



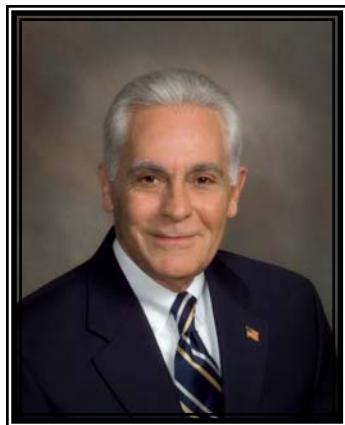
# Douglas County, Georgia



## 2012 Operating Budget



# DOUGLAS COUNTY BOARD OF COMMISSIONERS & COUNTY ADMINISTRATOR



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Chairman



**Henry Mitchell III**  
District #1



**Kelly Robinson**  
District #2



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**Ann Jones Guider**  
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**Eric Linton**  
County Administrator

## 2012 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

# **DOUGLAS COUNTY FINANCE DEPARTMENT**



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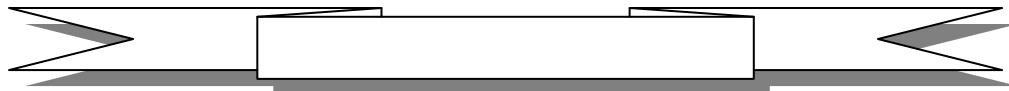
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The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:

**ERIC LINTON, 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, 2011**

Two handwritten signatures are shown side-by-side. The signature on the left is "Linda C. Dawson" and the signature on the right is "Jeffrey P. Evans".

President

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, 2011.

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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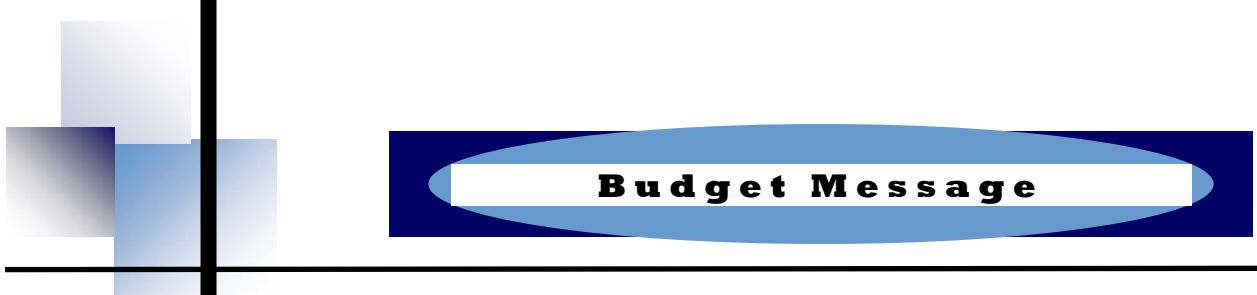
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## Budget Message

### 2012 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2012 annual operating and capital budgets totaling \$105,944,796. 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 2012 BUDGET

**General Fund.** The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning and Community Development Services. The 2012 budget totals \$73,414,046. The 2012 budget is reflective of the continued economic downturn with few Budget Improvement Requests being approved in this budget. The Board, however, is looking to better days ahead for Douglas County.

**Capital** Sheriff Enforcement was able to purchase vehicles throughout 2011. The 2012 budget does not include any fund for the purchase of new vehicles, but \$100,000 is included to refurbish some of the older vehicles that are still serving the public well. The 2012 budget includes \$90,000 for a Geographical Information Systems Aerial Photo and Topography LiDAR Survey and Mapping System. This system will be utilized by a number of entities other than the County and will be purchased if these entities, in total, will give firm commitment to funding a significant portion of this cost. The 2012 revenue budget includes \$70,000 as Revenue from Local Governments for funds we currently have tentative commitments for.

**Salaries, Benefits, and related Operational** The hiring freeze established in 2009 continues to be in effect with few additional positions being included for 2012. These positions are all necessary to staff new County facilities discussed below. Vacancies in positions are either not being filled or are filled with the reallocation of existing staff who are becoming under utilized due to lack of work. This reallocation along with a few layoffs coupled with early retirements in 2011 resulted in a savings in the 2012 budget of \$319,037. This is offset with the restructuring of a few positions that will result in an increase to Salaries and Benefits in various departments that totals \$27,158. With new positions approved of \$269,744.

The construction of the Dog River Library was complete in 2011 and in November this facility was opened to the public. The 2012 budget includes an additional \$281,041 for Salaries and Related Benefits as well as \$203,674 for operations of this new facility.

The District Attorney's Office is establishing a position for a Chief District Attorney to allow for the realignment of the case load. This position will allow the District Attorney and the Assistant District Attorney to focus on the prosecution of major cases in all three of the County's courtrooms. This reallocation of duties will facilitate the increased effectiveness and gained efficiencies in this department. Salaries and Benefits budgeted to this position are \$114,668.

The development of a park in Lithia Springs was complete and open in late 2011. Increases in the Parks budget to operate this facility include \$113,648 additional salaries and benefits. Parks operational expenses in total will decrease \$9,688 in 2012 as a result.

## Budget Message

Renegotiations with the company that manages the maintenance of the Courthouse resulted in a decrease in the operational budget of \$5,688.

Public Safety continues to be priority within the County. In late 2010 the construction of a new \$117 million adult detention and law enforcement center was begun. This is discussed in the sections below for the 2010 Jail SPLOST Capital and Debt Service Funds. Completion and occupancy is scheduled for late 2012.

**Other** Jail Annex debt service payments and fees totaling \$888,583 are also included in the General Fund budget.

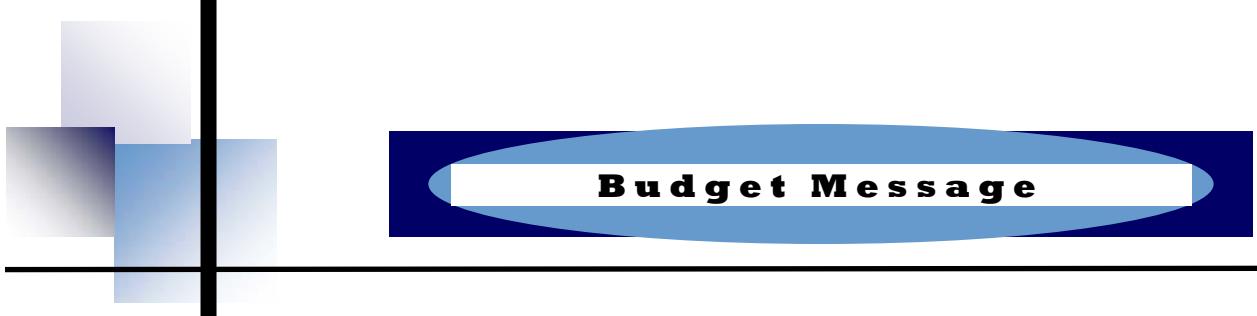
**District Attorney Confiscated Fund.** This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia, Title 16, Volume 12, Section 49. The District Attorney's Office is entitled to ten percent of the amount distributed to provide for payment of any and all necessary expenses for the operation of the office. The projected beginning fund balance is \$91,936. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$91,936.

**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 projected beginning fund balance is \$321,324. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$321,324.

**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 projected beginning fund balance is \$1,859,582. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$1,859,582. Total operating expenses that include salary and benefits for 29 employees total \$2,090,200. The construction of the E-911 Center was completed in 2011. Operating expenditures are budgeted to increase over the prior year to cover the cost of such things as maintenance agreements on new equipment. The largest anticipated increase will be in utilities. A total of \$340,651 is budgeted for utility expenditures.

**Hotel-Motel Tax Fund.** The \$156,000 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. There is no fund balance in this fund because all receipts are transferred to the designated agencies and a portion to the General Fund. Most of the fee generating facilities are located within the City of Douglasville, however in 2010 a new hotel/convention center opened in the County and funds increased 268% in 2010 for the partial year this facility was open. In 2011 this revenue increased another 9.42%. Due to the economy, 2012 revenues are projected to increase but only at a slight 1.64%.

**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. The projected 2012 beginning fund balance is \$370,405. Estimated revenues from fines and earnings amount to \$85,000. Expenditures for operating expenses are budgeted at \$85,000. Ending fund balance should be \$370,405.



## Budget Message

**Sheriff Confiscated Funds.** This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia Title 16, Volume 13, Section 49. The Sheriff's Office is entitled to 1/3 of the amount distributed to provide for any official law enforcement purpose except for the payment of salaries or rewards to law enforcement personnel. The projected beginning fund balance is \$3,130,250. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$3,130,250.

**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 \$12,500. The projected beginning fund balance is \$151,648. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$151,648.

**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. Expenditures are budgeted for \$21,000.

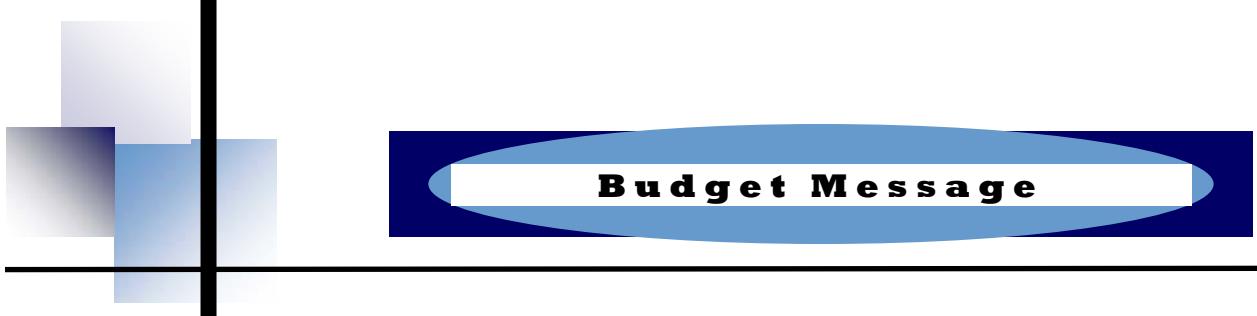
**Victim Assistance Fund.** This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$154,888. Revenues are projected at \$154,888 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$24,300. There is a 2012 beginning fund balance of \$291,322 and is projected to be the same at the end of 2012.

**Jail Annex Debt Service Fund.** This fund was created by borrowing \$6,785,000, to build an addition to the existing jail. The facility houses approximately 150 prisoners. Debt Service payments of \$885,083 and administrative fees in the amount of \$3,500 are to be made in 2012. The debt service payments are being made by transfers from the General Fund. Outstanding debt at the end of 2012 is \$886,208 (including interest & principal).

**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.

**CDBG** 2011 was the first year of existence for this fund. This Fund accounts for a grant funded by the Housing and Urban Development. The funds are passed through the Department of Community Affairs for the Community 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 expand the Senior Center. The Senior Center is expected to be completed in the year 2012.

**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. We sold 10 homes in 2011 that would have otherwise continued to deteriorate on the market.



## Budget Message

**Jail Fund** A bond issue early in the year is funding construction of the \$117 million facility will be paid for with SPLOST proceeds. The 2012 Debt Service payment will require \$20 million in principal and interest.

