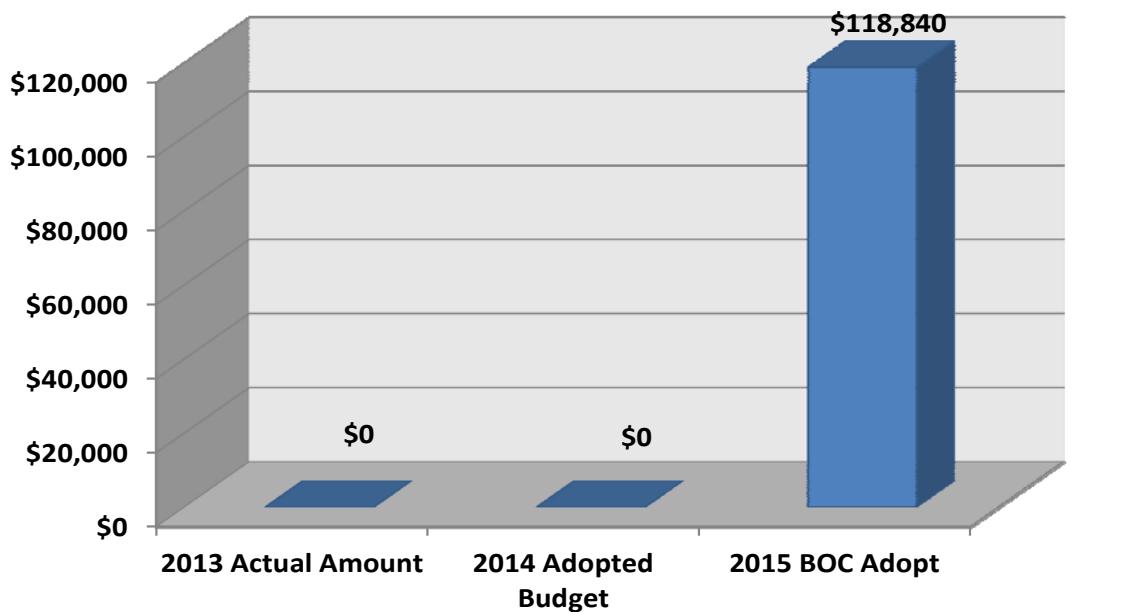
## PERSONNEL SUMMARY

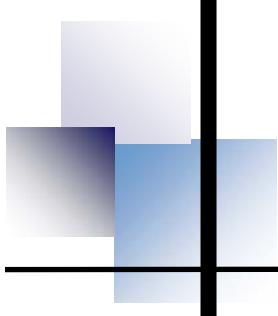
<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Felony Drug Court Administrator	UNC	0	0	1
<b>TOTAL FULL TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>

**Superior Court Felony Drug Court**

**BUDGET SUMMARY**

	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>0</b>	<b>0</b>	<b>118,840</b>
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>118,840</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	0	0	0
Benefits	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	0	0	0
Supplies	0	0	0
Professional Services	0	0	117,241
Utilities	0	0	0
Travel and Training	0	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<b>0</b>	<b>0</b>	<b>1,599</b>
<b>Total Appropriations</b>	<b>0</b>	<b>0</b>	<b>118,840</b>





# JUDICIAL SYSTEM

## FUNCTIONS

- Operate a sustainable program through grant funding and participant fees

## GOALS

To maintain close ties with the community, law enforcement, and the foundation in order to provide a much needed service to the citizens of Douglas County

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Misdemeanor Drug Court Director	UNC	0	0	1
<b>TOTAL FULL TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>



**Misdemeanor Drug Court**

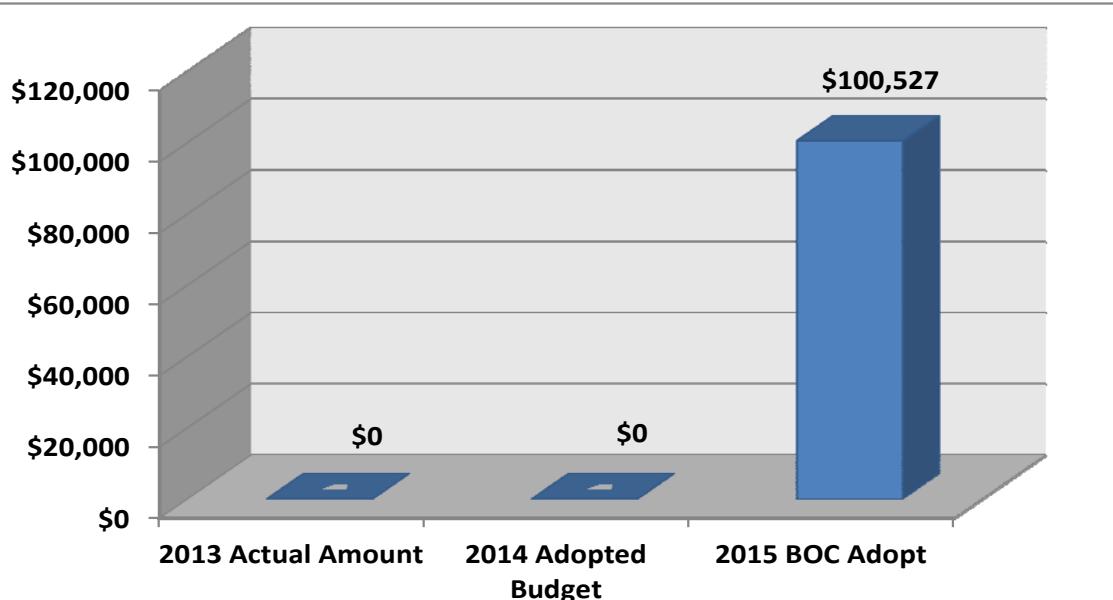
**BUDGET SUMMARY**  
**2013 Actual    2014 Adopted    2015 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>0</b>	<b>0</b>	<b>100,527</b>
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>100,527</b>

**APPROPRIATIONS:**

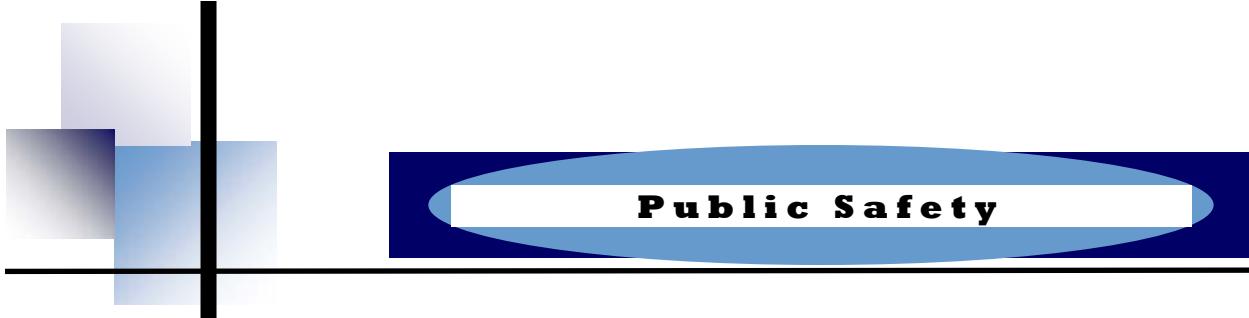
<b>Salary and Wage</b>	0	0	38,792
<b>Benefits</b>	0	0	6,433
<b>Advertising</b>	0	0	0
<b>Audit and Legal</b>	0	0	0
<b>Dues and Subscriptions</b>	0	0	300
<b>Maintenance Charges</b>	0	0	750
<b>Supplies</b>	0	0	8,137
<b>Professional Services</b>	0	0	37,108
<b>Utilities</b>	0	0	3,297
<b>Travel and Training</b>	0	0	250
<b>Minor Equipment and Improvements</b>	0	0	0
<b>Budget Improvement Request</b>	<u>0</u>	<u>0</u>	<u>5,460</u>
<b>Total Appropriations</b>	<b>0</b>	<b>0</b>	<b>100,527</b>



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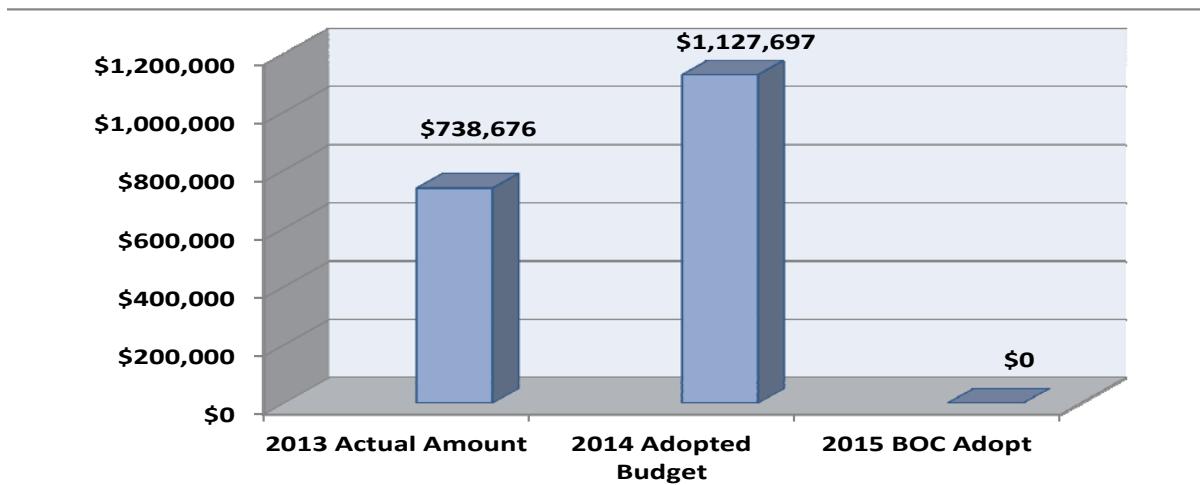
# DIRECTORY

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Coroner .....	171
Emergency Management.....	173
Fire and Emergency Service .....	176
Sheriff—Detention .....	177
Sheriff—Enforcement.....	181

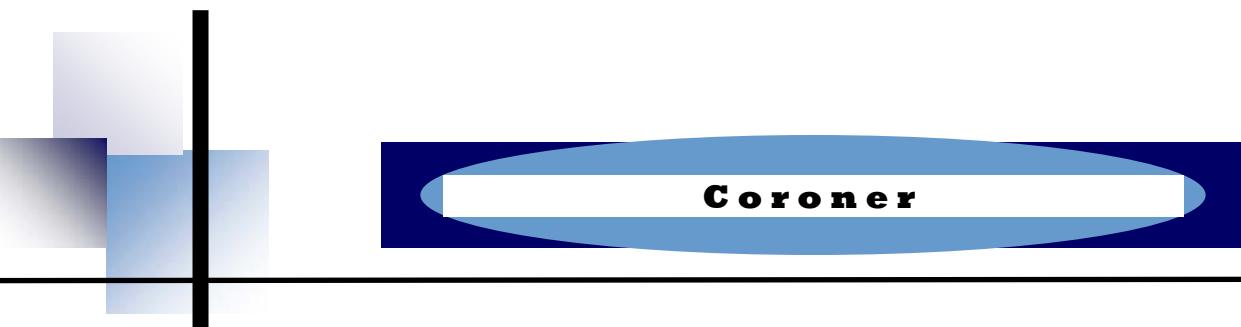


## Animal Control

	<b>BUDGET SUMMARY</b>		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>738,676</u>	<u>1,127,697</u>	<u>0</u>
<b>Total Funding Sources</b>	<b><u>738,676</u></b>	<b><u>1,127,697</u></b>	<b><u>0</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	374,136	523,474	0
Benefits	152,274	192,209	0
Advertising	0	2,000	0
Vehicle Expense	19,440	23,000	0
Dues and Subscriptions	0	400	0
Maintenance Charges	4,694	6,200	0
Supplies	88,035	64,489	0
Professional Services	26,108	20,000	0
Utilities	48,658	41,925	0
Travel & Training	300	0	0
Minor Equipment and Improvements	7,894	0	0
Capital Outlay	13,359	250,000	0
Uniforms and Clothing	3,778	4,000	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>	<b><u>738,676</u></b>	<b><u>1,127,697</u></b>	<b><u>0</u></b>



*\*Due to Service Delivery Agreement this department is now located under a Special Revenue Fund.*



## 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

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Coroner	UNC	1	1	1
Deputy Coroner	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>



## Coroner

### BUDGET SUMMARY

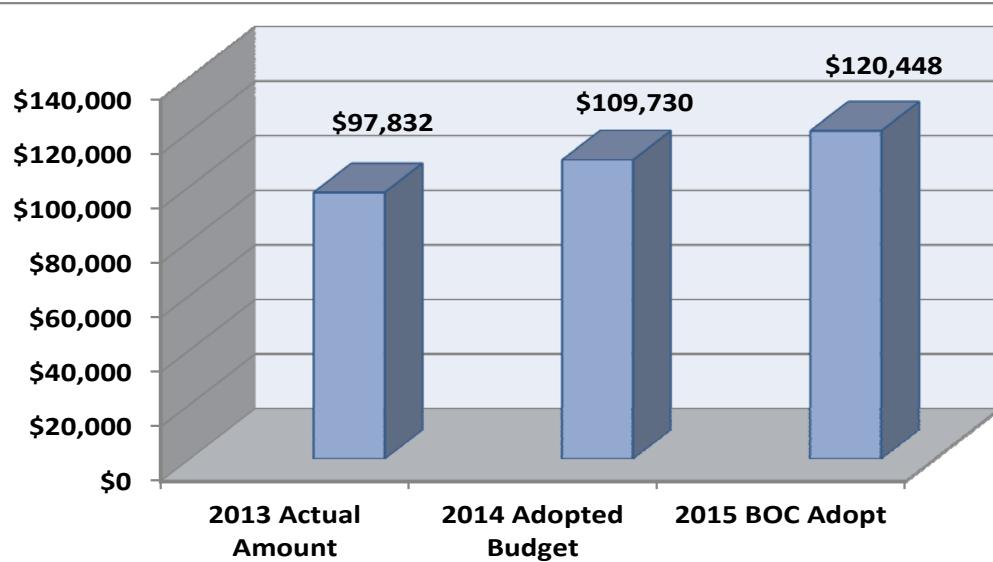
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>97,832</b>	<b>109,730</b>	<b>120,448</b>
<b>Total Funding Sources</b>	<b>97,832</b>	<b>109,730</b>	<b>120,448</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>31,450</b>	<b>31,114</b>	<b>43,114</b>
<b>Benefits</b>	<b>14,485</b>	<b>22,206</b>	<b>23,644</b>
<b>Vehicle Expense</b>	<b>8,269</b>	<b>5,500</b>	<b>5,500</b>
<b>Dues and Subscriptions</b>	<b>150</b>	<b>200</b>	<b>200</b>
<b>Supplies</b>	<b>1,686</b>	<b>690</b>	<b>1,755</b>
<b>Professional Services</b>	<b>17,213</b>	<b>18,750</b>	<b>18,750</b>
<b>Utilities</b>	<b>1,272</b>	<b>1,250</b>	<b>1,250</b>
<b>Travel &amp; Training</b>	<b>1,580</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>943</b>	<b>0</b>	<b>0</b>
<b>Other</b>	<b>20,525</b>	<b>29,920</b>	<b>24,920</b>
<b>Uniforms and Clothing</b>	<b>260</b>	<b>100</b>	<b>100</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>1,215</b>
<b>Total Appropriations</b>	<b>97,832</b>	<b>109,730</b>	<b>120,448</b>



## **FUNCTIONS**

- Coordinate all County emergency response plans
- Identify vulnerabilities, effectively mitigate disasters, public education, respond to all-hazard emergency situations, protect Douglas County's citizens and visitors
- Ensure continuity of government and business and facilitate an effective recovery
- 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**

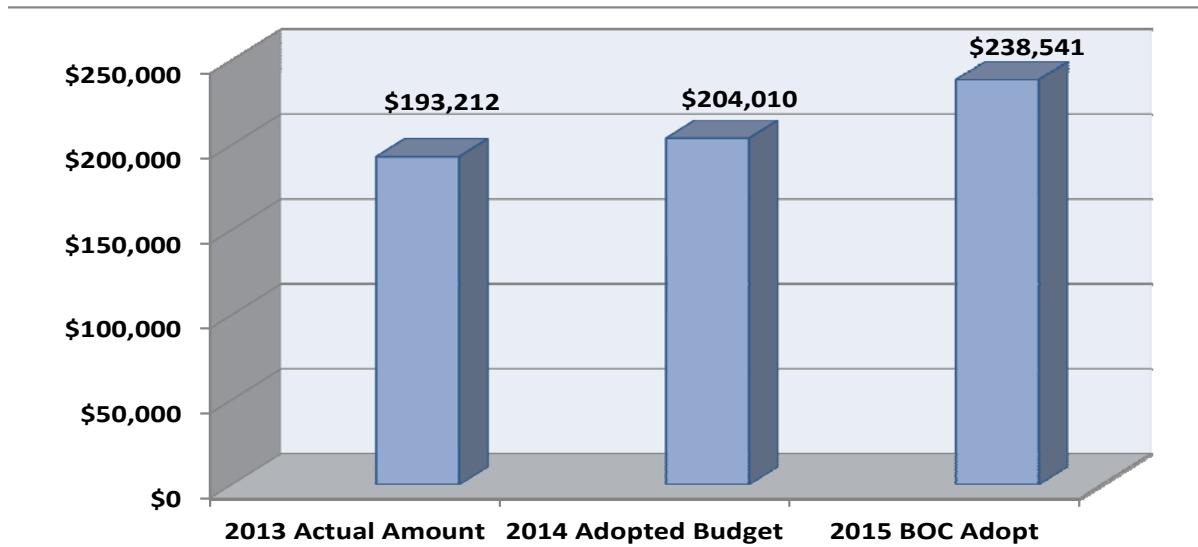
**Lead County recovery efforts from any disaster that impacts Douglas County**

**Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program**



## Emergency Management

	<b>BUDGET SUMMARY</b>		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>193,212</u></b>	<b><u>204,010</u></b>	<b><u>238,541</u></b>
<b>Total Funding Sources</b>	<b><u>193,212</u></b>	<b><u>204,010</u></b>	<b><u>238,541</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	88,774	89,456	89,456
Benefits	33,046	41,634	42,382
Advertising	1,541	500	1,000
Vehicle Expense	2,503	4,100	5,200
Dues and Subscriptions	65	250	250
Equipment Rental	0	0	0
Maintenance Charges	626	2,400	2,400
Supplies	1,396	870	3,125
Professional Services	41,928	50,000	61,125
Utilities	12,957	14,000	14,000
Travel & Training	771	500	500
Minor Equipment and Improvements	9,466	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	140	300	300
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>18,803</b>
<b>Total Appropriations</b>	<b><u>193,212</u></b>	<b><u>204,010</u></b>	<b><u>238,541</u></b>





## **Emergency Management**

### **PERSONNEL SUMMARY & WORKLOAD INDICATORS**

#### **EMERGENCY MANAGEMENT COMPARISON—YEARS**

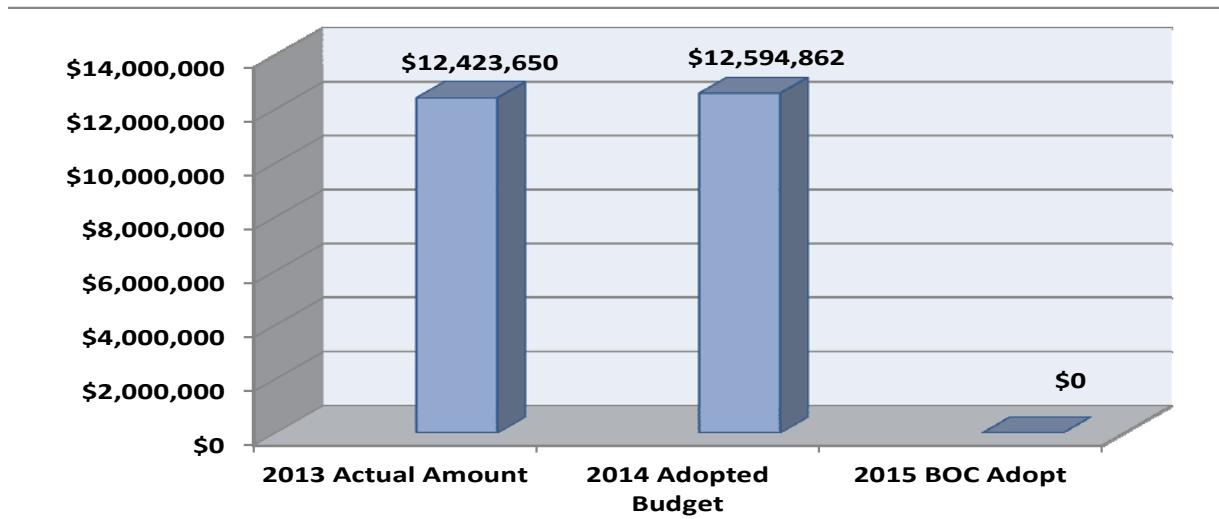
	<b>2013</b>	<b>2014</b>	<b>2015</b>
	<b>ACT</b>	<b>PROJ</b>	<b>PROJ</b>
<b>DRILLS CONDUCTED</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>GRANT APPLICATIONS INITIATED</b>	<b>2</b>	<b>2</b>	<b>3</b>
<b>PLANS REVIEWED &amp; UPDATED</b>	<b>1</b>	<b>2</b>	<b>1</b>
<b>SCHOOLS ATTENDED / HOSTED</b>	<b>5</b>	<b>5</b>	<b>5</b>

#### **PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2013</u></b>	<b><u>2014</u></b>	<b><u>2015</u></b>
		<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## Fire & EMS

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>12,423,650</u>	<u>12,594,862</u>	0
<b>Total Funding Sources</b>	<u>12,423,650</u>	<u>12,594,862</u>	0
<b>APPROPRIATIONS:</b>			
Salary and Wage	7,915,571	8,088,901	0
Benefits	2,699,461	3,021,289	0
Advertising	5,728	7,285	0
Vehicle Expense	423,336	415,200	0
Dues and Subscriptions	3,646	5,000	0
Equipment Rental	22,122	18,900	0
Maintenance Charges	34,223	46,020	0
Supplies	221,806	345,005	0
Professional Services	233,646	250,000	0
Utilities	280,459	271,200	0
Travel & Training	513	2,000	0
Minor Equipment and Improvements	59,653	0	0
Capital Outlay	465,507	0	0
Debt Service	0	74,062	0
Uniforms and Clothing	57,980	50,000	0
<b>Budget Improvement Request</b>	<u>0</u>	<u>0</u>	0
<b>Total Appropriations</b>	<u>12,423,650</u>	<u>12,594,862</u>	0



\*Due to Service Delivery Agreement this department is now located under a Special Revenue Fund

## MISSION

Carry out all constitutional duties in a professional, courteous and efficient manner

## FUNCTIONS

- Process all persons arrested in Douglas County through the jail and Court System as required
- Maintain a safe, secure and hygienic 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 safe and secure Courthouse facility
- Provide protection, guidance and services for witnesses in court
- Ensure safety and integrity of jurors called for service
- Provide for efficient coordination and safekeeping of all records required by the Office of Sheriff
- 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

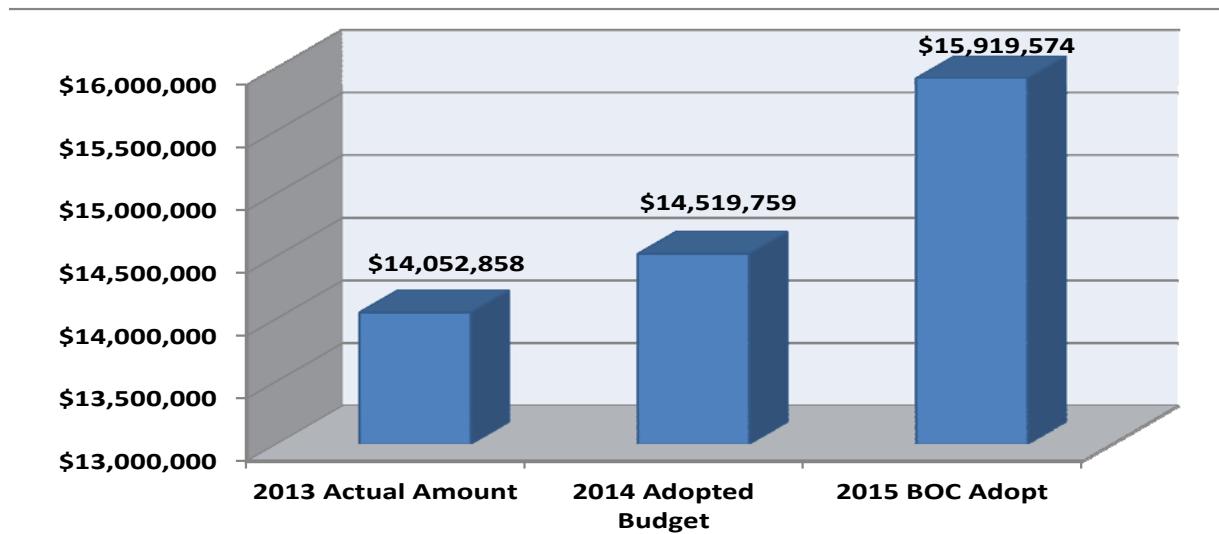
## GOALS

- Increase recruitment activities for Detention staff and streamline application and hiring process
- Provide in-depth training and enhance capabilities to deal with emergency response situations
- Establish procedures and take initial steps for national jail accreditation
- Enhance inmate classification options and procedures
- Enhance capabilities to inmate transports for disabled to meet ADA requirements
- Provide increased "hands-on" and realistic training scenarios



## Sheriff Detention

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>14,052,858</b>	<b>14,519,759</b>	<b>15,919,574</b>
<b>Total Funding Sources</b>	<b>14,052,858</b>	<b>14,519,759</b>	<b>15,919,574</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	7,187,172	7,211,030	7,532,344
Benefits	2,892,797	2,681,975	2,896,425
Advertising	11,122	5,100	5,750
Vehicle Expense	58,051	73,345	77,085
Dues and Subscriptions	562	2,985	3,185
Equipment Rental	0	0	0
Rentals	0	0	0
Maintenance Charges	352,266	450,460	477,420
Supplies	2,750,815	3,182,089	3,315,360
Professional Services	50,470	50,610	74,675
Utilities	658,959	771,120	796,620
Travel & Training	17,619	0	0
Minor Equipment and Improvements	2,080	0	0
Capital Outlay	20	0	0
Other	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	66,782	91,045	92,790
Grants	4,142	0	12,895
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>635,025</b>
<b>Total Appropriations</b>	<b>14,052,858</b>	<b>14,519,759</b>	<b>15,919,574</b>





## Sheriff Detention

# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Captain	32	4	4	4
Lieutenant	30	14	14	14
Sergeant	27	12	12	13
Maintenance/Security Foreman	27	3	3	4
Corporals	25	4	3	2
Deputy Sheriff	24	51	51	56
Administrative Assistant	24	3	3	3
Records Coordinator	23	1	1	1
Communications Officer I	23	0	0	1
Communications Officer II	23	1	1	0
Senior Records Clerk	21	1	1	1
Jailer II	21	43	37	51
Jailer I	20	10	15	9
Communications Officer Trainee	20	0	1	1
Records Clerk	19	6	6	7
Records Clerk	PT	1	0	0
Jailer	PT	0	0	1
Bailiff	PT	22	22	19
<b>TOTAL FULL TIME</b>		<b>155</b>	<b>154</b>	<b>169</b>
<b>TOTAL PART TIME</b>		<b>23</b>	<b>22</b>	<b>20</b>

## WORKLOAD INDICATORS

### **SHERIFF DETENTION COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INMATE TRANSPORTS	3,828	4,840	4,995
INMATES RECEIVED	9,790	10,304	10,885
CIVIL PAPERS SERVED	21,665	23,678	23,700
WARRANTS (ON HAND)	6,794	6,398	6,340

## MISSION

To serve and protect while honoring the rights of all persons

## FUNCTIONS

- Enforce criminal laws / Maintain public order / Respond to call for service / Apprehend law violators
- Assist with proper traffic flow and enforce traffic laws
- Investigate criminal activity occurring in Douglas County
- Develop and maintain criminal intelligence information
- Provide necessary support to court system for effective prosecution of criminal cases
- Provide assistance to victims and general public in matters related to law enforcement
- Assist other departments and agencies as requested
- Establish and implement proactive crime prevention strategies
- Maintain emergency preparedness capabilities
- Conduct community training on matters of crime prevention and safety
- Provide visible law enforcement presence in local schools and school functions

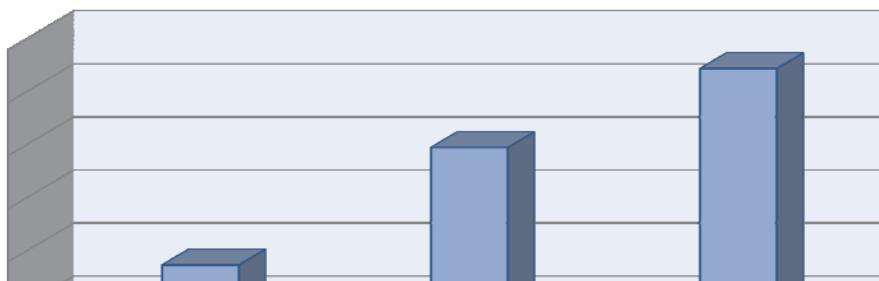
## GOALS

- Enhance public information capabilities and crime prevention through extended use of social media and the message board
- Increase recruitment activities for Law Enforcement staff and streamline application and hiring process
- Decrease traffic fatalities and injuries through enhanced traffic safety initiatives
- Address crime “hot spots” through improvement in technology and targeted patrol
- Complete and implement updated policies and procedures
- Increase advanced level training for Investigators and Command staff



## Sheriff Enforcement

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>12,944,454</u>	<u>13,387,128</u>	<u>13,684,468</u>
<b>Total Funding Sources</b>	<b><u>12,944,454</u></b>	<b><u>13,387,128</u></b>	<b><u>13,684,468</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	7,746,193	8,050,196	7,820,465
Benefits	2,981,103	3,176,263	3,237,184
Advertising	6,628	7,080	7,555
Vehicle Expense	809,610	1,015,811	913,855
Dues and Subscriptions	5,254	4,575	4,225
Equipment Rental	0	19,845	0
Rentals	17,331	55,948	19,845
Maintenance Charges	95,112	91,182	58,144
Supplies	138,131	95,000	131,635
Professional Services	105,263	97,290	151,270
Utilities	101,736	5,331	101,610
Travel & Training	62,930	0	3,998
Minor Equipment and Improvements	34,731	648,922	0
Capital Outlay	726,132	16,100	0
Other	10,640	103,585	11,900
Debt Service	0	0	37,544
Uniforms and Clothing	96,392	0	104,785
Grants	7,270	0	57,945
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>1,022,508</b>
<b>Total Appropriations</b>	<b><u>12,944,454</u></b>	<b><u>13,387,128</u></b>	<b><u>13,684,468</u></b>



# PERSONNEL SUMMARY

## Sheriff Enforcement

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	36	1	1	1
Captain	32	3	3	3
System Administrator	32	1	1	1
Lieutenant Investigator	31	2	2	2
Lieutenant	30	6	6	6
Sergeant Investigator	28	5	5	6
Sergeant	27	12	12	12
Investigator	27	26	26	28
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	79	83	81
Administrative Assistant	24	2	2	2
Forensic Latent Print Examiner	25	0	1	1
Communications Officer II	22	9	11	11
Communications Officer I	21	1	2	3
Communications Officer Trainee	20	0	4	1
Certification Manager	32	1	1	1
Senior Secretary	PT	1	0	0
PC Support Specialist	PT	0	1	0
Mail Clerk	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>152</b>	<b>164</b>	<b>163</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

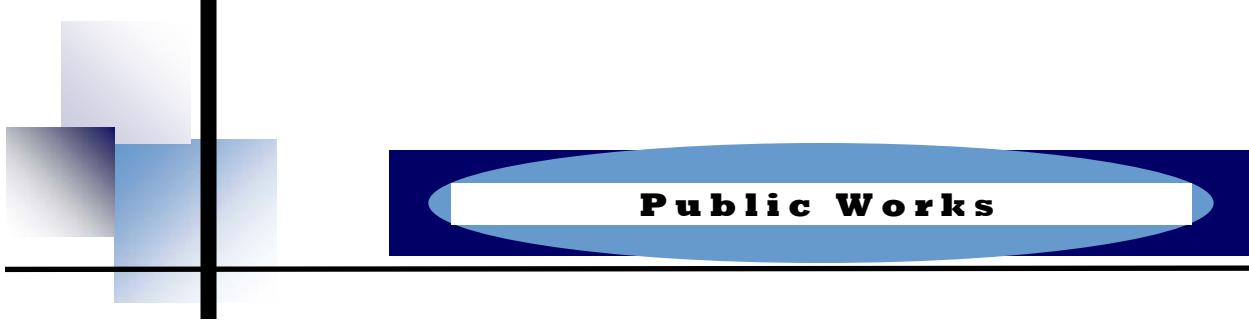
## WORKLOAD INDICATORS

### **SHERIFF ENFORCEMENT COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>CALLS FOR SERVICE</b>	<b>92,040</b>	<b>99,240</b>	<b>100,145</b>
<b>TRAFFIC STOPS</b>	<b>25,830</b>	<b>27,540</b>	<b>28,320</b>
<b>INCIDENTS REPORTED</b>	<b>6,856</b>	<b>6,860</b>	<b>6,910</b>
<b>COMPLAINTS REPORTED</b>	<b>59,530</b>	<b>64,090</b>	<b>67,120</b>
<b>CITATIONS REPORTED</b>	<b>18,710</b>	<b>20,880</b>	<b>22,220</b>
<b>INVESTIGATIONS</b>	<b>2,740</b>	<b>3,172</b>	<b>3,340</b>

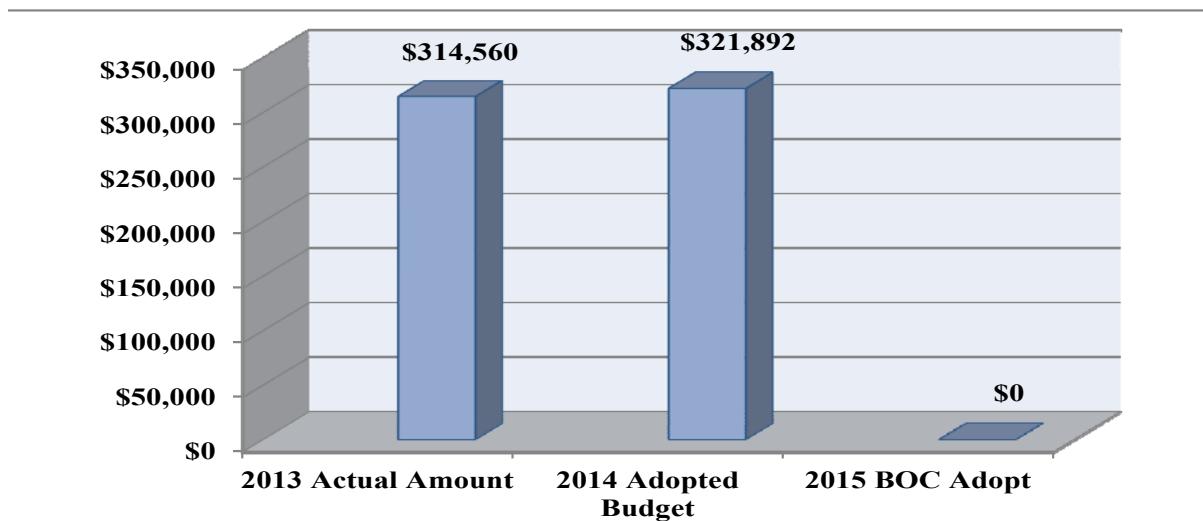
# DIRECTORY

<b>Development Control .....</b>	<b>186</b>
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<b>D.O.T. Administration .....</b>	<b>189</b>
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## Development Control