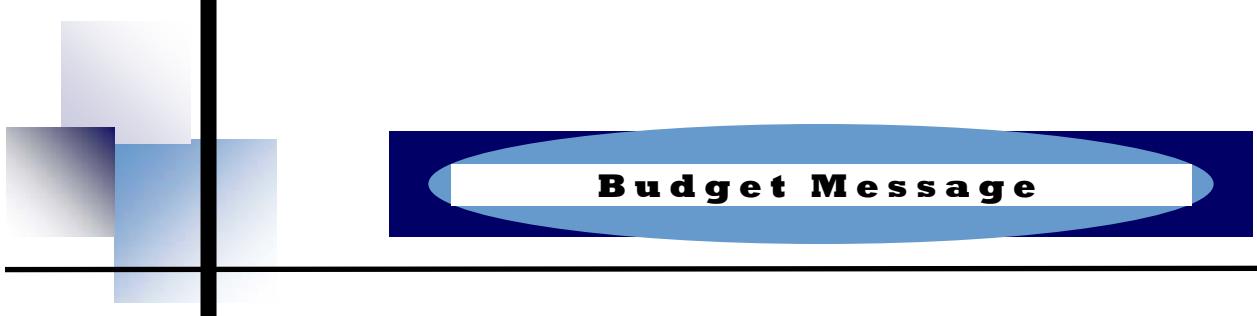
**Landfill Enterprise Fund.** This fund provides solid waste disposal services for the citizens of Douglas County. Services provided include a putrescible waste transfer station, a construction & demolition landfill and a recycling facility. The estimated 2012 beginning retained earnings is \$736,664. Projected revenues and expenditures are estimated at \$1,839,159. 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 2012 are anticipated to be \$9,536,660 compared to \$9,667,165 for the year 2011. The beginning fund balance is a negative \$1,498,515. This year the County is funding approximately \$6,823,427 to this fund. The employees contribute based on a tier structure of coverage which equals approximately \$1,570,370. 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, Victim Assistance Fund and Landfill Fund. For 2009 these funds postponed contributions to the Worker's Comp Fund because it was determined to have enough reserves to cover one year of claim and plan administration costs. Claims exceeded budget in 2009 leaving a negative beginning 2010 Retained Earnings. Funding resumed in 2010 which reduced this negative ending Retained Earnings. 2011 begins with a negative \$188,654. The negative fund balance grew slightly in 2011, resulting in a beginning fund balance for 2012 of a negative \$355,716. Total expenditures for 2012 are budgeted at \$841,100 with revenues to be the same. This leaves the projected 2012 ending net assets for this fund with a negative \$355,716.

## ACCOMPLISHMENTS FOR 2011

The 2011 fiscal year was one of the most fiscally constrained budget years Douglas County has ever seen. As our revenues declined the demand for general government services, court services, law enforcement and other government services steadily increased. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. However, the many factors beyond anyone's control such as the cost of fuel, homes values, natural disasters, etc. caused concern early in the year. A \$3.4 million shortfall was predicted for the 2011 budget. In April it was requested of department managers and elected officials, each to find 10% of their operational expenses that could be cut to reduce the 2011 budget. Each rose to the challenge and on June 7, 2011 the Board of Commissioners voted on their proposals, reducing the General Fund budget by \$3.6 million. Even with this reduction, 2011 expenditures were .88% under budget. The accomplishments for 2011 may seem insignificant when compared to those in prior years, but in light of a \$3.6 million reduction to an already "bare bones" budget they are unparalleled.



## Budget Message

### 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 equipment and recommended repairs and replacements as necessary. So replacing computers, scanners, copiers, etc. as equipment became obsolete in all County departments remained a priority in 2011. This along with great focus being placed on improved connection with remote County locations through Firewall installations. All operations were kept current with little associated expenditures.

The Election Board and Voter Registration had a need for specialized equipment to keep them up to date with regulations. This equipment was acquired in 2011 and is in place for the 2012 elections.

### Improved Judicial Services:

The Clerk of Superior Court acquired software used for criminal sentence orders for cases in the State and Superior Courts. It works with the current court software to both pull information from the system and in turn transmit data packages back into the database as well as to the Sheriff and other users. Increased efficiencies resulted through this installation.

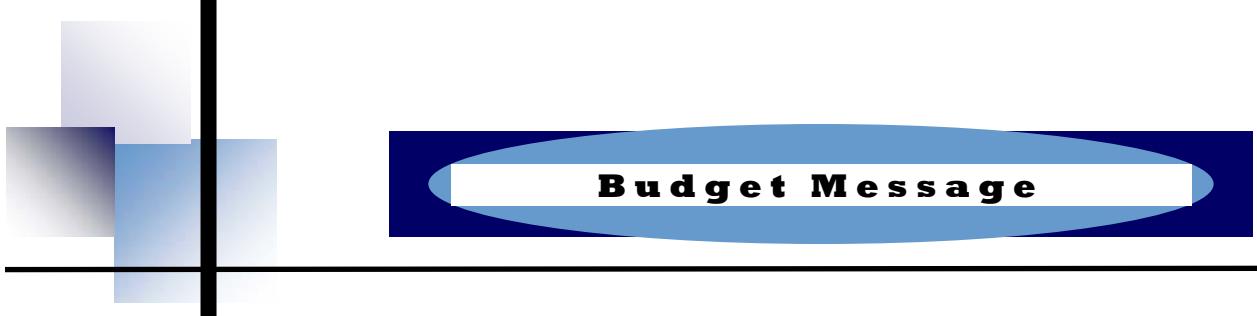
### Improved Public Safety:

The E-911 and Emergency Management personnel and operations moved into the newly constructed E-911/EOC facility. The vacated E-911 building is an older county facility and renovations were to begin on this building to provide space for growing county and community operations.

The construction of a new Jail and Law Enforcement Center was a major focus for 2011. A bond issue early in the year is funding construction of the \$117 million facility for which construction has remained mostly on schedule and within budget for the entire construction period. SPLOST proceeds will be used to pay the debt service on this center.

During the construction time, public safety remained a top priority and the transition to the new E-911 facility was seamless. Preparations needed to move into the new Jail has not deterred the focus of the Sheriff's Department's to continue to keep Douglas County one of the safest places to live in the Metro Atlanta Area.

Continual evaluations of vehicles deemed the need for some replacements in the Sheriff's Enforcement division. They purchased new vehicles late in the year for \$537,181.



## Budget Message

### **Improved Public Works:**

Keeping constant assessment on the entire County's Fleet and reassigning and replacing vehicles to best meet departmental needs. We operate a County motor pool.

In the fall of 2009 we were faced with what experts call a 10,000 year flood. During this period we had over 150 roads damaged. Crews worked day and night to insure the traveling public was safe. Through carefully coordinated efforts with FEMA and GEMA we had all but one of the locations repaired and completed within nine months. In 2011 the construction on the final bridge damaged in these floods was complete.

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

In 2010 the State cut funding for Douglas County Senior Services and the County took these operations on as a County Department. 2011 was the first full year of operations under the County umbrella. The County absorbed the just under \$1 million budget and our aging population continued to receive the quality services and benefits of this program.

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

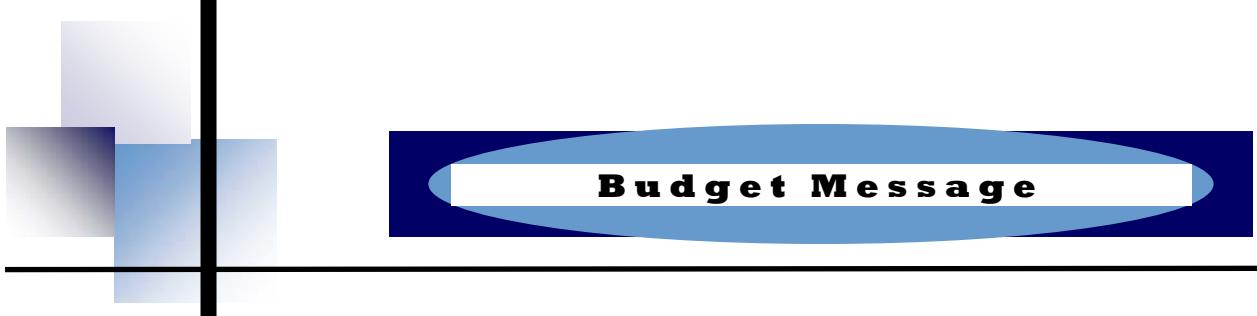
In late 2011 the county opened a new library for the first time since 1979. Until this opening the newest library facility in the County was constructed in 1985.

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

Douglas County applied and was accepted for a grant from FEMA to purchase houses located within the limits of the 100 year floodplain that were substantially damaged as a result of the 2009 flood. Douglas County has purchased and demolished all thirteen houses included in the grant and the properties will remain greenspace.

### **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 2012

The 2012 budget shows a 7.46% decrease in revenues from 2011 estimates. And Expenditures a 1.21% decrease. Still, operations are planned to continue to offer quality services to our citizens.

#### **Maintain Commitment to Citizens**

The County will operate within the 2012 budget with no increase in 2012 taxes.

#### **Improve Planning and Community Development:**

With the acquisition of new aerial photography and topography data the outdated aerials can be replaced and decisions based on these aerials can be relied on with greater accuracy than in recent years, using the older photos.

#### **Improve Public Safety:**

A bond issue early in the year is funding construction of the \$117 million facility for which construction has remained mostly on schedule and within budget for the entire construction period. SPLOST proceeds will be used to pay the debt service on this center.

#### **Improve Security:**

The landfill will complete installation of update security equipment to provide a safer environment for the citizens, County employees, and County facilities.

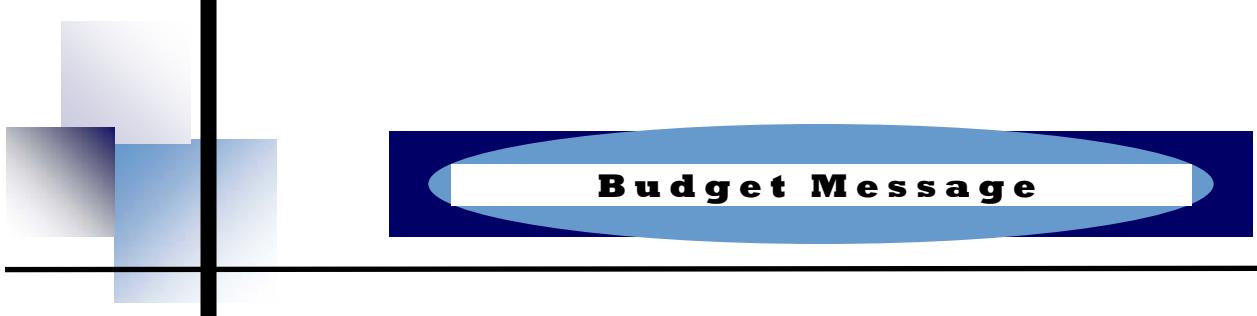
#### **Improved Facilities:**

With the Community Development Block Grant awarded in 2011, additions will be made to the Senior Center. This will provide additional space for educational and recreational activities of our senior citizens.

### NEW PATHS TO FOLLOW

Our Nation and our County have been through some rough times since September 2008, when Lehman Brothers collapsed, and the current recession started. Times are not the same in our Nation, or in Douglas County. We have been struggling as the economy has plunged, and all of us have been impacted. People have lost jobs, homes, savings and retirements. In many cases, the effects have been devastating.

The County government has chosen to become stronger. Douglas County is 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



## Budget Message

We have 906 County employees to serve the 132,000 people of our County. We have had a hiring freeze for almost 4 years, and have only filled those positions which we deemed mission-critical. We have 42 positions that we have not filled. Some of our employees have taken early retirement. Some have been transferred to busier departments, and we have unfortunately had to lay off some.

We are a leaner County government, but the quality of service to our citizens is unabated. We have not cut service hours; we have not closed parks; we have not closed libraries like so many other counties in the Atlanta area.

The County's tax digest has decreased more than \$1.7 billion in value since September 2008, and our property tax revenues have significantly declined. As unemployment in our County grew, our sales taxes declined.

Our 2012 General Fund budget is \$73.5 million. It is down \$2 million from last year, and over \$7 million since 2007. The County's millage rate is 9.9 mils. We have held that steady for the past two years. We have the second lowest County millage rate among metro Atlanta counties.

We are reserving over \$8.5 million that could be used for emergencies and unforeseen costs. We do not know when we may again experience tornadoes, floods, or other disasters, but we must be prepared and we are.

We have tightened our belt, but we will always continue the number one priority of government, which is the protection of the lives and property of Douglas County citizens. Most of that is in the very capable hands of our Sheriff, Phil Miller.

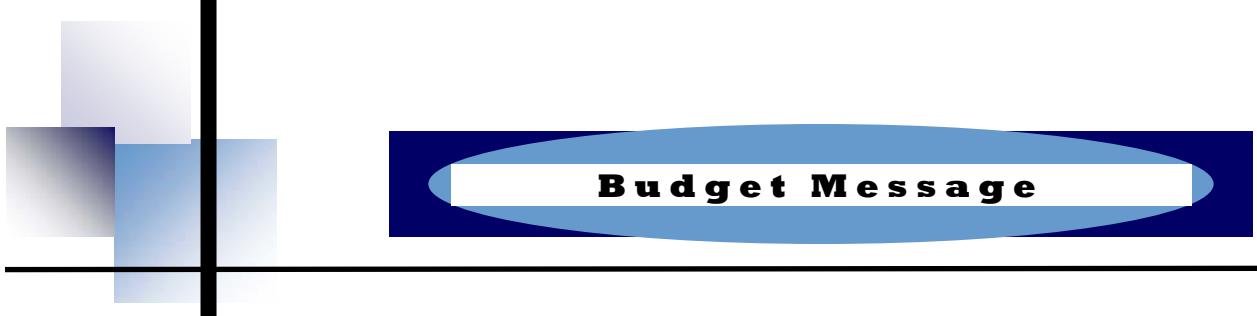
The Douglas County Sheriff's Department ranks well above the National average in solving serious crimes such as thefts, assaults, rapes, manslaughters, and murders. The Sheriff's Department has cleared 100 percent of murder and non-negligent manslaughter cases.

Traffic safety is a high priority. Traffic fatalities are senseless. Our Sheriff's Department works diligently to make the roads safer through education, enforcement and monitoring. Those are the tasks of the Traffic Safety Unit, the FIND Unit, and the HEAT Unit.

Douglas County was the first law enforcement agency in Georgia to obtain search warrants on DUI cases where drivers refused to be tested and were suspected of being impaired. This has resulted in removing many more drunk drivers off the streets.

Due to education and enforcement, average speeds have been reduced on major roads, and that has reduced the number of violations. Seatbelt usage is at an all-time high at 91 percent. As a result, there has been a 50 percent reduction in traffic fatalities over the past 5 years, and a 54 percent reduction in traffic injuries.

Later this year, the new Law Enforcement Center and Jail should be substantially complete, and usher in a new era for our Sheriff's Department. It will be a safer environment for our law enforcement officers, and a safer environment for inmates who are housed there. It will also be completely paid for in 4 years.



## Budget Message

Our Emergency Management team simulates problems and disasters, and trains to handle them. They are capable of manipulating traffic signals, directing traffic, and communicate with the Public on everything that is needed to be known in an emergency situation. This team decides how to best stream traffic, which Interstate exits to block, how to alert restaurants and gas stations in our County that cars were coming, and what to do with all these people - and their pets. Our Emergency Management team has answers, and that is due to the years of experience and training they bring to the table. We are indeed fortunate to have the people, and now the facilities to handle the unpredictable.

On average, a call comes in to Douglas County 911 every 3½ minutes. This is an incredible number of calls for assistance. This also does not take into account the hundreds of calls that ask for information. The men and women who answer these phones are truly the first responders as they listen, assess, comfort, and determine the correct plan of action. They help save lives.

Douglas County Fire and EMS saves lives every day. Last year, there was a medical call every 46 minutes. There were 11 fire calls a day. All were professionally handled. Over 50 percent of County employees work in Public Safety, and that is how it should be.

Another 154 employees work in the Judicial System that consists of 3 Superior Courts, 2 State Courts, 2 Juvenile Courts, a Magistrate Court, and a Probate Court in Douglas County. Each has unique responsibilities in bringing justice to the County.

In 2011, there were about 4600 civil cases and over 1800 criminal cases filed in the Superior Court. The three judges scheduled almost 16,500 Court events. That averages out to 20 per day per Judge. The Superior Court handles criminal cases from misdemeanors up to felonies, including those in which the State seeks the death penalty. We have three Superior Courts under the capable administration of Judges Bob James, David Emerson, and Beau McClain.

The State Court handles misdemeanor and traffic cases. We have two State Courts under the competent judgeships of Neal Dettmering and Eddie Barker.

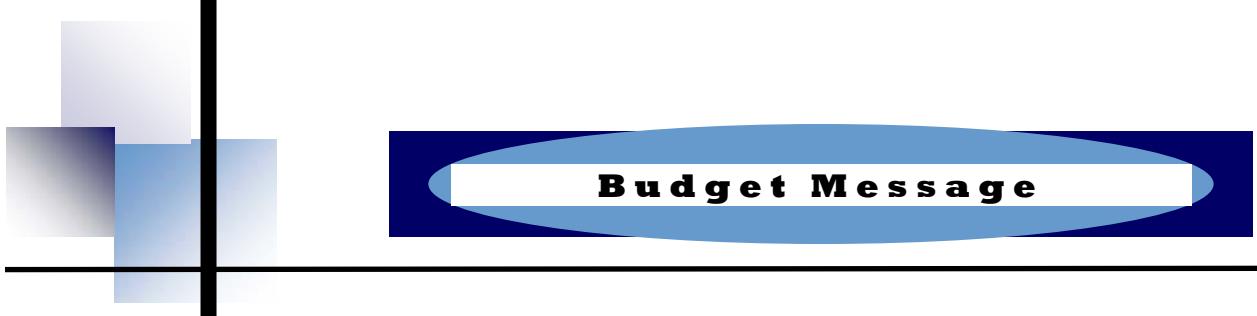
The Clerk of Superior and State Court handles all Court records; calls and maintains juries; records deeds, liens, and plats; and handles numerous other issues. Last year, the Clerk's office entered close to 250,000 documents into the system.

The Magistrate Court handles garnishments and dispossessory actions, bond hearings and criminal preliminary hearings. Judge Susan Camp capably manages this Court, along with Judge Barbara Caldwell.

The Juvenile Court handles cases regarding children, and Judge Peggy Walker is a leader in this field.

The Probate Court, under the direction of Judge Hal Hamrick, handles cases relating to wills, administration of estates, birth and death records.

David McDade is our District Attorney, and he is the chief official who represents the government in the prosecution of criminal offenses. David is one of the finest District Attorneys in the Nation. He is a staunch advocate for victim's rights and fights for legislation for their protection. His diligence earned him an appointment from the Governor to the Justice Reform Council.



## Budget Message

The Solicitor General is the chief official who represents the government in the prosecution of cases in the State Court. Our outstanding Solicitor-General is Mr. Brian Fortner.

Monica Myles confidently heads up our Public Defender team which upholds the 6<sup>th</sup> Amendment to the Constitution that ensures that the accused shall have the right to assistance by counsel for their defense.

We also support programs that help people who come through the system, such as the Family Program of the Juvenile Court that allows families who are willing to make a change to go through an alternate system to get clean from drugs, and learn life skills. To encourage them and to acknowledge their accomplishments, those who succeed go through a graduation program.

The very successful SHARP Program is supervised by the Courts to educate the many defendants who have substance abuse problems in an effort to try to stem this tide, and the Court orders completion of the program as part of the defendant's probation. It's not just about putting criminals in jail. It's about making families whole again after they go through the Courts.

There's a lot to County government administration - 24 departments providing necessary and important services. We provide many unique services, libraries being one of them. We opened a new Dog River Library last November. It is a beautiful and functional building that will serve the educational and literacy needs of our citizens for many years to come. It complements the other two libraries that we have had for years, and we look forward to building new ones.

Animal Control is another example where we are beginning the process of planning and building a new animal shelter. Our four-legged friends are important, and we will continue to take care of them as best we can with the resources we have.

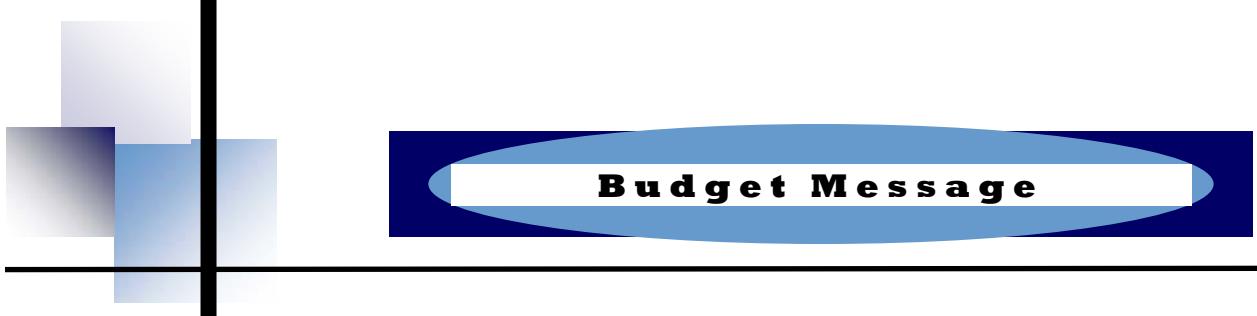
Our Finance Department has received the Distinguished Budget Presentation Award for 13 straight years, and a Certificate of Achievement for Excellence in Financial Reporting for 7 straight years, one of only 12 counties in the State to receive both awards.

We continue to improve our parks, and are opening the new Lithia Springs Recreational Park on March 17<sup>th</sup> to replace the facilities that were decades old and often flooded. This year will find those old parks renovated into passive recreation, such as areas for picnicking, walking, and family outings.

Our County administrative staff is a professional staff, and they know their jobs. Our administrative staff holds 51 Bachelor's degrees, 24 Master's degrees, and 164 Certifications in the fields of endeavor.

Our open government policy has no equal in any government anywhere. We broadcast live - and unedited - every Commission meeting, and stream it on the Internet. It is replayed numerous times and is downloadable at any time. Our District Commissioners host numerous Town Hall meetings and other meet and greet opportunities throughout the year. We have almost 1400 pages and documents on the County web site with over 4,500 links to other information.

Dctv23 has more original and unique programming than any other government access television station anywhere. We also issue the popular Douglas County Happenings every week, and post the events of the day and other information every day on Facebook. We use social media, and keep up with the latest communication trends to keep you informed.



## Budget Message

We have an open door policy. Every Commissioner's e-mail address is published, and if we are in the office and not meeting with others, any citizen can see us just by walking in. We have open government, and we will continue to have open government.

We provide outstanding, cost-effective public services, and we are committed to strong fiscal management and responsibility.

Over the past two years, about 10 percent of houses have been foreclosed upon, but that trend seems to be lessening. Unemployment in our County has been above 10 percent, but that too is dropping.

Unfortunately, the National economy and the politics of Washington and Wall Street seriously affect us, and over these matters, we do not have any control. What we do have control over is how we respond to these situations.

We are meeting the foreclosure crisis head-on with local programs that are receiving National attention. The County is now in the 3<sup>rd</sup> phase of the Neighborhood Stabilization Program. The Piece-by-Piece Initiative is an innovative program that identifies foreclosed houses, gets a cost estimate from a renovator on improvements needed to bring it back up to Code standards, and then arranges financing to get a buyer into the home and make the needed improvements. We are also working with Habitat for Humanity which has decided to not build new houses, but to take foreclosed homes and renovate them as part of their program.