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>314,560</u></b>	<b><u>321,892</u></b>	<b><u>0</u></b>
<b>Total Funding Sources</b>	<b><u>314,560</u></b>	<b><u>321,892</u></b>	<b><u>0</u></b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>233,277</b>	<b>234,532</b>	<b>0</b>
<b>Benefits</b>	<b>72,782</b>	<b>74,276</b>	<b>0</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Vehicle Expense</b>	<b>5,251</b>	<b>7,755</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>56</b>	<b>125</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplies</b>	<b>1,035</b>	<b>2,544</b>	<b>0</b>
<b>Professional Services</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>1,396</b>	<b>1,800</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>95</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>668</b>	<b>860</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>	<b><u>314,560</u></b>	<b><u>321,892</u></b>	<b><u>0</u></b>



*\*Due to Service Delivery Agreement this department is now located under a Special Revenue Fund*

# PUBLIC WORKS

## MISSION

**To operate, maintain, expand, and develop a safe efficient balanced transportation system that supports existing and future travel demand by offering viable multiple mode choice alternatives that meet quality of life expectations for all Douglas County citizens**

## FUNCTIONS

- Maintain safe roadway infrastructure: resurfacing; right of way management; bridge and guardrail
- Manage planning and programming activities for county transportation initiatives
- Install and maintain signs, pavement markings, and traffic signals
- Study and continuously optimize traffic operations performance
- Manage transportation planning, design and construction projects

## GOALS

**Establish a Level of Service across our areas of responsibility that is measurable, accountable and as efficient as our resource will allow. We will strive to maintain or improve this level of service each and every day. We wish to increase our contract roadside mowing to further improve the level of service to our citizens and our Board of Commissioners. We will continue to re-allocate our right-of-way staff to improve other area of responsibilities.**

**Establish a Unit Price Contract for tree removal, concrete work, and guardrail replacement. Too much time is wasted trying to get price quotations on this work. A unit price contract on these categories will insure a better price, increase response time and reduce time and effort preparing bid proposals every time work is needed.**

**As we begin to fill vacant positions, succession planning, cross training and employee selection are top priorities.**



# PERSONNEL SUMMARY

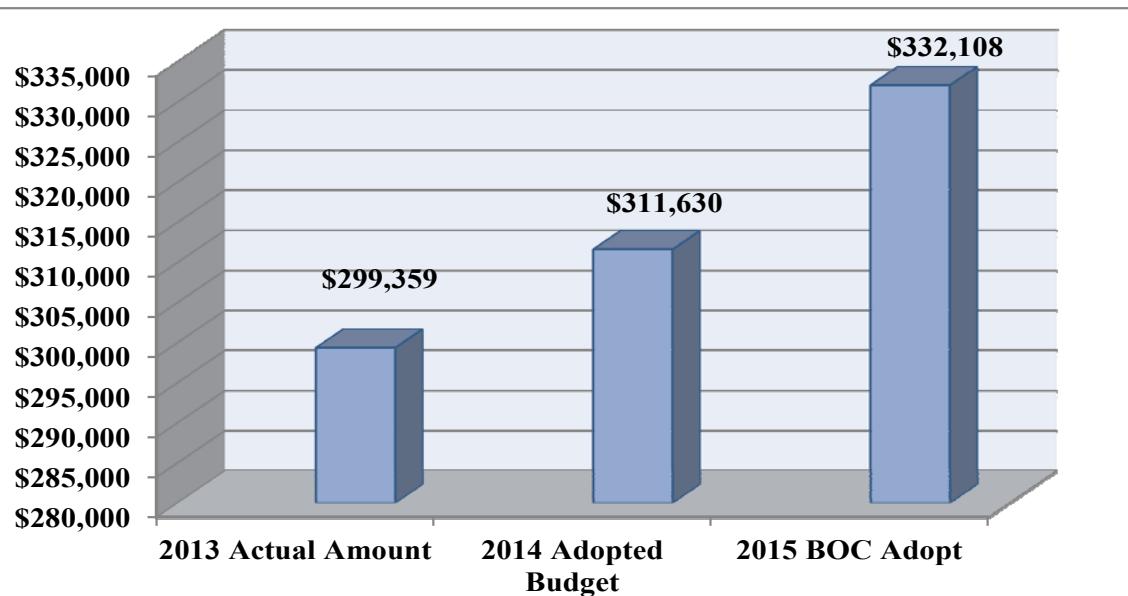
## Department of Transportation

### PERSONNEL SUMMARY

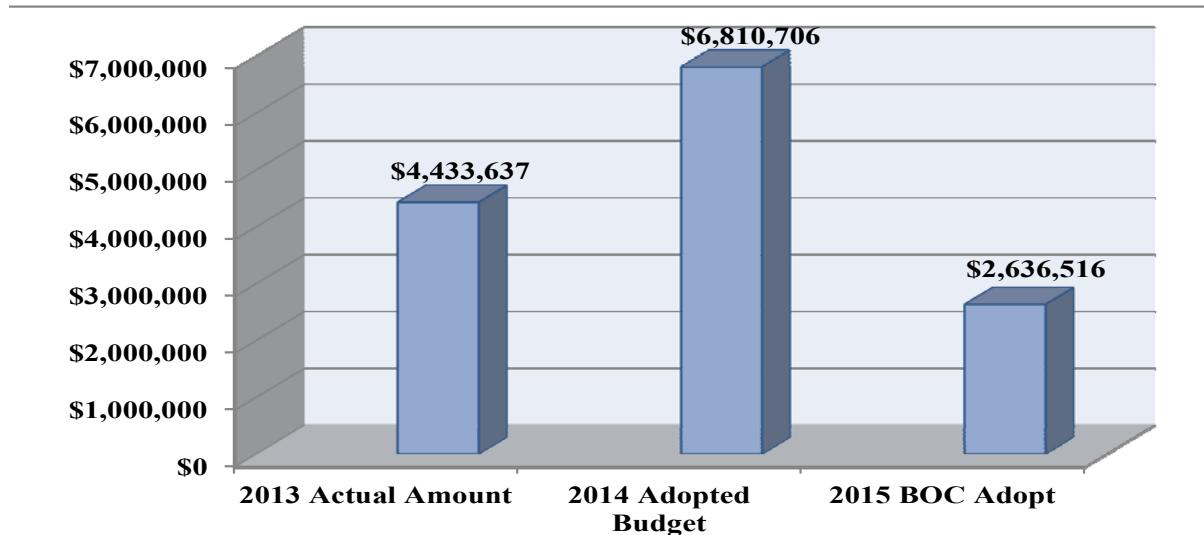
<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
<b><u>Administration</u></b>				
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Land Acquit Coordinator	23	1	1	1
<b><u>Traffic Operations</u></b>				
Assistant Director	UNC	1	1	1
Traffic Operations Division Manager	UNC	0	0	1
Access Management Engineer	UNC	1	1	1
Transportation Engineer	35	1	1	1
Utility Engineer / Construction Inspector	29	1	1	1
Traffic Engineering Tech	28	1	1	1
Sign/Marking Superintendent	24	1	1	1
Traffic Signal Superintendent	24	1	1	1
Traffic Signal Technician I	23	1	1	1
Secretary	19	1	1	0
Sign/Marking Fabricator I	17	1	1	0
Sign/Marking Technician	16	3	3	3
<b><u>Maintenance &amp; Construction</u></b>				
Maintenance Construction Engineer	UNC	1	1	1
R O W Management Superintendent	25	1	1	1
Foreman II	24	1	1	1
Road Maint. Superintendent	25	1	1	1
Road Maint. Foreman	24	1	1	1
Foreman I	22	1	1	1
Bridge/Guardrail Sup	25	1	0	0
Equipment Operator IV	20	5	5	5
Equipment Operator III	19	6	6	6
Secretary	19	1	1	1
Equipment Operator II	18	6	6	7
Equipment Operator I	17	0	1	1
Laborer III	15	0	0	2
Laborer II	15	1	1	1
<b>TOTAL FULL TIME</b>		<b>42</b>	<b>42</b>	<b>44</b>

**D . O . T . Administration**

	<b>BUDGET SUMMARY</b>		
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	299,359	311,630	332,108
<b>Total Funding Sources</b>	<b>299,359</b>	<b>311,630</b>	<b>332,108</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	202,222	207,791	215,071
Benefits	60,455	58,394	64,378
Advertising	1,189	1,500	1,500
Vehicle Expense	3,668	8,800	8,300
Dues and Subscriptions	10,066	9,000	9,330
Maintenance Charges	480	800	800
Supplies	7,203	5,095	6,500
Professional Services	11,667	18,000	18,000
Utilities	293	1,500	600
Travel & Training	2,116	750	750
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>6,879</b>
<b>Total Appropriations</b>	<b>299,359</b>	<b>311,630</b>	<b>332,108</b>

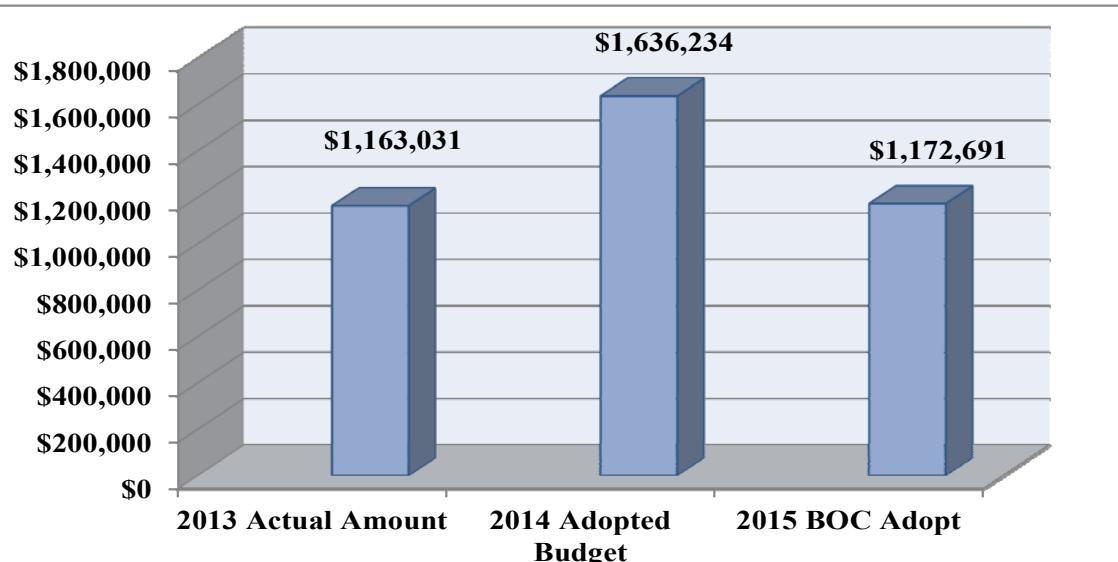


	<b>BUDGET SUMMARY</b>		
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>4,433,637</u>	<u>6,810,706</u>	<u>2,636,516</u>
<b>Total Funding Sources</b>	<b><u>4,433,637</u></b>	<b><u>6,810,706</u></b>	<b><u>2,636,516</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	991,477	963,700	968,796
Benefits	492,078	441,993	473,692
Advertising	0	500	500
Vehicle Expense	195,182	230,000	235,000
Dues and Subscriptions	478	500	3,630
Equipment Rental	2,771	3,000	3,000
Maintenance Charges	1,618	2,480	2,480
Supplies	12,482	25,319	37,715
Professional Services	22,917	205,000	50,500
Utilities	95,318	100,600	118,600
Travel & Training	424	0	0
Minor Equipment and Improvements	8,473	0	0
Capital Outlay	205,219	414,000	345,000
Other Financing Sources	761,356	1,000,000	0
Debt Service	96,968	89,616	89,616
Uniforms and Clothing	4,568	8,450	7,000
Road Maintenance	1,542,308	3,325,548	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>300,987</b>
<b>Total Appropriations</b>	<b><u>4,433,637</u></b>	<b><u>6,810,706</u></b>	<b><u>2,636,516</u></b>



## D.O.T. Traffic Operations

	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,163,031</u>	<u>1,636,234</u>	<u>1,172,691</u>
<b>Total Funding Sources</b>	<b><u>1,163,031</u></b>	<b><u>1,636,234</u></b>	<b><u>1,172,691</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	544,738	546,569	487,121
Benefits	220,487	234,059	235,406
Advertising	1,225	0	0
Vehicle Expense	26,315	38,500	36,000
Dues and Subscriptions	7,570	5,000	7,600
Maintenance Charges	0	450	500
Supplies	16,426	18,000	18,000
Professional Services	34,814	23,156	35,000
Utilities	34,881	40,000	40,000
Travel & Training	3,220	1,000	500
Minor Equipment and Improvements	5,862	0	0
Capital Outlay	80,128	535,000	120,000
Uniforms and Clothing	1,839	3,500	2,000
Road Maintenance	185,526	191,000	175,000
Budget Improvement Request	0	0	15,564
<b>Total Appropriations</b>	<b><u>1,163,031</u></b>	<b><u>1,636,234</u></b>	<b><u>1,172,691</u></b>



## WORKLOAD INDICATORS

### DEPARTMENT OF TRANSPORTATION COMPARISON—YEARS

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SHOULDER MILES CUT	1,267	5,000	5,000
DEER REMOVAL	50	93	100
POTHOLE REPAIRED	823	722	900
GUARDRAILS REPAIRED	5	5	5
BRIDGE JOINT REPAIRS	100	50	25
TREE REMOVALS	29	70	100

## MISSION

**To manage the County's fleet of over 800 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 Fleet Management's New World Functions and Consolidate Fleet Management's Administrative Division**

- Create an Administrative Hub, all functions in one location
- RFA- request for action, Repair Order written
- Parts ordered , received, inventoried, issued
- Requisitions, Purchase Orders, Receipt of goods
- Scanning, attaching, verifying and closing all Repair Orders
- Cross train all Administrative personnel
- Fill all gaps, no function goes undone
- Status of repairs, cost estimates, down time, vendor quotes
- Real time reporting ref: Parts, Repair orders, Purchase Orders
- Warranty and return core status
- Monthly reports for repairs and fuel
- Turn 2 part-time positions into 1 full-time, dedicated fuel reporting
- E-mail and “paperless” communication
- RFAs for repair request, Fleets electronic acknowledgements

### **Improve Fleet Management's Field Service**

- Fund and expand Field service
- Add 2 Mechanic III positions, dedicated Fire & EMS
- Upgrade Fuel truck to Field Fuel Service truck
- Upgrade and equip field service shop
- 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



## Fleet Management

### BUDGET SUMMARY

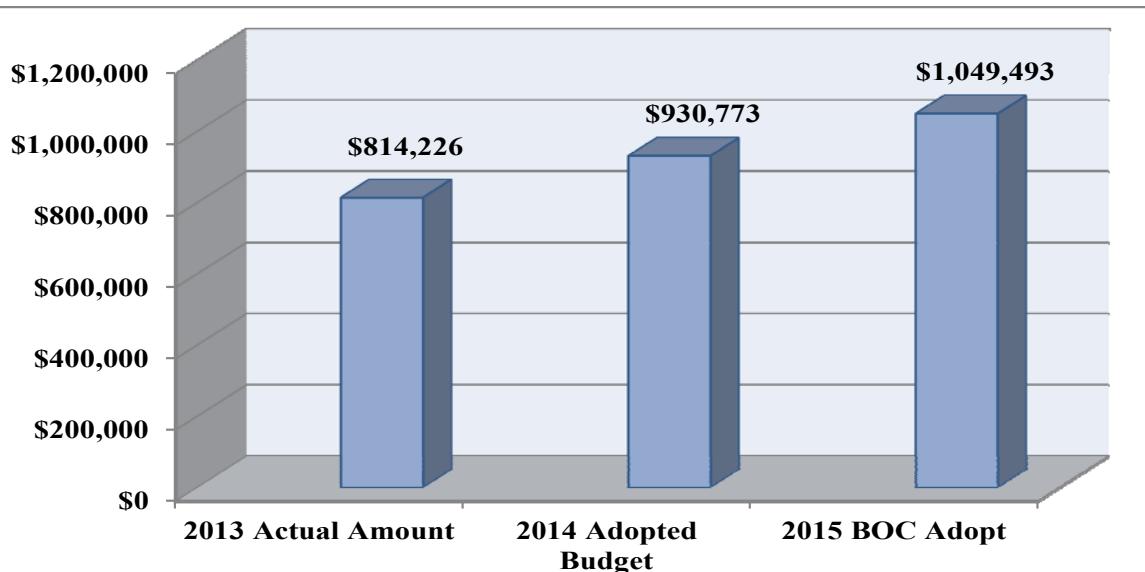
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

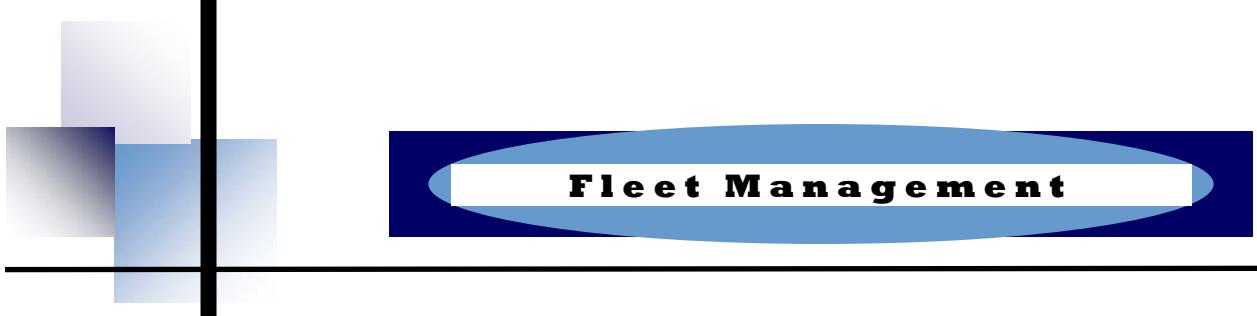
#### FUNDING SOURCES:

<b>General Fund Contribution</b>	<b>814,226</b>	<b>930,773</b>	<b>1,049,493</b>
<b>Total Funding Sources</b>	<b>814,226</b>	<b>930,773</b>	<b>1,049,493</b>

#### APPROPRIATIONS:

<b>Salary and Wage</b>	<b>489,142</b>	<b>587,623</b>	<b>567,807</b>
<b>Benefits</b>	<b>223,972</b>	<b>227,830</b>	<b>259,773</b>
<b>Advertising</b>	<b>170</b>	<b>625</b>	<b>625</b>
<b>Vehicle Expense</b>	<b>54,500</b>	<b>47,266</b>	<b>57,016</b>
<b>Dues and Subscriptions</b>	<b>1,500</b>	<b>2,000</b>	<b>2,000</b>
<b>Equipment Rental</b>	<b>356</b>	<b>1,082</b>	<b>1,000</b>
<b>Maintenance Charges</b>	<b>15,119</b>	<b>18,480</b>	<b>20,480</b>
<b>Supplies</b>	<b>10,998</b>	<b>8,616</b>	<b>13,020</b>
<b>Professional Services</b>	<b>790</b>	<b>1,380</b>	<b>1,380</b>
<b>Utilities</b>	<b>13,309</b>	<b>20,695</b>	<b>25,109</b>
<b>Travel &amp; Training</b>	<b>70</b>	<b>300</b>	<b>300</b>
<b>Minor Equipment and Improvements</b>	<b>3,182</b>	<b>12,376</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>1,119</b>	<b>2,500</b>	<b>4,375</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>96,608</b>
<b>Total Appropriations</b>	<b>814,226</b>	<b>930,773</b>	<b>1,049,493</b>





## **Fleet Management**

### **PERSONNEL SUMMARY & WORKLOAD INDICATORS**

#### **FLEET MANAGEMENT COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
REPAIR ORDERS PROCESSED	3,761	3,550	3,600
PREVENTATIVE MAINTENANCE SERVICES	1,108	975	1,000
FUEL DELIVERED	790	500	500
ROAD CALLS COMPLETE	107	150	125

#### **PERSONNEL SUMMARY**

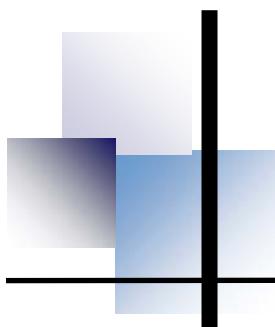
<u>POSITION</u>	<u>GRADE</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>
Manager	UNC	1	1	1
Field Services Superintendent	25	0	1	1
Shop superintendent	25	0	0	1
Admin. Division Manager	25	0	0	1
Fleet Mgt Superintendent	25	1	1	0
Service Writer / Parts Manager	23	0	0	1
Parts Manager	23	1	1	0
Mechanic III	23	4	4	5
Mechanic II	20	1	2	2
Mechanic I	18	1	1	1
Parts and Inventory Clerk	16	0	0	1
Secretary	16	1	1	1
Parts and Inventory Clerk	PT	0	0	1
Mechanic Trainee	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>12</b>	<b>15</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>2</b>

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# DIRECTORY

<b>Board of Health.....</b>	<b>198</b>
<b>Community Services Board .....</b>	<b>200</b>
<b>Family and Children Services.....</b>	<b>202</b>
<b>Senior Services .....</b>	<b>204</b>



## 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

**To become an acknowledged leader among health departments in the southeastern Untied States by 2014**

**Fully assess organizational capability, implement a Balanced Scorecard management system and begin critical initiatives in the areas of: service delivery, internal communication and collaboration, technology, employee well-being and revenue enhancement**

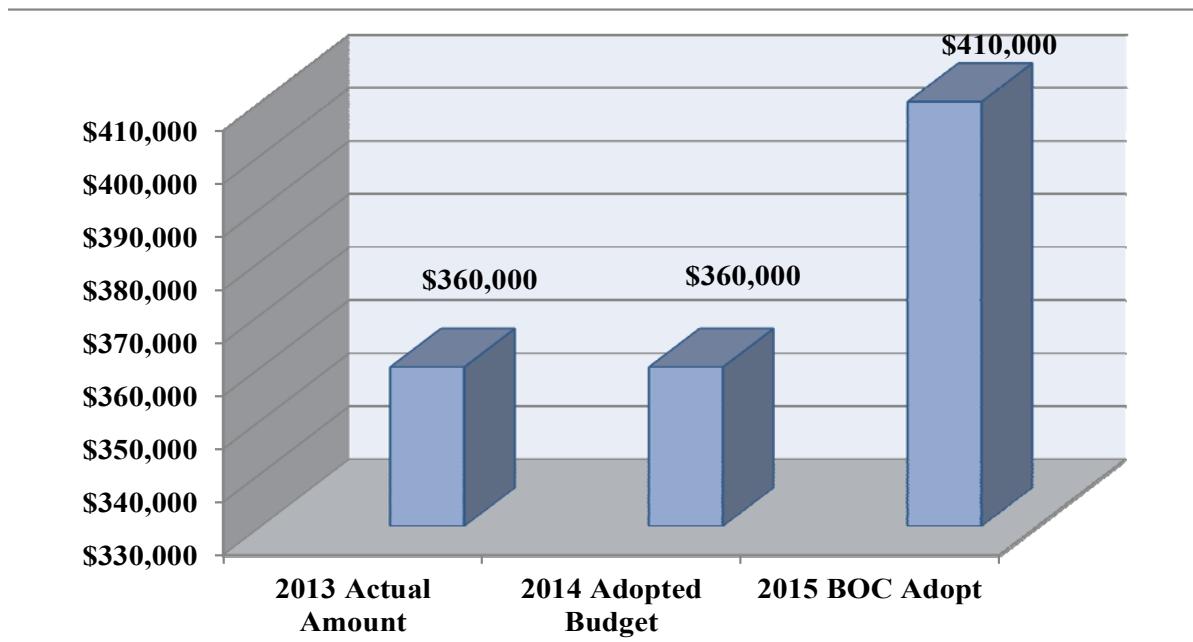
**Continuously improve our effectiveness and the health of our people and community**

## 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.**



<b>BUDGET SUMMARY</b>			
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>360,000</u></u>	<u><u>360,000</u></u>	<u><u>410,000</u></u>
Total Funding Sources	<u><u>360,000</u></u>	<u><u>360,000</u></u>	<u><u>410,000</u></u>
<b>APPROPRIATIONS:</b>			
Professional Services	360,000	360,000	410,000
Budget Improvement Request	0	0	0
Total Appropriations	<u><u>360,000</u></u>	<u><u>360,000</u></u>	<u><u>410,000</u></u>



### FUNCTIONS

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

### GOALS

**Increase use of community based services; develop systems to increase consumer and family access to the most empowering, least restrictive, most resource efficient and lowest cost levels of care**

**Value consumer 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**

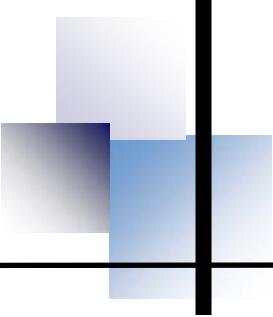
**Facilitate full access to integrated services regardless of disability**

**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

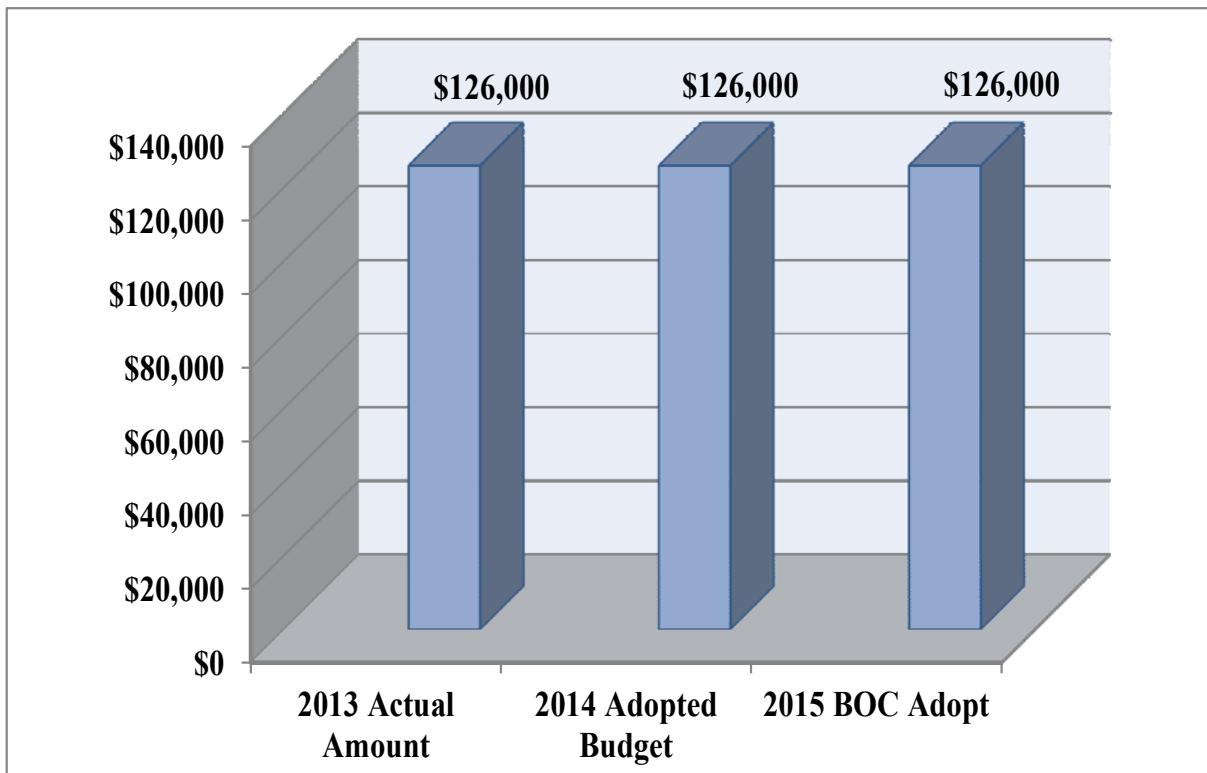
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>126,000</b>	<b>126,000</b>	<b>126,000</b>
<b>Total Funding Sources</b>	<b>126,000</b>	<b>126,000</b>	<b>126,000</b>

#### **APPROPRIATIONS:**

<b>Professional Services</b>	<b>126,000</b>	<b>126,000</b>	<b>126,000</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>	<b>126,000</b>	<b>126,000</b>	<b>126,000</b>



## **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.**



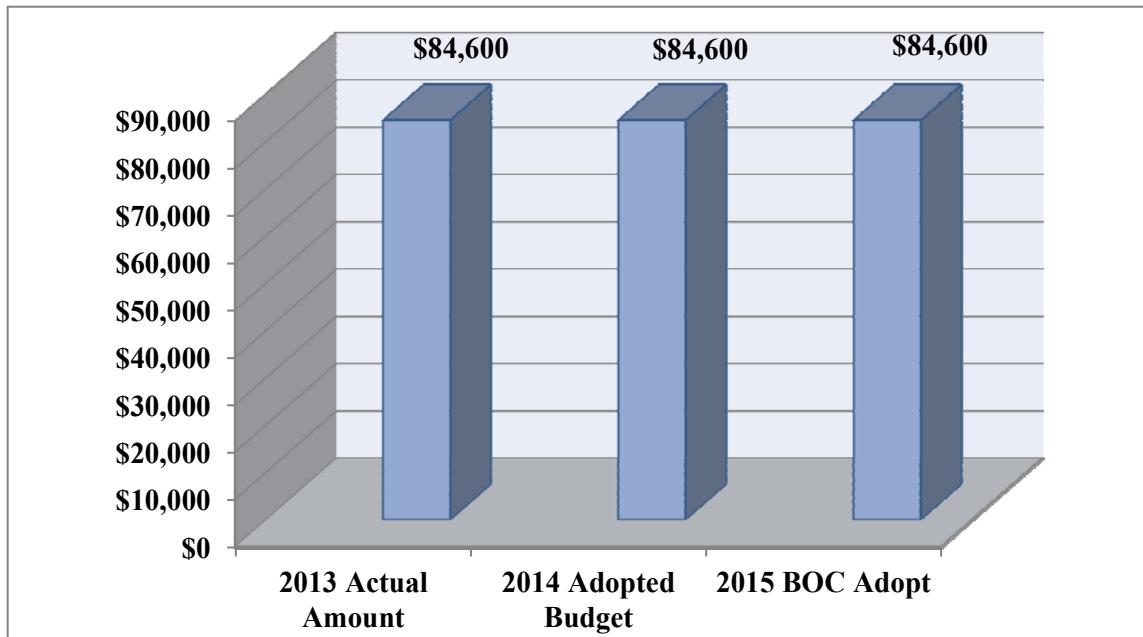
**BUDGET SUMMARY**  
**2013 Actual    2014 Adopted    2015 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>84,600</b>	<b>84,600</b>	<b>84,600</b>
<b>Total Funding Sources</b>	<b>84,600</b>	<b>84,600</b>	<b>84,600</b>

**APPROPRIATIONS:**

<b>Other</b>	<b>84,600</b>	<b>84,600</b>	<b>84,600</b>
<b>Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>	<b>84,600</b>	<b>84,600</b>	<b>84,600</b>



# HEALTH AND WELFARE

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

Develop four year strategic plan for aging services in Douglas County to cover SFY 2017-2020.

Complete transition from current Aging Information Management System to new Harmony system as mandated by State/ARC.

Evaluate current vehicle routing procedures / volunteer meal routing and explore software options to assist.

Determine feasibility/cost of providing therapeutic meals to congregate and homebound clients.

Continue support and development of Transportation Voucher Program for seniors/disabled adults in cooperation with Multi-Modal Division Manager Gary Watson.



## Senior Services

### BUDGET SUMMARY

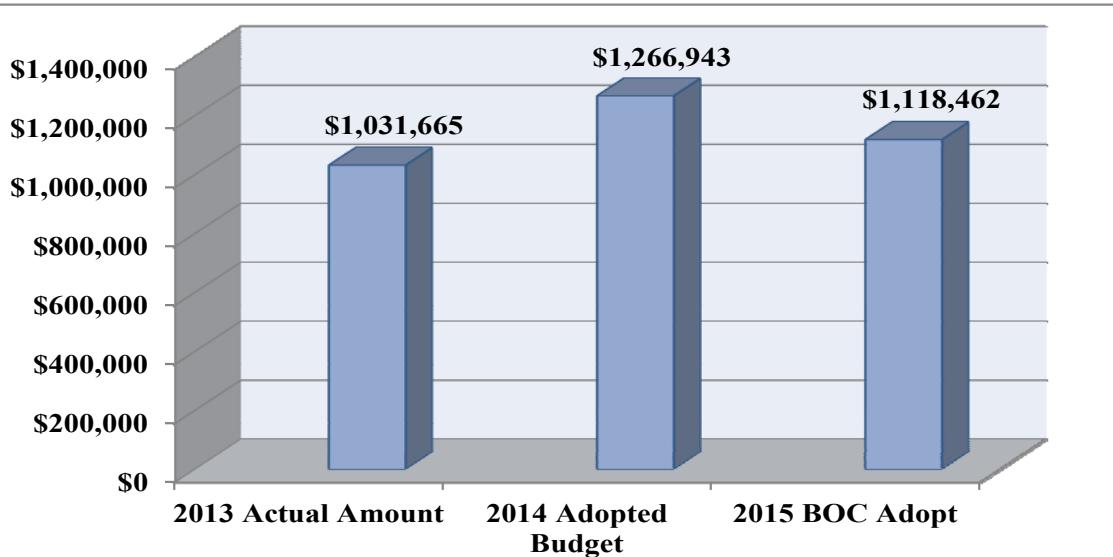
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>1,031,665</u></b>	<b><u>1,266,943</u></b>	<b><u>1,118,462</u></b>
<b>Total Funding Sources</b>	<b><u>1,031,665</u></b>	<b><u>1,266,943</u></b>	<b><u>1,118,462</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>352,969</b>	<b>385,569</b>	<b>388,822</b>
<b>Benefits</b>	<b>131,638</b>	<b>129,922</b>	<b>131,272</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Vehicle Expense</b>	<b>49,194</b>	<b>52,500</b>	<b>52,500</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>300</b>	<b>300</b>
<b>Maintenance Charges</b>	<b>2,721</b>	<b>4,500</b>	<b>5,500</b>
<b>Supplies</b>	<b>213,640</b>	<b>213,352</b>	<b>217,000</b>
<b>Professional Services</b>	<b>10,412</b>	<b>11,700</b>	<b>18,666</b>
<b>Utilities</b>	<b>50,730</b>	<b>57,100</b>	<b>57,100</b>
<b>Travel &amp; Training</b>	<b>3,468</b>	<b>7,000</b>	<b>4,000</b>
<b>Minor Equipment and Improvements</b>	<b>7,609</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>Other</b>	<b>209,283</b>	<b>205,000</b>	<b>205,000</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>38,302</b>
<b>Total Appropriations</b>	<b><u>1,031,665</u></b>	<b><u>1,266,943</u></b>	<b><u>1,118,462</u></b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**SENIOR SERVICES  
COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>SENIORS AND HANDICAPPED SERVED</b>	<b>519</b>	<b>553</b>	<b>520</b>
<b>HOME-DELIVERED MEALS</b>	<b>35,249</b>	<b>36,256</b>	<b>36,300</b>
<b>CONGREGATE MEALS</b>	<b>15,530</b>	<b>16,193</b>	<b>16,250</b>
<b>HOMEMAKER SERVICES</b>	<b>2,301</b>	<b>1,953</b>	<b>2,000</b>
<b>RESPITE SERVICES</b>	<b>1,848</b>	<b>2,148</b>	<b>2,150</b>
<b>INFORMATION SERVICES</b>	<b>3,208</b>	<b>3,434</b>	<b>3,500</b>
<b>CASE MANAGEMENT</b>	<b>2,944</b>	<b>2,944</b>	<b>2,944</b>
<b>TRANSPORTATION</b>	<b>23,119</b>	<b>24,515</b>	<b>25,000</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Director	UNC	1	1	1
Program Manager	26	1	1	1
Information and Assistant Specialist	22	0	1	1
Program Assistant	19	0	1	1
Food Services Worker II	17	0	0	1
Driver	15	2	2	2
Meals Program Assistant	13	2	2	2
Aide	12	2	2	2
Meals Program Assistant	PT	1	1	1
Program Aide	PT	1	1	1
Secretary	PT	1	1	1
Wellness Coordinator	PT	1	1	1
Program Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>10</b>	<b>11</b>
<b>TOTAL PART TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

# DIRECTORY

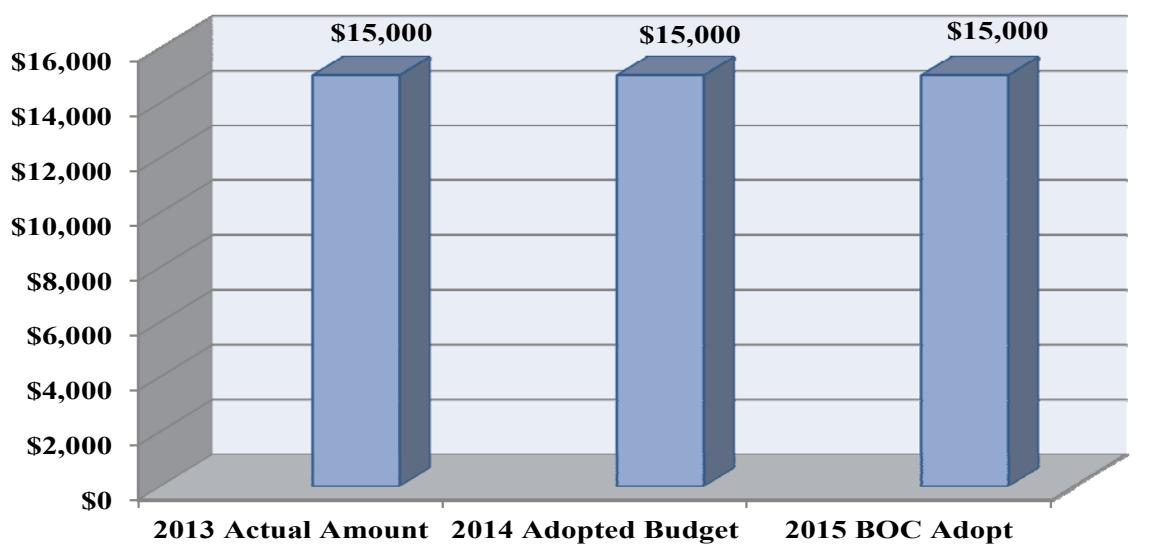
## Parks, Recreation & Culture

<b>Boys &amp; Girls Club.....</b>	<b>208</b>
<b>Cultural Arts Council.....</b>	<b>209</b>
<b>Douglas County Libraries .....</b>	<b>210</b>
<b>Parks and Recreation .....</b>	<b>213</b>
<b>Parks and Recreation Aquatic Center .....</b>	<b>217</b>
<b>Parks and Recreation Senior Center.....</b>	<b>218</b>

## MISSION

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

	<b>BUDGET SUMMARY</b>		
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>
Total Funding Sources	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>
Total Appropriations	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>



## PERSONNEL

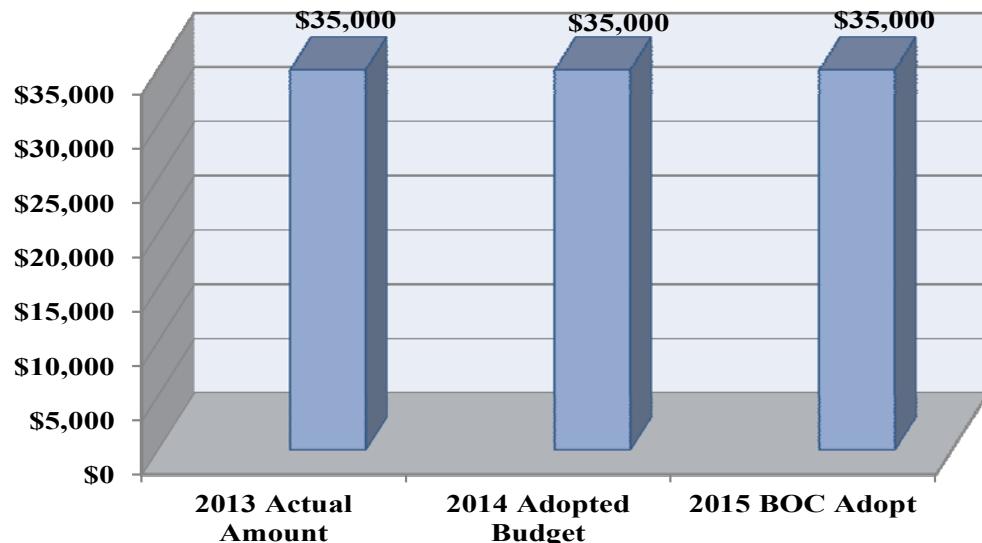
The Boys and Girls Club is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Organization.