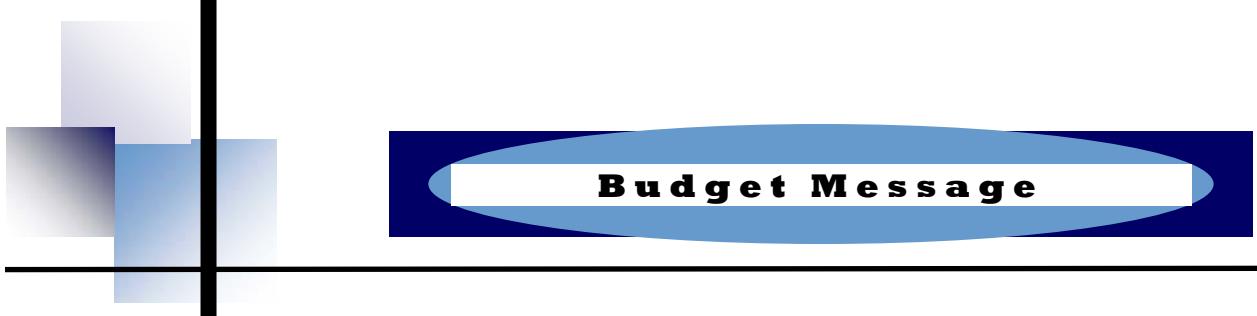
These are small programs that have our full support and participation. The road is going to be long. The housing recovery is going to take a long time, and the financial crisis has exposed a lot of flaws in the system. However, the flaws can be fixed; homes can be re-claimed; and home ownership can - and will again - become the American Dream.

The best way to lower unemployment numbers is to create an atmosphere and services that companies seek in order to locate want in a community. We have relatively low taxes. We offer tax abatements, employee training, and job fairs. We have a willing work force. We have a great transportation system, a reliable water supply, and good schools. We have strong utilities with a reliable grid and fiber systems. We are adjacent to the world's busiest airport. We have a strong law enforcement presence and a great fire and EMS service.

We market our County extensively throughout the Nation, and we have been successful in bringing investment and jobs into Douglas County.

The industrial tax base has risen from \$500 billion in 2005 to \$844 billion in 2011, and from 5 percent of our tax digest to 8 percent of our tax digest.

We have attracted marquee companies like Google, Maytag, Staples, Pepsico, PriceWaterhouseCoopers, and RockTenn.



## Budget Message

But our success in this field has been threatened over the past two years because the City of Douglasville created its own separate development authority, and instead of a united message to the world that we are open for business, it created the message that we compete with each other. That sends mixed signals to potential prospects. It also requires City taxpayers to foot the bill for an additional and duplicate authority.

The Development Authority of Douglas County has been largely responsible for the rise in our industrial tax base, and its members have never worried about where the City Limits were located. Seven of the nine members of the Douglas County Authority live inside the City Limits.

The Georgia Department of Economic Development told us that the split marketing and double authorities are harmful to industrial recruitment in Douglas County, so the County has extended a hand to our new Mayor and newly elected City Council to join together. United, we can continue to go about the business of creating investment and jobs in both the City and County.

In July, voters throughout the State of Georgia will be asked to consider a one-cent sales tax to fund transportation projects. This is the first time in our State's history that voters have been asked to do this. The T-SPLOST program, as it is known, was generated by the Georgia General Assembly, not by local governments.

As it is structured, we will benefit from the sales tax because 15 percent of its proceeds will be spent on local projects. That 15 percent will generate about \$4 ½ million a year which would resurface and improve our local roads, add new ones, and improve intersections. The 15 percent local funds would help us survive the major funding cuts from the State and Federal government we are currently experiencing.

The 85 percent will go to local and regional projects, such as the untangling of the mess that is the interchange of I-20 and I-285 which directly affects our ability to attract industry. The 85 percent will also help with the Highway 92 bypass around downtown Douglasville, and the widening of Bankhead Highway west of Lithia Springs.

All of the funds raised in our region stay in our region. It is a sales tax, so those who pass through our County and spend money here will also contribute.

We anticipate that the value of the property tax digest will again decrease in 2012, putting even more of a strain on revenues with which to run County government.

We have planned our County budget accordingly. We are experiencing an increase in sales tax revenues, so people are spending a little more now than they did a year ago. Confidence levels are up. The stock market is up. Unemployment is down. We are hopeful. Regardless, we will remain fiscally conservative and financially viable.



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

In 2004 Douglas County completed a Comprehensive Plan through 2025. It is a long-range plan for guiding growth and development in the County for the next twenty years. The overall goal of the plan is to accommodate growth in a timely, orderly, and efficient arrangement of land uses, public facilities, infrastructure and services that meet the needs of the present and future residents and businesses of Douglas County. With the being said, the vision of Douglas County can be simply stated as follows:

*Douglas County will greet the future, while at the same time preserving its small town feel, its safe and rural environment, its valued historic and natural resources, and the continued creation of a quality built environment, while maintaining and developing a reasonable, balanced tax base.*

**The goals and strategies for fulfilling this vision are listed below.**

**The *Economic Development Goal* is to strengthen and sustain the economic base of Douglas County by:**

- Continuing to coordinate with, providing vital economic information to, and supporting the Douglas County Chamber of Commerce and Development Authority, its existing Industries Committee and local businesses and industries towards the retention of existing businesses and the attraction of new businesses
- Enhancing overall quality and attractiveness of Douglas County by increasing cultural amenities, striving to strengthen services, improving the education system, maintaining the physical integrity of structures and the physical environment and providing districts for executive housing options



## Budget Message

- Maintaining and periodically updating a commercial area database linked to a GIS system that would utilize primary data and secondary data collected from business licenses, appraisal data and local real estate data
- Coordinating transportation planning efforts with land use planning so that efficient and ordered linkages are developed and access to such facilities is available to those with and without private transportation
- Reviewing proposals for industrial development based on potential tax revenues, service expenditures, and quality of worker, infrastructure availability and environmental effects
- Requiring developers to perform a fiscal and environmental impact analysis on each large development
- Establishing an education roundtable to discuss ways to maintain and improve the quality of the public education system
- Encouraging the development of a local apprenticeship program that provides technical, mechanical, and crafts experience to local children
- Establishing a tourism committee of the County, the Chamber of Commerce, and the Development Authority, which, as part of its mandate, will establish and maintain contacts with key members of the tourism industry, the Georgia Department of Tourism and Trade, and others, and make recommendations for incentives to attract tourism-related industries to the County

The *Natural and Scenic Resources Goal* is to preserve, protect and nurture the qualities of the natural and historic environment of the County by:

- Encouraging development patterns and land use, which enables the County to protect, enhance and preserve sensitive areas, through identification of sensitive areas on the Future Land Use Plan Map, and the appropriate development regulations to ensure such protection
- Promoting best management practices that limit soil erosion from agricultural operations, commercial and residential development sites, and the promotion of tree protection
- Protecting water quality including those sources used for drinking water, recreational activities, and other water bodies such as non-watershed rivers; streams and creeks by meeting or exceeding minimum State standards for water supply watersheds and groundwater recharge areas
- Protecting and preserving viable agricultural lands, wetlands, steep slopes and ridgelines, and other environmentally sensitive areas from incompatible activities and development, and mature trees during the development process and other land disturbance activities



## Budget Message

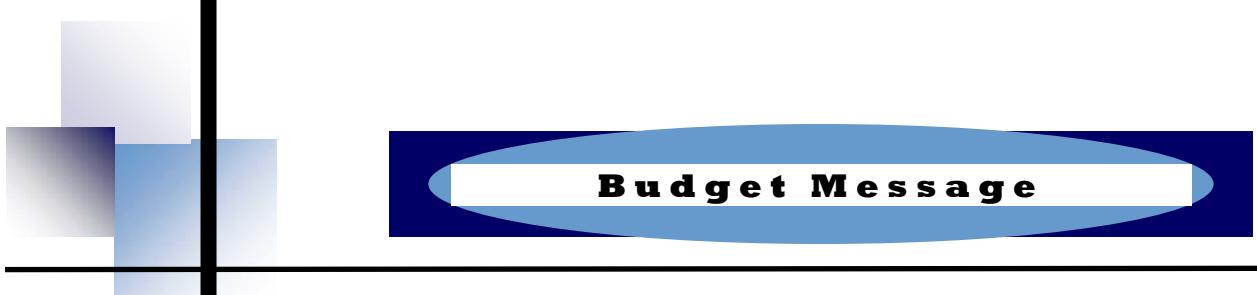
- Developing an overall countywide environmental improvement and maintenance effort coordinated with efforts at the regional level, State and Federal levels
- Actively reducing the solid waste stream within the County
- Ensuring the integrity of those historic and archaeological resources found in Douglas County are not removed from the County without permission
- Enhancing the County's Greenspace plan so that sensitive natural areas are identified and acquiring land with the intent of developing public parks or preserves. Encouraging the protection of sensitive areas through innovative land use techniques and conservation easements
- Continuing the actions of the Open Space Committee/Task Force to advance the open space goals of the County, including increasing the awareness of County residents of the codes and ordinances in place to maintain and protect open space, mature trees and natural areas
- Reviewing and evaluating local government codes and ordinances, and enforcement procedures targeted to the prevention and enforcement of illegal waste disposal activities
- Surveying locations of point source pollution outfalls emptying into local water resources in order to target these locations for control or elimination

The *Historic Resources Goal* is to preserve and protect historic and cultural resources within the County by:

- As part of the development process, providing for the protection for historic and archaeological sites and structures considered important to the community
- Establishing guidelines for the excavation of historically and archaeologically important sites within the County
- Encouraging and promoting educational efforts designed to enlighten the public concerning the value and importance of local historic and archaeological resources

The *Public Facilities and Services Goal* is to provide for efficient, effective and high quality public facilities and services for the citizens and businesses of the County by:

- Developing a capital facilities plan according to existing capacity, preferred level of service and projection of need calculated
- Implementing the 20-year Capital Improvement Plan through the annual short-term work program and budget process
- Serving new development with public facilities that meet or exceed established level of service standards
- Developing fair and predictable standards for allocating infrastructure costs between areas of the County



## Budget Message

- Targeting sanitary sewer services as a priority to areas with business and industry potential, such as areas along major transportation routes
- Providing sanitary sewer services to new residential development other than low-density rural residential uses, in support of land use goals related to efficient growth and in furtherance of water conservation goals
- Completing a master parks plan and identifying future park sites and facilities that will meet or exceed acceptable levels of service standards for parks and recreation facilities
- Promoting a linked system of parks and open spaces
- Ensuring that all residents have access to cultural opportunities, facilities and programs
- Optimizing efficiency and effectiveness of services through the coordination of land use planning and infrastructure financing
- Ensuring that a variety of passive and active park, open space and recreational facilities and opportunities are available and accessible
- Continuing to utilize and update as necessary design and construction criteria for all new public and private facilities, additions and modifications to existing facilities, and requiring compliance with or exceeding all local, State, and Federal standards including the Americans with Disabilities Act
- Implementing and updating the maintenance action plan for all County facilities to ensure maximum utilization of existing facilities
- Evaluating the delivery of public services in relation to current and projected demand as part of a 20-Year Public Service Action Plan
- Working with the Water & Sewer Authority to coordinate future land use, population and employment projections and the location and capacity of line extensions
- Using water conservation techniques to conserve and wisely utilize water resources through the establishment of educational and public relations mechanisms focusing on the conservation and efficient utilization of local water resources
- Exploring standards for ensuring that public facilities and services are available concurrently with development that require such facilities
- Exploring adding fiscal impact analysis requirements to their development codes to establish a solid foundation for fairly allocating infrastructure costs
- Continuing to maintain and upgrade existing infrastructure to accommodate and encourage infill and redevelopment within its boundaries
- Exploring a maintenance and enforcement program for septic systems to ensure that such systems adequately function in a fashion that protects public health and water quality

## **Solid Waste**

- Promoting recycling activities concurrent with the Douglasville/Douglas County Solid Waste Plan and regional, State and Federal guidelines, continuing to identify additional markets for recycled products, and targeting recycled products as a percentage of total purchases
- Maintaining and enhancing current efforts by private citizens and governmental agencies to clean up litter
- Continuing to utilize inmate and community service labor to clean up trash and litter
- Continuing to emphasize education and public relations activities to increase awareness of current programs to reduce the solid waste stream even further, including source reduction, composting, recycling and personal waste reduction programs, as well as the implications of non-compliance
- Continuing to promote solid waste reduction through the purchase of recycled materials where feasible

## **The Public Safety Goals & Strategies are:**

- Developing a comprehensive public safety plan for the County based on existing capacity, preferred level of service and future demand
- Requiring inclusion of public safety infrastructure (such as fire hydrants, adequate fire flow pressure, and emergency access routes) in development plans
- Implementing, updating, and revising where necessary the Board of Health Strategic Plan to meet projected needs
- Updating as necessary the Parks and Recreation Master Plan based on the current assessment and statement of needs as identified within this plan, for active parks, recreational facilities and passive open space
- Utilizing the Greenspace program to target lands within small water supply watersheds such as the Dog River, Bear Creek, and Anneewakee Creek watersheds, and other environmentally sensitive areas as potential locations for passive recreation
- Continuing to integrate pedestrian and bicycle trail linkages from residential and commercial areas to parks, open space and other recreational facilities through the Bicycle and Pedestrian Plan component of the Comprehensive Plan's Transportation and Thoroughfare Plan

**The *Cultural and Library Goals and Strategies* are:**

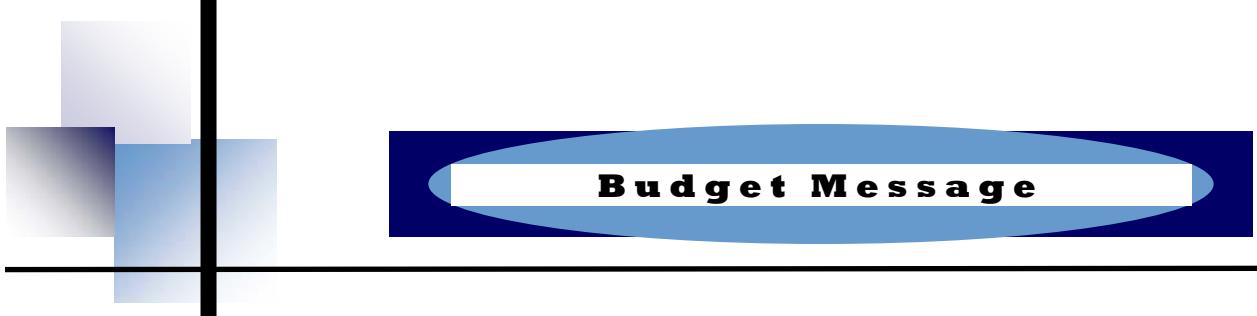
- Increasing the offering of, and participation in cultural events, programs, and organizations. Consider the development of cultural institutions in Douglas County such as a performing arts center, art museum, concert hall, history museum, and other institutions
- Completing a master parks plan to identify the amount and type of parkland that will meet or exceed the acceptable level of service standards
- Promoting a linked and accessible system of parks, recreational areas and open spaces that will provide connectivity throughout the County

**The *Educational Goals and Strategies* are:**

- Communicating and coordinating with Board of Education concerning future growth areas and the County's plans for provision of public schools to meet future capacities. Identify future school districts on the Future Land Use Plan
- Coordinating development and forecast information to promote coordinated timing of infrastructure, growth and educational needs
- Continuing to promote local opportunities for human resource development and employee training

**The *Transportation Goal*** is to provide a comprehensive and coordinated multi-modal transportation system that will provide multiple options for safe, convenient, environmentally friendly, and efficient inter-County and intra-County mobility to all residents and employees within the County by:

- Actively planning for improvements to the local transportation system through a regional, collaborative context involving other cities and counties, the Georgia D.O.T and the Atlanta Regional Commission
- Developing and implementing alternative modes of transportation in addition to the auto that will better serve the public and achieve regional, State and Federally established transportation goals and air quality standards
- Proactively increasing transportation infrastructure capacity, safety, accessibility, efficiency and mobility
- Minimizing negative social and environmental impacts due to transportation facilities on residential neighborhoods, adjacent land uses, the County as a whole, and the region in general

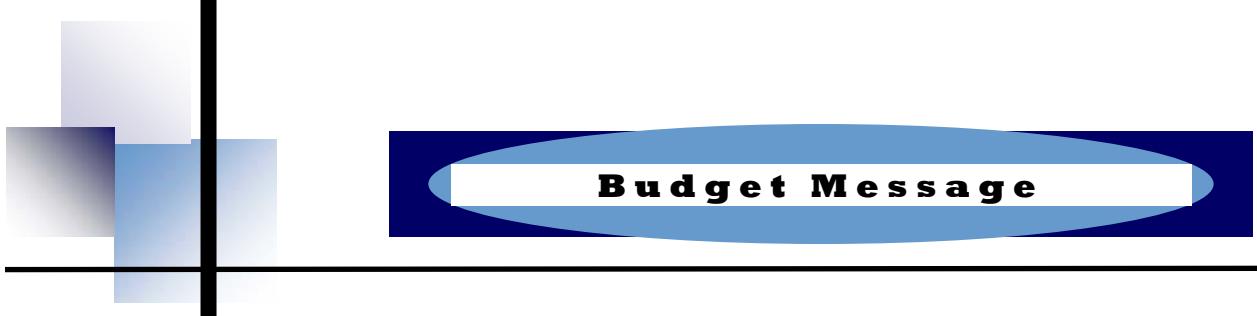


## Budget Message

- **Addressing the need for aviation facilities**
- **Budgeting annually for transportation projects and developing new and innovative sources of funds for both locally programmed projects and use as leverage to obtain State and Federal funding**
- **Implementing a street beautification program to improve and enhance the aesthetic environment of the roadway network in residential, commercial and industrial areas**
- **Continuing to encourage transit, high occupancy vehicle lane development, and ridesharing programs with express bus service to key employment destinations on a local and regional level**

**The *Housing Goal* is to achieve an appropriate mix of housing opportunities for current and future residents by:**

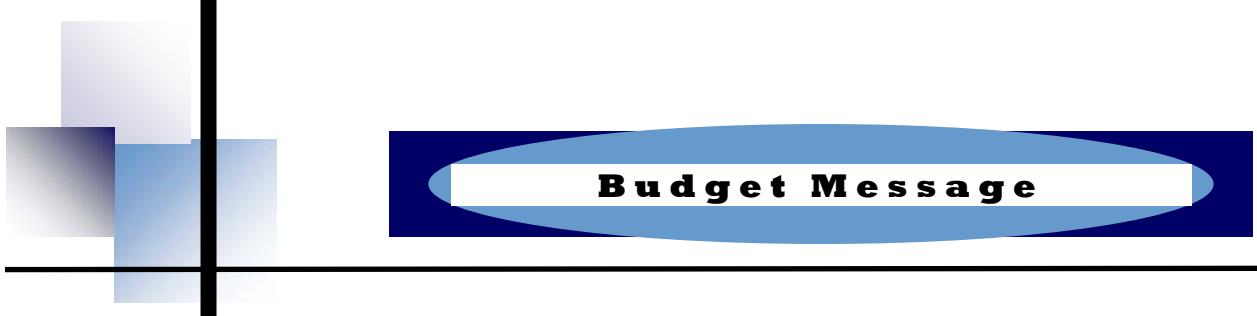
- **Fostering a variety of housing options including a variety of housing type, size, price, density and site conditions to meet every market niche through the use of innovative development techniques, such as mixed-use villages, loft development and master planned developments**
- **Maintaining, protecting and enhancing the viability, character and identity of established neighborhoods, communities and rural settlements**
- **Carefully considering appropriate types of redevelopment and infill land uses to ensure compatibility**
- **Performing a comprehensive housing market analysis to determine housing need and types of homes in demand**
- **Developing a residential district that would include a minimum unit size, and quality design standards appropriate for move-up and executive housing options**
- **Utilizing innovative, state-of-the art residential construction techniques that will achieve economies of scale maintain or lower costs, yet not compromise quality**
- **Including additional requirements such as sidewalks, parks and open space, common area improvements, and other features that add to the quality of the residential development; Establishing minimum requirements for sidewalks, parks and community amenities within large-scale subdivisions and master planned developments**
- **Developing loan, grant, incentive and educational programs for home maintenance and repair targeted toward the elderly and blighted areas of the County**
- **Maintaining code enforcement efforts in areas of low and moderate-income housing; Establishing target areas for implementation of maintenance and rehabilitation strategies**



## Budget Message

The *Land Use Goal* is to coordinate land use patterns and infrastructure planning in order to provide an efficient, equitable, and compatible distribution of land uses in the County by:

- Ensuring that future land use and development decisions are consistent with long range planning goals and policies and that such decisions promote social and economic well-being
- Directing growth toward existing or planned service areas and away from rural areas with planned lower levels of services and a dependence on public wells and/or septic systems; Reducing allowable densities in rural areas that cannot be efficiently serviced
- Targeting infrastructure as priorities to areas suitable for commercial, industry and business uses, but new residential uses (other than low density rural residential) will also be directed to areas that can be efficiently served with sanitary sewers
- Requiring comprehensive plan consistency and infrastructure concurrency during the rezoning and development review process
- Encouraging innovative development techniques to provide for a mix of uses in appropriate locations
- Ensuring compatibility between differing land uses and protecting existing development from incompatible uses when making land use decisions
- Developing an effective strategy for the gradual elimination of non-conforming land uses
- Encouraging the reuse and revitalization of obsolete or underutilized commercial or industrial facilities that is in conformance with local land use regulations
- Accommodating the growing population and employment projections
- Ensuring consistency of the Zoning Map with the Future Land Use Map designations through rezoning
- Establishing an urban growth boundary beyond which no additional dense or urban scale development can occur, with the exception of neighborhood serving commercial
- Seeking and maintaining urban growth boundaries agreements with adjacent governments



## Budget Message

- **Using infrastructure as a tool to guide development into locations where the land is most cost effectively serviced (i.e., accessible to police, fire, water, sewer and the urban road network)**
- **Adopting public service and facility standards that ensure new development will only be approved when the facilities to serve it will be concurrently available**
- **Monitoring development's (including undeveloped areas zoned and / or platted) impact on existing or future infrastructure and public facilities capacities**
- **Encouraging creative urban design solutions for development within the County, such as mixed-use projects, village oriented centers and other innovative site planning techniques**
- **Targeting higher density residential development in areas where adequate transportation facilities and commercial or public facilities exist or are planned**
- **Limiting development in environmentally sensitive or unsuitable areas**
- **Providing transitions in intensity, scale, density and land use between high and low-density land uses as a key tool in decision-making**
- **Developing subdivisions that foster a sense of community and promoting pedestrian mobility, community recreation and an abundance of public open space**
- **Supporting a cohesive approach to providing retail sales and service nodes within the County thereby avoiding strip commercial patterns along arterial routes; these nodes would be developed near existing and planned transportation routes and connections on a scale that is compatible with residential development and pedestrian access**
- **Encouraging the establishment of community oriented activity or village centers as focal points for the various communities within Douglas County**



**Eric Linton**  
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

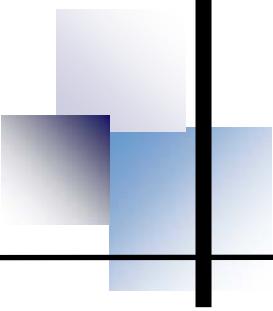
Douglas County is one of the smallest counties in the State of Georgia. It occupies an area of only 199.3 square miles. Of the 159 counties in Georgia, Douglas County ranks 139th in size.