## Cultural Arts Council

### MISSION

To provide quality care programs to the citizens of Douglas County

	<b>BUDGET SUMMARY</b>		
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>
<b>Total Funding Sources</b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>
<b>APPROPRIATIONS:</b>			
<b>Other</b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>
<b>Total Appropriations</b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>	<b><u>35,000</u></b>



### 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 many formats including books, periodicals and videos**
- **Provide internet access service**
- **Provide reading services**
- **Register patrons**

## **GOALS**

**To continue to promote excellence in library services and staff production.**

**To maintain a positive standing in the community by offering additional services, such as computer courses and book clubs.**

**To stay abreast of new technologies with the introduction of e-books into the library collection.**

**To transform the meeting room of the Lithia Springs Branch into a functioning, usable space for community programs and meetings.**

**To improve the appearance of the Douglas Co. branch by replacing carpet, painting, and cleaning air ducts.**



**BUDGET SUMMARY**

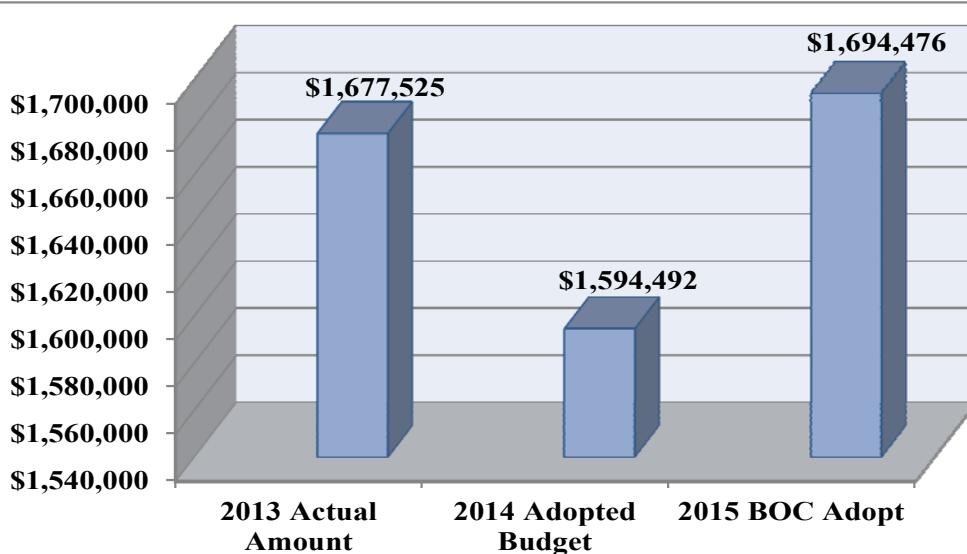
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
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**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<u>1,677,525</u>	<u>1,594,492</u>	<u>1,694,476</u>
<b>Total Funding Sources</b>	<u>1,677,525</u>	<u>1,594,492</u>	<u>1,694,476</u>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	772,311	777,597	774,483
<b>Benefits</b>	323,028	269,623	296,462
<b>Advertising</b>	6,384	7,000	10,000
<b>Dues and Subscriptions</b>	353	304	339
<b>Equipment Rental</b>	125	125	125
<b>Maintenance Charges</b>	17,406	27,300	27,300
<b>Supplies</b>	362,786	362,796	375,045
<b>Professional Services</b>	13,277	23,595	12,195
<b>Utilities</b>	111,257	125,152	126,012
<b>Travel &amp; Training</b>	1,025	1,000	1,000
<b>Minor Equipment and Improvements</b>	12,029	0	0
<b>Capital Outlay</b>	57,544	0	0
<b>Uniforms and Clothing</b>	0	0	840
<b>Budget Improvement Request</b>	0	0	70,675
<b>Total Appropriations</b>	<u>1,677,525</u>	<u>1,594,492</u>	<u>1,694,476</u>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**DOUGLAS COUNTY LIBRARIES  
COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
REFERENCE TRANSACTIONS	62,230	65,520	55,300
LIBRARY CARD REGISTRATIONS	6,977	5,694	5,807
PATRON COUNT	452,600	628,000	640,600
CIRCULATION	718,800	685,000	698,700

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**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
County Librarian	30	1	1	1
Librarian	28	1	1	2
Library Manager	25	1	1	1
Reference Associate	21	1	1	1
Library Associate	19	6	6	6
Senior Secretary	19	1	1	1
Library Assistant II	16	11	11	11
Library Assistant I	16	0	0	0
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	1	1	1
Library Assistant I	PT	7	7	7
Custodian	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>22</b>	<b>22</b>	<b>23</b>
<b>TOTAL PART TIME</b>		<b>11</b>	<b>11</b>	<b>11</b>

## **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**

**Continue and improve the implementation of computerized activity registration and facility reservation database system with online access by DCPR professional staff and limited access by citizens. Use this database to produce useful reports such as trend analysis, financial analysis, and program evaluations.**

**Continue promotion of online registration and facility reservations with a goal of 10% of participants registering online.**

**Improve the public image of the department through improved media coverage, signage, quality publications, and improved communication via internet and webpage access. Increase the use of the Department webpage for information dissemination to participants.**

**Improve staff morale by improved internal communications, to include more staff training and team building activities.**

**Increase cooperative programs, events, and projects with local businesses and civic groups through sponsorships, donations, and etc.**

**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.**

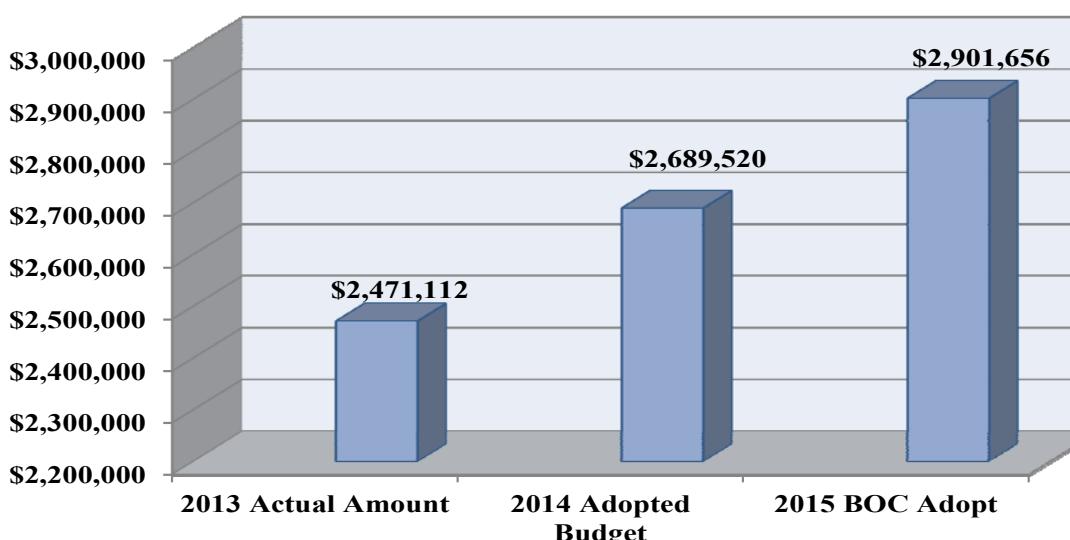


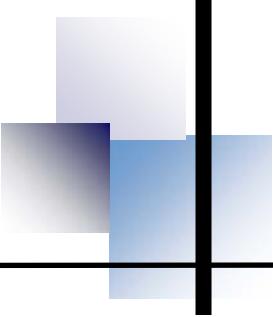
## Parks & Recreation

### BUDGET SUMMARY

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
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<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>2,471,112</u></b>	<b><u>2,689,520</u></b>	<b><u>2,901,656</u></b>
<b>Total Funding Sources</b>	<b><u>2,471,112</u></b>	<b><u>2,689,520</u></b>	<b><u>2,901,656</u></b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>1,162,124</b>	<b>1,164,040</b>	<b>1,226,975</b>
<b>Benefits</b>	<b>504,474</b>	<b>494,701</b>	<b>522,804</b>
<b>Advertising</b>	<b>18,437</b>	<b>20,399</b>	<b>21,950</b>
<b>Vehicle Expense</b>	<b>110,427</b>	<b>150,800</b>	<b>120,000</b>
<b>Dues and Subscriptions</b>	<b>1,786</b>	<b>2,119</b>	<b>2,219</b>
<b>Equipment Rental</b>	<b>2,524</b>	<b>1,500</b>	<b>2,500</b>
<b>Maintenance Charges</b>	<b>107,383</b>	<b>111,000</b>	<b>119,000</b>
<b>Supplies</b>	<b>66,061</b>	<b>55,691</b>	<b>90,300</b>
<b>Professional Services</b>	<b>127,575</b>	<b>129,300</b>	<b>156,435</b>
<b>Utilities</b>	<b>343,826</b>	<b>375,910</b>	<b>398,278</b>
<b>Travel &amp; Training</b>	<b>2,735</b>	<b>2,000</b>	<b>4,500</b>
<b>Minor Equipment and Improvements</b>	<b>11,030</b>	<b>140,270</b>	<b>0</b>
<b>Capital Outlay</b>	<b>10,310</b>	<b>35,000</b>	<b>0</b>
<b>Other Financing Sources</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>24,312</b>
<b>Uniforms and Clothing</b>	<b>2,420</b>	<b>6,790</b>	<b>5,000</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>207,383</b>
<b>Total Appropriations</b>	<b><u>2,471,112</u></b>	<b><u>2,689,520</u></b>	<b><u>2,901,656</u></b>






## Parks & Recreation

# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Director	33	1	1	1
Manager BW Park	27	1	1	1
Recreation Superintendent	27	2	2	2
Office Manager	23	1	1	1
Program Coordinator	22	3	3	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Maintenance Tech I	18	0	0	1
Park Security Coordinator	20	0	1	1
Program Assistant	19	1	1	1
Parks Beautification Coordinator	23	1	1	1
Senior Secretary	19	0	0	0
Park Security Officer	18	2	2	2
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Laborer III	16	1	1	1
Laborer I	14	1	1	2
Secretary	12	1	1	1
Attendant	13	0	1	0
Security Officer	PT	0	0	1
Program Aides	PT	21	21	21
Secretary	PT	1	1	1
Laborer I	PT	0	1	1
Laborer III	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>27</b>	<b>29</b>	<b>30</b>
<b>TOTAL PART TIME</b>		<b>22</b>	<b>24</b>	<b>25</b>

### AQUATIC CENTER

Superintendent	24	1	1	1
Program Coordinator	22	1	1	1
Secretary	16	1	1	1
Maintenance Worker	14	1	1	1
Supervisor	PT	9	9	9
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	18	18	18
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>29</b>	<b>29</b>	<b>29</b>

### SENIOR CENTER

Program Assistant / Senior Secretary	19	1	1	1
Senior Secretary	19	1	1	1
Secretary	16	0	0	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>3</b>

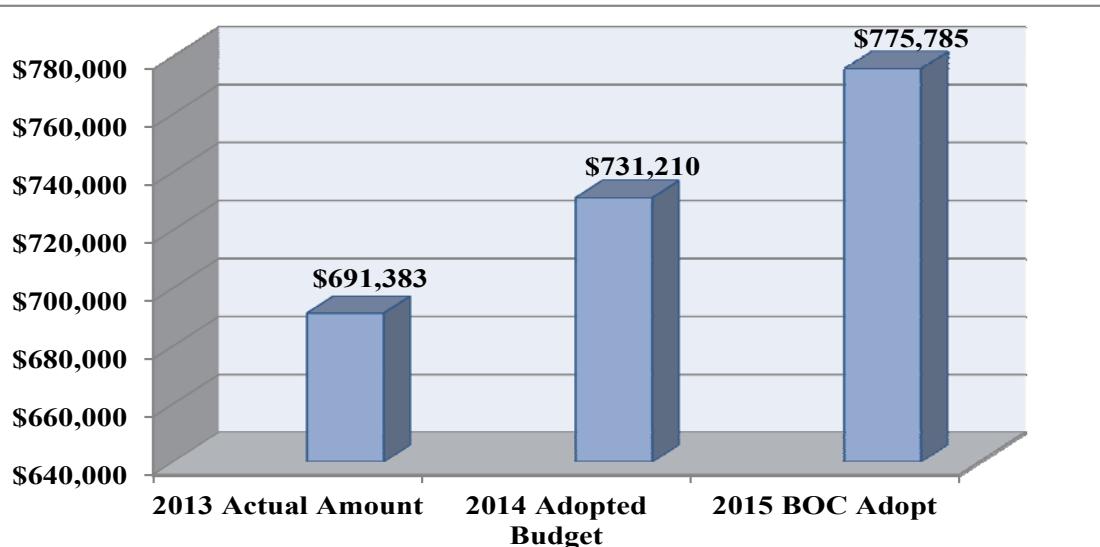
## WORKLOAD INDICATORS

### **PARKS & RECREATION COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>THERAPEUTIC PARTICIPANTS</b>	5,600	5,620	5,650
<b>ADULT RECREATION PARTICIPANTS</b>	3,900	4,000	4,100
<b>YOUTH RECREATION PARTICIPANTS</b>	5,450	5,650	5,750

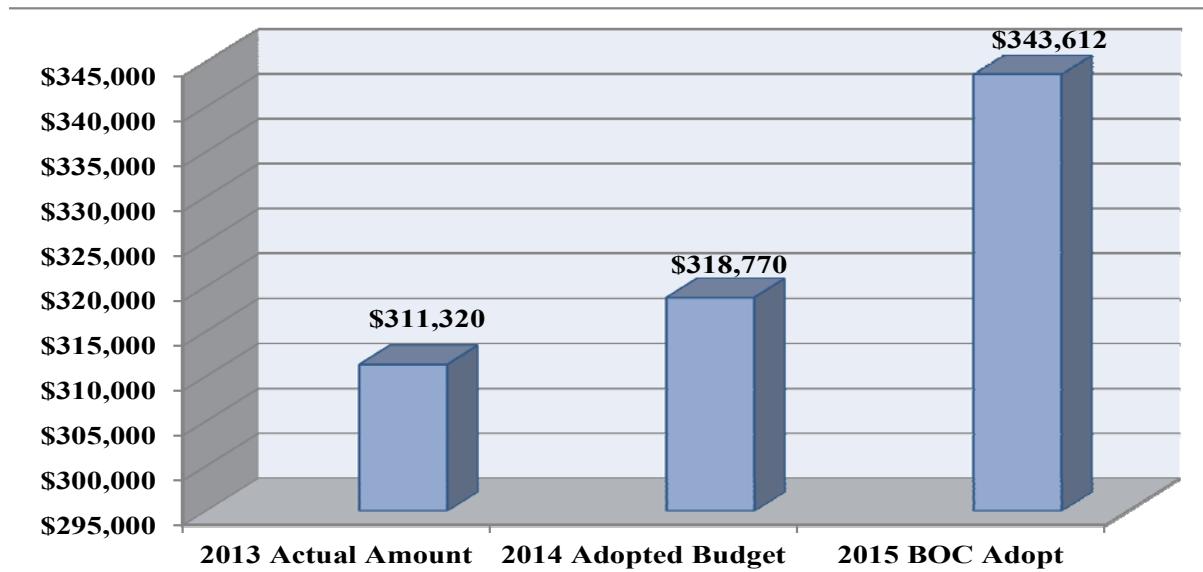
**Parks & Recreation Aquatic Center**

	<b>BUDGET SUMMARY</b>	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
		<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>				
<b>General Fund Contribution</b>		<b>691,383</b>	<b>731,210</b>	<b>775,785</b>
<b>Total Funding Sources</b>		<b>691,383</b>	<b>731,210</b>	<b>775,785</b>
<b>APPROPRIATIONS:</b>				
Salary and Wage		386,899	383,204	401,127
Benefits		88,979	78,462	86,346
Advertising		0	600	600
Vehicle Expense		0	800	2,800
Dues and Subscriptions		69	0	130
Maintenance Charges		27,049	60,600	70,700
Supplies		15,755	20,900	20,500
Professional Services		37,474	33,964	31,825
Utilities		133,404	149,380	149,980
Travel & Training		66	800	100
Minor Equipment and Improvements		0	0	0
Capital Outlay		0	0	0
Uniforms and Clothing		1,688	2,500	2,500
<b>Budget Improvement Request</b>		<b>0</b>	<b>0</b>	<b>9,177</b>
<b>Total Appropriations</b>		<b>691,383</b>	<b>731,210</b>	<b>775,785</b>



**Parks & Recreation Senior Center**

	<b>BUDGET SUMMARY</b>		
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>311,320</u></b>	<b><u>318,770</u></b>	<b><u>343,612</u></b>
<b>Total Funding Sources</b>	<b><u>311,320</u></b>	<b><u>318,770</u></b>	<b><u>343,612</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	99,591	113,475	113,475
Benefits	55,525	46,947	52,307
Advertising	664	800	800
Vehicle Expense	497	2,500	2,500
Dues and Subscriptions	613	715	650
Equipment Rental	85	500	200
Maintenance Charges	32,088	32,750	35,700
Supplies	13,511	5,953	11,350
Professional Services	86,227	86,000	88,000
Utilities	22,356	28,930	34,500
Travel & Training	57	0	300
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	106	200	200
<b>Budget Improvement Request</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>3,630</u></b>
<b>Total Appropriations</b>	<b><u>311,320</u></b>	<b><u>318,770</u></b>	<b><u>343,612</u></b>



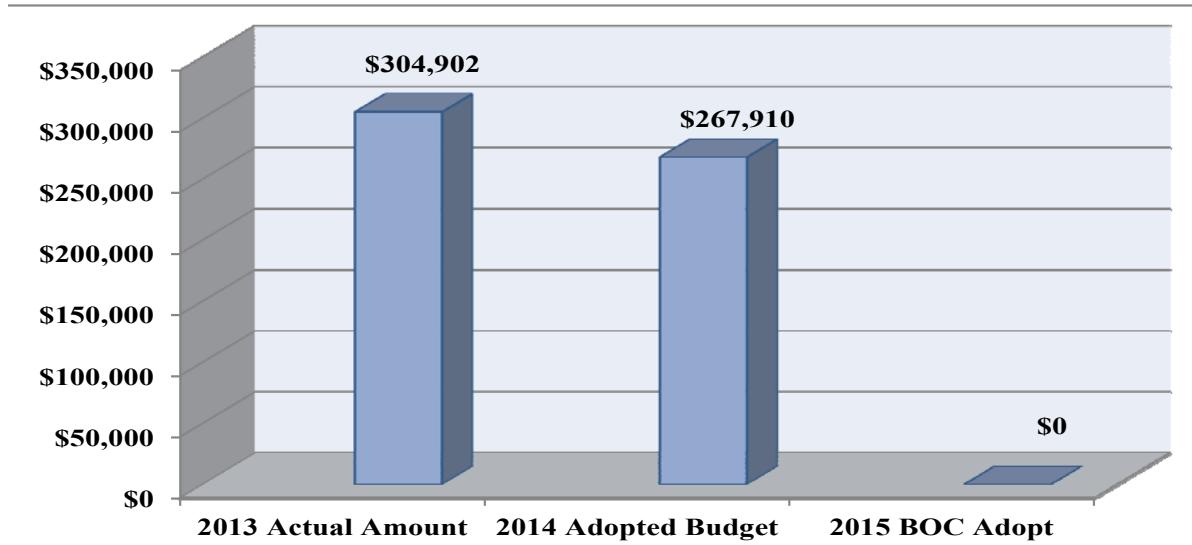
# DIRECTORY

## Planning and Community Development

<b>Building Inspection .....</b>	<b>220</b>
<b>Code Enforcement .....</b>	<b>221</b>
<b>Cooperative Extension.....</b>	<b>222</b>
<b>Development Services Administration.....</b>	<b>225</b>
<b>Economic Development Authority .....</b>	<b>226</b>
<b>Geographic Information Systems (G.I.S.) .....</b>	<b>228</b>
<b>Occupational Tax Division .....</b>	<b>231</b>
<b>Planning and Zoning.....</b>	<b>232</b>
<b>Rideshare Program.....</b>	<b>233</b>
<b>S.H.A.R.E. House .....</b>	<b>236</b>
<b>Tourism.....</b>	<b>238</b>

## Building Inspection

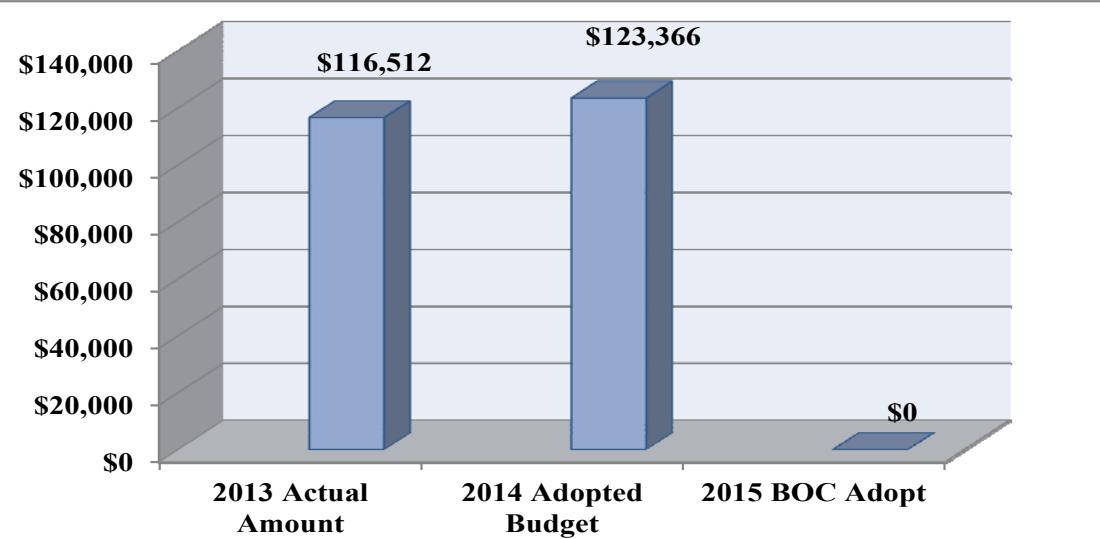
	<b>BUDGET SUMMARY</b>		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>304,902</b></u>	<u><b>267,910</b></u>	<b>0</b>
<b>Total Funding Sources</b>	<b><u>304,902</u></b>	<b><u>267,910</u></b>	<b>0</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	193,126	169,387	0
Benefits	92,870	75,995	0
Advertising	0	0	0
Vehicle Expense	8,361	12,765	0
Dues and Subscriptions	280	630	0
Maintenance Charges	480	480	0
Supplies	2,180	483	0
Professional Services	4,925	5,400	0
Utilities	1,807	2,070	0
Travel & Training	335	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	537	700	0
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<b><u>304,902</u></b>	<b><u>267,910</u></b>	<b>0</b>



*\*Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*

## Code Enforcement

	BUDGET SUMMARY		
	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>116,512</u>	<u>123,366</u>	<u>0</u>
<b>Total Funding Sources</b>	<u>116,512</u>	<u>123,366</u>	<u>0</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	75,301	74,924	0
Benefits	33,854	39,821	0
Vehicle Expense	4,439	5,241	0
Dues and Subscriptions	0	0	0
Supplies	901	1,282	0
Professional Services	0	0	0
Utilities	1,155	1,200	0
Travel & Training	0	0	0
Uniforms and Clothing	863	898	0
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<u>116,512</u>	<u>123,366</u>	<u>0</u>



*\*Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*

## 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 Environment, Water Conservation, and Home Gardening.**

- Offer water testing and interpretation of results to citizens. Continue collaboration with Water Sewer Authority, Master Naturalists, Jr. Master Gardeners and other County organizations to promote responsible environmental conservation habits.
- Promote value of Douglas County home gardening with potential to generate small vegetable / fruit growers to supply the metro-Atlanta locally grown food movement.

**Coordinate Walk Georgia Physical Activity program for County employees and citizens, January 2015 and other various programs, such as Freezer Meals for busy families and Gluten Free Living.**

**Educate youth on prevention of overweight and obesity, citizenship and leadership.**

**Recruit, Train and Keep volunteers to extend our impact on Douglas County citizens.**

**Market Extension by collaborating with County departments and agencies.**

- Market all Extension program areas (Agriculture/Horticulture, 4-H Youth, and Family and Consumer Sciences) to County agencies, County government departments and citizens.
- Connect County employees with training opportunities (such as pesticide applicator classes related to employees job responsibilities.)



## Cooperative Extension

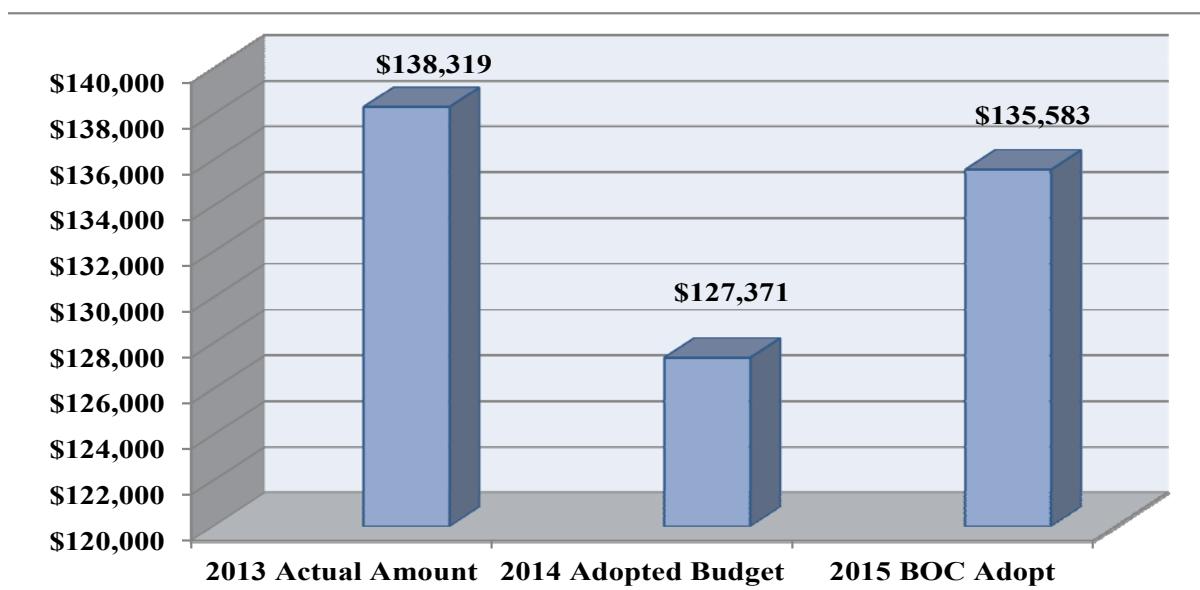
BUDGET SUMMARY		
2013 Actual	2014 Adopted	2015 BOC
Amount	Budget	Adopt

### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>138,319</b>	<b>127,371</b>	<b>135,583</b>
<b>Total Funding Sources</b>	<b>138,319</b>	<b>127,371</b>	<b>135,583</b>

### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>93,618</b>	<b>93,010</b>	<b>92,286</b>
<b>Benefits</b>	<b>18,973</b>	<b>7,152</b>	<b>7,094</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>Vehicle Expense</b>	<b>1,603</b>	<b>1,800</b>	<b>1,850</b>
<b>Dues and Subscriptions</b>	<b>447</b>	<b>500</b>	<b>500</b>
<b>Equipment Rental</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>1,664</b>	<b>2,300</b>	<b>1,900</b>
<b>Supplies</b>	<b>3,811</b>	<b>3,589</b>	<b>3,400</b>
<b>Professional Services</b>	<b>150</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>17,256</b>	<b>18,620</b>	<b>17,630</b>
<b>Travel &amp; Training</b>	<b>297</b>	<b>200</b>	<b>300</b>
<b>Minor Equipment and Improvements</b>	<b>500</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>200</b>	<b>245</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>10,278</b>
<b>Total Appropriations</b>	<b>138,319</b>	<b>127,371</b>	<b>135,583</b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**COOPERATIVE EXTENSION  
COMPARISON—YEARS**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>4-H SUMMER PARTICIPANTS</b>	<b>900</b>	<b>875</b>	<b>875</b>
<b>4-H'ers IN COMPETITION</b>	<b>125</b>	<b>125</b>	<b>135</b>
<b>VOLUNTEER HOURS</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>4-H PROGRAMS</b>	<b>255</b>	<b>255</b>	<b>255</b>
<b>4-H MEMBERS</b>	<b>2,418</b>	<b>2,450</b>	<b>2,500</b>
<b>MATERIALS REQUESTED</b>	<b>40,000</b>	<b>40,000</b>	<b>40,000</b>
<b>CLIENT CONTACTS</b>	<b>138,000</b>	<b>140,000</b>	<b>144,500</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	2	2
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

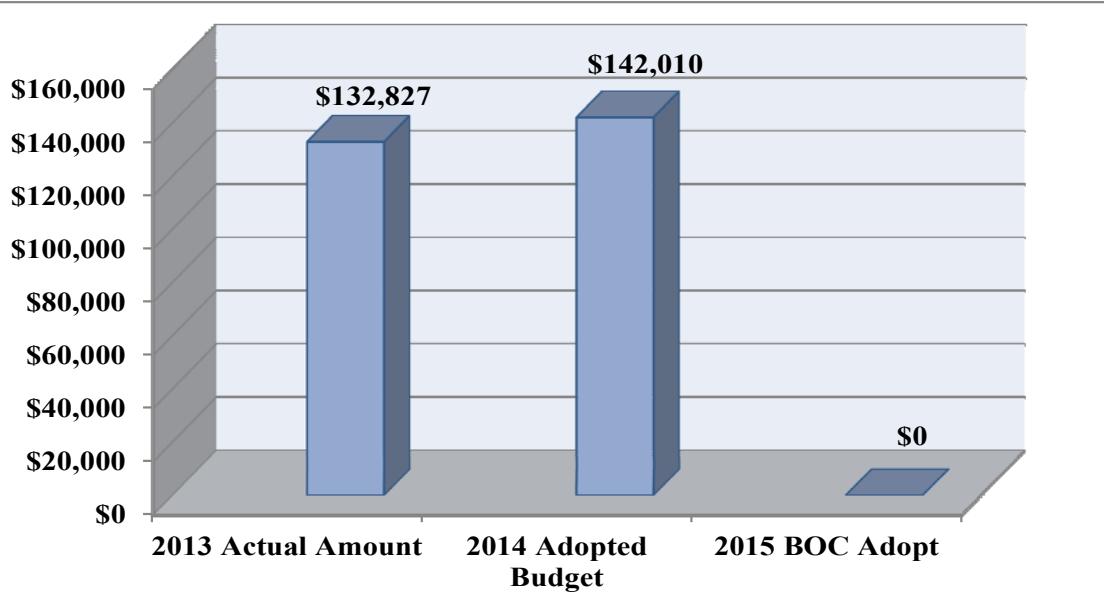
**BUDGET SUMMARY**  
**2013 Actual    2014 Adopted    2015 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>132,827</b>	<b>142,010</b>	<b>0</b>
<b>Total Funding Sources</b>	<b>132,827</b>	<b>142,010</b>	<b>0</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>105,233</b>	<b>104,854</b>	<b>0</b>
<b>Benefits</b>	<b>26,239</b>	<b>34,340</b>	<b>0</b>
<b>Vehicle Expense</b>	<b>469</b>	<b>1,849</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>420</b>	<b>0</b>
<b>Supplies</b>	<b>123</b>	<b>7</b>	<b>0</b>
<b>Utilities</b>	<b>13</b>	<b>540</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>749</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>	<b>132,827</b>	<b>142,010</b>	<b>0</b>



*\*Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*

# PLANNING & DEVELOPMENT

**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**

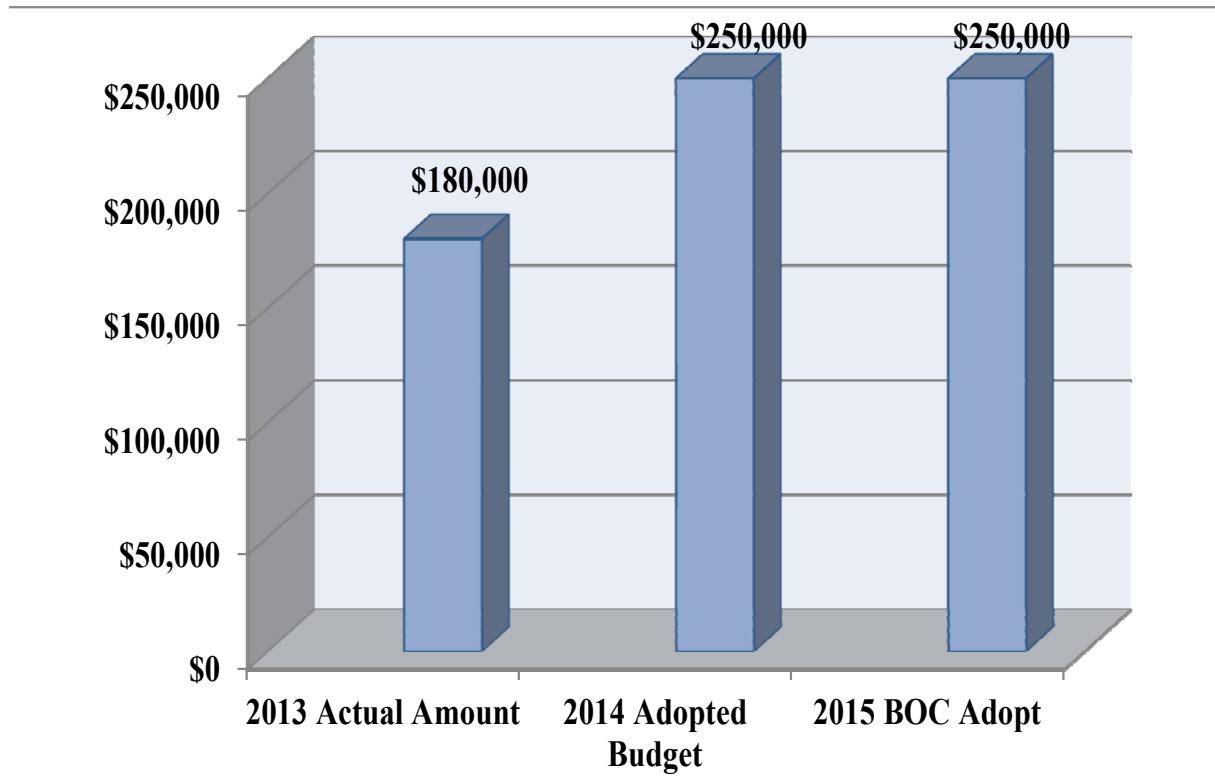
<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
Amount	Budget	Adopt

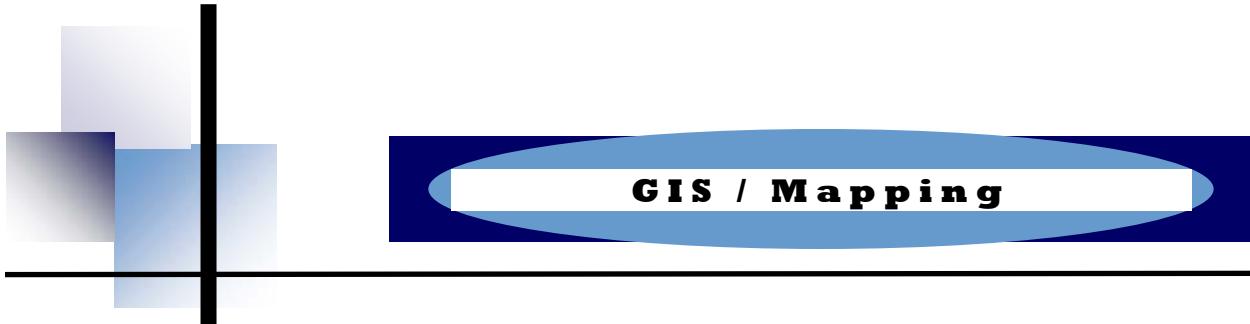
**FUNDING SOURCES:**

General Fund Contribution	180,000	250,000	250,000
Total Funding Sources	<u><u>180,000</u></u>	<u><u>250,000</u></u>	<u><u>250,000</u></u>

**APPROPRIATIONS:**

Professional Services	180,000	250,000	250,000
Total Appropriations	<u><u>180,000</u></u>	<u><u>250,000</u></u>	<u><u>250,000</u></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

**Upgrade GIS Web Server (DCGIS) to meet usage demands**

- Upgrade server Operating System and SQL Server
- Alternative approach being considered is to use virtualization and configure with updates.

**Addressing**

- Continue our successful program to correct/change addresses by actively enforcing the UDC standards for addressing
- Use county resources such as code-enforcers to assist us in gathering unaccounted addresses that exist in the county

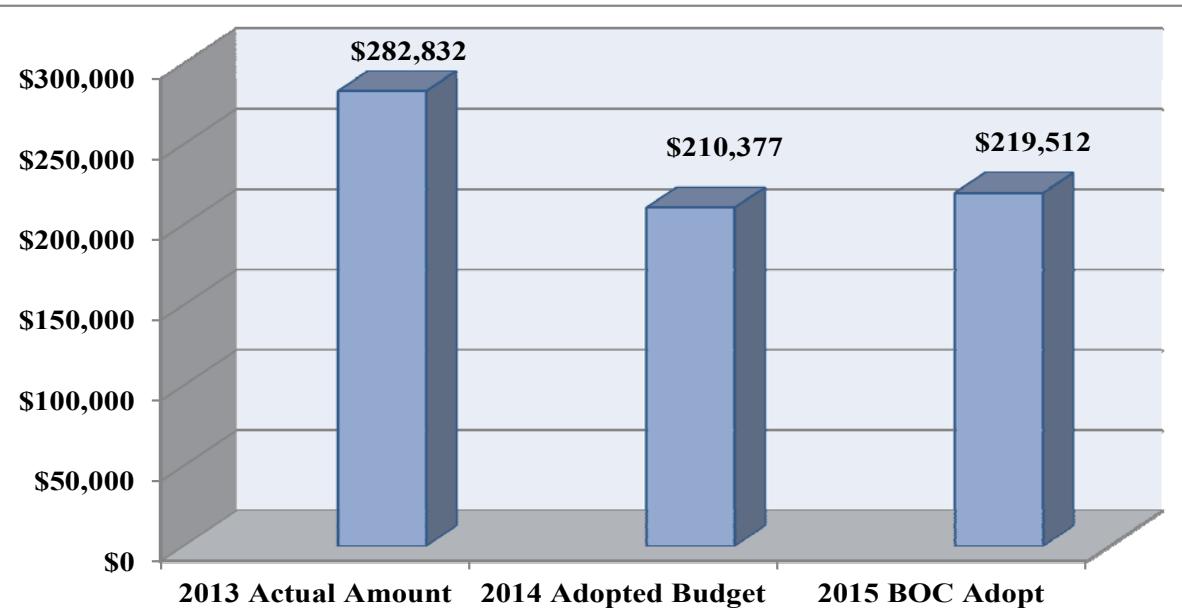
**Assist departments with GIS integration**

- Core attributes such as parcel numbers and addresses should be common and correct in each and every county system where location-based information is maintained
- DOT/Cartograph
- Occupational Tax/New World



## GIS / Mapping

	<b>BUDGET SUMMARY</b>		
	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>282,832</u></b>	<b><u>210,377</u></b>	<b><u>219,512</u></b>
<b>Total Funding Sources</b>	<b><u>282,832</u></b>	<b><u>210,377</u></b>	<b><u>219,512</u></b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>136,610</b>	<b>138,560</b>	<b>138,560</b>
<b>Benefits</b>	<b>50,102</b>	<b>50,632</b>	<b>51,905</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>16,344</b>	<b>16,600</b>	<b>17,017</b>
<b>Supplies</b>	<b>2,952</b>	<b>4,585</b>	<b>4,690</b>
<b>Professional Services</b>	<b>75,344</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>1,480</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>7,340</b>
<b>Total Appropriations</b>	<b><u>282,832</u></b>	<b><u>210,377</u></b>	<b><u>219,512</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### GIS / MAPPING COMPARISON—YEARS

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>TOTAL PARCELS IN COUNTY</b>	<b>53,800</b>	<b>54,000</b>	<b>54,100</b>
<b>PROPERTY INFO WEBSITE VISITS</b>	<b>126,200</b>	<b>145,000</b>	<b>165,000</b>
<b>ADDRESS ASSIGNMENTS, ETC.</b>	<b>194</b>	<b>100</b>	<b>100</b>
<b>MAP AND DATA SALES</b>	<b>2,722</b>	<b>200</b>	<b>200</b>
<b>DIGITAL DATA REQUEST</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>MAPS PRODUCED</b>	<b>250</b>	<b>250</b>	<b>250</b>

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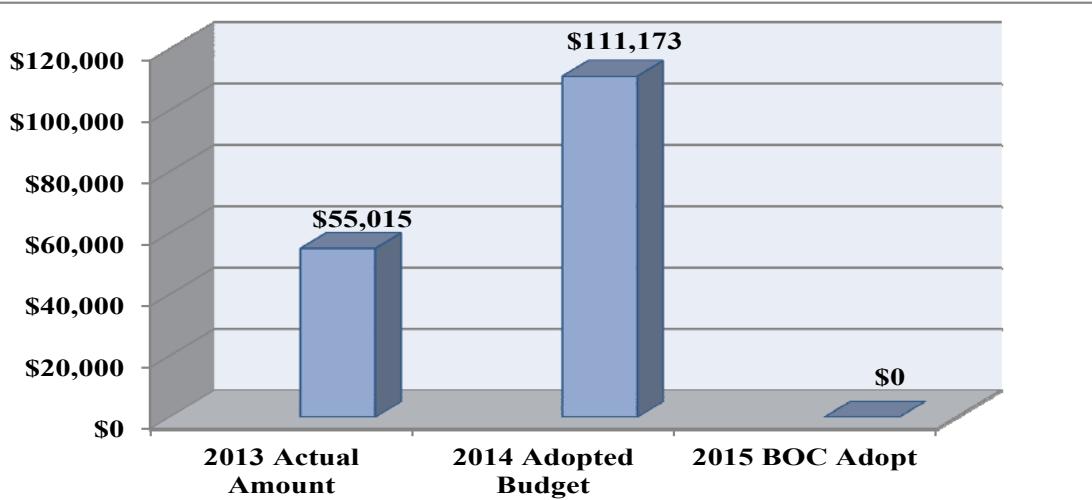
### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	22	1	1	1
GIS Analyst II	24	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>



## Occupational Tax

	BUDGET SUMMARY	2013 Actual	2014 Adopted	2015 BOC
		Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>				
<b>General Fund Contribution</b>		<b>55,015</b>	<b>111,173</b>	<b>0</b>
<b>Total Funding Sources</b>		<b>55,015</b>	<b>111,173</b>	<b>0</b>
<b>APPROPRIATIONS:</b>				
<b>Salary and Wage</b>		<b>35,213</b>	<b>57,973</b>	<b>0</b>
<b>Benefits</b>		<b>14,890</b>	<b>25,692</b>	<b>0</b>
<b>Advertising</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Vehicle Expense</b>		<b>217</b>	<b>800</b>	<b>0</b>
<b>Dues and Subscriptions</b>		<b>143</b>	<b>267</b>	<b>0</b>
<b>Maintenance Charges</b>		<b>991</b>	<b>960</b>	<b>0</b>
<b>Supplies</b>		<b>3,051</b>	<b>4,438</b>	<b>0</b>
<b>Professional Services</b>		<b>0</b>	<b>2,240</b>	<b>0</b>
<b>Utilities</b>		<b>237</b>	<b>288</b>	<b>0</b>
<b>Travel &amp; Training</b>		<b>274</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>		<b>0</b>	<b>18,395</b>	<b>0</b>
<b>Uniforms and Clothing</b>		<b>0</b>	<b>120</b>	<b>0</b>
<b>Budget Improvement Request</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>		<b>55,015</b>	<b>111,173</b>	<b>0</b>



\*Due to Service Delivery Agreement this department is now located under a Special Revenue Fund

## Planning and Zoning

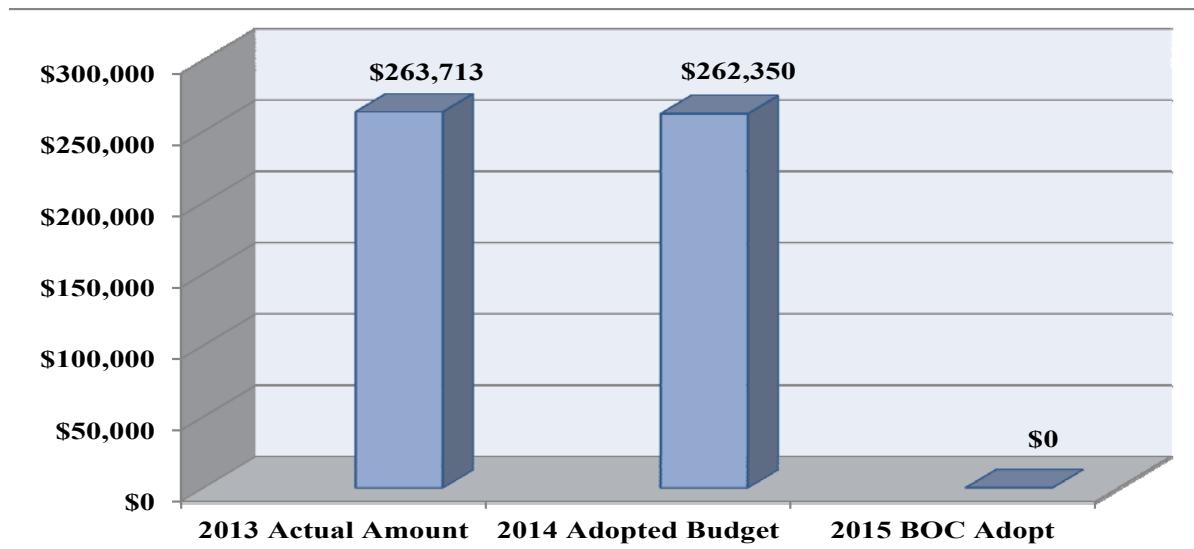
<b>BUDGET SUMMARY</b>		
<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>263,713</b>	<b>262,350</b>	<b>0</b>
<b>Total Funding Sources</b>	<b>263,713</b>	<b>262,350</b>	<b>0</b>

### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>183,826</b>	<b>187,671</b>	<b>0</b>
<b>Benefits</b>	<b>67,314</b>	<b>63,636</b>	<b>0</b>
<b>Advertising</b>	<b>680</b>	<b>1,900</b>	<b>0</b>
<b>Vehicle Expense</b>	<b>2,080</b>	<b>1,849</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>1,096</b>	<b>1,000</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>1,100</b>	<b>1,200</b>	<b>0</b>
<b>Supplies</b>	<b>5,695</b>	<b>2,508</b>	<b>0</b>
<b>Professional Services</b>	<b>113</b>	<b>870</b>	<b>0</b>
<b>Utilities</b>	<b>0</b>	<b>540</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>1,809</b>	<b>1,176</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Appropriations</b>	<b>263,713</b>	<b>262,350</b>	<b>0</b>



*\*Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*

## 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

- Complete Transportation Service Study
- Reduce age of vanpool fleet with 10 new vans and add five new vanpool routes
- Identify mobile fare collection system for Voucher Program to implement in 2016
- Identify land for West Douglas Park and Ride lot and complete environmental assessment.
- Begin developing plan to rebrand Rideshare to Douglas Connect

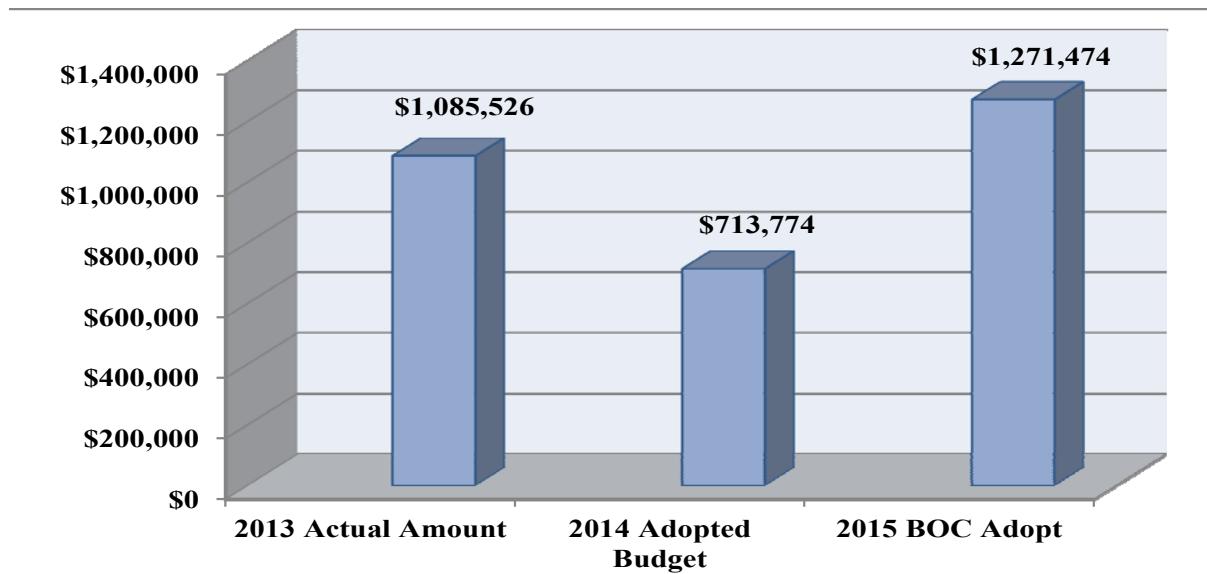


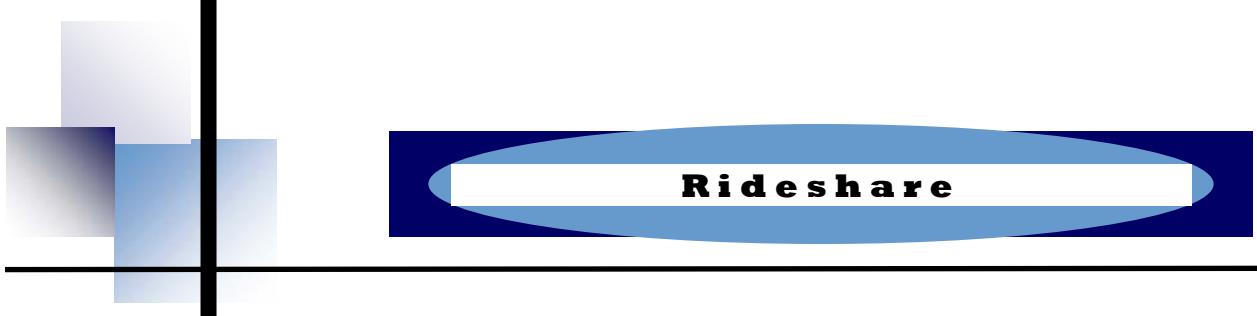
## Rideshare

### BUDGET SUMMARY

	2013 Actual	2014 Adopted	2015 BOC
	Amount	Budget	Adopt

<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<u>1,085,526</u>	<u>713,774</u>	<u>1,271,474</u>
<b>Total Funding Sources</b>	<u>1,085,526</u>	<u>713,774</u>	<u>1,271,474</u>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	174,819	193,254	208,794
<b>Benefits</b>	71,939	63,534	66,890
<b>Advertising</b>	315	500	2,300
<b>Vehicle Expense</b>	315,916	380,000	352,720
<b>Dues and Subscriptions</b>	426	1,200	760
<b>Maintenance Charges</b>	18,781	21,360	27,774
<b>Supplies</b>	5,172	6,300	6,940
<b>Professional Services</b>	17,280	6,366	89,220
<b>Utilities</b>	40,286	41,160	40,320
<b>Travel &amp; Training</b>	338	100	100
<b>Minor Equipment and Improvements</b>	27,895	0	0
<b>Capital Outlay</b>	412,174	0	0
<b>Uniforms and Clothing</b>	185	0	200
<b>Budget Improvement Request</b>	<u>0</u>	<u>0</u>	<u>475,456</u>
<b>Total Appropriations</b>	<u>1,085,526</u>	<u>713,774</u>	<u>1,271,474</u>





## Rideshare

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### RIDESHARE COMPARISON—YEARS

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>VAN POOL PASSENGER'S FARES</b>	<b>432,000</b>	<b>435,000</b>	<b>460,000</b>
<b>PEAK # OF VANPOOLS OPERATING</b>	<b>59</b>	<b>60</b>	<b>70</b>
<b>PEAK # OF RIDERS</b>	<b>500</b>	<b>480</b>	<b>525</b>
<b>ONE—WAY PASSENGER TRIPS</b>	<b>180,000</b>	<b>170,000</b>	<b>185,000</b>

#### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
Mobility Coordinator	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>3</b>	<b>3</b>

## **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**

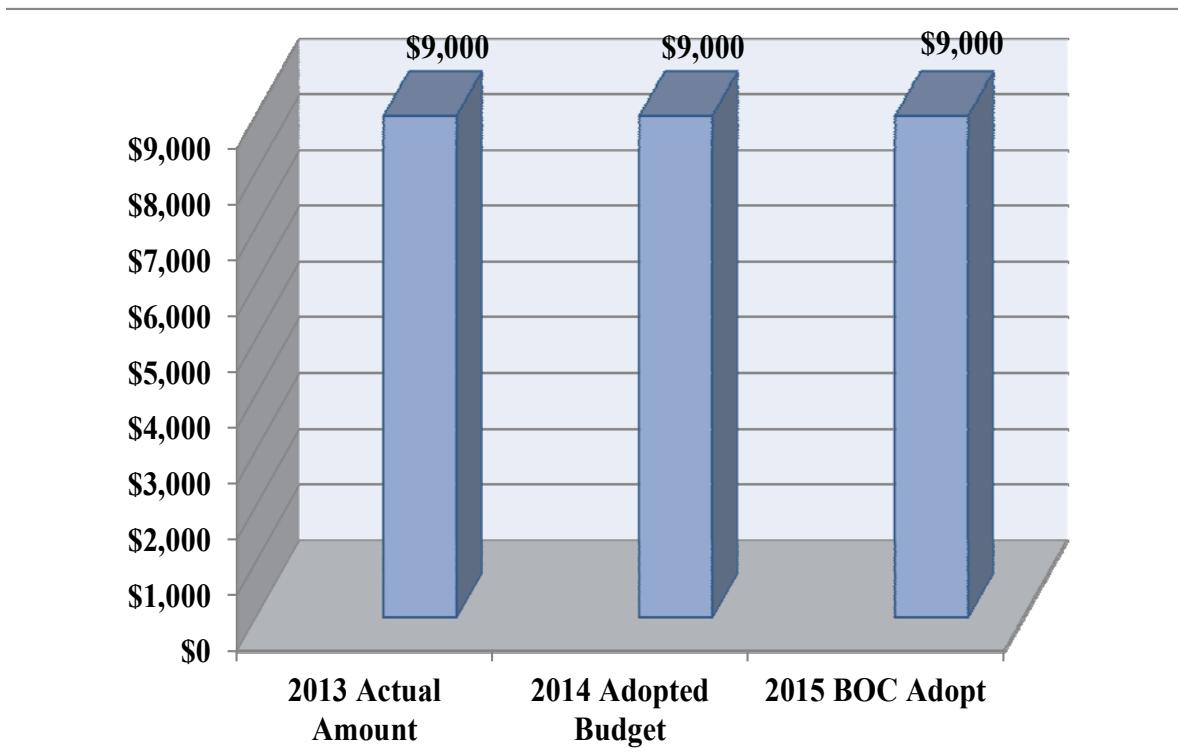
**Continue education and training by providing workshops on issues of domestic violence on a local, state, and national basis**

**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**



	<b>BUDGET SUMMARY</b>		
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
<b>Total Funding Sources</b>	<b><u>9,000</u></b>	<b><u>9,000</u></b>	<b><u>9,000</u></b>
<b>APPROPRIATIONS:</b>			
Professional Services	9,000	9,000	9,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>9,000</u></b>	<b><u>9,000</u></b>	<b><u>9,000</u></b>



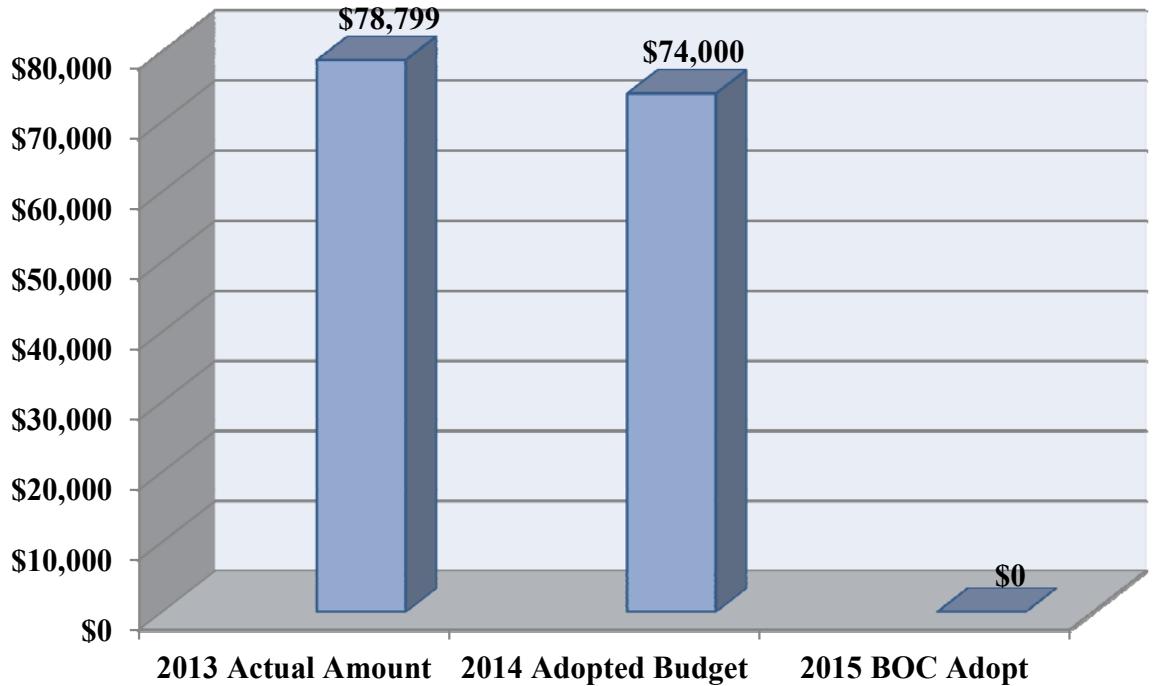
**BUDGET SUMMARY**  
**2013 Actual    2014 Adopted    2015 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>78,799</b>	<b>74,000</b>	<b>0</b>
<b>Total Funding Sources</b>	<b>78,799</b>	<b>74,000</b>	<b>0</b>

**APPROPRIATIONS:**

<b>Professional Services</b>	<b>78,799</b>	<b>74,000</b>	<b>0</b>
<b>Total Appropriations</b>	<b>78,799</b>	<b>74,000</b>	<b>0</b>



*\*Due to Service Delivery this department is now located in a Special Revenue Fund*

# DIRECTORY

## Special Revenue Funds

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## District Attorney Confiscated Funds

### SPECIAL REVENUE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>442,566</b>	<b>633,294</b>	<b>250,210</b>	<b>230,210</b>
<b>REVENUES</b>				
Courts and Law Enforcement	317,493	139,977	125,000	30,481
Use of Money and Property	10,625	9,276	5,000	2,915
Miscellaneous	-	-	-	-
<b>TOTAL REVENUES</b>	<b>328,118</b>	<b>149,253</b>	<b>130,000</b>	<b>33,396</b>
<b>EXPENDITURES</b>				
Operating	137,390	532,337	150,000	134,616
Capital Outlay	-	-	-	-
<b>OTHER FINANCING SOURCES</b>				
Transfers Out	-	-	-	10,575
<b>TOTAL EXPENDITURES</b>	<b>137,390</b>	<b>532,337</b>	<b>150,000</b>	<b>134,616</b>
<b>ENDING FUND BALANCE</b>	<b>633,294</b>	<b>250,210</b>	<b>230,210</b>	<b>118,415</b>

#### TRENDS FOR THE YEAR ENDED December 31, 2015

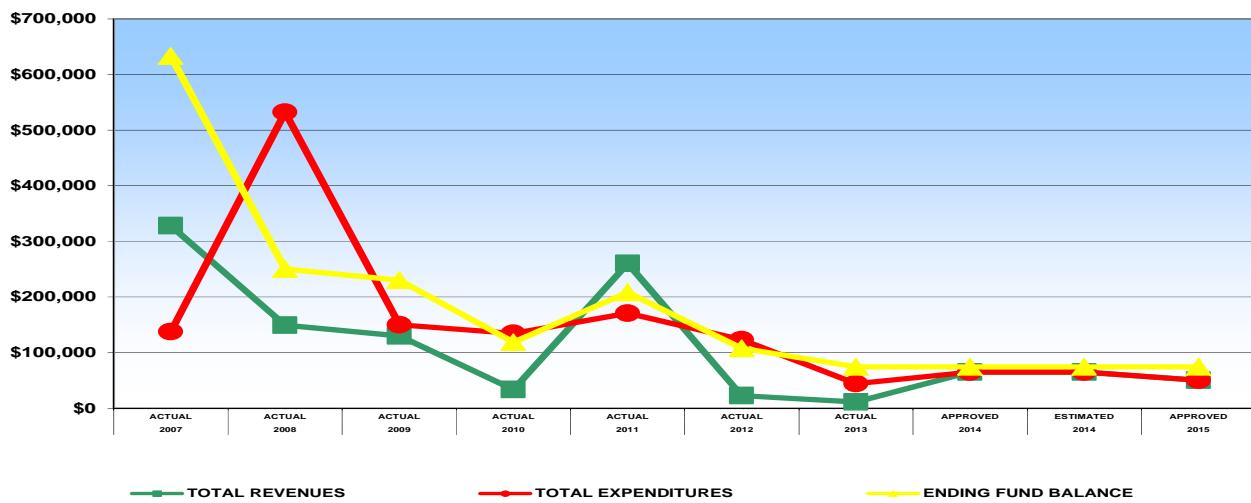
**REVENUES:** This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2015 is projected to decrease to \$15,000 compared to what was budgeted in 2014.

**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. In 2008 this fund contributed \$ to the General Fund to cover over time for a death penalty case, salaries of two positions, salaries of furloughed State employees, the HOPE program and miscellaneous small projects. In 2010 contributions were made for furloughed salaries only. It is projected to see a 23% decrease from 2014 Expenditures.

**FUND BALANCE:** Projected 2015 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

## District Attorney Confiscated Funds

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 APPROVED</u>	<u>2014 ESTIMATED</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
118,415	208,272	107,556	74,459	74,459	74,459	100%
251,516	20,848	10,249	65,000	65,000	49,950	100%
8,986	1,714	793	-	-	50	0%
-	-	-	-	-	-	0%
260,502	22,562	11,042	65,000	65,000	50,000	100%
170,645	123,278	44,139	65,000	65,000	50,000	100%
-	-	-	-	-	-	0%
-	-	-	-	-	-	-
170,645	123,278	44,139	65,000	65,000	50,000	100%
208,272	107,556	74,459	74,459	74,459	74,459	100%



## Drug Abuse Treatment

### SPECIAL REVENUE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>316,697</b>	<b>353,274</b>	<b>389,721</b>	<b>351,365</b>
<b>REVENUES</b>				
Courts and Law Enforcement	121,736	136,215	65,470	71,536
Interest	14,441	6,044	1,491	787
Miscellaneous	-	-	-	-
<b>TOTAL REVENUES</b>	<b>136,177</b>	<b>142,259</b>	<b>66,961</b>	<b>72,323</b>
<b>EXPENDITURES</b>				
Other Professional Services	96,000	98,880	98,880	90,937
Supplies	3,600	6,932	6,437	7,942
Training	-	-	-	2,020
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>99,600</b>	<b>105,812</b>	<b>105,317</b>	<b>100,899</b>
<b>ENDING FUND BALANCE</b>	<b>353,274</b>	<b>389,721</b>	<b>351,365</b>	<b>322,789</b>

#### TRENDS FOR THE YEAR ENDED December 31, 2015

**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 2015 Revenues are anticipated to be 50% more than those in 2014. The percentage change has varied over the years from a 53% decrease to a 55% increase.

**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 widespread. On one end of the spectrum Expenditures have decreased 5% and on the other have increased 112%. In 2015 expenditures are expected to increase \$84,266 from that of 2014.

**FUND BALANCE:** Projected 2015 Ending Fund Balance is expected to be \$401,806.

## Drug Abuse Treatment

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGETED</u>	<u>2014 ESTIMATED</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
322,789	321,321	343,833	401,806	401,806	401,806	100%
104,454	130,796	192,096	192,000	192,000	253,027	100%
452	234	199	200	200	-	0%
-	-	-	(23,439)	(23,439)	-	0%
104,906	131,030	192,295	168,761	168,761	253,027	100%
106,374	108,518	134,322	158,880	158,880	238,027	94%
-	-	-	9,881	9,881	15,000	6%
-	-	-	-	-	-	0%
-	-	-	-	-	-	0%
106,374	108,518	134,322	168,761	168,761	253,027	100%
<b>321,321</b>	<b>343,833</b>	<b>401,806</b>	<b>401,806</b>	<b>401,806</b>	<b>401,806</b>	<b>100%</b>



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

## TRENDS FOR THE YEAR ENDED December 31, 2015

**REVENUES:** 2011 was the first year of existence for this fund. This Fund accounts for a grant funded by Housing and Urban Development. The funds are passed through the Department of Community Affairs for the Community Development Block Grant Program (CDBG). The funding program allows local governments in Georgia to compete for funding to serve low to moderate income citizens. The total grant is for \$500,000 and the local match is \$141,674. These funds will be used to build a new expansion of the Senior Center. The Senior Center was completed in 2014. Nothing was budgeted for 2014 as this grant is now closed out and this fund will no longer be utilized.

**EXPENDITURES:** As the same for revenues there are zero expenditures under this fund budgeted for 2015 now that the Senior Center Expansion has been completed.