### 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

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### 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.

# DESCRIPTION

### ECONOMY

In 2010, the total number of employees located in Douglas County was 36,247. Of the total employees, 69.7% were employed in the service producing sector, followed by 16.2% were employed in government, and 13.9% employed in the goods producing sector. According to the latest information available, Douglas County's unemployment rate of 11.1% is higher than the State's rate of 10.2%. 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 11.1% is slightly higher than the State's rate of 10.2%.*

### POPULATION

According to the latest information available from the Atlanta Regional Commission, Douglas County's estimated population is 132,403 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%

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.

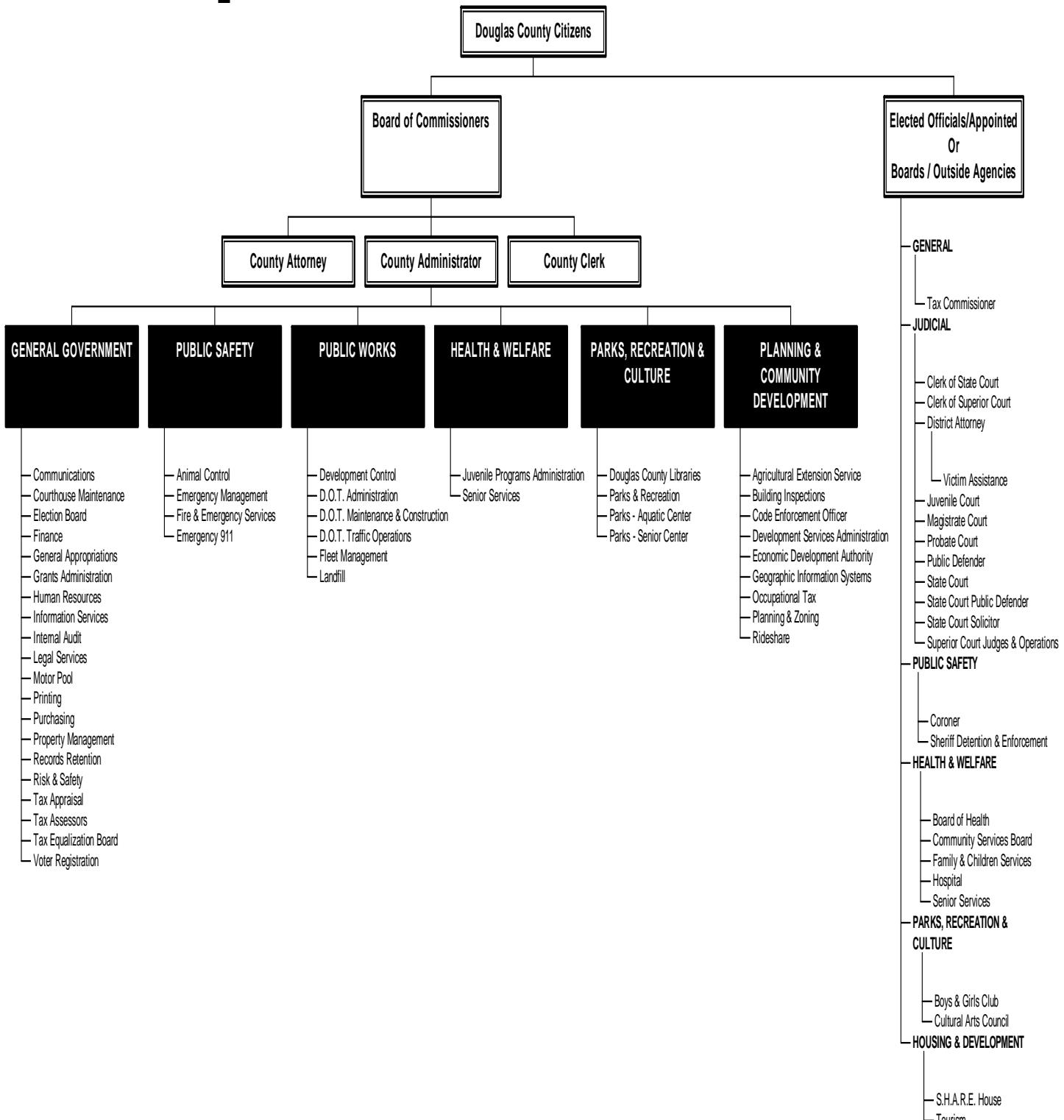
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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



## Facts and Figures



[www.CelebrateDouglasCounty.com](http://www.CelebrateDouglasCounty.com)

68,756 average monthly visitors to the web site  
 1,323 pages on the web site  
 4,068 links to additional information  
 948 documents  
 678 media files  
 61 local not-for-profit listings



**Douglas County Library**  
 6810 Selman Drive

**Lithia Springs/Betty Hagler Library**  
 7100 Turner Drive

Douglas County Public Libraries	
2011 Circulation	472,970
Circulation per capita	3.64
Books per capita	1.97
Visitors	361,811
Registered patrons as percentage of population	62%
Programs conducted	222
PC usage and Wi-Fi passes	70,768
Reference transactions	5,972



In 2011, Douglas County hosted 14 blood drives for the American Red Cross and collected a total of 633 pints. The collections impacted the lives of up to 1,899 patients. Will you be a part of this effort? Blood drives are held from 8 a.m. - 1 p.m. on the 4th Thursday of each month (except November) plus two other dates in Citizen's Hall of the Douglas County Courthouse. You can give every 56 days. Please call 1-800-RED CROSS to schedule an appointment, or call 700.920.7593 for more information. We also take walk-ins! Thanks!

# GENERAL INFORMATION

## Facts and Figures



<b>Douglas County E-911</b>	
911 Calls	108,068
Fire Calls	3,856
Emergency Medical Calls	11,410
Sheriff's Department Calls	32,581
Georgia State Patrol Calls	130



<b>Douglas County Fire/EMS Department</b>	
Structure Fires	146
Vehicle Fires	95
Grass and Rubbish Fires	206
Other Fires	67
Explosions and Overheating/No Fire	11
Emergency Medical Calls	10,488
Hazardous Conditions/No Fire	346
Service Calls	1,015
Welfare Checks/Non-Emergency Assistance	794
False Alarm/False Call	723
Severe Weather and Natural Disaster	42
Severe Incident Type	42
Investigations	135
Arson Suspicious	15
Convictions	2
Fire Safety Inspections	168
Construction Plan Reviews	74
Sprinkler Plan Reviews	11
Commercial Site Plan Reviews	38
Residential Subdivision Site Plan Reviews	6
Impact Study Reviews	24
Complaints Investigated	7
Inspection Violations Discovered	905
Inspection Violations Corrected	773

# GENERAL INFORMATION

## Facts and Figures



- **Traffic Safety Unit:** concentrates efforts on commercial vehicles to ensure they are operating safely
- **FIND Unit:** joint City/County unit to monitor criminal activity and safety along Interstate 20
- **HEAT Unit** (Highway Enforcement of Aggressive Traffic): supported by the Governor's Office of Highway Safety to target special safety problems such as DUI, child restraints/seatbelts & reckless driving

[www.sheriff.douglas.ga.us](http://www.sheriff.douglas.ga.us)

- ⇒ updated information on new law enforcement center
- ⇒ enhanced sex offender registry information
- ⇒ on-line jail inmate information
- ⇒ averaging 538,289 web site hits per month in 2011

	Speeding Citations	DUI Arrests	Traffic Fatalities	Traffic Injuries	Seatbelt/Child Restraint
2005	4188	496	26	2392	583/71
2006	4466	544	21	2057	796/78
2007	5648	590	16	2201	1565/141
2008	8129	565	16	1353	2149/185
2009	6431	564	14	1435	1642/302
2010	5396	582	13	1144	2390/302
	Enforcement has resulted in lower speeds on roadways and lower number of violations	DCSO was the first agency in Georgia to obtain search warrants on DUI cases	50% Reduction in Traffic Fatalities	54% Reduction in Traffic Injuries	Seatbelt Usage at all-time high of about 91%

## Facts and Figures



### Sheriff's Department K9 Unit

Lt. Mike Barnhill and Ace  
Lt. Billy Lashley and Milo (explosives)  
Deputy Clint Adams and Charon  
Deputy Brian Tolbert and Hero  
Deputy Joshua Skinner and Falco  
Deputy Ryan Cadwell and Boogie (FIND)

#### Five-year Totals

Deployments	901
Drug Sniffs	480
Drug Seizures	120
Cash Seizures	15
Trackings	229
Area Searches	79
Building Searches	29
Apprehensions	94
Missing Persons Located	3
Warrant Assists	42
Other Agency Assists	33
Call-outs	33
Demonstrations	354

- Nestle/Purina provides dog food to the K9 unit at no cost.
- "Pennies for Police Service Dogs" raised \$10,500 for Chase Away K9 Cancer
- Unit hosted the largest regional certification seminar for North American Police Work Dog Association with 18 Master Trainers and 94 K9 Teams - boost to local tourism economy

## Facts and Figures



Find us on Facebook for adoptable animals from the Shelter: Douglas County Animal Shelter



### Animal Shelter

- Total number of calls for service answered: 5062
- Officers responded to 2608 stray pick-up calls, 1176 leash law complaints, 436 abandonment/welfare calls, 190 injured animal calls, 80 assist law enforcement calls, 184 dead animal calls, and 401 miscellaneous
- 689 animals were brought into the Shelter by their owners in 2011
- 663 animals were brought into the Shelter as strays
- Total number of animals handled at the Shelter in 2011: 5619
- Total number of animals coming in to the Shelter in 2011: 4041
- Animals adopted to new homes: 849
- Animals reclaimed by their owners: 395
- Animals released to animal rescue groups: 994
- Animals euthanized: 1491
- Animals died in Shelter: 103
- Bite Cases handled: 135
- Rabies specimens sent to CDC: 20 (18 negative and 2 positive)
- Service calls to Douglas County: 4997
- Service calls to the City of Douglasville: 1438

## Facts and Figures



### Senior Services 2011

- ◊ 36,624 home-delivered meals to 249 homebound seniors with the assistance of over 135 volunteers providing 4,028 volunteer hours
- ◊ 16,193 meals provided on-site to 126 seniors
- ◊ 22,724 one-way passenger trips provided to over 150 seniors/disabled adults through transportation services
- ◊ 1,550 hours of respite care provided to 29 caregivers of sick/disabled seniors
- ◊ 2,264 hours of in-home support services provided to 84 seniors
- ◊ 2,043 service inquiries/request for information processed
- ◊ implemented a chronic diseases self-management program that enables participants to live a healthy life in the face of disease

### Neighborhood Stabilization Program

- Sold 10 homes; purchased 6 foreclosed homes for rehab
- Currently have 9 homes on the market for sale
- New NSP 3 target area map adopted with 5 homes
- \$742,996 in program income collected from NSP 1 home sales
- \$1,953,411 in program income used to purchase and rehab foreclosed homes from NSP 1



## Facts and Figures



### **2011 Transportation Projects**

- Durelee Lane Roadway Extension (opened February 2012)
- Anneewakee Road/James Street Intersection Improvements
- I-20 WB/Liberty Road Intersection Improvements
- Jr. High Drive Sidewalks
- Mason Creek Road Bridge Replacement (opened February 2012)
- Safe Routes to Schools Project Extension, Coursey Lake Road
- 19 miles of roadway resurfacing
- Safety Action Plan: installation of guardrails, raised pavement markers, and thermoplastic pavement markings
- Stage 1, Intelligent Transportation System/Traffic Control Center