**FUND BALANCE:** The ending fund balance for this fund is \$0 now that the grant has been closed.

## CDBG Senior Center

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 BUDGET</u>
<b>BEGINNING FUND BALANCE</b>	-	141,554	(233,254)	-	-	-
<b>REVENUES</b>						
Federal Government	-	226,472	273,528	-	-	-
Miscellaneous	-	-	-	-	-	-
Other Financing Sources	141,674	-	-	-	-	-
<b>TOTAL REVENUES</b>	141,674	226,472	273,528	-	-	-
<b>EXPENDITURES</b>						
Professional Services	-	10,004	16,008	-	-	-
Transfers Out	-	-	24,266	-	-	-
Capital Outlay	120	591,276	-	-	-	-
<b>TOTAL EXPENDITURES</b>	120	601,280	40,274	-	-	-
<b>ENDING FUND BALANCE</b>	<u>141,554</u>	<u>(233,254)</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

**Continue to provide the current level of emergency service by adding one Part Time dispatcher position in order to meet the increased call volume and demand for service. Filling vacant positions has become more difficult due to the applicant pool that cannot meet our basic requirements.**

**Ensure that the E-911 Center and EOC will not be without emergency backup power during any unusual occurrence. During the ice storm of 2014 we lost the primary backup generator for about 45 minutes while we reset alarms. If the power would have been down during that time we would not have had backup generator power for the building. The power had been on and off sporadically during the day and luckily we had service power during the 45 minute period. Purchase a Secondary backup generator to work in conjunction with the primary backup generator to help to eliminate this situation.**

**Improve the E-911 Computer Aided Dispatch System by upgrading our THE Sungard CAD to their latest version. The old system is AS400 based and is no longer maintained as it has been in the past. There are many more features and technology available to the dispatcher now in the updated CAD system compared to the current CAD system that was purchased in 1993. The updated version is Window based instead of AS400 based and will interface with much of our current mission critical equipment. Upgrade old AS400 computer platform to current server technology in the E-911 equipment room.**



## E-911 and Wireless

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

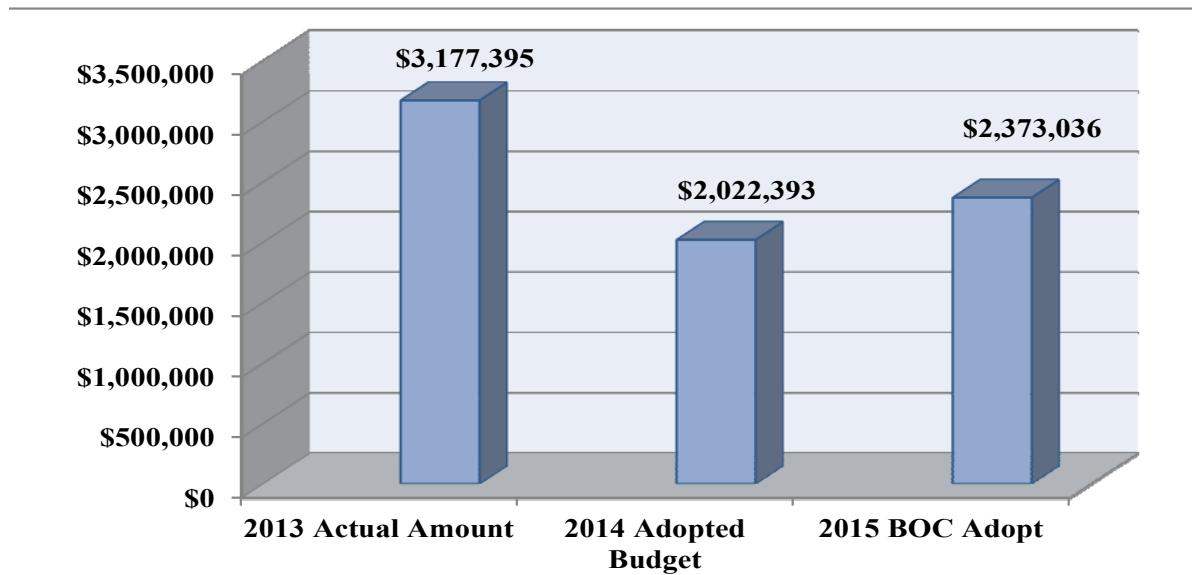
	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>CALLS TURNED OVER TO SHERIFF</b>	<b>33,000</b>	<b>31,720</b>	<b>32,810</b>
<b>FIRE/EMS CALLS DISPATCHED</b>	<b>15,500</b>	<b>15,420</b>	<b>15,140</b>
<b>EMERGENCY MEDICAL DISPATCHED PERFORMED</b>	<b>9,853</b>	<b>10,537</b>	<b>10,738</b>
<b>CALLS TURNED OVER TO STATE PATROL</b>	<b>227</b>	<b>130</b>	<b>131</b>
<b>POLICE CASE NUMBERS ISSUED</b>	<b>18,000</b>	<b>14,170</b>	<b>14,660</b>
<b>CALLS RECEIVED ON SYSTEM</b>	<b>190,000</b>	<b>108,100</b>	<b>105,100</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Director	33	1	1	1
Database Coordinator	27	1	1	1
Training Coordinator	27	1	1	1
Supervisor	25	4	4	4
Operator II	22	9	9	10
Operator I	21	2	2	3
Operator Trainee	20	4	5	3
Operator I	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>22</b>	<b>23</b>	<b>23</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

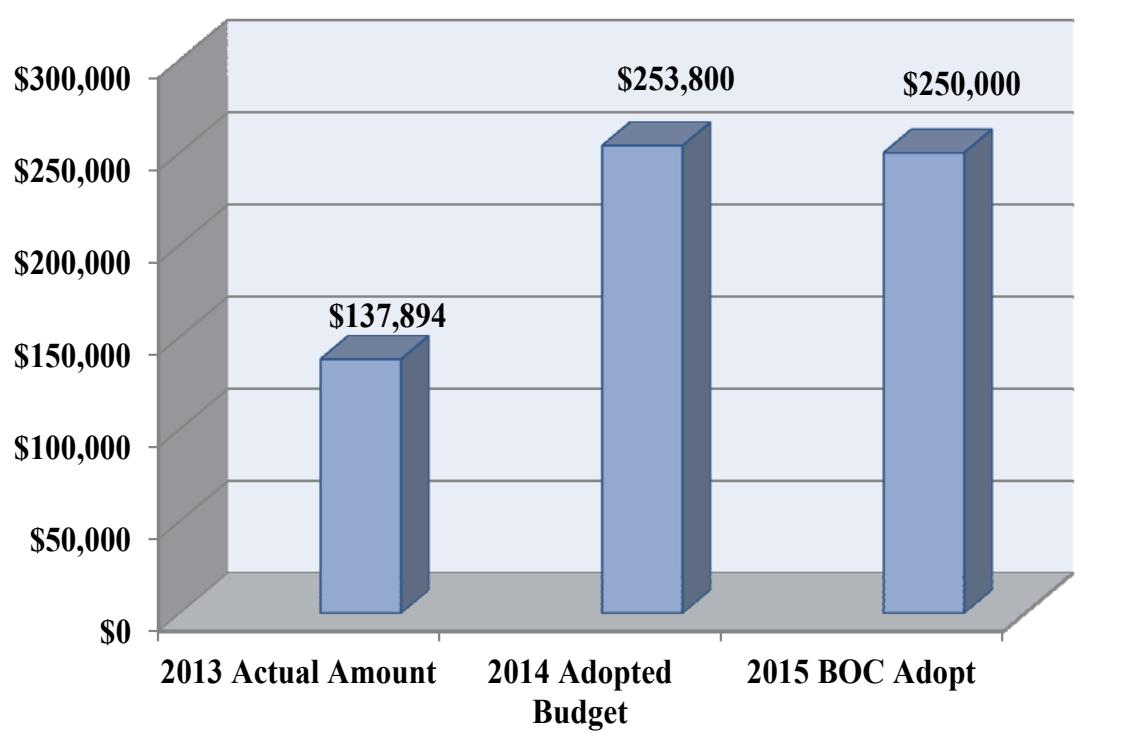
## E-911 Wireline

	2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	3,177,395	2,022,393	2,373,036
<b>Total Funding Sources</b>	<b>3,177,395</b>	<b>2,022,393</b>	<b>2,373,036</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,058,223	1,141,281	1,148,477
Benefits	404,703	381,852	392,471
Advertising	262	500	700
Vehicle Expense	2,190	3,400	900
Dues and Subscriptions	826	1,250	1,600
Equipment Rental	0	150	150
Maintenance Charges	11,056	36,210	48,000
Supplies	5,965	8,000	8,000
Professional Services	99,912	94,100	95,608
Utilities	364,808	352,800	354,000
Travel & Training	4,187	150	150
Minor Equipment and Improvements	0	0	0
Capital Outlay	659	0	0
Other Financing Sources	1,223,375	0	0
Uniforms and Clothing	1,231	2,700	4,000
Budget Improvement Request	0	0	318,980
<b>Total Appropriations</b>	<b>3,177,395</b>	<b>2,022,393</b>	<b>2,373,036</b>



## E - 9 1 1 Wireless

	<b>BUDGET SUMMARY</b>		
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>137,894</u>	<u>253,800</u>	<u>250,000</u>
Total Funding Sources	<u>137,894</u>	<u>253,800</u>	<u>250,000</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>137,894</u>	<u>253,800</u>	<u>250,000</u>
Total Appropriations	<u>137,894</u>	<u>253,800</u>	<u>250,000</u>



## E-911 and Wireless

# SPECIAL REVENUE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>3,389,562</b>	<b>4,223,286</b>	<b>4,856,541</b>	<b>5,164,990</b>
<b>REVENUES</b>				
Wireless Charges	1,469,580	1,601,962	1,510,534	1,650,620
User Fees	951,731	896,053	952,994	828,286
Intergovernmental	-	-	-	-
Investment Earnings	-	-	-	-
Miscellaneous	173,697	75,553	19,695	11,967
<b>TOTAL REVENUES</b>	<b>2,595,008</b>	<b>2,573,568</b>	<b>2,483,223</b>	<b>2,490,873</b>
<b>EXPENDITURES</b>				
Salaries and Related Costs	1,176,819	1,286,240	1,288,056	1,319,813
Other Expenses	464,007	473,857	422,683	432,599
Capital Outlay	120,458	180,216	464,035	2,827,114
<b>OTHER FINANCING SOURCES</b>				
Transfers Out	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,761,284</b>	<b>1,940,313</b>	<b>2,174,774</b>	<b>4,579,526</b>
<b>ENDING FUND BALANCE</b>	<b>4,223,286</b>	<b>4,856,541</b>	<b>5,164,990</b>	<b>3,076,337</b>

### TRENDS FOR THE YEAR ENDED December 31, 2015

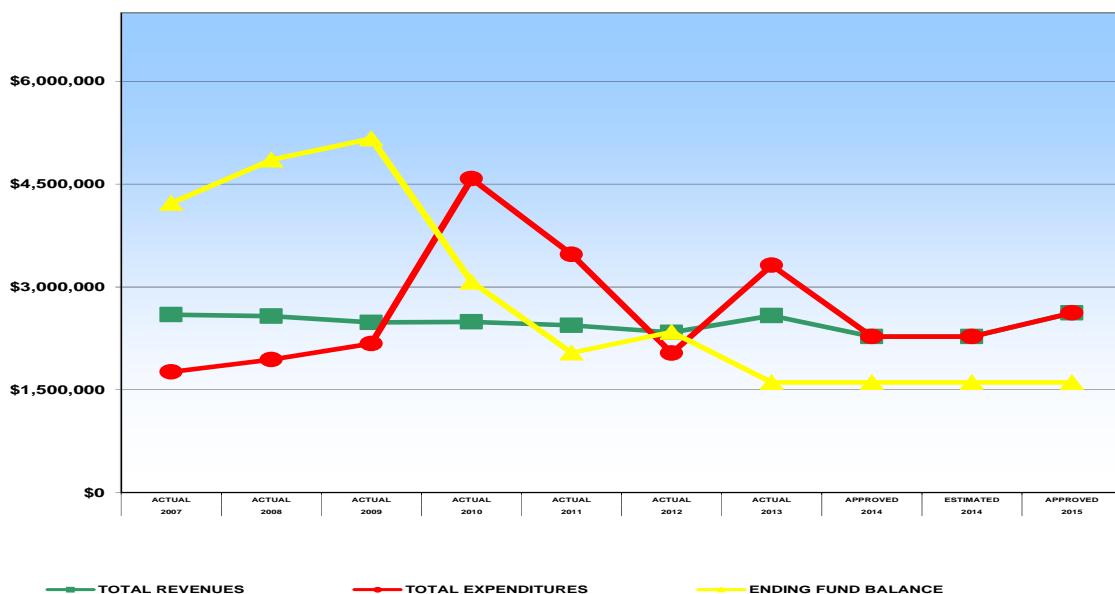
**REVENUES:** Wireless fees and wireline fees have become increasingly difficult to tract. It is no longer mandated by law for these revenues to be separated out when submitted to the County. However, it appears that wireless charges will continue to increase as does the popularity of cell phones versus home phones increases. Revenues are projected to increase by 15% as compared to what was budgeted for 2014.

**EXPENDITURES:** Expenditures are projected to be \$346,843 more than that of 2014.

**FUND BALANCE:** The 2015 Fund Balance is projected to remain constant with that of 2013, leaving a Fund Balance of \$1,608,300.

## E-911 and Wireless

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 BUDGET</u>	<u>2015 PERCENT OF TOTAL</u>
<u>3,076,337</u>	<u>2,039,792</u>	<u>2,343,147</u>	<u>1,608,300</u>	<u>1,608,300</u>	<u>1,608,300</u>	<u>100%</u>
2,340,543	1,369,674	2,578,882	1,512,000	1,512,000	1,500,000	57%
-	965,444	-	888,000	888,000	1,080,000	41%
93,592	-	-	-	-	-	0%
3,748	1,378	568	500	500	500	
<u>1,087</u>	<u>796</u>	<u>991</u>	<u>(124,307)</u>	<u>(124,307)</u>	<u>42,536</u>	<u>2%</u>
2,438,970	2,337,292	2,580,441	2,276,193	2,276,193	2,623,036	100%
1,283,830	1,986,010	2,091,913	1,523,133	1,523,133	1,540,948	59%
1,106,832	47,927	-	753,060	753,060	1,082,088	41%
<u>1,084,853</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
-	-	<u>1,223,375</u>	-	-	-	-
3,475,515	2,033,937	3,315,288	2,276,193	2,276,193	2,623,036	100%
<u>2,039,792</u>	<u>2,343,147</u>	<u>1,608,300</u>	<u>1,608,300</u>	<u>1,608,300</u>	<u>1,608,300</u>	<u>100%</u>



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

**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**

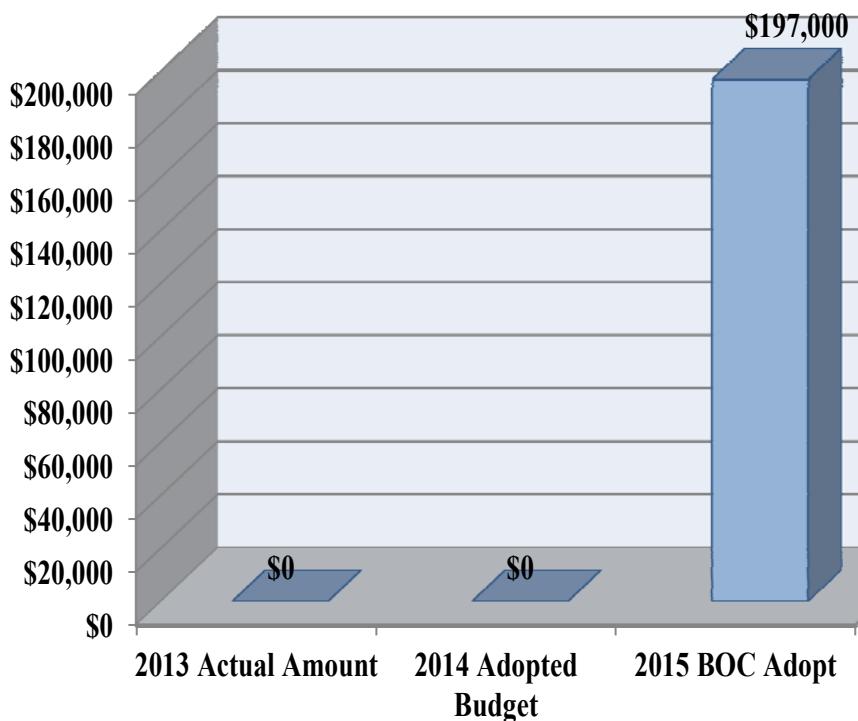
## ENTITIES

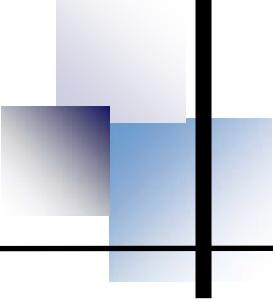
**Each of the entities below receive twenty-percent of the amount collected from Hotel/Motel Taxes**

- Chamber of Commerce
- Tourism & History Commission



	<b>BUDGET SUMMARY</b>		
	<b>2013 Actual</b>	<b>2014 Adopted</b>	<b>2015 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	0	0	<u>197,000</u>
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>197,000</b>
<b>APPROPRIATIONS:</b>			
Professional Services	0	0	197,000
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<b>0</b>	<b>0</b>	<b>197,000</b>





**Hotel/Motel Tax Fund**

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# SPECIAL REVENUE TRENDS

To account for monies collected on all short-term room rentals by hotel and motels located in the unincorporated area of Douglas County.

	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Hotel-Motel Taxes	<u>23,400</u>	<u>18,119</u>	<u>38,077</u>	<u>140,265</u>
<b>TOTAL REVENUES</b>	<b>23,400</b>	<b>18,119</b>	<b>38,077</b>	<b>140,265</b>
<b>EXPENDITURES</b>				
Professional Services				
Transfers Out	<u>23,400</u>	<u>18,119</u>	<u>38,077</u>	<u>140,265</u>
<b>TOTAL EXPENDITURES</b>	<b>23,400</b>	<b>18,119</b>	<b>38,077</b>	<b>140,265</b>
<b>ENDING FUND BALANCE</b>	-	-	-	-

## TRENDS FOR THE YEAR ENDED December 31, 2015

**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%.

**EXPENDITURES:** Expenditures for the Hotel/Motel Fund are budgeted each year to be the same as the Revenue. Funds are transferred out to the General 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 2015 Ending Fund Balance will remain zero. This is due to the fact that, as stated above, all Revenues are expended from this Fund.

## Hotel/Motel Tax Fund

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
-	-	-	-	-	-	<u>0%</u>
<u>153,481</u>	<u>167,810</u>	<u>196,999</u>	<u>185,000</u>	<u>185,000</u>	<u>315,200</u>	<u>100%</u>
153,481	167,810	196,999	185,000	185,000	315,200	100%
<u>153,481</u>	<u>167,810</u>	<u>196,999</u>	<u>185,000</u>	<u>185,000</u>	<u>197,000</u>	<u>38%</u>
153,481	167,810	196,999	185,000	185,000	118,200	
<u>153,481</u>	<u>167,810</u>	<u>196,999</u>	<u>185,000</u>	<u>185,000</u>	<u>315,200</u>	<u>38%</u>
-	-	-	-	-	-	<u>0%</u>



SPECIAL REVENUE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>256,103</u>	<u>317,321</u>	<u>400,141</u>	<u>406,564</u>
<b>REVENUES</b>				
Courts and Law Enforcement	156,550	169,896	91,623	119,813
Use of Money and Property	<u>4,192</u>	<u>1,896</u>	<u>800</u>	<u>1,718</u>
<b>TOTAL REVENUES</b>	<b>160,742</b>	<b>171,792</b>	<b>92,423</b>	<b>121,531</b>
<b>EXPENDITURES</b>				
Operating	99,524	88,972	86,000	74,634
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>99,524</b>	<b>88,972</b>	<b>86,000</b>	<b>74,634</b>
<b>ENDING FUND BALANCE</b>	<b><u>317,321</u></b>	<b><u>400,141</u></b>	<b><u>406,564</u></b>	<b><u>453,461</u></b>

**TRENDS FOR THE YEAR ENDED December 31, 2015**

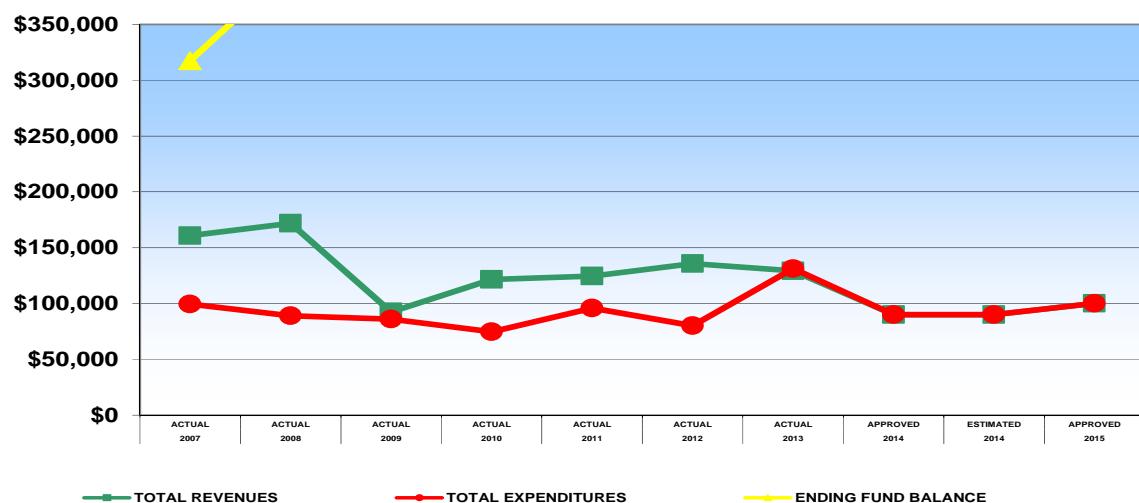
**REVENUES:** Revenues for this Fund are received from State Court, Superior Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal fees or filing fees include a Law Library fee. Because these fees vary, the Law Library Revenue varies from year to year. The variation in Revenues over the years has ranged from a negative 46% to positive 40%. For 2015 Revenues are expected to increase by \$10,000.

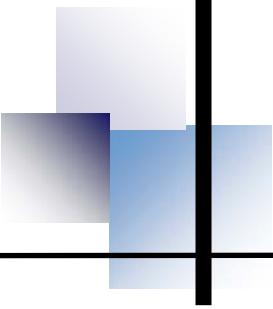
**EXPENDITURES:** Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years.

**FUND BALANCE:** Revenues have exceeded Expenditures in most years; therefore, Fund Balance continues to increase. In 2015 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2015 Ending Fund Balance of \$535,544.

## Law Library

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATED</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>453,461</u>	<u>482,212</u>	<u>537,724</u>	<u>535,544</u>	<u>535,544</u>	<u>535,544</u>	<u>100%</u>
123,330 1,177	133,564 2,101	127,292 1,798	90,000	90,000	100,000	100% 0%
124,507	135,665	129,090	90,000	90,000	100,000	100%
95,756 -	80,153 -	131,270 -	90,000 -	90,000 -	100,000 -	100% 0%
95,756	80,153	131,270	90,000	90,000	100,000	100%
<u>482,212</u>	<u>537,724</u>	<u>535,544</u>	<u>535,544</u>	<u>535,544</u>	<u>535,544</u>	<u>100%</u>





**Sheriff Confiscated Funds**

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## SPECIAL REVENUE TRENDS

	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>4,288,382</u>	<u>5,241,706</u>	<u>4,999,593</u>	<u>4,436,593</u>
<b>REVENUES</b>				
Fines and Forfeitures	1,764,841	380,651	160,000	373,657
Investment Earnings	<u>136,249</u>	<u>171,166</u>	<u>88,000</u>	<u>107,714</u>
<b>TOTAL REVENUES</b>	<b>1,901,090</b>	<b>551,817</b>	<b>248,000</b>	<b>481,371</b>
<b>EXPENDITURES</b>				
Operating	947,766	793,930	11,000	266,916
Capital Outlay	<u>-</u>	<u>-</u>	<u>800,000</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>947,766</b>	<b>793,930</b>	<b>811,000</b>	<b>266,916</b>
<b>ENDING FUND BALANCE</b>	<u><b>5,241,706</b></u>	<u><b>4,999,593</b></u>	<u><b>4,436,593</b></u>	<u><b>4,651,048</b></u>

### TRENDS FOR THE YEAR ENDED December 31, 2015

**REVENUES:** This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues can be difficult to forecast. There is projected to be an approximate 18% decrease in estimated 2015 Revenues over 2014 estimated Revenues. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high at 140% of a prior year.

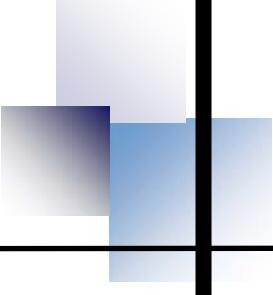
**EXPENDITURES:** Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2015 Expenditures are budgeted to be \$180,000.

**FUND BALANCE:** The Ending Fund Balance for 2015 is \$2,924,758. The Fund Balance in this fund has fluctuated each year. This year it is projected to stay the same compared to the 2014 Estimated Ending Fund Balance. The Fund Balance still remains strong and stable.

## Sheriff Confiscated Funds

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 APPROVED</u>	<u>2014 ESTIMATED</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>4,651,048</u>	<u>4,915,575</u>	<u>4,035,303</u>	<u>2,924,758</u>	<u>2,924,758</u>	<u>2,924,758</u>	<u>100%</u>
943,986 39,885	149,357 26,246	496,091 14,049	220,000 -	220,000 -	180,000 -	100% 0%
983,871	175,603	510,140	220,000	220,000	180,000	100%
719,344 -	1,055,875 -	1,620,685 -	220,000 -	220,000 -	180,000 -	100% 0%
719,344	1,055,875	1,620,685	220,000	220,000	180,000	100%
<u>4,915,575</u>	<u>4,035,303</u>	<u>2,924,758</u>	<u>2,924,758</u>	<u>2,924,758</u>	<u>2,924,758</u>	<u>100%</u>





**Sheriff Inmate Commissary**

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# SPECIAL REVENUE TRENDS

	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>336,865</u>	<u>407,353</u>	<u>392,648</u>	<u>261,948</u>
<b>REVENUES</b>				
Intergovernmental	-	-	-	-
Use of Money and Property	1,362	1,249	300	-
Miscellaneous	<u>310,654</u>	<u>242,891</u>	<u>36,000</u>	<u>60,834</u>
<b>TOTAL REVENUES</b>	<b>312,016</b>	<b>244,140</b>	<b>36,300</b>	<b>60,834</b>
<b>EXPENDITURES</b>				
Operating	241,528	258,845	167,000	11,894
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>241,528</b>	<b>258,845</b>	<b>167,000</b>	<b>11,894</b>
<b>ENDING FUND BALANCE</b>	<b><u>407,353</u></b>	<b><u>392,648</u></b>	<b><u>261,948</u></b>	<b><u>310,888</u></b>

## TRENDS FOR THE YEAR ENDED December 31, 2015

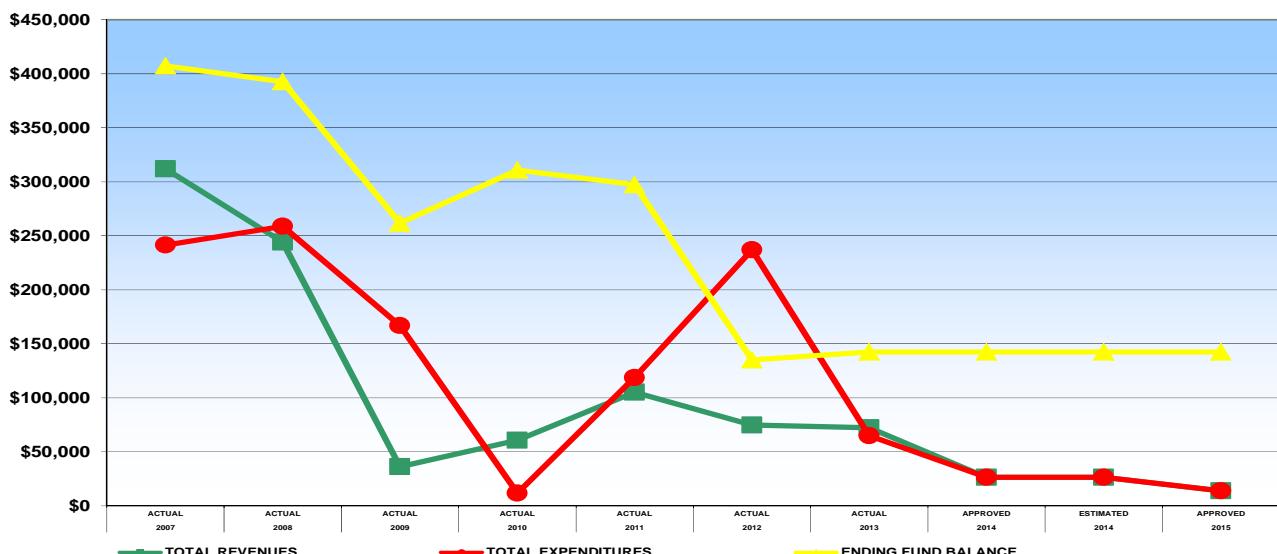
**REVENUES:** Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2015 Revenues are projected to decrease significantly as compared to 2014's estimate. Revenues fluctuate from year to year as the inmate 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:** 2015 Expenditures are \$12,400 less than estimated Expenditures for 2014. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$14,000 for 2015 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

**FUND BALANCE:** Expenditures as well as Revenues have decreased. The Expenditures are budgeted to be the same as the Revenues resulting in no change in the Ending Fund Balance \$142,364 from 2014 to 2015.

## Sheriff Inmate Commissary

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>310,888</u>	<u>297,315</u>	<u>135,047</u>	<u>142,364</u>	<u>142,364</u>	<u>142,364</u>	<u>100%</u>
-	-	-	-	-	-	0%
-	-	-	-	-	-	0%
<u>105,236</u>	<u>74,738</u>	<u>72,253</u>	<u>26,400</u>	<u>26,400</u>	<u>14,000</u>	<u>100%</u>
105,236	74,738	72,253	26,400	26,400	14,000	100%
<u>118,809</u>	<u>237,006</u>	<u>64,936</u>	<u>26,400</u>	<u>26,400</u>	<u>14,000</u>	<u>100%</u>
-	-	-	-	-	-	0%
118,809	237,006	64,936	26,400	26,400	14,000	100%
<u>297,315</u>	<u>135,047</u>	<u>142,364</u>	<u>142,364</u>	<u>142,364</u>	<u>142,364</u>	<u>100%</u>



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

**SPECIAL REVENUE TRENDS**

	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>34,080</u>	<u>30,421</u>	<u>64,879</u>	<u>70,379</u>
<b>REVENUES</b>				
Charges for Service	25,316	78,761	-	34
Miscellaneous	-	122	15,000	32,744
<b>TOTAL REVENUES</b>	<b>25,316</b>	<b>78,883</b>	<b>15,000</b>	<b>32,778</b>
<b>EXPENDITURES</b>				
Operating	28,975	44,425	9,500	31,337
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>28,975</b>	<b>44,425</b>	<b>9,500</b>	<b>31,337</b>
<b>ENDING FUND BALANCE</b>	<b><u>30,421</u></b>	<b><u>64,879</u></b>	<b><u>70,379</u></b>	<b><u>71,820</u></b>

**TRENDS FOR THE YEAR ENDED December 31, 2015**

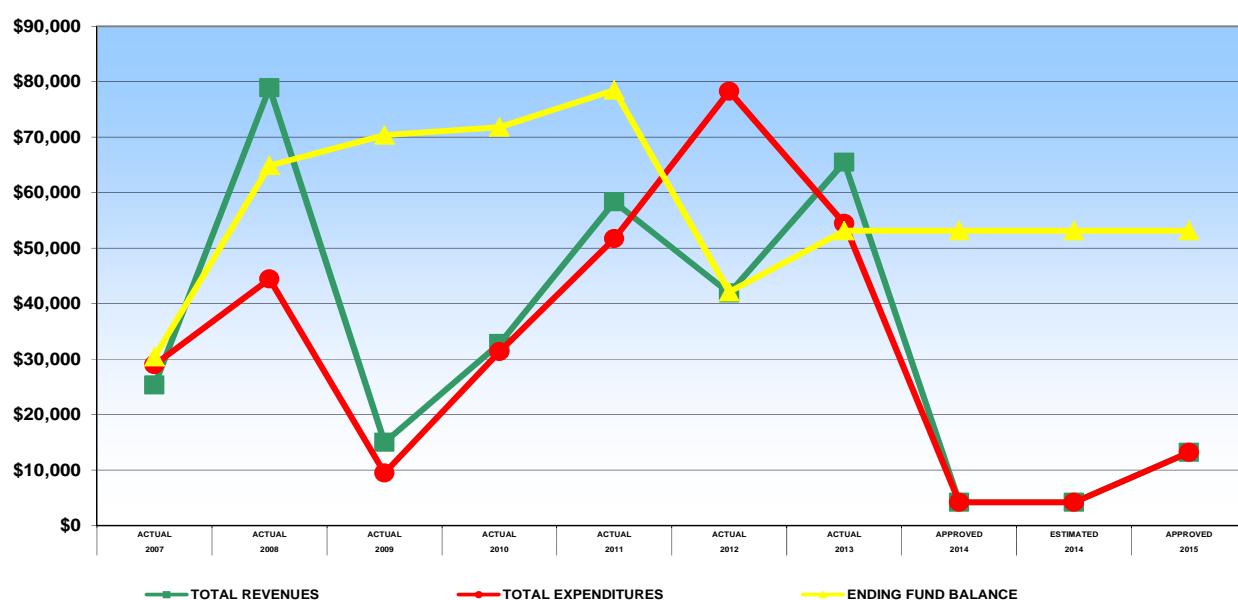
**REVENUES:** Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2015 are estimated to be \$13,200. This is a large increase of \$4,200 from the 2014 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and in 2008 they were the highest they've ever been.

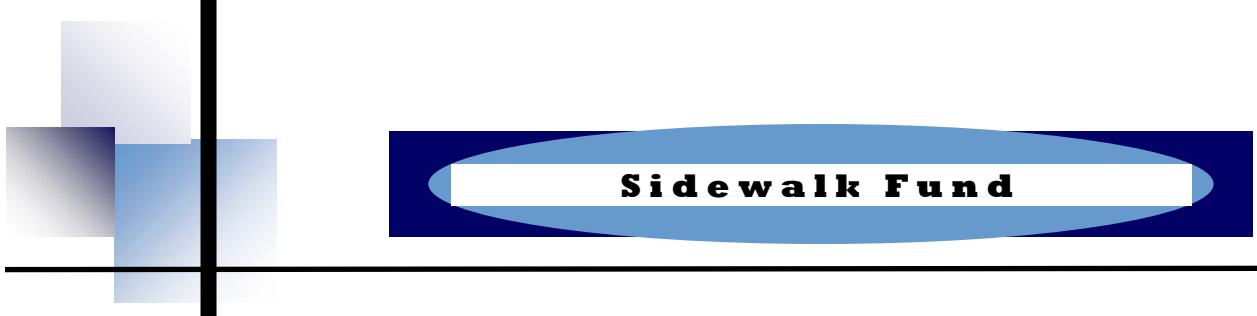
**EXPENDITURES:** Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures have fluctuated between the years. 2014 is the lowest budgeted expenditures in the ten year period presented.

**FUND BALANCE:** Fund Balance took a huge drop in 2012 of almost 50%. For 2015 it is expected to remain the same at \$53,150 with revenues equaling expenditures.

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

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>71,820</u>	<u>78,474</u>	<u>42,105</u>	<u>53,150</u>	<u>53,150</u>	<u>53,150</u>	<u>100%</u>
11 <u>58,334</u>	11 <u>41,892</u>	13 <u>65,465</u>	- <u>4,200</u>	- <u>4,200</u>	- <u>13,200</u>	0% <u>100%</u>
58,345	41,903	65,478	4,200	4,200	13,200	100%
51,691 - <u>51,691</u>	78,272 - <u>78,272</u>	54,433 - <u>54,433</u>	4,200 - <u>4,200</u>	4,200 - <u>4,200</u>	13,200 - <u>13,200</u>	100% <u>0%</u>
<u>78,474</u>	<u>42,105</u>	<u>53,150</u>	<u>53,150</u>	<u>53,150</u>	<u>53,150</u>	<u>100%</u>





## Sidewalk Fund

### SPECIAL REVENUE TRENDS

	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>26,361</u>	<u>27,582</u>	<u>28,053</u>	<u>28,258</u>
<b>REVENUES</b>				
Fees	-	-	7,550	5,000
Use of Property & Money	<u>1,221</u>	<u>471</u>	<u>205</u>	<u>91</u>
<b>TOTAL REVENUES</b>	<b>1,221</b>	<b>471</b>	<b>7,755</b>	<b>5,091</b>
<b>EXPENDITURES</b>				
Operating	-	-	-	-
Capital Outlay	-	-	7,550	-
Miscellaneous	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>7,550</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b><u>27,582</u></b>	<b><u>28,053</u></b>	<b><u>28,258</u></b>	<b><u>33,349</u></b>

#### TRENDS FOR THE YEAR ENDED December 31, 2015

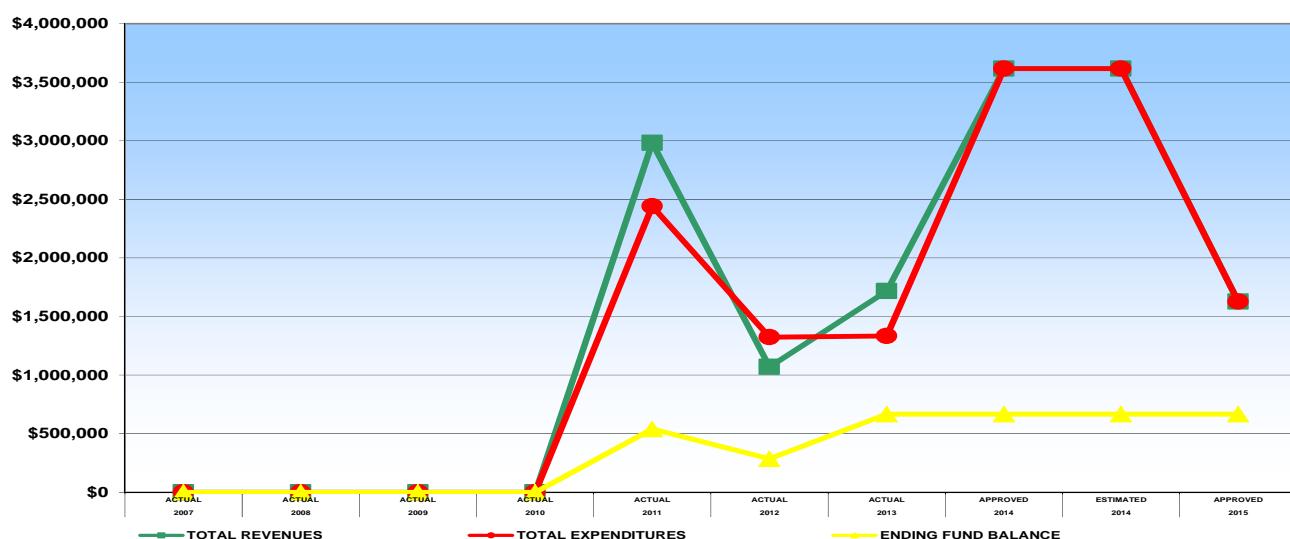
**REVENUES:** Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are totally received by developers/builders. No Revenue other than interest was budgeted for 2015.