### **2012 Transportation Projects**

- Chattahoochee Hill Country Regional Greenway Multi-use Trail at Boundary Waters
- Safety Action Plan (continued)
- 13 miles of roadway resurfacing
- Bankhead Highway/South Sweetwater Road Intersection Improvements
- Riverside Parkway/Old Lower River Road Intersection Improvements

### **Transportation Investment Act of 2010 Douglas County-supported Regional Projects**

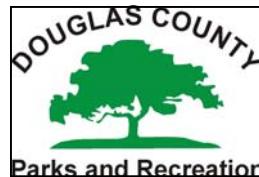
- Interstate 20/Interstate 285 Interchange Reconstruction
- Intelligent Transportation System Extension on Interstate 20 to Georgia Highway 5
- Ga. Hwy. 92 Douglasville Bypass
- Lee Road Widening Project (Bankhead Highway to Fairburn Road)
- Dorris Road Multi-use Path from Transportation Center to Slater Mill Road
- Thornton Road Improvements

### **Transportation Investment Act of 2010 Douglas County Local Discretionary Projects**

- Tax will generate approximately \$45.6 million for local projects
- Funds to be allocated between Douglas County, and the Cities of Douglasville, Austell and Villa Rica
- Local project list currently being generated
- Referendum: July 31st, 2012

# GENERAL INFORMATION

## Facts and Figures



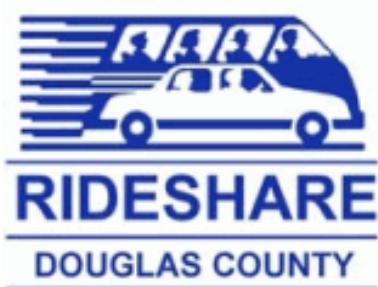
<b>Parks and Recreation</b>	
All-weather Tennis Courts	11
Athletic Fields	58
Picnic Shelters	13
Miles of Trails	25
Playgrounds	12, 8 of which are disabled-accessible
Bocce Courts	6
Land dedicated to Parks	1887 acres
Swim Lessons	800+
Competitive Swim Teams	10
Special Olympics Sports	Bocce, Bowling, Volleyball, Softball, Basketball, Tennis, Power lifting, Swimming, 435 registered athletes
Summer Day Camps/Sports Camps	4 Sessions, 452 campers
Special Events	 Fairy Princess Ball Eggstravanza Easter Egg Hunt Spring Break Arts Camp Douglas County Track and Field Championships GRPA District 5 Track and Field Championships Fishing Derby Mother/Son Flashlight Hike Allen Langford Memorial Softball and Bocce Invitational Family Camporee A Deer Lick Christmas
Athletic Leagues	Youth Basketball, ages 5 - 18, 670 participants on 26 teams Co-ed Kickball, adults, 8 teams Summer Basketball, ages 15 - 18, 63 participants
Boundary Waters Aquatic Center	Home to 10 competitive swim teams Hosted the "Last Chance Triathlon" Increased annual revenue

## Facts and Figures

<b><u>Development Services</u></b>	
Subdivision Construction Plans	3
Subdivision Final Plats	22
Commercial/Industrial Plan Review	48
Architectural Reviews	16
Building Plan Reviews	74
Re-zoning Applications	4
Commercial Land Disturbance Permits	21
Commercial Building Permits	9
Residential Grading Permits	35
Residential Building Permits	65
New Business Licenses	465
Business License Renewals	2,624
Beer, Wine, and Liquor Licenses	79
Code Enforcement Cases Investigated	1,458
Code Enforcement Court Cases	173
Pounds of Illegal Signs Disposed	4,480

### **Douglas County RideShare**

- \* served an average of 604 participants per month in 2011
- \* increased ridership by 20 percent during the year
- \* began the year with 58 routes; ended the year with 64 routes
- \* provided over 184,000 one-way commute trips which equates to taking about 360 vehicles off the road during rush hour



## Facts and Figures

### **Douglas County Employees**

Judicial/Court Employees	154	17.0%
Fire/EMS	154	17.0%
Sheriff's Department	310	34.2%
E911	25	02.8%
Emergency Management	2	00.2%
Administration	261	28.8%
<b>Total</b>	<b>906</b>	
<b>Frozen/Unfilled Positions</b>	<b>42</b>	



### **County Fleet**

Cars and SUVs	222
Vans	116
Heavy Trucks	33
Light Trucks	114
Fire Trucks	21
Rescue Units	9
Heavy Equipment and Implements	73
Small Equipment	324
Gallons of Gas Used in 2011	183,153
Gallons of Diesel Used in 2011	149,308
Preventive Maintenance Services	983
Road Calls	241
Repair Orders	3832
Equipment Vehicle/Mechanic Ratio	134:1

# GENERAL INFORMATION

## Facts and Figures



<u>Superior Court</u>		<u>Clerk of Superior Court</u>		<u>Clerk of State Court</u>	
<b>Criminal Filings</b>	1,814	Warrants	4,326	Warrants	2,040
Total Criminal Dispositions	2,273	Adoptions	43	Traffic	10,197
End Pending Total Criminal Cases	1,551	Documents Entered	146,143	Documents Entered	102,239
Two-year Reduction in Total Pending Criminal Cases	31%	Real Estate Documents	17,290	Jury Panels	43
<b>Civil Filings</b>	4,559	Liens	16,439	<u>Probate Court</u>	
Civil Dispositions	4,861	Plats	127	Estate Filings	362
End Pending Total Civil Cases	1,747	UCC	1,792	Guardianships	166
Reduction in Total Pending Civil Cases since December 31, 2009	31%	Trade Names	251	Birth Certificates	476
<b>Court Events</b>	16,473	Notary	580	Death Certificates	756
		Jury Panels	55	Concealed Weapon Permits	1,436
				Marriage Licenses	1,142

## Facts and Figures

### Juvenile Programs

- 425 new youth charged with offense, 284 of which were diverted from the Court to community resources (66%)
- 130 mental health screenings completed on new youth; 20% referred for mental health services
- 141 new youth screened for substance abuse; 41% had some level of alcohol and/or drug usage; 27% smoked cigarettes; 41% were sexually active
- 44 youth involved in substance abuse were served under intensive probation; 6 youth placed in residential treatment
- 17 youth referred to a system of care staffing, a community collaborative to assist children with severe emotional/behavioral issues to reduce the risk of being removed from their home and community

### Family Treatment Program

- 46 adults, 39 families and 86 children since program start in 2008
- County Guardian ad Litem served 265 families in 2011, appointed to represent the best interests of a child in deprivation proceedings
- \$82,350 in grant funds received; \$2,397,424 in grant funds received since 1998

### Magistrate Court 2011

- Fastest growing Court with almost 9,800 civil cases filed
- Civil caseload has increased 274% since Court-house opened, and over 2,000 cases within the last 2 years
- 5,898 warrants issued
- 4,527 Bond and First Appearance hearings
- 987 Criminal Preliminary Hearings
- 6 full-time clerks, part-time clerk, 2 judges

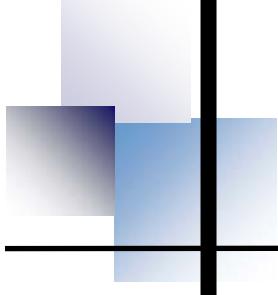


### Tax and Tag Office

- ⇒ Sold 118,759 car tags in 2011
- ⇒ Issued 34,349 titles
- ⇒ Received 78,789 telephone inquiries
- ⇒ Issued 2,468 Handicapped Parking permits

### County's Bond Ratings

**Moody's: Aa2**  
**Standard & Poor's AA-**



**Facts and Figures**
**Growth in Industrial Value of County Digest**
**2005 \$498,355,770 5.4% of digest**
**2010 \$817,738,323 7.9% of digest**
**2011 \$844,045,463 8.4% of digest**

		<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>		
General Fund Budget		\$80,244,439	\$78,766,720	\$75,774,720	\$78,215,000	\$77,350,365	\$73,414,046		
County Millage Rate		7.861	7.826	7.932	9.900	9.900	9.900		
Net Digest		\$10,197,641,990	\$10,750,662,048	\$10,784,332,225	\$9,342,148,268	\$9,054,398,205	Determined in July		
<b>2011 Millage Rate Comparisons</b> (source: Ga. Dept. of Revenue); values exclude State of GA millage rate = .25)	County Millage	County Bonds	Special Tax District	County Total Millage	School Millage	School Bonds	School Total Millage		
Carroll	8.500			8.500	19.600		19.600	28.100	30.25%
Cherokee	5.365	0.641	3.129	9.135	19.450	0.400	19.850	28.985	31.52%
Cobb	7.720	0.330	3.060	11.110	18.900		18.900	30.010	37.02%
Coweta	7.790	0.460	2.500	10.750	18.590		18.590	29.340	36.64%
DeKalb	19.400	1.800		21.200	22.980		22.980	44.180	47.99%
<b>Douglas</b>	<b>9.900</b>			<b>9.900</b>	<b>19.850</b>	<b>3.100</b>	<b>22.950</b>	<b>32.850</b>	<b>30.14%</b>
Gwinnett	11.780	0.240	1.000	13.020	19.250	1.300	20.550	33.570	38.78%
Haralson	11.020			11.020	16.830		16.830	27.850	39.57%
Henry	11.750	2.000	1.000	14.750	20.000	3.628	23.628	38.378	38.43%
Paulding	7.600	1.870	2.000	11.470	18.909	2.963	21.872	33.342	34.40%

## 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.

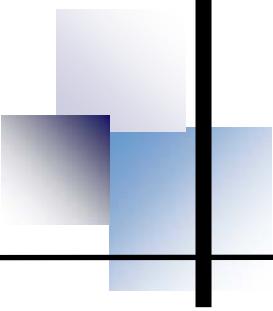


## Budget Process

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**

# **POLICIES & PROCEDURES**

## **Douglas County Board of Commissioners**

### **2012 Budget Calendar**

August 5, 2011	The budget is initialized in the system and opened for entry by Elected Officials and Department Heads .
September 6, 2011	Deadline for all budget entries to be made at the Department and Division levels.
September 6—30, 2011	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
October 3—20, 2011	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
October 24—Nov. 10, 2011	Finance Director & Financial Analyst prepare budget summary documents.
November 17-18, 2011	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
November 27, 2011	Advertise for public hearing to review the budget.
December 6, 2011	Public hearing to review the budget.
December 29, 2011	Board of Commissioners adopts the 2012 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.