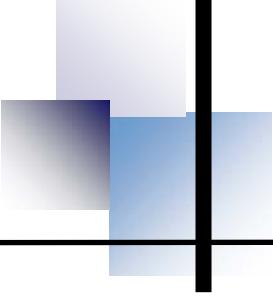
**EXPENDITURES:** Only \$50 of expenditures was budgeted for 2015. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

**FUND BALANCE:** Fund Balance increased to its highest point in 2011 of \$169,207. This is due to several unexpected subdivisions that required sidewalks for the year. For 2015 the fund balance is projected to remain at its lowest in the ten year period at \$13,354. This is due to work on sidewalks being completed in 2012 and depleting the fund balance.

## Sidewalk Fund

2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2014 <u>ESTIMATE</u>	2015 <u>APPROVED</u>	2015 <u>PERCENT OF TOTAL</u>
33,349	169,207	13,346	13,354	13,354	13,354	100%
162,900 174	74	8	50	50	50	0% 0%
163,074	74	8	50	50	50	0%
-	-	-	-	-	-	0%
27,216	155,935	-	50	50	50	0%
-	-	-	-	-	-	0%
27,216	155,935	-	50	50	50	0%
<b>169,207</b>	<b>13,346</b>	<b>13,354</b>	<b>13,354</b>	<b>13,354</b>	<b>13,354</b>	<b>100%</b>





**Neighborhood Stabilization Program**

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## SPECIAL REVENUE TRENDS

	<u>2007</u> <u>ACTUAL</u>	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-	<b>539,224</b>
<b>REVENUES</b>					
Intergovernmental	-	-	-	2,441,518	1,069,622
Investment Earnings	-	-	-	-	-
Other	-	-	-	539,224	-
<b>TOTAL REVENUES</b>	-	-	-	2,980,742	1,069,622
<b>EXPENDITURES</b>					
Other Professional Services	-	-	-	2,441,518	1,300,238
Transfers Out	-	-	-	-	23,872
<b>TOTAL EXPENDITURES</b>	-	-	-	2,441,518	1,324,110

### TRENDS FOR THE YEAR ENDED December 31, 2015

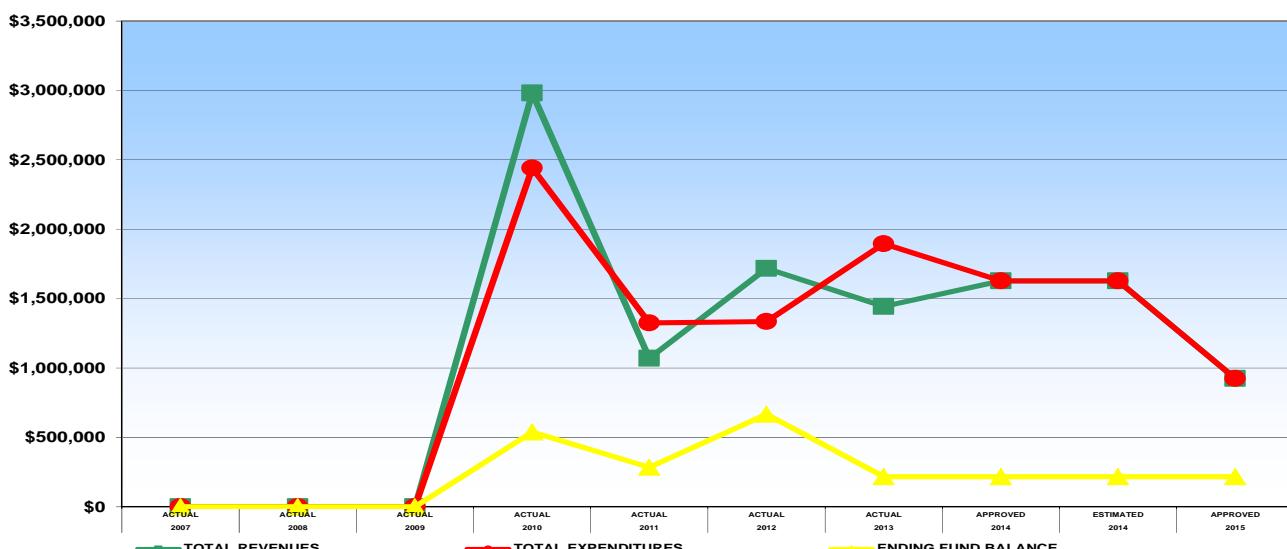
**REVENUES:** This fund is used to account for grant monies received under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment, through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Projected Revenues for 2015 have decreased 43% compared to 2014. This is due to receiving less grant money in 2015.

**EXPENDITURES:** With the decrease of grant money the expenditures have decreased as well. The 2015 Projected Expenditures are \$925,000.

**FUND BALANCE:** Fund Balance remains the same as that for 2014. The General Fund will provide the match for this grant. This fund will continue to receive grant fund reimbursements causing the Projected Ending Fund Balance to fluctuate from year to year.

## Neighborhood Stabilization Program

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>284,736</u>	<u>667,263</u>	<u>216,493</u>	<u>216,493</u>	<u>216,493</u>	<u>100%</u>
324,386	292,924	927,224	927,224	575,000	0%
-	179	100	100	-	0%
<u>1,393,021</u>	<u>1,150,703</u>	<u>700,000</u>	<u>700,000</u>	<u>350,000</u>	<u>0%</u>
1,717,407	1,443,806	1,627,324	1,627,324	925,000	0%
1,334,880	1,843,221	1,627,324	1,627,324	925,000	0%
-	51,355	-	-	-	0%
1,334,880	1,894,576	1,627,324	1,627,324	925,000	0%
<u>667,263</u>	<u>216,493</u>	<u>216,493</u>	<u>216,493</u>	<u>216,493</u>	<u>100%</u>



## 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 to provide all victims of crime professional service and assistance by providing the following:

- An understanding of victims' rights
- The encouragement to exercise all the rights provided by law
- Access for eligible victims to apply for and receive victims' compensation
- Full support for any victim who participates in the criminal justice process
- Continued comfort to victims of crime in a professional and caring manner
- 

## WORKLOAD INDICATORS

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



## Victim Assistance

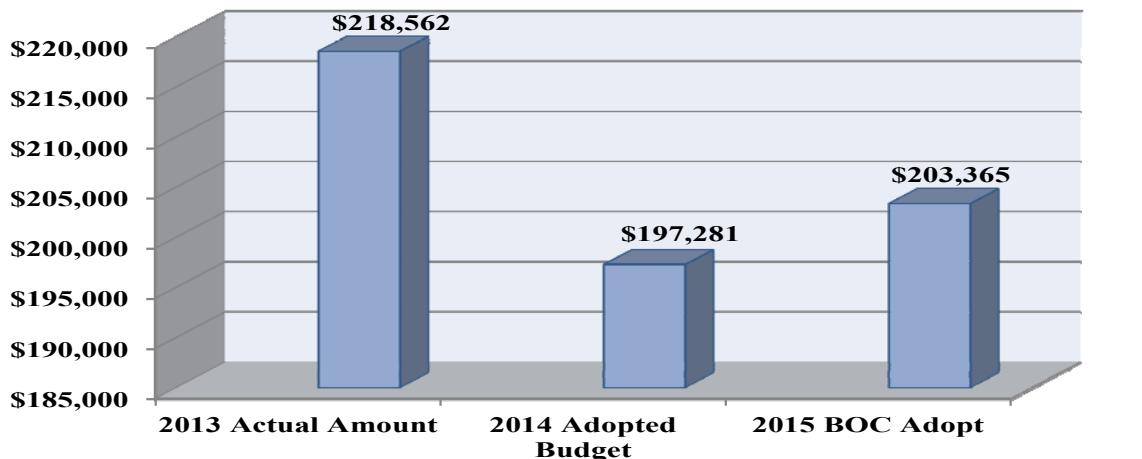
<b>BUDGET SUMMARY</b>		
<b>2013 Actual Amount</b>	<b>2014 Adopted Budget</b>	<b>2015 BOC Adopt</b>

**FUNDING SOURCES:**

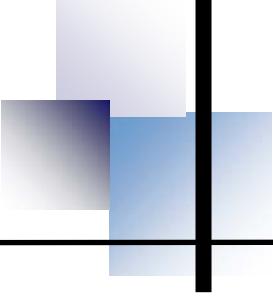
<b>General Fund Contribution</b>	<b>218,562</b>	<b>197,281</b>	<b>203,365</b>
<b>Total Funding Sources</b>	<b>218,562</b>	<b>197,281</b>	<b>203,365</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>107,898</b>	<b>113,925</b>	<b>114,725</b>
<b>Benefits</b>	<b>52,167</b>	<b>52,994</b>	<b>54,596</b>
<b>Advertising</b>	<b>0</b>	<b>100</b>	<b>100</b>
<b>Supplies</b>	<b>0</b>	<b>1,200</b>	<b>1,200</b>
<b>Professional Services</b>	<b>236</b>	<b>5,000</b>	<b>5,000</b>
<b>Utilities</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>35,200</b>	<b>0</b>	<b>0</b>
<b>Other Financing Sources</b>	<b>23,062</b>	<b>23,062</b>	<b>23,098</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>3,646</b>
<b>Total Appropriations</b>	<b>218,562</b>	<b>197,281</b>	<b>203,365</b>


**PERSONNEL SUMMARY**

<b>POSITION</b>	<b>GRADE</b>	<b>2012 ACTUAL</b>	<b>2013 BUDGET</b>	<b>2014 APPROVED</b>
<b>Senior Victim Investigator</b>	UNC	1	1	1
<b>Legal Staff Assistant</b>	21	1	1	1
<b>Victim Staff Assistant</b>	21	1	1	1
<b>Secretary</b>	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>0</b>




## Victim Assistance

# SPECIAL REVENUE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>272,492</u>	<u>283,806</u>	<u>297,362</u>	<u>290,796</u>
<b>REVENUES</b>				
Victim Assistance Fines	240,361	233,699	184,900	174,421
Investment Earnings	-	-	-	-
Miscellaneous	<u>9,974</u>	<u>4,662</u>	<u>1,110</u>	<u>583</u>
<b>TOTAL REVENUES</b>	<b>250,335</b>	<b>238,361</b>	<b>186,010</b>	<b>175,004</b>
<b>EXPENDITURES</b>				
Salaries and Related Costs	137,170	154,003	159,930	140,306
Other Expenses	65	36,000	65	20,952
Transfers Out	<u>101,786</u>	<u>34,802</u>	<u>32,581</u>	<u>42,645</u>
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>239,021</b>	<b>224,805</b>	<b>192,576</b>	<b>203,903</b>
<b>ENDING FUND BALANCE</b>	<b><u>283,806</u></b>	<b><u>297,362</u></b>	<b><u>290,796</u></b>	<b><u>261,897</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2015

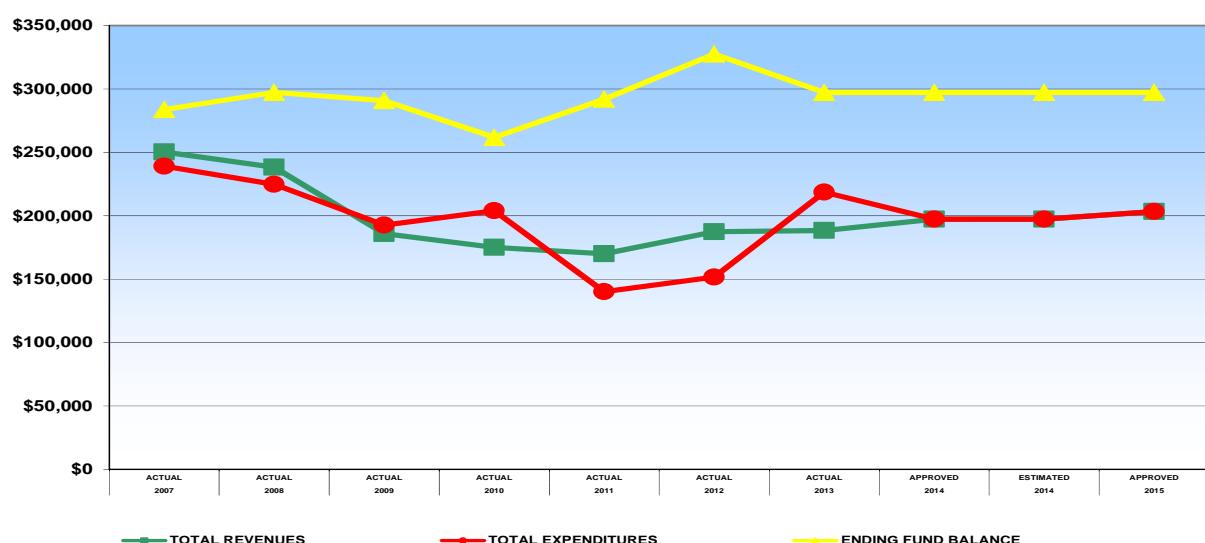
**REVENUES:** 2015 Revenues in this fund are projected to only change slightly with a 3% increase compared to 2014's Estimated Revenue. The trend in fluctuation of Revenue has varied. This fund provides aid to Douglas County citizens who are victims of a crime.

**EXPENDITURES:** Expenditures for 2015 are expected to increase \$6,084 compared to 2014's Estimated Expenditures. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years. Other Expenses for 2015 increase slightly as well. 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:** Projected 2015 ending Fund Balance reflects no change from the prior year.

## Victim Assistance

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>261,897</u>	<u>291,863</u>	<u>327,512</u>	<u>297,372</u>	<u>297,372</u>	<u>297,372</u>	<u>100%</u>
169,651	187,111	188,267	193,500	193,500	165,000	81%
-	-	-	3,556	3,556	150	
<u>358</u>	<u>205</u>	<u>155</u>	<u>225</u>	<u>225</u>	<u>38,215</u>	<u>19%</u>
170,009	187,316	188,422	197,281	197,281	203,365	100%
112,759	128,981	195,500	166,919	166,919	169,321	83%
3,000	-	-	7,300	7,300	10,946	5%
24,283	22,686	23,062	23,062	23,062	23,098	11%
-	-	-	-	-	-	<u>0%</u>
140,042	151,667	218,562	197,281	197,281	203,365	100%
<u>291,863</u>	<u>327,512</u>	<u>297,372</u>	<u>297,372</u>	<u>297,372</u>	<u>297,372</u>	<u>100%</u>



## **Building Inspections**

### **MISSION**

**To provide competent and innovative technical services to citizens, contractors, developers, buildrs 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

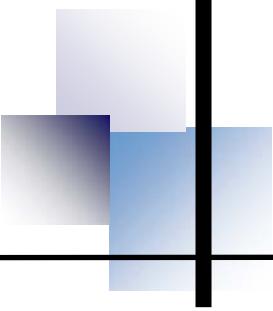
### **GOALS**

**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

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>BUILDING PERMITS</b>	170	202	250
<b>PLUMBING PERMITS</b>	334	392	450
<b>ELECTRICAL PERMITS</b>	380	496	550
<b>TOTAL INSPECTIONS</b>	439	450	500

#### PERSONNEL SUMMARY

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
General Inspector	23	1	1	1
Heat and Air Inspector	23	1	1	1
Plumbing Inspector	23	1	1	1
Permit Clerk	19	1	1	1
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## Building Inspections

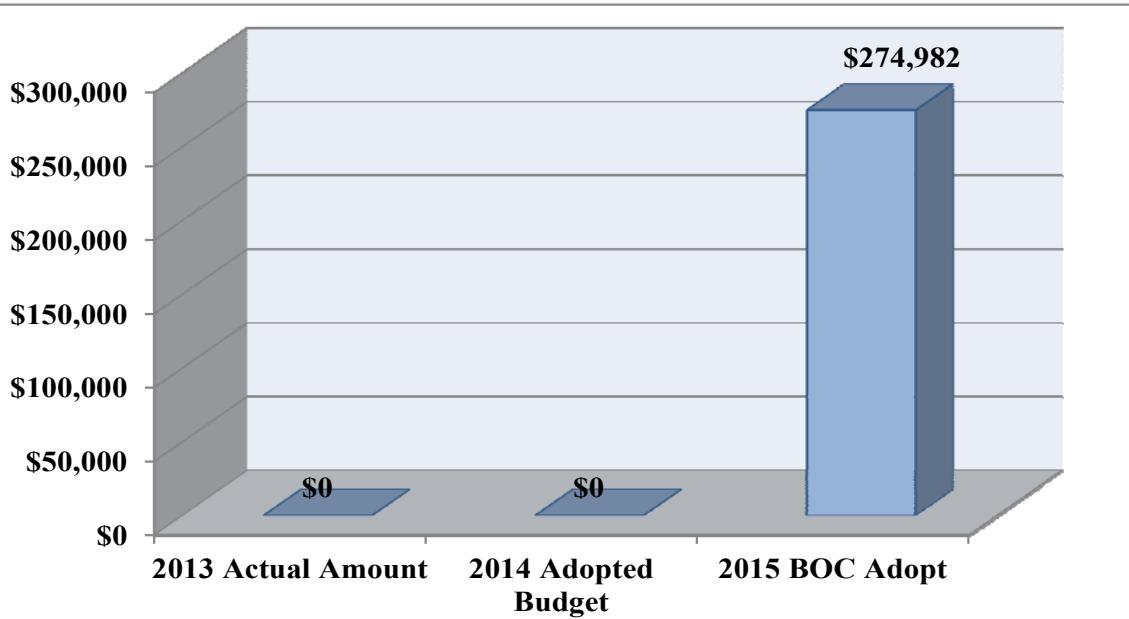
BUDGET SUMMARY		
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt

### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>0</b>	<b>0</b>	<b>274,982</b>
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>274,982</b>

### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>0</b>	<b>0</b>	<b>169,387</b>
<b>Benefits</b>	<b>0</b>	<b>0</b>	<b>78,019</b>
<b>Vehicle Expense</b>	<b>0</b>	<b>0</b>	<b>11,239</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>0</b>	<b>675</b>
<b>Maintenance Charges</b>	<b>0</b>	<b>0</b>	<b>480</b>
<b>Supplies</b>	<b>0</b>	<b>0</b>	<b>1,100</b>
<b>Professional Services</b>	<b>0</b>	<b>0</b>	<b>5,900</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>2,064</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>0</b>	<b>700</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>5,418</b>
<b>Total Appropriations</b>	<b>0</b>	<b>0</b>	<b>274,982</b>



## 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 implementing the following:

- Receive, process, review and return all within the fourteen days from initial submission, or seven days from secondary submissions

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

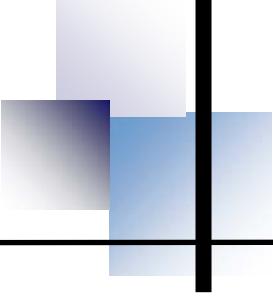
- Continue to process citizen concerns/complaints within one business day
- Ensuring that all applicants and citizens are treated fairly and equally by all parties involved

• Aid WSA with 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 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

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### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>ELECTRICAL PERMITS</b>	<b>120</b>	<b>120</b>	<b>120</b>
<b>LAND DISTURBANCE PERMITS</b>	<b>14</b>	<b>8</b>	<b>10</b>
<b>PLUMBING PERMITS</b>	<b>19</b>	<b>26</b>	<b>30</b>
<b>HVAC PERMITS</b>	<b>38</b>	<b>44</b>	<b>50</b>

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### PERSONNEL SUMMARY

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## Development Control

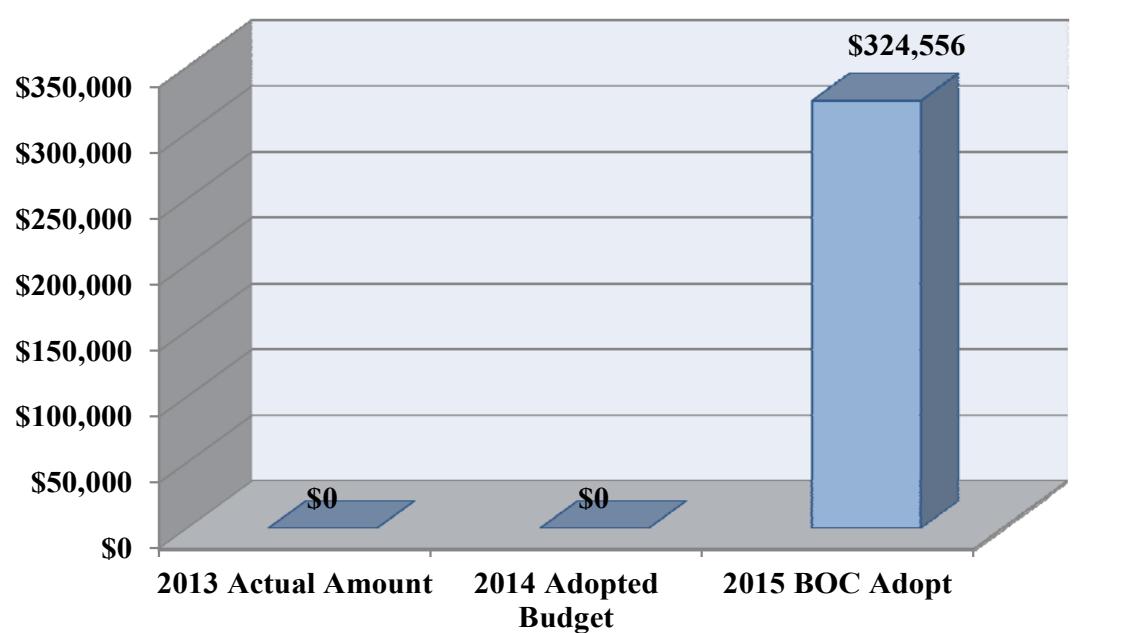
BUDGET SUMMARY		
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt

### FUNDING SOURCES:

General Fund Contribution	<b>0</b>	<b>0</b>	<b>324,556</b>
Total Funding Sources	<b>0</b>	<b>0</b>	<b>324,556</b>

### APPROPRIATIONS:

Salary and Wage	0	0	234,532
Benefits	0	0	69,682
Vehicle Expense	0	0	7,855
Dues and Subscriptions	0	0	195
Supplies	0	0	2,934
Utilities	0	0	1,320
Travel & Training	0	0	0
Uniforms and Clothing	0	0	1,100
Budget Improvement Request	<b>0</b>	<b>0</b>	<b>6,938</b>
 Total Appropriations	 <b>0</b>	 <b>0</b>	 <b>324,556</b>



## 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, Planning and 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
- Helping staff better understand the importance of customer service through training opportunities
- Utilize technology to provide efficiency within the Department

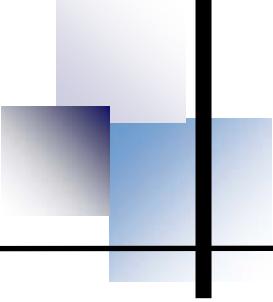
**Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:**

- Providing opportunities for the Planning & Zoning Board to review long range information for Douglas County
- Providing information to the Planning & Zoning Board on any recommended revisions to the Comprehensive Land Use Plan
- 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**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### PLANNING AND ZONING COMPARISON—YEARS

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>PLAN REVIEW PROCESSED</b>	26	62	70
<b>ZONING APPLICATIONS</b>	5	5	10
<b>VARIANCE APPLICATIONS</b>	4	2	5
<b>ADMINISTRATIVE VARIANCES</b>	4	4	5
<b>SPECIAL LAND USE PERMIT APPLICATIONS</b>	3	10	15
<b>PRELIMINARY PLATS</b>	1	2	5
<b>FINAL PLATS</b>	5	3	15
<b>ZONING VERIFICATIONS</b>	20	42	55

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### PERSONNEL SUMMARY

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Planning & Zoning Manager	UNC	0	0	1
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Secretary	19	1	1	1
Planning & Zoning Board	PT	6	6	7
<b>TOTAL FULL TIME</b>		<hr/> 3	<hr/> 3	<hr/> 4
<b>TOTAL PART TIME</b>		<hr/> 6	<hr/> 6	<hr/> 7

## Planning and Zoning

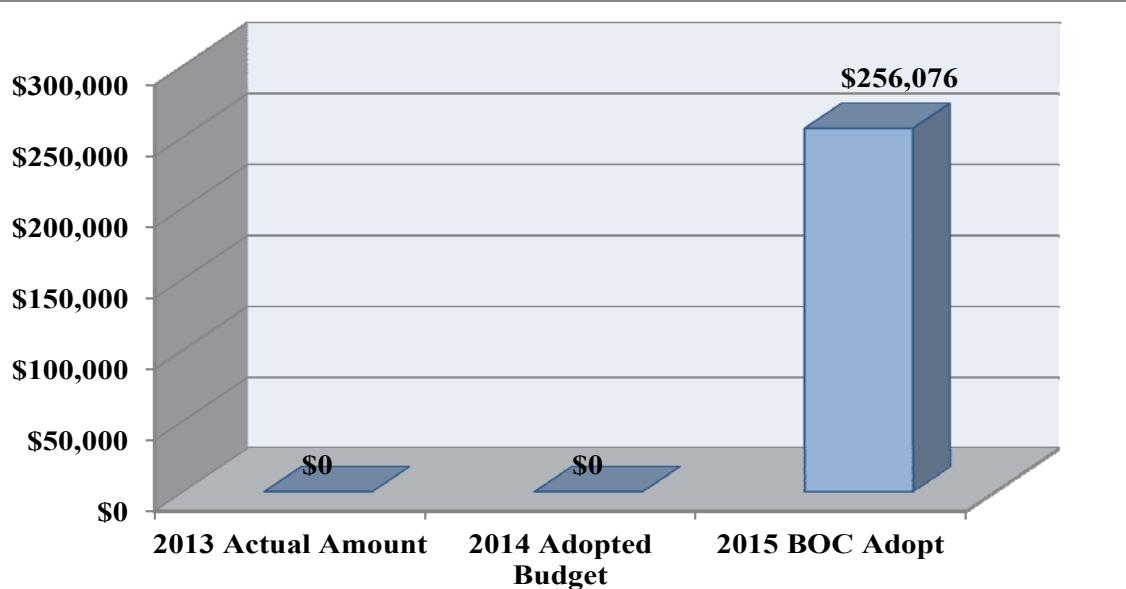
BUDGET SUMMARY		
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt

### FUNDING SOURCES:

General Fund Contribution	<u>0</u>	<u>0</u>	<u>256,076</u>
Total Funding Sources	<u>0</u>	<u>0</u>	<u>256,076</u>

### APPROPRIATIONS:

Salary and Wage	0	0	185,535
Benefits	0	0	53,464
Advertising	0	0	2,500
Vehicle Expense	0	0	1,800
Dues and Subscriptions	0	0	1,005
Maintenance Charges	0	0	1,200
Supplies	0	0	3,000
Professional Services	0	0	0
Utilities	0	0	540
Travel & Training	0	0	1,176
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>5,856</u>
<b>Total Appropriations</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>256,076</u></b>



## 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 and the general public

## GOALS

**Have the knowledge base to provide accurate information to the Board of Commissioners 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

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>PUBLIC MEETINGS ATTENDED</b>	41	45	45
<b>DEPT MEETINGS HELD</b>	58	64	60
<b>PROF. ASSOC. MEETINGS HELD</b>	6	6	6
<b>STATISTICAL DATA REPORTS ISSUED</b>	12	12	12

### PERSONNEL SUMMARY

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director Development Services	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<hr/> 1	<hr/> 1	<hr/> 1

**Development Services Administration**

**BUDGET SUMMARY**

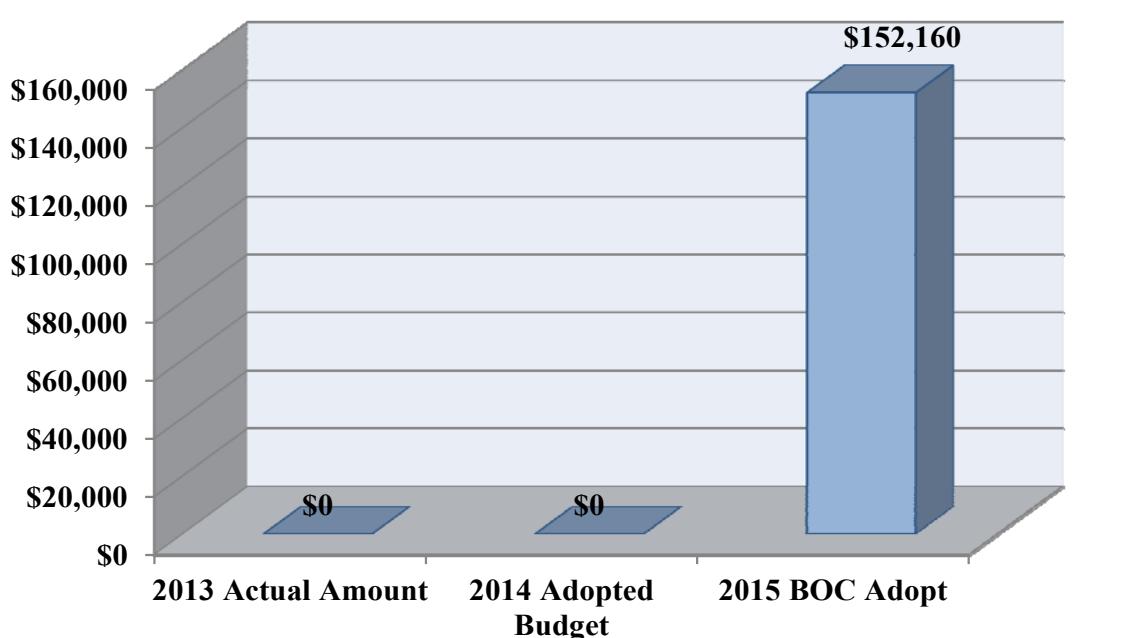
<b>2013 Actual Amount</b>	<b>2014 Adopted Budget</b>	<b>2015 BOC Adopt</b>
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**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>0</b>	<b>0</b>	<b>152,160</b>
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>152,160</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>0</b>	<b>0</b>	<b>112,134</b>
<b>Benefits</b>	<b>0</b>	<b>0</b>	<b>35,385</b>
<b>Vehicle Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>0</b>	<b>420</b>
<b>Supplies</b>	<b>0</b>	<b>0</b>	<b>94</b>
<b>Professional Services</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>540</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>3,587</b>
<b>Total Appropriations</b>	<b>0</b>	<b>0</b>	<b>152,160</b>





## 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
- Training support staff
- Educating the public on the rules and regulations of operating a business in the County

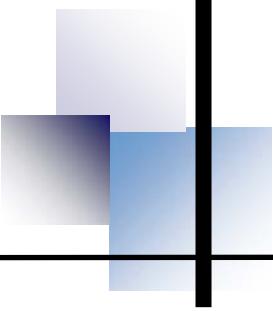
#### **Maintain low delinquent occupational tax collections by:**

- Increasing public awareness of renewal deadlines with informational packets
- Providing extensive instructions on the Douglas County Web Site
- Increasing in field visits from Compliance Officer

#### **Improve the payment procedure for Occupational Tax by:**

- Acquire the Business License Module for New World Systems





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## Occupational Tax

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### OCCUPATIONAL TAX COMPARISON—YEARS

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RENEWALS	2,739	3,122	3,122
NEW BUSINESS LICENSE	411	500	500

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#### PERSONNEL SUMMARY

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Occupational Tax Manager	24	0	1	1
Permit Clerk	22	0	0	1
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>2</b>	<b>3</b>



## Occupational Tax

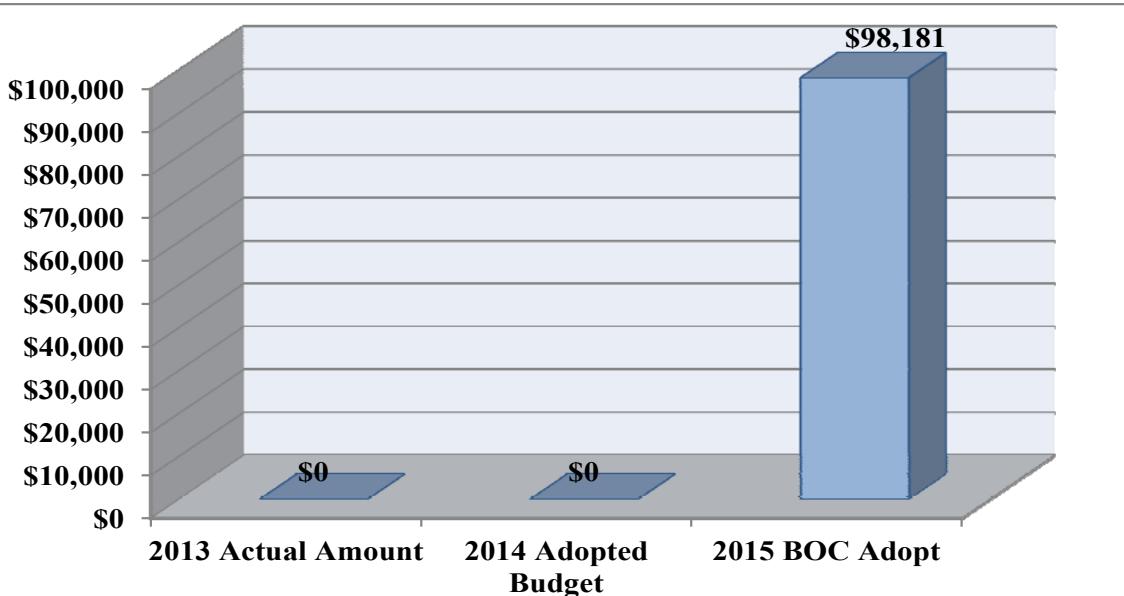
BUDGET SUMMARY		
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>0</b>	<b>0</b>	<b>98,181</b>
<b>Total Funding Sources</b>	<b>0</b>	<b>0</b>	<b>98,181</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>0</b>	<b>0</b>	<b>57,973</b>
<b>Benefits</b>	<b>0</b>	<b>0</b>	<b>26,453</b>
<b>Vehicle Expense</b>	<b>0</b>	<b>0</b>	<b>1,404</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>0</b>	<b>267</b>
<b>Maintenance Charges</b>	<b>0</b>	<b>0</b>	<b>960</b>
<b>Supplies</b>	<b>0</b>	<b>0</b>	<b>5,670</b>
<b>Professional Services</b>	<b>0</b>	<b>0</b>	<b>2,240</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>240</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>0</b>	<b>120</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>2,854</b>
<b>Total Appropriations</b>	<b>0</b>	<b>0</b>	<b>98,181</b>



## 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**

	2013	2014	2015
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INVESTIGATIONS	1,200	1,200	1,248
COURT CASES CLOSED	600	600	636
COURT CASES	60	80	72

**PERSONNEL SUMMARY**

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	1	1	2
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>3</b>

## Code Enforcement

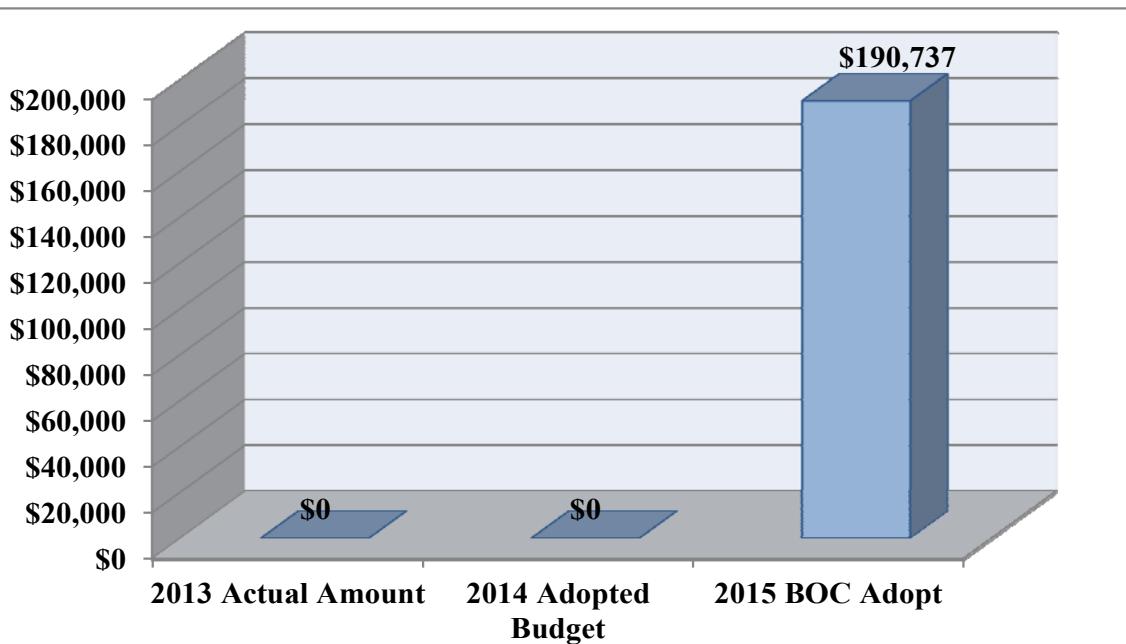
BUDGET SUMMARY		
2013 Actual Amount	2014 Adopted Budget	2015 BOC Adopt

### **FUNDING SOURCES:**

General Fund Contribution	0	0	<b>190,737</b>
Total Funding Sources	<b>0</b>	<b>0</b>	<b>190,737</b>

### **APPROPRIATIONS:**

Salary and Wage	0	0	74,122
Benefits	0	0	47,280
Vehicle Expense	0	0	5,447
Dues and Subscriptions	0	0	800
Supplies	0	0	1,425
Professional Services	0	0	0
Utilities	0	0	240
Uniforms and Clothing	0	0	925
Budget Improvement Request	0	0	<b>60,498</b>
Total Appropriations	<b>0</b>	<b>0</b>	<b>190,737</b>



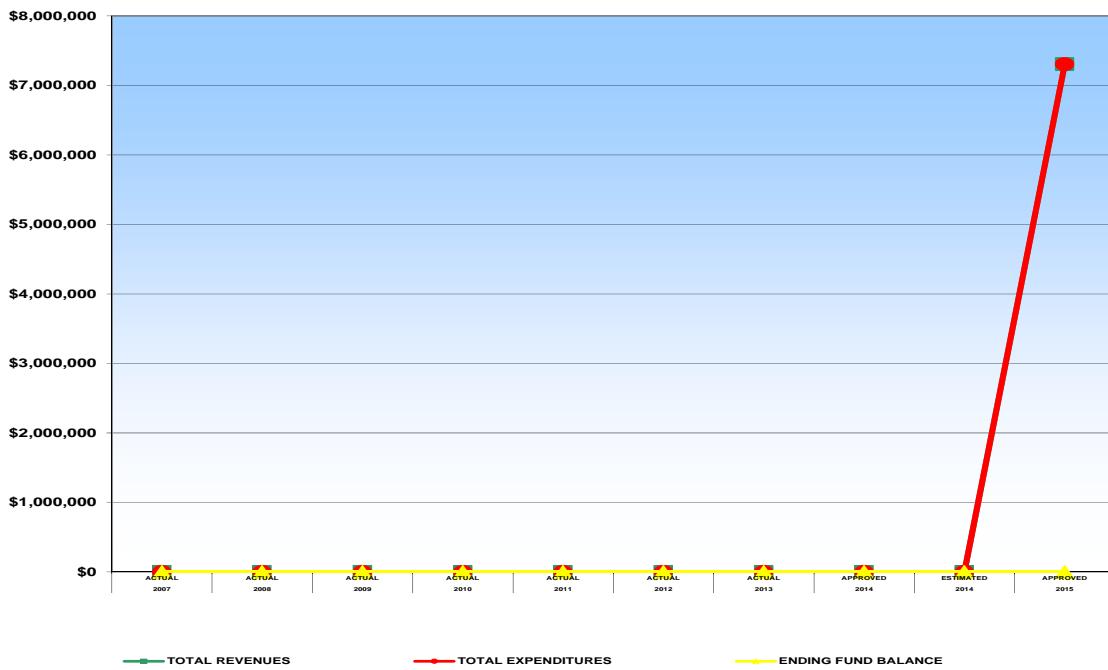
## SPECIAL REVENUE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-
<b>EXPENDITURES</b>				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Capital Outlay	-	-	-	-
Other Financing Sources	-	-	-	-
Uniforms and Clothing	-	-	-	-
Budget Improvement Request	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	-
<b>ENDING FUND BALANCE</b>	-	-	-	-

**Unic. Area Special District**

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
-	-	-	-	-	-	#DIV/0!
-	-	-	-	-	6,876,200	94.13%
-	-	-	-	-	1,006,000	13.77%
-	-	-	-	-	28,500	0.39%
-	-	-	-	-	(724,193)	-9.91%
-	-	-	-	-	118,200	1.62%
<hr/>						
-	-	-	-	-	7,304,707	100.00%
<hr/>						
-	-	-	-	-	833,683	11.41%
-	-	-	-	-	310,283	4.25%
-	-	-	-	-	2,500	0.03%
-	-	-	-	-	27,745	0.38%
-	-	-	-	-	3,362	0.05%
-	-	-	-	-	2,640	0.04%
-	-	-	-	-	14,223	0.19%
-	-	-	-	-	8,140	0.11%
-	-	-	-	-	4,944	0.07%
-	-	-	-	-	1,176	0.02%
-	-	-	-	-	-	0.00%
-	-	-	-	-	6,008,015	82.25%
-	-	-	-	-	2,845	0.04%
-	-	-	-	-	85,151	1.17%
<hr/>						
-	-	-	-	-	7,304,707	100.00%
<hr/>						
-	-	-	-	-	-	#DIV/0!

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



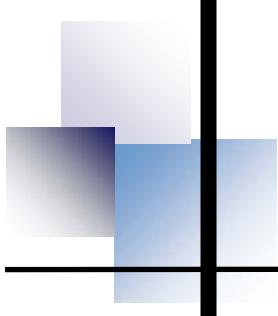
TRENDS FOR THE YEAR ENDED December 31, 2015

**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. For 2015 \$118,200 is budgeted to be transferred into this fund from the Hotel Motel Fund.

**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 2015 \$6,008,015 is budgeted to be transferred out to these funds.

**FUND BALANCE:** Since this is the first year the fund will start with a \$0 balance and end with a \$0 with revenues budgeted to equal expenditures.

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

**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

**Upgrade current radio system to provide coverage of the entire County for Fire/EMS response**

**Divide the County into two geographic divisions (East/West) and establish three additional Division Chief positions**

**Add an additional ambulance with adequate personnel to reduce response times**

**Add additional Inspector/Fire Safety Educator for Fire Prevention Bureau to facilitate additional workload required to inspect buildings in the City of Douglasville and to enhance Fire Safety Education efforts**

**Purchase of one engine and two ambulances**

**Replace existing records management system due to lack of responsiveness from current vendor and difficulty in use of current system**

**Continue to develop strategies to reduce overtime costs while operating within the confines of current Federal, State, and local laws**



## FIRE & EMS

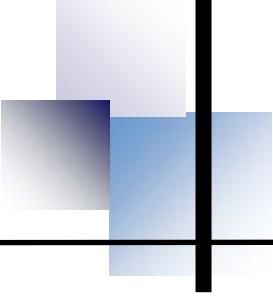
### COMPARISON—YEARS

	2013 <u>ACT</u>	2014 <u>PROJ</u>	2015 <u>PROJ</u>
<b>CALLS FOR SERVICE</b>	<b>14,354</b>	<b>15,560</b>	<b>17,102</b>
TOTAL FIRES	340	551	601
OTHER CALLS	3,527	4,525	4,932
EMS CALLS	10,487	11,165	12,169
EMS TRANSPORTS	9,960	10,083	10,991
<b>INSPECTION &amp; PLAN REVISIONS</b>	<b>2,451</b>	<b>2,671</b>	<b>2,911</b>

#### PERSONNEL SUMMARY

\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

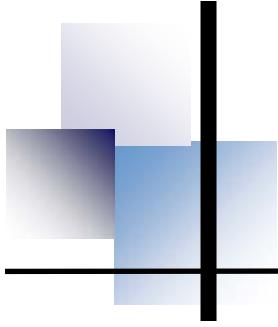
POSITION	GRADE	2013 <u>ACTUAL</u>	2014 <u>BUDGET</u>	2015 <u>APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	3	3	3
Fire Marshal	33	1	1	1
Chief Investigator	33	1	1	1
Station Captain	32	6	6	6
Fire Captain Admin	32	1	1	1
Fire Lieutenant/Paramedic	31	7	7	8
Fire Lieutenant/Cardiac Tech.	30	1	1	0
Fire Investigator	30	1	1	1
Fire Lieutenant/EMT	29	18	19	16
Vehicle Logistical Manager	29	1	1	1
Logistical Administrator	28	1	1	1
Fire Lieutenant	28	2	2	2
Fire Fighter III/Paramedic	28	7	7	5
Fire Fighter II/Paramedic	26	7	16	16
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	21	23	19
Fire Fighter III	25	6	6	4
Fire Fighter II/Cardiac Tech	25	2	2	1
Paramedic	25	0	1	1
Fire Fighter II/EMT	24	33	35	29
Administrative Assistant	24	1	1	1
Emergency Medical Technician (EMT)	23	3	0	5
Fire Fighter II	23	1	1	0
EMS Records Coordinator	23	1	1	
Department Secretary	16	1	1	1
Paramedic	PT	11	11	11
EMT	PT	8	8	8
Equipment Manager	PT	1	1	1
Defensive Driving Instructor	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>130</b>	<b>142</b>	<b>127</b>
<b>TOTAL PART TIME</b>		<b>21</b>	<b>21</b>	<b>20</b>



**Fire Protection Services & EMS**

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SPECIAL REVENUE EXPENDITURES	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-
<b>EXPENDITURES</b>				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Equipment Rental	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment & Impr.	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Uniforms and Clothing	-	-	-	-
Budget Improvement Request	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	-
<b>ENDING FUND BALANCE</b>	-	-	-	-

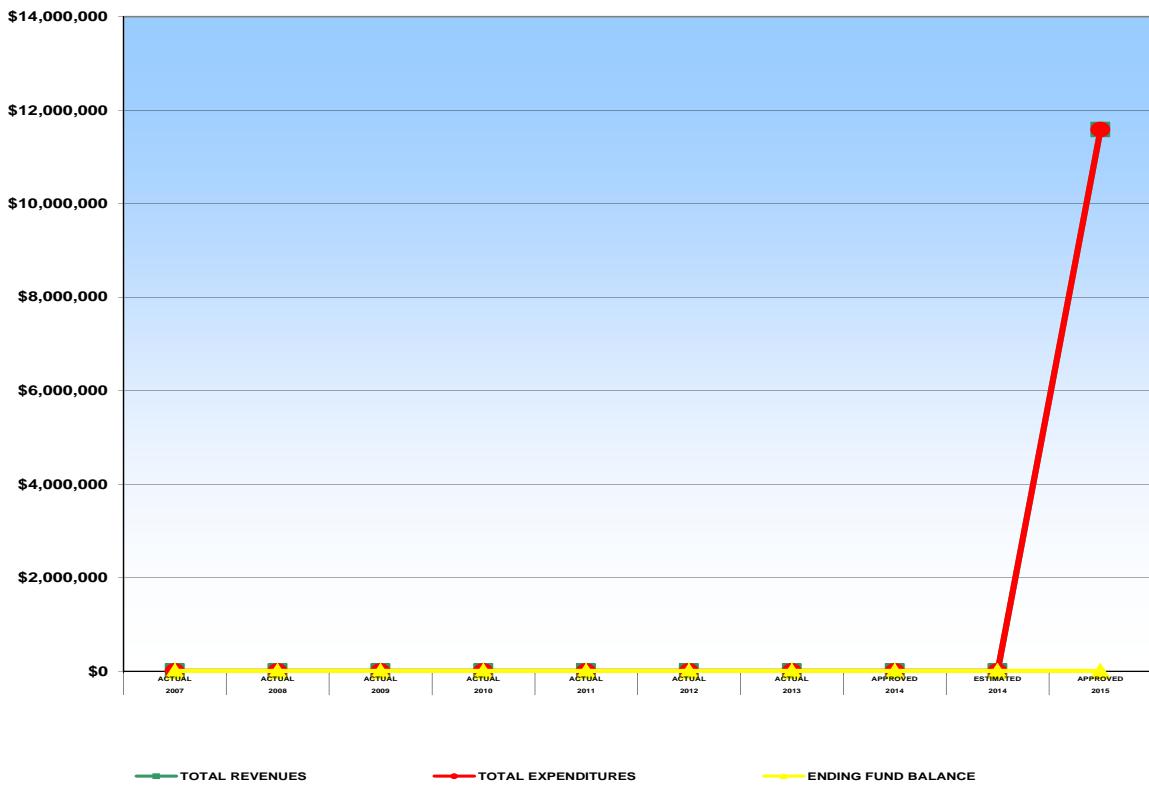


**Fire Protection Services & EMS**

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
-	-	-	-	-	-	#DIV/0!
-	-	-	-	-	264,578	2.28%
-	-	-	-	-	1,525,880	13.17%
-	-	-	-	-	-	0.00%
-	-	-	-	-	9,791,407	84.54%
<hr/>						11,581,865 100.00%
-	-	-	-	-	7,018,567	60.60%
-	-	-	-	-	2,685,415	23.19%
-	-	-	-	-	7,830	0.07%
-	-	-	-	-	415,379	3.59%
-	-	-	-	-	3,425	0.03%
-	-	-	-	-	18,900	
-	-	-	-	-	38,440	0.33%
-	-	-	-	-	257,050	2.22%
-	-	-	-	-	246,790	2.13%
-	-	-	-	-	247,786	2.14%
-	-	-	-	-	-	0.00%
-	-	-	-	-	-	0.00%
-	-	-	-	-	74,062	0.64%
-	-	-	-	-	46,998	0.41%
-	-	-	-	-	521,223	4.50%
<hr/>						11,581,865 99.84%
<hr/>						#DIV/0!

## Fire Protection Services & EMS

# SPECIAL REVENUE FUND



### TRENDS FOR THE YEAR ENDED December 31, 2015

**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 2015 are \$9,791,407.

**EXPENDITURES:** Since this is the first year this fund will be operating no trends are present for the expenditures. Total expenses for 2015 are budgeted at \$11,581,865.

**FUND BALANCE:** Fund Balance is projected to end at \$0 with revenues equaling expenditures for 2015.

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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.

## **FUNCTIONS**

- Provide temporary shelter for stray, unwanted or homeless animals
- Maintain a vigorous adoption program to include health screening, vaccinations, and mandatory spay or neutering of same.
- 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**

- Resolve complaints in a timely manner to help prevent repeat offenders
- Reduce paper use by ensuring that all aspects of software are utilized completely and by recycling any used paper as shred or scratch paper
- As required by the Georgia Department of Agriculture ensure that all adopted animals are spayed or neutered
- Utilizing feedback from residents as a guide, provide continued quality customer service



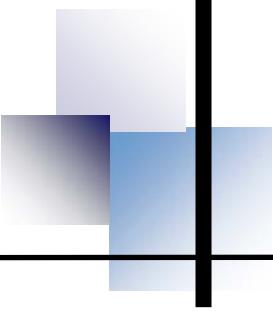
## ANIMAL CONTROL COMPARISON—YEARS

	2013 <u>ACT</u>	2014 <u>PROJ</u>	2015 <u>PROJ</u>
RETURNED TO OWNER	450	577	284
ADOPTED	1,200	1,224	937
EUTHANIZED	2,012	1,555	433

## PERSONNEL SUMMARY

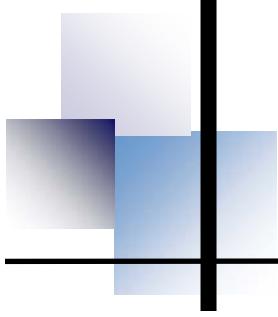
\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Field Supervisor	24	1	1	1
Kennel Supervisor	24	1	1	1
Resource Officer	21	0	1	1
Control Officer	19	4	4	2
Kennel Tech	18	2	4	4
Secretary	18	0	1	1
Control Officer	PT	0	2	4
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>12</b>	<b>10</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>2</b>	<b>4</b>




## **Animal Control Services**

SPECIAL REVENUE TRENDS	<u>2007</u> <u>ACTUAL</u>	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-
<b>EXPENDITURES</b>				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment & Impr.	-	-	-	-
Capital Outlay	-	-	-	-
Uniforms and Clothing	-	-	-	-
Budget Improvement Request	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	-
<b>ENDING FUND BALANCE</b>	-	-	-	-



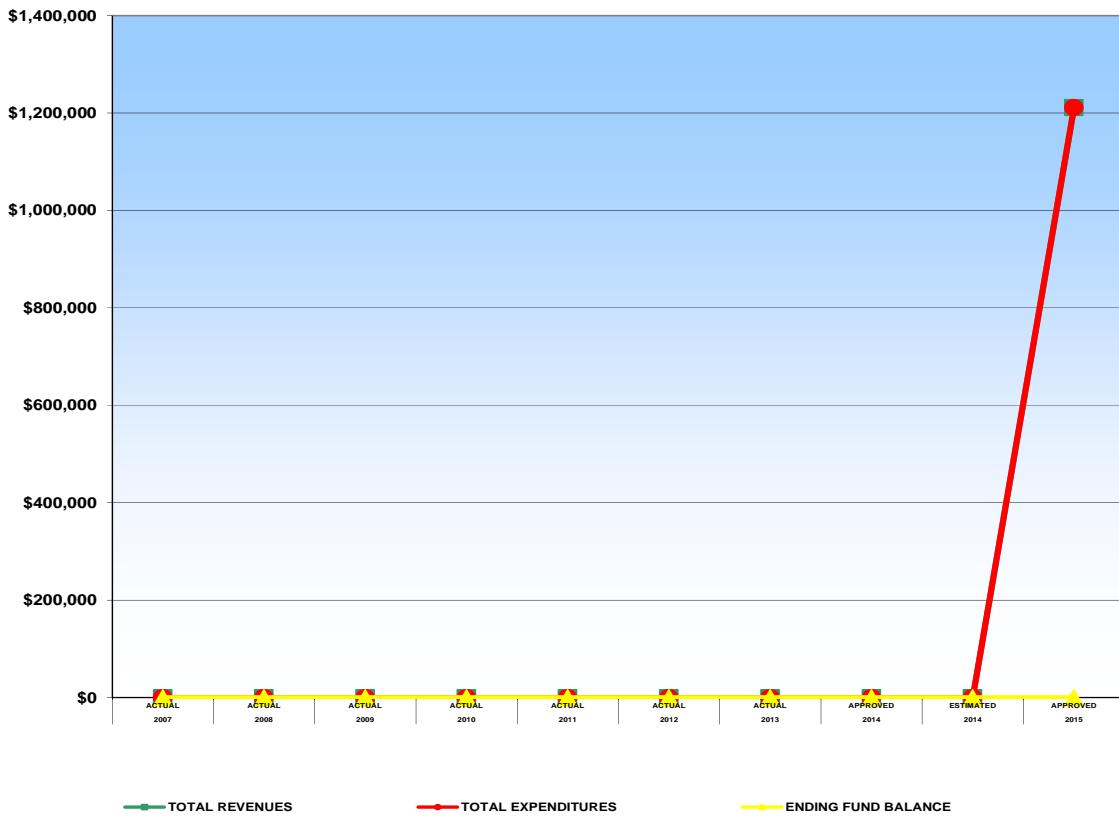
**Animal Control Services**

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<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
-	-	-	-	-	-	#DIV/0!
-	-	-	-	-	39,009	3.22%
-	-	-	-	-	47,999	3.96%
-	-	-	-	-	-	0.00%
-	-	-	-	-	1,124,079	92.82%
<hr/>						
-	-	-	-	-	1,211,087	100.00%
<hr/>						
-	-	-	-	-	445,865	36.82%
-	-	-	-	-	195,890	16.17%
-	-	-	-	-	2,500	0.21%
-	-	-	-	-	30,000	2.48%
-	-	-	-	-	660	0.05%
-	-	-	-	-	7,700	0.64%
-	-	-	-	-	78,355	6.47%
-	-	-	-	-	32,145	2.65%
-	-	-	-	-	52,725	4.35%
-	-	-	-	-	-	0.00%
-	-	-	-	-	-	0.00%
-	-	-	-	-	8,000	0.66%
-	-	-	-	-	357,247	29.50%
<hr/>						
-	-	-	-	-	1,211,087	100.00%
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-	-	-	-	-	-	#DIV/0!

## Animal Control Services

# SPECIAL REVENUE FUND



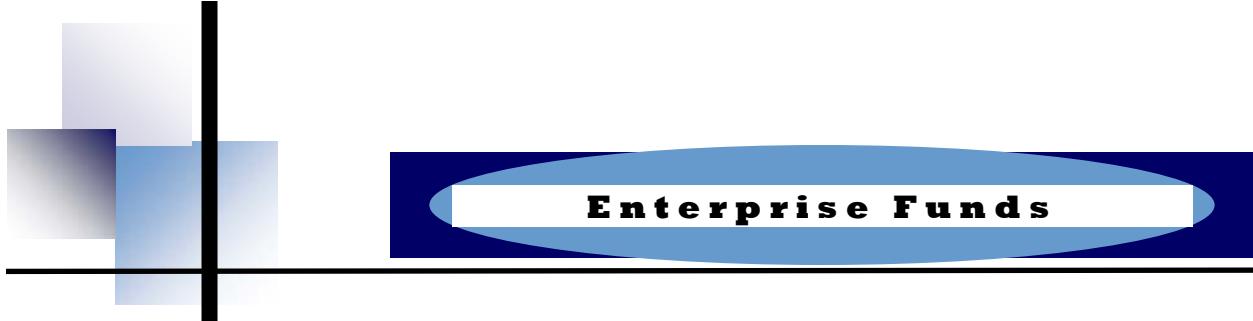
### TRENDS FOR THE YEAR ENDED December 31, 2015

**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 2015 are \$1,124,079

**EXPENDITURES:** Since this is the first year this fund will be operating no trends are present for the expenditures. Total expenses for 2015 are budgeted at \$1,211,087.

**FUND BALANCE:** Fund Balance is projected to end at \$0 with revenues equaling expenditures for 2015.

# DIRECTORY



**Landfill Fund..... 306**

## MISSION

To provide and operate environmentally responsible solid waste disposal facilities and waste diversion—recycling programs in accordance with state and federal regulations. Control expenditures and manage revenues in a positive financial position through approved disposal fees. Sustain litter reduction, prevention, and increase voluntary recycling. Improve community attitudes and awareness pertaining to solid waste handling and disposal. Complete special general fund projects as assigned.

## FUNCTIONS

- Operate a Transfer Station for Municipal solid Waste for Disposal
- Operate the Cedar Mt. Landfill for Construction-Demolition Waste Disposal
- Divert—Recycle Material and items from the Waste System
- Shred-Recycle Vegetative Waste Material
- Operate Convenience - Recycle Ctrs. at Cedar Mt. and Camp Rd. locations.
- Complete general Fund, SPLOST, and Special Projects

## 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.

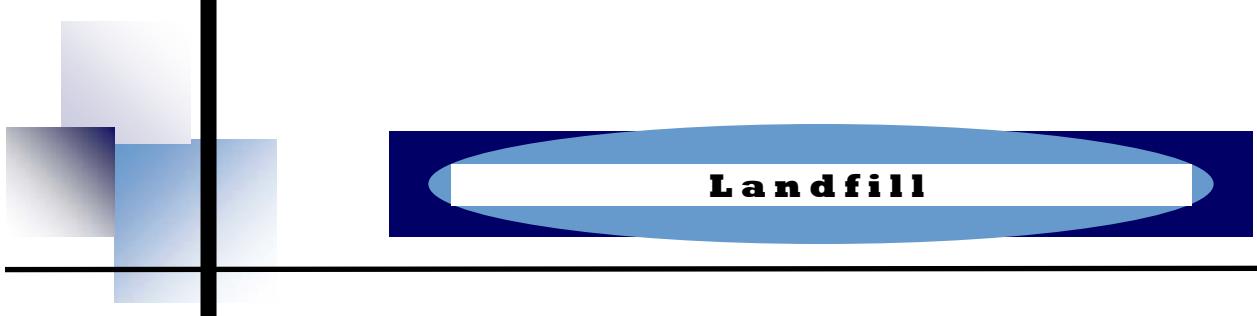
Assure compliance with the Douglas County “S. W. M. P.” by:

- 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”.





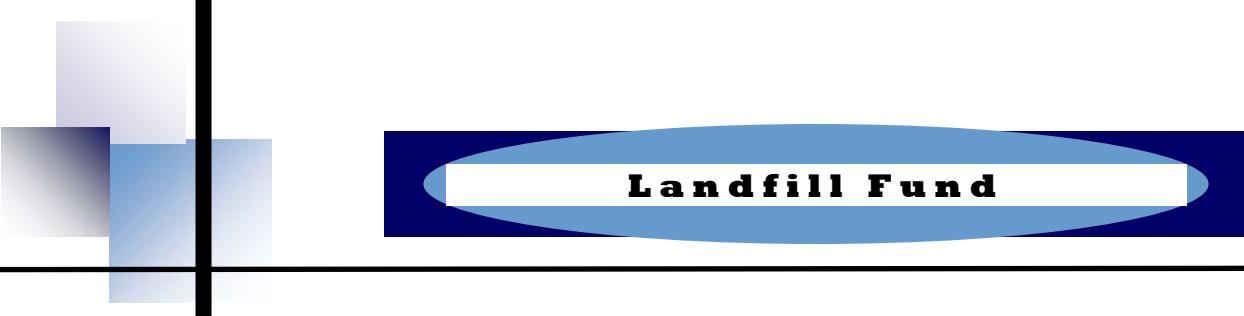
## Landfill

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2013 ACT</u>	<u>2014 PROJ</u>	<u>2015 PROJ</u>
<b>RECYCLED DIVERTED TONS</b>	<b>9,039</b>	<b>10,626</b>	<b>11,688</b>
<b>YARD WASTE</b>	<b>3,014</b>	<b>3,564</b>	<b>3,600</b>
<b>OTHER DEPT COLLECTION TONNAGE</b>	<b>566</b>	<b>734</b>	<b>807</b>
<b>C &amp; D TONNAGE</b>	<b>13,064</b>	<b>12,428</b>	<b>13,670</b>
<b>REFUSE TONNAGE</b>	<b>22,738</b>	<b>23,420</b>	<b>24,122</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2015 APPROVED</u>
Government Services Director	35	1	1	1
Assistant Government Services Director		0	1	1
Solid Waste Manager	UNC	1	0	0
Landfill Superintendent	28	1	0	0
Administrative Assistant	24	1	1	1
Landfill Supervisor	22	1	1	1
Senior Equipment Operator	20	1	1	1
Equipment Operator	19	1	2	2
Attendant	17	1	2	2
Scale Operator	PT	1	1	1
Equipment Operator	PT	1	1	1
Convenience Center Attendant	PT	0	1	1
Laborer I	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>9</b>	<b>9</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>4</b>	<b>4</b>



# ENTERPRISE TRENDS

	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>521,537</u>	<u>668,937</u>	<u>491,541</u>	<u>512,760</u>
<b>REVENUES</b>				
Transfer Fees	851,952	889,635	920,164	878,557
C & D Fees	983,098	846,296	778,862	666,159
Camp Road Transfer Fees	66,389	66,707	-	-
Investments	3,559	1,568		869
Insurance Claims	-	-	-	-
Recycling Sales	174,229	210,387	163,489	248,056
Charges b/w Funds	-	-	-	-
Intergovernmental	-	-	-	54,383
Other	<u>10,166</u>	<u>1,446</u>	-	-
<b>TOTAL REVENUES</b>	<b>2,089,393</b>	<b>2,016,039</b>	<b>1,863,256</b>	<b>1,848,025</b>
<b>EXPENDITURES</b>				
Salary and Benefits	592,301	613,544	572,045	594,268
Operating Expenses	1,212,663	1,449,485	1,166,060	906,142
Capital Outlay	-	-	-	-
Depreciation	<u>137,029</u>	<u>130,406</u>	<u>126,206</u>	<u>123,710</u>
<b>TOTAL EXPENDITURES</b>	<b>1,941,993</b>	<b>2,193,435</b>	<b>1,842,037</b>	<b>1,624,120</b>
<b>ENDING FUND BALANCE</b>	<b><u>668,937</u></b>	<b><u>491,541</u></b>	<b><u>512,760</u></b>	<b><u>736,665</u></b>

## TRENDS FOR THE YEAR ENDED December 31, 2015

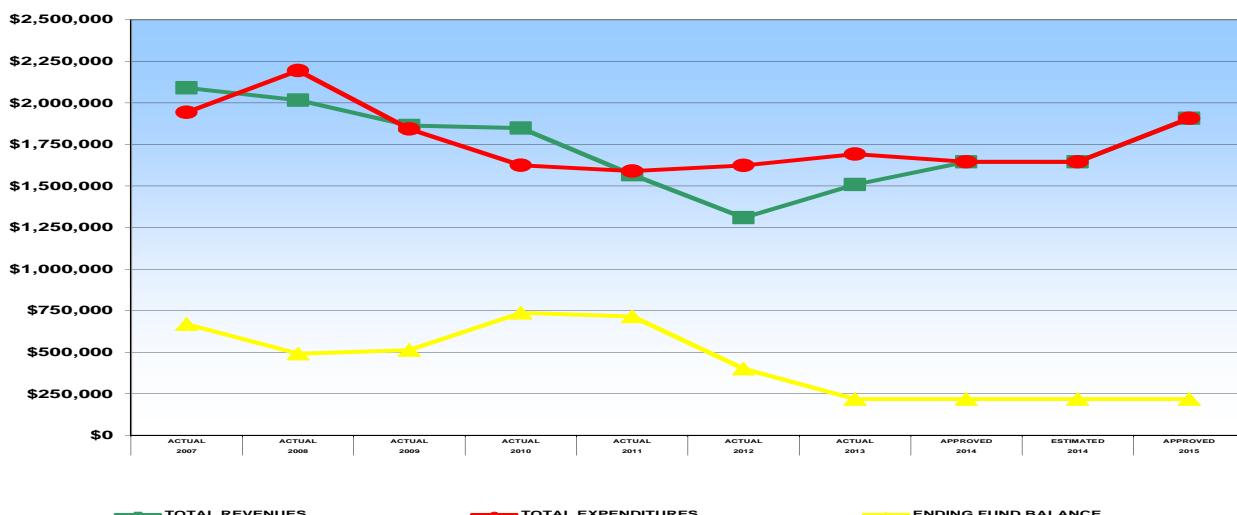
**REVENUES:** The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2015 are projected to experience a 16% increase over those of 2014.

**EXPENDITURES:** Expenditures are anticipated to increase by \$261,803 compared to 2014's estimates. 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:** The projected fund balance for 2015 is expected to remain the same with Revenues and Expenditures being equal.

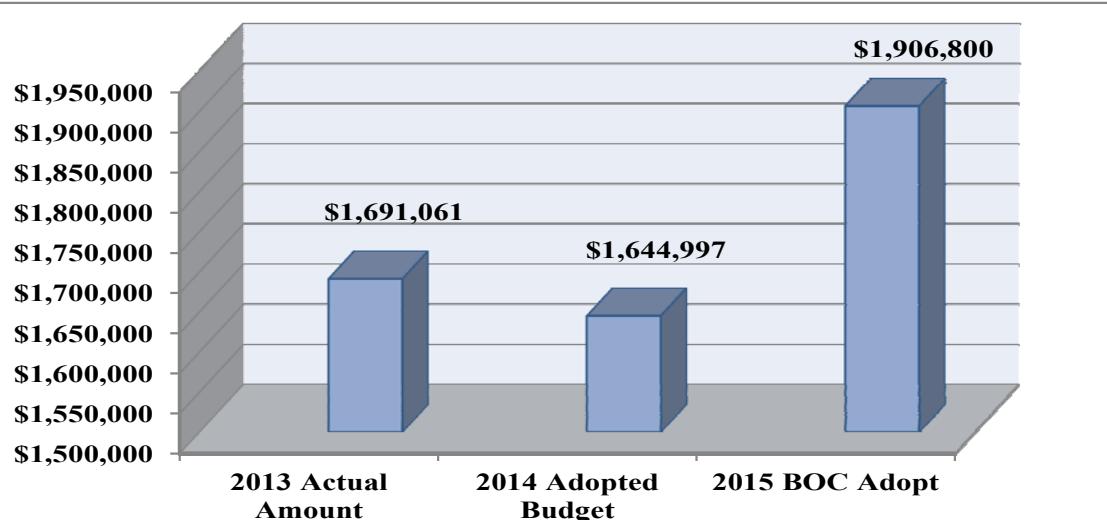
## Landfill

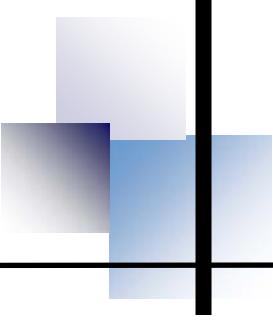
<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>736,665</u>	<u>714,843</u>	<u>401,047</u>	<u>218,267</u>	<u>218,267</u>	<u>218,267</u>	<u>100%</u>
818,076	732,921	806,091	810,000	810,000	849,000	45%
479,108	398,433	499,685	454,800	454,800	454,500	24%
-	-	-	39,996	39,996	40,000	2%
313	57	30	-	-	30	0%
-	-	-	-	-	-	0%
237,420	177,680	196,548	159,996	159,996	228,000	12%
-	-	-	-	-	-	0%
26,446	-	-	-	-	-	0%
6,235	79	5,928	180,205	180,205	335,270	18%
1,567,598	1,309,170	1,508,282	1,644,997	1,644,997	1,906,800	82%
587,558	606,756	605,902	645,457	645,457	684,659	36%
882,744	900,834	973,776	888,540	888,540	1,118,757	59%
-	-	-	-	-	-	0%
119,118	115,376	111,384	111,000	111,000	103,384	5%
1,589,420	1,622,966	1,691,062	1,644,997	1,644,997	1,906,800	100%
<b>714,843</b>	<b>401,047</b>	<b>218,267</b>	<b>218,267</b>	<b>218,267</b>	<b>218,267</b>	<b>100%</b>



## Landfill

	2013 Actual Amount	BUDGET SUMMARY 2014 Adopted Budget	2015 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,691,061</u>	<u>1,644,997</u>	<u>1,906,800</u>
<b>Total Funding Sources</b>	<b><u>1,691,061</u></b>	<b><u>1,644,997</u></b>	<b><u>1,906,800</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	441,462	480,197	506,353
Benefits	164,439	165,260	178,306
Advertising	0	1,500	1,500
Vehicle Expense	138,636	145,000	153,377
Dues and Subscriptions	1,317	1,500	1,750
Equipment Rental	3,924	3,000	7,900
Rentals	600	600	600
Maintenance Charges	29,642	30,960	56,075
Supplies	6,833	13,220	16,825
Professional Services	168,231	160,000	251,772
Utilities	564,016	529,260	566,929
Travel & Training	1,408	0	0
Minor Equipment and Improvements	5,250	0	0
Capital Outlay	0	0	0
Other	111,385	111,000	103,384
Debt Service	0	0	0
Uniforms and Clothing	762	2,500	3,750
Closure and Post Closure	53,158	0	0
Other	0	1,000	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>58,279</b>
<b>Total Appropriations</b>	<b><u>1,691,061</u></b>	<b><u>1,644,997</u></b>	<b><u>1,906,800</u></b>





## **Internal Service Funds**

**Health and Employee Benefits..... 312**

**Workers' Compensation ..... 314**

# **DIRECTORY**

## Health/Employee Benefits

### INTERNAL SERVICE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>(589,484)</b>	<b>(90,887)</b>	<b>554,356</b>	<b>63,806</b>
<b>REVENUES</b>				
Charges for Services	8,301,277	8,734,947	8,239,774	8,866,088
Interest	12,366	1,424	364	296
Miscellaneous	-	-	-	-
Transfer In	<u>500,000</u>	-	-	-
<b>TOTAL REVENUES</b>	<b>8,813,643</b>	<b>8,736,371</b>	<b>8,240,138</b>	<b>8,866,384</b>
<b>EXPENDITURES</b>				
Claims	7,080,730	7,128,157	8,305,018	9,633,450
Administrative	<u>1,234,316</u>	<u>962,971</u>	<u>425,669</u>	<u>399,053</u>
<b>TOTAL EXPENDITURES</b>	<b>8,315,046</b>	<b>8,091,128</b>	<b>8,730,688</b>	<b>10,032,503</b>
<b>ENDING FUND BALANCE</b>	<b>(90,887)</b>	<b>554,356</b>	<b>63,806</b>	<b>(1,102,313)</b>

#### TRENDS FOR THE YEAR ENDED December 31, 2015

**REVENUES:** Revenues are anticipated to increase by \$598,200 compared to 2014's 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.

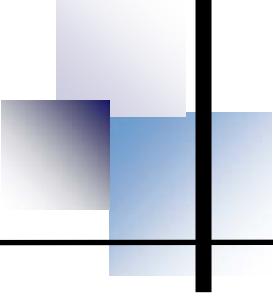
**EXPENDITURES:** Expenditures are estimated to increase over the prior year. The benefits and coverage are revised annually in an effort to keep costs down while still providing employees with quality coverage. A benefits consultant firm was hired back in 2014 to help find ways to reduce these costs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

**FUND BALANCE:** The 2015 Estimated Ending Fund Balance is a negative \$2.2 million. 2007, 2010, 2011, 2012, and 2013 also ended with a negative Fund Balance. For 2015 the Fund Balance is not expected to change from the prior year. The Fund Balance has consistently remained negative with the exception of 2008 and 2009 that followed an additional transfer in from the General Fund in 2007.

## Health/Employee Benefits

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>(1,102,313)</u>	<u>(1,498,514)</u>	<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(2,248,755)</u>	<u>(2,248,755)</u>	<u>100%</u>
8,738,684 130 -	9,669,967 64 -	11,297,718 62 -	10,678,313 60 (845,573) 1,500,000	10,678,313 60 (845,573) 1,500,000	11,930,940 60 -	100% 0% 0%
<u>532,149</u>	<u>-</u>	<u>-</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>-</u>	<u>-</u>
9,270,963	9,670,031	11,297,780	11,332,800	11,332,800	11,931,000	100%
9,253,348 413,816	10,056,744 443,682	10,709,087 508,539	10,040,400 1,292,400	10,040,400 1,292,400	10,407,000 1,524,000	87% 13%
9,667,164	10,500,426	11,217,626	11,332,800	11,332,800	11,931,000	100%
<u>(1,498,514)</u>	<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(2,248,755)</u>	<u>(2,248,755)</u>	<u>(2,248,755)</u>	<u>0%</u>





**Workers' Compensation**

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# INTERNAL SERVICE TRENDS

	2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>1,617,134</u>	<u>1,173,900</u>	<u>424,378</u>	<u>(621,693)</u>
<b>REVENUES</b>				
Charges for Services	735,428	724,580	-	727,166
Interest Earned	<u>49,068</u>	<u>3,856</u>	<u>140</u>	<u>127</u>
<b>TOTAL REVENUES</b>	<b>784,496</b>	<b>728,436</b>	<b>140</b>	<b>727,293</b>
<b>EXPENDITURES</b>				
Claims	534,602	1,300,514	940,989	204,858
Administrative	193,128	177,444	105,222	89,398
Transfer Out	<u>500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>1,227,730</b>	<b>1,477,958</b>	<b>1,046,211</b>	<b>294,256</b>
<b>ENDING FUND BALANCE</b>	<b><u>1,173,900</u></b>	<b><u>424,378</u></b>	<b><u>(621,693)</u></b>	<b><u>(188,656)</u></b>

## TRENDS FOR THE YEAR ENDED December 31, 2015

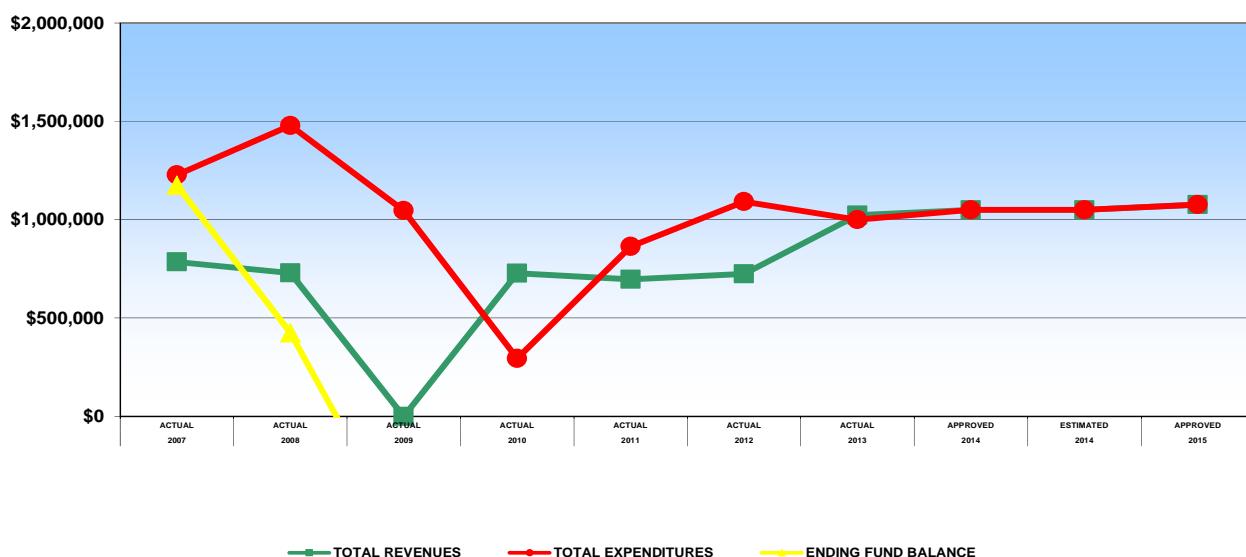
**REVENUES:** Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in almost a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010. Projected Revenues for 2015 show a slight increase of \$26,304.

**EXPENDITURES:** Costs are anticipated to increase 2.5% in 2015. In 2007 \$500,000 was transferred from this Fund to the Health and Employee Benefit Fund. Such a transfer did not occur since this time nor is one planned for 2015.

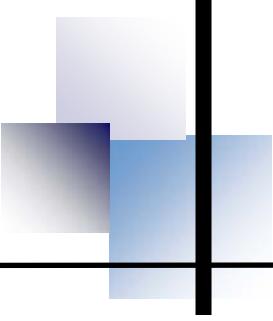
**FUND BALANCE:** Fund Balance will remain the same as compared to 2014 Estimated Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. With there being no change in the Ending Fund Balance, though negative, it is hopeful that in years to come the Fund Balance will soon be positive again. This is the result of the efforts of a Risk Manager that has been on board since 2007.

## Workers' Compensation

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>(188,656)</u>	<u>(355,718)</u>	<u>(723,974)</u>	<u>(701,198)</u>	<u>(701,198)</u>	<u>(701,198)</u>	<u>100%</u>
697,037 58	723,563 31	1,022,987 11	1,049,623 -	1,049,623 -	1,075,917 10	0% <u>0%</u>
697,095	723,594	1,022,998	1,049,623	1,049,623	1,075,927	0%
795,010 69,147 -	1,016,854 74,996 -	918,442 81,780 -	939,623 110,000 -	939,623 110,000 -	960,927 115,000 -	89% 11% <u>0%</u>
864,157	1,091,850	1,000,222	1,049,623	1,049,623	1,075,927	100%
<u>(355,718)</u>	<u>(723,974)</u>	<u>(701,198)</u>	<u>(701,198)</u>	<u>(701,198)</u>	<u>(701,198)</u>	<u>100%</u>



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## **Debt Service Funds**

**2010 Jail Special Local Option Sales Tax ..... 318**

# **DIRECTORY**

## 2010 JAIL SPLOST

DEBT SERVICE TRENDS							2015 PERCENT OF TOTAL
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 APPROVED	
BEGINNING FUND BALANCE	-	18,626,470	20,716,195	18,104,923	18,104,923	17,951,923	100%
REVENUES							
Taxes	-	-	-	-	-	21,910,150	90%
Miscellaneous	-	-	-	-	-	2,500,000	10%
Investment Earnings	13,938	13,908	10,357	10,000	10,000	-	0%
TOTAL REVENUES	13,938	13,908	10,357	10,000	10,000	24,410,150	100%
EXPENDITURES							
Other Financing Sources	-	-	-	-	-	2,500,000	10%
Principal	4,840,000	16,000,000	18,000,000	19,000,000	19,000,000	20,000,000	82%
Interest and Fees	1,985,429	4,208,950	3,588,950	2,737,950	2,737,950	1,910,150	8%
TOTAL EXPENDITURES	6,825,429	20,208,950	21,588,950	21,737,950	21,737,950	24,410,150	100%
OTHER FINANCING SOURCES							
OPERATING TRANSFERS IN	25,437,961	22,284,767	18,967,321	21,574,950	21,574,950	-	
ENDING FUND BALANCE	<u>18,626,470</u>	<u>20,716,195</u>	<u>18,104,923</u>	<u>17,951,923</u>	<u>17,951,923</u>	<u>17,951,923</u>	100%

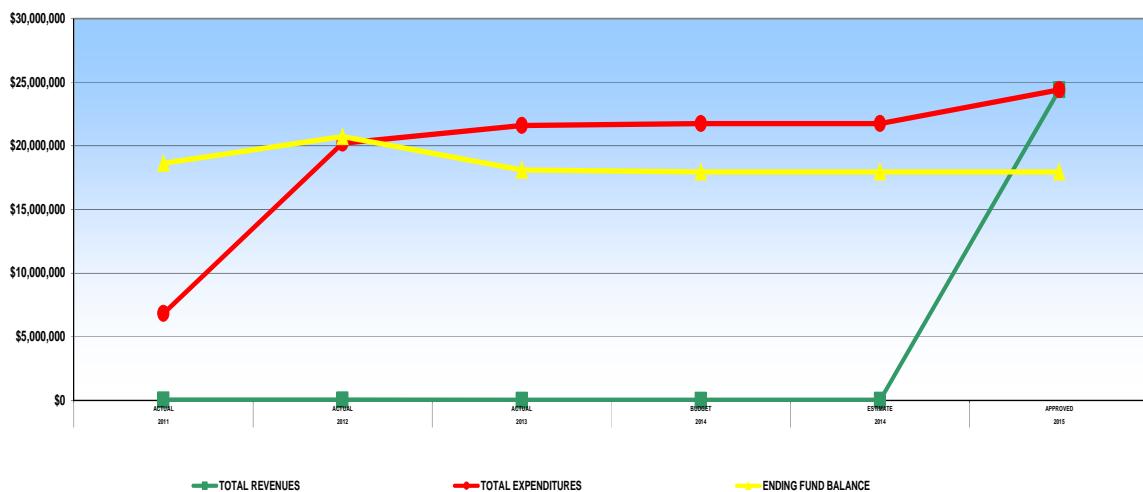
### TRENDS FOR THE YEAR ENDED December 31, 2015

**D E B T   S E R V I C E   T R E N D S**

For the construction of a new Jail and Law Enforcement Center General Obligation Sales Tax Bonds were issued in February 2011. The Bonds are a direct and general obligation of the County. The principal and interest on the Bonds as outlined in the schedule above, are payable first from the proceeds of a one percent sales and use tax collected within the County.

## 2010 JAIL SPLOST

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>BALANCE</u>
			<b>\$ 97,245,000</b>
<b>2011</b>	<b>\$ 4,840,000</b>	<b>\$ 1,985,429</b>	<b>92,405,000</b>
<b>2012</b>	<b>16,000,000</b>	<b>4,208,950</b>	<b>76,405,000</b>
<b>2013</b>	<b>18,000,000</b>	<b>3,588,950</b>	<b>58,405,000</b>
<b>2014</b>	<b>19,000,000</b>	<b>2,737,950</b>	<b>39,405,000</b>
<b>2015</b>	<b>20,000,000</b>	<b>1,910,150</b>	<b>19,405,000</b>
<b>2016</b>	<b><u>19,405,000</u></b>	<b><u>939,000</u></b>	<b>-</b>
	<b>\$ 97,245,000</b>	<b>\$ 15,370,429</b>	

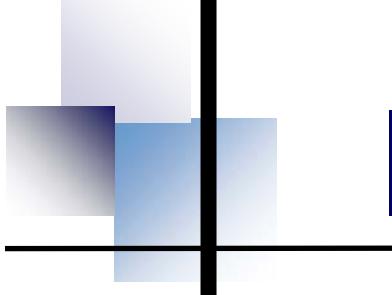


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Policies that are utilized in making decisions regarding the time frame for and funding of Capital Outlay or Capital Projects are as follows:

- 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.





**Approved Capital Purchases Within Various Funds  
Other Than Capital Project Funds**

**General Fund GENERAL GOVERNMENT**

<b>INFORMATION SERVICES</b>	Email Archival System PC Refresh 2008 -2010 Cloud Services for Disaster Recovery (annual fee)	\$ 23,000 85,000 8,500
		<hr/> \$ 116,500

<b>COURTHOUSE MAINTENANCE</b>	Parking Lot Repair/ Seal/ Stripe Patio Repair Caulking & Precast Patch (\$30,000 to pressure wash before caulking) Carpet Replacement	\$ 65,751 14,200 85,950 50,000
		<hr/> \$ 215,901

<b>COMMUNICATIONS</b>	Phase 1 SD to HD Upgrade for dctv23 (three year project) Phase 2 SD to HD Upgrade for dctv23 (year two of project)	\$ 18,700 39,000
		<hr/> \$ 57,700

<b>TAX COMMISSIONER</b>	16 Channel 4 tb Security Camera System	\$ 5,781
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**General Fund JUDICIAL SYSTEM**

<b>CLERK OF SUPERIOR COURT</b>	Shelving for Evidence Room	\$ 5,000
--------------------------------	----------------------------	----------

<b>JUVENILE COURT</b>	Sound Equipment Reupholster chairs in courtrooms	\$ 5,534 11,310
		<hr/> \$ 16,844

<b>SUPERIOR COURT JUDGES</b>	Case Management System	\$ 250,000
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**General Fund PUBLIC SAFETY**

<b>SHERIFF ENFORCEMENT</b>	Replacement Vehicles (31)	\$ 350,000
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**General Fund PUBLIC WORKS**

<b>CAPITAL TRANSPORTATION FUNDING</b>	Discretionary Transportation Match Funding	\$ 500,000
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<b>DOT MAINTENANCE &amp; CONSTRUCTION</b>	Right of Way Mowing Contract Application & purchase of Calcium Chloride	\$ 200,000 70,000
		<hr/> \$ 270,000

<b>FLEET MANAGEMENT</b>	Bathroom & Septic for Field Svcs. Shop Lighting for Field Svcs. Shop	\$ 6,500 6,523
		<hr/> \$ 13,023

**General Fund HEALTH AND WELFARE**

<b>SENIOR SERVICES</b>	Replace Roof	\$ 27,015
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**Approved Capital Purchases Within Various Funds  
Other Than Capital Project Funds**

**General Fund PARKS, RECREATION AND CULTURE**

<b>PARKS &amp; RECREATION</b>	Maintenance - Fairplay Replacement Lighting - Replace Poles	\$ 25,000
	Maintenance - F250 Pick-up Truck	20,000
	Boundary Park - Reelmaster 5510 D Mower	25,000
	Maintenance - Eighteen Disc Golf Targets for Deer Lick	5,850
	Beautification - Parts to Repair Playgrounds	25,100
	Maintenance - Central Air for Maintenance Offices	5,000
		<hr/>
		<b>\$ 105,950</b>

**General Fund PLANNING AND COMMUNITY DEVELOPMENT**

<b>RIDESHARE</b>	Replace Vans 10 <i>\$280,000 80% Federal / \$70,000 20% County</i>	\$ 350,000
	New Vans 5 <i>\$100,000 80% Federal / \$25,000 20% County</i>	125,000
	Voucher Program Fare Collection System <i>\$4,000 80% Federal / \$1,000 20% County</i>	5,000
		<hr/>
		<b>\$ 480,000</b>

**Fund Total: General Fund \$ 2,413,714**

**E-911 Fund PUBLIC SAFETY**

<b>E-911</b>	Upgrade old CAD system from AS400 version to Windows	\$ 240,000
	Update old AS400 Platform to Current Server Technology	50,000
		<b>E-911 Grand Total \$ 290,000</b>

**Fund Total: E-911 Fund \$ 290,000**

**Fire Protection Services and EMS Fund PUBLIC SAFETY**

<b>Fire Services and EMS</b>	Radio System Improvements	\$ 150,000
	Replacement of Turnout Gear	81,000
	Replacement Fire Engine (5 year lease)	100,000
		<b>\$ 331,000</b>

**Fund Total: Fire Services and EMS Fund \$ 331,000**

**Animal Control Services Fund PUBLIC SAFETY**

<b>Animal Control Services</b>	Animal Control Trucks with Transport	\$ 45,000
	Animal Shelter (10 year financing)	300,000
		<b>Animal Control Services Grand Total \$ 345,000</b>

**Fund Total: Animal Control Services Fund \$ 345,000**

**Solid Waste Enterprise Fund**

<b>Solid Waste Services</b>	Complete Rebuilding of Inbound Scale	\$ 20,125
	Complete Rebuilding of Outbound Scale	24,725
		<b>Solid Waste Disposal Grand Total \$ 44,850</b>

**Fund Total: Solid Waste Enterprise Fund \$ 44,850**

**GRAND TOTAL ALL FUND CAPITAL BUDGETING \$ 3,424,564**

# CAPITAL IMPACT ON OPERATING BUDGET

## Capital Impact on Operating Budget

The 2015 budget includes a number of capital items that will begin to help us recover from the impact the sluggish economy has had on our funding of capital assets. Deferring the replacement of needed items has put a strain on the operating budget. By replacing outdated equipment and vehicles there will be significant cost savings in operational repairs and maintenance. Addressing needs for repairs to the County facilities will also reduce the cost of continued efforts to temporarily address these needs.

Many items included in the capital budget may not have an immediately determinable measurable dollar impact on the operating budget, but indirectly through improved efficiencies gained by staff across the county, many will save on operational financing in the long run. Such projects include \$85,000 to replace outdated computers that will reduce time spent by information services staff addressing problems that arise because the hardware is failing and will keep operations flowing at individual workstations. The moving from SD to HD for dctv23 (our County's TV station) will improve the quality of programming and again, save staff time that is now spent working with outdated equipment. This is at a planned cost of \$57,700.

Federal funds will be leveraged to replace ten rideshare vans and add five new vans to the fleet. The total cost is \$475,000 with the County's portion being only 20% or \$95,000. The van replacements will save on maintenance and fuel cost. These cost will increase with the additional vans, but revenue will be generated for the additional routes to be established. Other vehicles are being replaced that will also save on fuel and maintenance costs in the coming year. The Sheriff's budget includes \$350,000 for new vehicles, Animal Control Services will get a new truck for \$45,000, and Fire and EMS Services will enter into a five year lease to replace a fire engine at an estimated annual cost of \$100,000.

A number of capital items are planned that will improve safety for staff and citizens. Projects like these do have an impact on the operating budget. These budgets can be reduced as those mentioned above through operational efficiencies. The greater impact is the improved level of safety and service that can be provided. The E-911 Center will upgrade old systems for \$290,000. Fire Services and EMS will spend \$150,000 on radio system improvements and will replace one third of their turnout gear at a cost of \$81,000.

Capital improvements to our facilities will save cost of the continual minor repairs incurred with small purchases and staff time. \$215,901 in various repairs will be done to the Courthouse, the roof on the Senior Services building will be replaced for \$27,015, \$25,000 will be spent to replace light poles at a local park that have become a safety concern, and a nominal \$13,000 will be spent at one of the County's oldest buildings that houses our Fleet operations.

# CAPITAL BUDGETING

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.

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. All projects are scheduled to be completed in 2015.

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 2015 to complete renovations to our stations.

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.

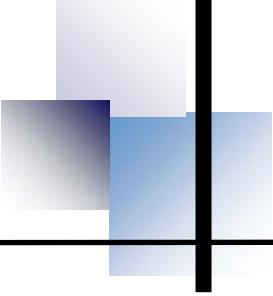
The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2015.



# CAPITAL BUDGETING

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

Project File Summary - Parks	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Bond Issuance Cost	498,189	498,189	0
Bond Interest Cost	6,068,150	6,068,149	1
Administrative Professional Services	336,854	336,854	0
Land	8,373,864	8,373,864	0
Boundary Waters Multi Purpose Stadium	145,264	145,264	0
Deer Lick Multi Purpose Building	2,399	2,398	1
Deer Lick Skateboard Complex	297,907	297,906	1
Boundary Waters Baseball Complex	744,295	744,294	1
Boundary Waters Sports Complex	7,557,804	7,557,803	1
Boundary Waters Soccer/Football Complex	163,252	163,251	1
Senior Center	1,995,554	1,995,554	0
Aquatic Center	8,207,553	8,207,553	(0)
Deer Lick Tennis Center	231,485	231,485	(0)
Equipment	392,224	392,224	0
Woodrow Wilson Park Renovation	84,425	84,424	1
Lithia Springs Park Renovation	37,956	37,957	(1)
Deer Lick Park Renovation	826,384	826,383	1
Mt Carmel Park Renovation	83,986	83,986	0
Bill Arp Park Renovation	671,559	671,559	0
Winston Park Renovation	3,109,168	3,109,169	(1)
Post Road Park Renovation	498,948	498,948	(0)
Dog River Park Renovation	222,926	222,926	0
Project Manager	1,300,128	1,300,128	0
Equipment - Miscellaneous	187,813	187,812	1
Paving	195,923	195,923	-
Buleah Ruritan Park Renovation	239,966	239,965	1
Fairplay Renovation	232,656	232,656	0
Clinton Estates Park Renovation	115,139	115,139	0
Deer Lick Dam Replacement & Drainage	668,758	668,758	0
Lithia Springs Park	656,263	656,262	1
Lithia Springs Park 2010	2,247,048	2,247,048	-
 TOTAL DOUGLAS COUNTY PARK PROJECTS	 46,393,840.00	 46,393,831.25	 8.75



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

# CAPITAL BUDGETING

Project File Summary - Roads	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project Manager Cost	1,518,618	1,611,219	(92,601)
Administrative/Professional Services	38,000	38,000	0
Transportation Modeling	688,771	688,771	-
Unpaved Roads	2,311,986	1,624,328	687,658
Intersection Imp. Mt Vernon & Skyview Dr	74,163	74,163	-
Sidewalks Junior High Drive	400,000	309,804	90,196
Intersection Impv Central Churh & Kings Hwy	514,727	514,726	1
Intersection Impv Chapel Hill & W Chapel Hill	198,152	198,152	0
Intersection Impv Timber Ridge @ Presley Mill	1,431,851	1,402,701	29,150
Intersection Impv Chapel Hill @ Dorsett	4,191,523	3,938,401	253,122
Intersection Impv Chapel Hill @ Central Church	2,855,375	1,969,694	885,681
Intersection Impv Stewart Mill @ Yancy	1,180,000	180,775	999,225
Intersection Impv Bright Star & Douglas Blvd	98,600	98,600	0
Intersection Impv SR 5 & Bright Star	320,601	320,601	0
Bridge Anneewakee Creek	77,100	77,100	-
Bridge Stewarts Mill @ Reynolds	868,615	117,910	750,705
Bridge Post Rd @ Dog River	21,000	-	21,000
Bridge Stockmar Rd @ Mud Creek	62,062	62,062	0
Bridge Mason Creek @ Mobley	79,575	79,575	-
Bridge Tyree @ Hurricane Creek	81,046	81,046	0
Bridge Brewer @ Town Branch	165,535	165,534	1
Bridge N Sweetwater @ Mill Branch	37,104	37,104	0
Bridge Cedar Mt @ Gothards Creek	161,710	161,709	1
Bridge N Flat Rock @ Gothards Creek	213,754	213,754	0
Sidewalks on Wenona Rd SR5	38,319	-	38,319
Sidewalks on W Stewarts Mill to Wenona	32,343	-	32,343
Sidewalks Stewarts Mill - Chapel Hill - Central	50,309	-	50,309
Chapel Hill - Stewart Mill Rd Improvement	633,984	598,480	35,504
Mason Creek at Post Road Intersection Improvement	-	418,256	(418,256)
Unincorporated Road Projects	2,800,479	2,720,308	80,171
Resurfaced Roads	17,949,585	19,804,385	(1,854,800)
Prep & Shoulder Work	93,137	93,136	1
Safety Action Project	1,484,899	1,484,898	1
Mt Vernon Culvert	36,605	36,605	0
Contingency Interest	2,357	-	2,357
 TOTAL DOUGLAS COUNTY ROAD PROJECTS	 40,711,885	 39,121,797	 1,590,088

# CAPITAL BUDGETING

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

	CURRENT <u>BUDGET</u>	TOTAL SPENT <u>TO DATE</u>	REMAINING <u>BALANCE</u>
<b>Project File Summary - Fire</b>			
Training Facility	1,867,101	1,517,101	350,000
Administrative Professional Services	11,400	11,400	-
Administrative Building	236,054	115,781	120,273
Equipment	1,956,703	1,949,961	6,742
8 Pumper Trucks	2,048,392	2,048,392	0
2 Ariel Trucks	1,167,759	1,167,755	4
8 Specialized Trucks	1,253,459	1,133,459	120,000
8 Ambulances	557,659	557,659	0
16 Administrative Units	362,253	362,253	-
Station 11 Dallas Hwy Renovation	150,616	150,616	0
Station 8 Westside/Mirror Lake	1,366,904	1,366,903	1
Station 5 Chapel Hill Renovation	272,699	191,622	81,077
Station 6 Riverside Renovation	92,695	92,695	-
Station 9 Eastside	245,004	245,004	-
Station 1 Lithia Springs Groovers Lake Road	1,254,195	1,254,194	1
General Renovations to Other Stations	153,468	153,468	0
2 Ariel Trucks	700,000	-	700,000
Contingency from Reduced Interest Projections	40,275	(2)	40,277
 TOTAL DOUGLAS COUNTY FIRE PROJECTS	 13,736,636	 12,318,260	 1,418,376

Douglas County entered into an agreement with the Georgia Regional Transportation Authority (G.R.T.A.) in 2002. Douglas County committed \$1,700,000 towards the costs of the regional express bus system operated by G.R.T.A. in exchange for \$19,719,000 for arterial improvement projects that consist of:

- Duralee Lane Extension with a total budget of \$2,100,000 (which includes professional engineering, right-of-way and construction) and will construct a new 3 lane road from the end of Duralee Lane to Dorris Road. The project began in 2011 and was completed in early 2012.
- Lee Road/South Sweetwater Road with a total budget of \$7,284,000 (which includes professional engineering, right-of-way and construction) and will widen 2 to 4 lanes from US 78 to I-20.
- Lee Road Phase II with a total budget of \$10,335,000 (which includes professional engineering, right-of-way and construction) will widen 2 to 4 lanes from I-20 to SR 92.

Below is project-to-date status for the G.R.T.A Capital Project Fund:

<u>Project</u>	<u>Budget</u>	<u>Total Spent*</u>	<u>Remaining</u>
DuraLee Lane Extension	\$ 2,100,000	\$ 2,443,785	\$ (343,785)
Lee Rd/S. Sweetwater Rd Phase I	7,284,000	490,623	6,793,377
Lee Rd Phase II	10,335,000	3,887,872	6,447,128
	\$ 19,719,000	\$ 6,822,281	\$ 12,896,719

**G.R.T.A. Capital Project Fund**

**CAPITAL BUDGETING**

	PROJECT AUTHORIZATION	PRIOR YEARS	2015 ESTIMATED	TOTAL AT END OF 2015
<b>DOUGLAS COUNTY, GEORGIA</b>				
<b>GRTA ARTERIAL ROADS</b>				
<b>SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE</b>				
<b>FROM INCEPTION AND FOR THE YEAR 2015</b>				
<b>REVENUES:</b>				
Intergovernmental	\$ 19,719,000	\$ 4,656,870	\$ 2,000,000	\$ 6,656,870
Interest	-	4,360	-	4,360
<b>TOTAL REVENUES</b>	<b>\$ 19,719,000</b>	<b>\$ 4,661,231</b>	<b>\$ 2,000,000</b>	<b>\$ 6,661,231</b>
<b>EXPENDITURES:</b>				
Capital Outlay - Public Works	\$ 19,719,000	\$ 6,450,756	\$ 2,000,000	\$ 8,450,756
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,719,000</b>	<b>\$ 6,450,756</b>	<b>\$ 2,000,000</b>	<b>\$ 8,450,756</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ (1,789,525)</b>	<b>\$ -</b>	<b>\$ (1,789,525)</b>
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer In	-	450,000	-	450,000
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 450,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ (1,339,525)</b>	<b>\$ -</b>	
<b>FUND BALANCE BEGINNING OF YEAR</b>	<b>\$ -</b>	<b>\$ (1,339,525)</b>		
<b>FUND BALANCE END OF YEAR</b>	<b>\$ (1,339,525)</b>	<b>\$ (1,339,525)</b>		

## 2010 JAIL SPLOST CAPITAL PROJECT FUND

Construction on the \$117 million facility began in the last quarter of 2010 and was complete 2012 with just a few items remaining on the building.

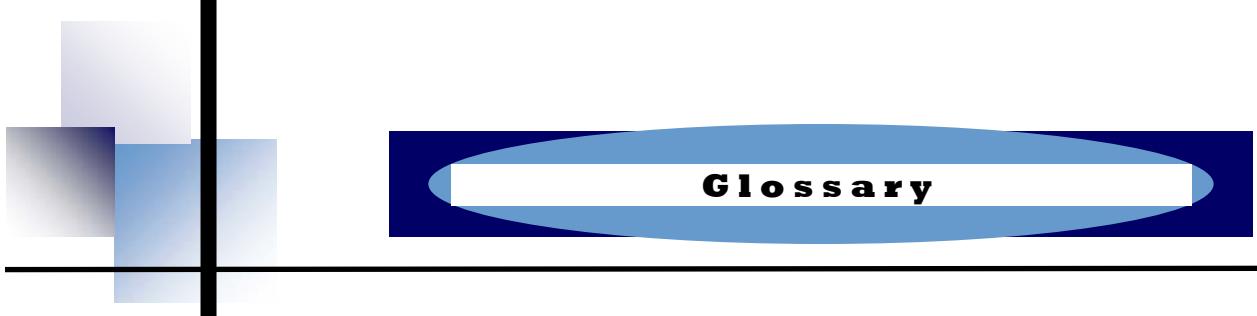
The brick and masonry structure will have three separate, interconnected wings with four-story units, housing inmates and law enforcement offices, while a support building will be three stories high.

Construction on the 1,500 bed facility is expected to last 24 months. The jail is being built on a 40 acre site near the County Courthouse. Bonds to build the jail are backed by the proceeds from a 1 cent Special Purpose Local Option Sales Tax (SPLOST), which was approved by voters and became effective April 1, 2010.

DOUGLAS COUNTY, GEORGIA 2010 JAIL SPLOST SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2015					
	PROJECT AUTHORIZATION	PRIOR YEARS	2015 ESTIMATED	TOTAL AT END OF 2015	
<b>REVENUES:</b>					
Special Local Option Sales Tax	\$ 122,240,471	\$ 104,571,658	\$ 21,910,150	\$ 126,481,808	
Interest and Other	280,000	332,840	2,500,000	2,832,840	
<b>TOTAL REVENUES</b>	<b>\$ 122,520,471</b>	<b>\$ 104,904,498</b>	<b>\$ 24,410,150</b>	<b>\$ 129,314,648</b>	
<b>EXPENDITURES:</b>					
Capital Outlay - Public Safety	\$ 116,240,580	\$ 116,142,413	\$ -	\$ 116,142,413	
<b>TOTAL EXPENDITURES</b>	<b>\$ 116,240,580</b>	<b>\$ 116,142,413</b>	<b>\$ -</b>	<b>\$ 116,142,413</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 6,279,891</b>	<b>\$ (11,237,915)</b>	<b>\$ 24,410,150</b>	<b>\$ 13,172,235</b>	
<b>OTHER FINANCING SOURCES:</b>					
Issuance of Long-Term Debt	\$ 97,245,000	\$ 97,245,000	\$ -	\$ 97,245,000	
Premiums on Bonds Sold	9,090,539	9,090,539	-	9,090,539	
Transfers In	-	403,566	-	403,566	
Transfers Out	(112,615,430)	(92,707,849)	(24,410,150)	(117,117,999)	
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ (6,279,891)</b>	<b>\$ 14,031,256</b>	<b>\$ (24,410,150)</b>	<b>\$ (10,378,894)</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ 2,793,341</b>	<b>\$ -</b>		
<b>FUND BALANCE BEGINNING OF YEAR</b>		<b>\$ -</b>	<b>\$ 2,793,341</b>		
<b>FUND BALANCE END OF YEAR</b>		<b>\$ 2,793,341</b>	<b>\$ 2,793,341</b>		

The newly established Capital Transportation Fund will facilitate the ongoing projects from the Department of Transportation. The General Fund will 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. There 2015 budget includes planned contributions from the General Fund of \$500,000.

DOUGLAS COUNTY, GEORGIA CAPITAL TRANSPORTATION FUND SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2015					TOTAL AT END OF 2015
	PROJECT AUTHORIZATION	PRIOR YEARS	2015 ESTIMATED		
<b>REVENUES:</b>					
Intergovernmental	\$ 1,040,168	\$ 2,827,963	\$ 3,600,000	\$ 6,427,963	
<b>TOTAL REVENUES</b>	<b>\$ 1,040,168</b>	<b>\$ 2,827,963</b>	<b>\$ 3,600,000</b>	<b>\$ 6,427,963</b>	
<b>EXPENDITURES:</b>					
Capital Outlay - Public Works	2,835,320	5,584,864	\$ 3,600,000	\$ 9,184,864	
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,835,320</b>	<b>\$ 5,584,864</b>	<b>\$ 3,600,000</b>	<b>\$ 9,184,864</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (1,795,152)</b>	<b>\$ (2,756,902)</b>	<b>\$ -</b>	<b>\$ (2,756,902)</b>	
<b>OTHER FINANCING SOURCES:</b>					
Transfers In	3,084,832	5,377,903	\$ 500,000	\$ 5,877,903	
Transfers Out	(450,000)	(450,000)	-	(450,000)	
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ 2,634,832</b>	<b>\$ 4,927,903</b>	<b>\$ 500,000</b>	<b>\$ 5,427,903</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ 839,680</b>	<b>\$ 2,171,001</b>	<b>\$ 500,000</b>		
<b>FUND BALANCE BEGINNING OF YEAR</b>		<b>\$ -</b>	<b>\$ 2,171,001</b>		
<b>FUND BALANCE END OF YEAR</b>		<b>\$ 2,171,001</b>	<b>\$ 2,171,001</b>		



## Glossary

# APPENDIX

**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.

# APPENDIX

## Glossary

**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.

**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.

# APPENDIX

## 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.

# APPENDIX

## Acronyms

**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