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

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, 2012

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>72,414,046</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>	<u>73,414,046</u>
Special Revenue Funds:					
District Atty Confiscated Funds	65,000	-	-	-	65,000
Drug Abuse Treatment	90,500	18,261	-	-	108,761
CDBG Senior Center Fund	500,000	141,674	-	-	641,674
E-911	2,090,200	-	-	-	2,090,200
Hotel-Motel Tax Fund	156,000	-	-	-	156,000
Law Library	85,000	-	-	-	85,000
Sheriff Inmate Commissary	19,000	-	-	-	19,000
Sheriff Confiscated Funds	438,000	32,000	-	-	470,000
Sheriff Other	18,200	2,800	-	-	21,000
Sidewalk Fund	100	-	-	-	100
Neighborhood Stabilization Prog	2,996,479	619,633	-	-	3,616,112
Victim Assistance	<u>154,888</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>154,888</u>
Total Special Revenue Fund	<u>6,613,367</u>	<u>814,368</u>	<u>-</u>	<u>-</u>	<u>7,427,735</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>1,839,159</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,839,159</u>
Total Enterprise Funds	<u>1,839,159</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,839,159</u>
Internal Service Funds:					
Employee Benefit	9,536,660	-	-	-	9,536,660
Worker's Compensation	<u>841,100</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>841,100</u>
Total Internal Service	<u>10,377,760</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>10,377,760</u>
Capital Project Funds:					
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Capital Project Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Debt Service Funds:					
Jail Annex	<u>-</u>	<u>-</u>	<u>888,583</u>	<u>-</u>	<u>888,583</u>
2010 Jail SPLOST Debt Svc	<u>-</u>	<u>-</u>	<u>20,208,950</u>	<u>-</u>	<u>20,208,950</u>
Total Debt Service Funds	<u>-</u>	<u>-</u>	<u>888,583</u>	<u>-</u>	<u>21,097,533</u>
Total of All Budgeted Funds	<u>91,244,332</u>	<u>1,814,368</u>	<u>888,583</u>	<u>-</u>	<u>114,156,233</u>

## Appropriations

# BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA  
BUDGET SUMMARY  
SUMMARY OF APPROPRIATIONS  
YEAR ENDED DECEMBER 31, 2012**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<b>BUDGETED FUNDS</b>			
<b>Governmental Fund:</b>			
<b>General Fund</b>	<b>72,528,963</b>	<b>885,083</b>	<b>73,414,046</b>
<b>Special Revenue Funds:</b>			
District Atty Confiscated Funds	65,000	-	65,000
Drug Abuse Treatment	108,761	-	108,761
CDBG Senior Center Fund	641,674	-	641,674
E-911 Dispatch	2,090,200	-	2,090,200
Hotel-Motel Tax Fund	156,000	-	156,000
Law Library	85,000	-	85,000
Sheriff Inmate Commissary	19,000	-	19,000
Sheriff Confiscated Funds	470,000	-	470,000
Sheriff Other	21,000	-	21,000
Sidewalk Fund	100	-	100
Neighborhood Stabilization Prog	3,616,112	-	3,616,112
Victim Assistance	<u>154,888</u>	<u>-</u>	<u>154,888</u>
<b>Total Special Revenue Fund</b>	<b>7,427,735</b>	<b>-</b>	<b>7,427,735</b>
<b>Enterprise Funds:</b>			
Landfill Enterprise Fund	<u>1,839,159</u>	<u>-</u>	<u>1,839,159</u>
<b>Total Enterprise Funds</b>	<b>1,839,159</b>	<b>-</b>	<b>1,839,159</b>
<b>Internal Service Funds:</b>			
Employee Benefit	9,536,660	-	9,536,660
Worker's Compensation	<u>841,100</u>	<u>-</u>	<u>841,100</u>
<b>Total Internal Service</b>	<b>10,377,760</b>	<b>-</b>	<b>10,377,760</b>
<b>Capital Project Funds:</b>			
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Capital Project Funds</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt Service Funds:</b>			
Jail Annex	888,583	-	888,583
2010 Jail SPLOST Debt Svc	<u>20,208,950</u>	<u>-</u>	<u>20,208,950</u>
<b>Total Debt Service Funds</b>	<b>21,097,533</b>	<b>-</b>	<b>21,097,533</b>
<b>Total of All Budgeted Funds</b>	<b><u>113,271,150</u></b>	<b><u>885,083</u></b>	<b><u>114,156,233</u></b>

## Financing Sources by Type

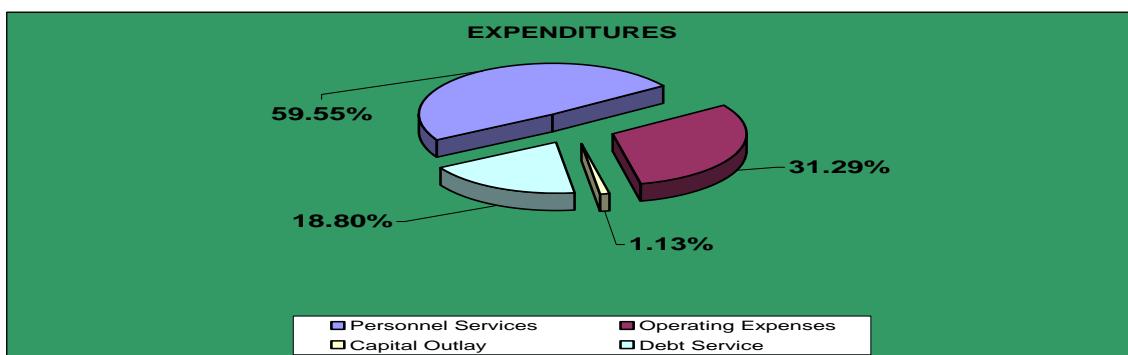
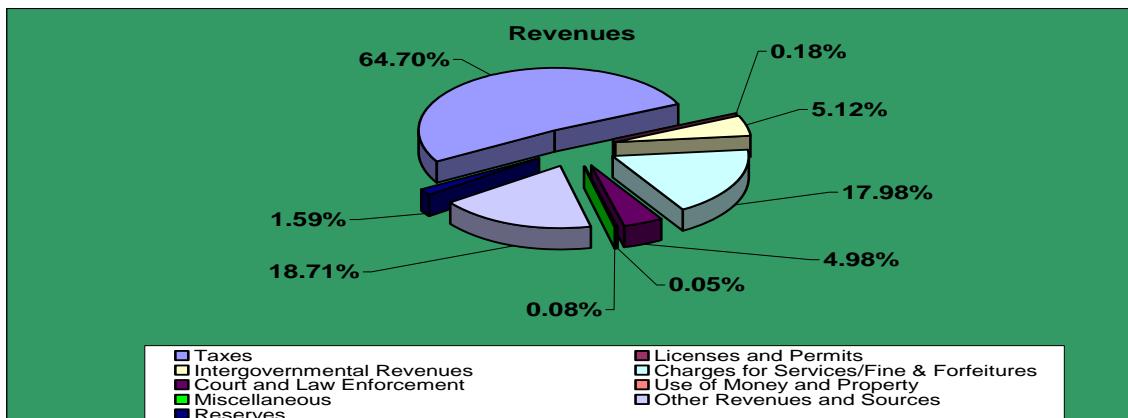
	SPECIAL REVENUE FUNDS						
	TOTAL	GENERAL FUND	CONFISCATED FUNDS	D.A. DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY
<b>Revenues</b>							
Taxes							
Real and Personal Property	\$ 29,987,256	\$ 29,987,256	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Use	16,650,000	\$ 16,650,000	-	-	-	-	-
Insurance Premium	4,007,535	\$ 4,007,535	-	-	-	-	-
Other Taxes / Penalties	7,934,786	\$ 7,778,786	-	-	-	156,000	-
Licenses and Permits							
Permits/Zoning Fees	151,900	151,900	-	-	-	-	-
Inspection Fees	7,225	7,225	-	-	-	-	-
Alcohol License	47,000	47,000	-	-	-	-	-
Intergovernmental	5,845,987	2,349,508	-	-	-	-	-
Charges for Services/Fines							
Telephone	2,086,200	-	-	-	2,086,200	-	-
Landfill	1,839,159	-	-	-	-	-	-
Tax Commissions	790,100	790,100	-	-	-	-	-
Ambulance Charges	1,507,000	1,507,000	-	-	-	-	-
Sheriff's Fees	1,486,000	1,486,000	-	-	-	-	-
Streetlights	882,000	882,000	-	-	-	-	-
Rideshare Fees	484,800	484,800	-	-	-	-	-
Parks & Rec Fees	554,290	554,290	-	-	-	-	-
Other Charges	10,894,210	516,600	-	-	-	-	-
Courts and Law Enforcement							
Superior Court	1,111,400	1,026,400	-	-	-	-	85,000
State Court	2,352,600	2,352,600	-	-	-	-	-
Probate Court	330,800	330,800	-	-	-	-	-
Magistrate Court	635,600	635,600	-	-	-	-	-
Juvenile Court	-	-	-	-	-	-	-
Surcharges	347,600	347,600	-	-	-	-	-
Fees and Fines	384,638	140,125	-	90,000	-	-	-
Confiscated/Commissary	522,000	-	65,000	-	-	-	-
Use of Property and Money	54,325	31,000	-	500	4,000	-	-
Miscellaneous	89,635	89,635	-	-	-	-	-
Other Financing Sources							
Bond Proceeds	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-
Transfers	21,357,819	260,286	-	-	-	-	-
Appropriated Fund Balance	1,814,368	1,000,000	-	18,261	-	-	-
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 114,156,233</b>	<b>\$ 73,414,046</b>	<b>\$ 65,000</b>	<b>\$ 108,761</b>	<b>\$ 2,090,200</b>	<b>\$ 156,000</b>	<b>\$ 85,000</b>

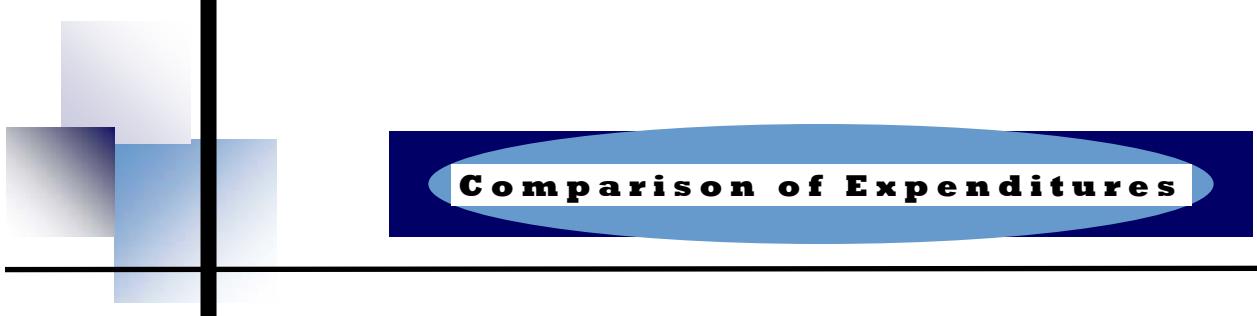
## Financing Sources by Type

# 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	29,987,256	29,987,256	-	-	-	-	-
Sales and Use Taxes	16,650,000	16,650,000	-	-	-	-	-
Insurance Premium Taxes	4,007,535	4,007,535	-	-	-	-	-
Other Taxes / Penalties	7,934,786	7,778,786	156,000	-	-	-	-
Licenses and Permits	206,125	206,125	-	-	-	-	-
Intergovernmental Revenues	5,845,987	2,349,508	3,496,479	-	-	-	-
Charges for Services/Fine & Forfeitures	20,523,759	6,220,790	2,086,200	1,839,159	10,377,610	-	-
Court and Law Enforcement	5,684,638	4,833,125	851,513	-	-	-	-
Use of Money and Property	54,325	31,000	23,175	-	150	-	-
Miscellaneous	89,635	89,635	-	-	-	-	-
Other Revenues and Sources	21,357,819	260,286	-	-	-	-	21,097,533
Reserves	1,814,368	1,000,000	814,368	-	-	-	-
	<u>114,156,233</u>	<u>73,414,046</u>	<u>7,427,735</u>	<u>1,839,159</u>	<u>10,377,760</u>	<u>-</u>	<u>21,097,533</u>
<b>Expenditures</b>							
Personnel Services	55,081,676	52,964,155	1,537,295	580,226	-	-	-
Operating Expenses	35,333,635	18,764,858	4,932,084	1,258,933	10,377,760	-	-
Capital Outlay	1,273,106	675,350	597,756	-	-	-	-
Debt Service	21,222,133	124,600	-	-	-	-	21,097,533
Transfers Out	1,245,683	885,083	360,600	-	-	-	-
	<u>114,156,233</u>	<u>73,414,046</u>	<u>7,427,735</u>	<u>1,839,159</u>	<u>10,377,760</u>	<u>-</u>	<u>21,097,533</u>

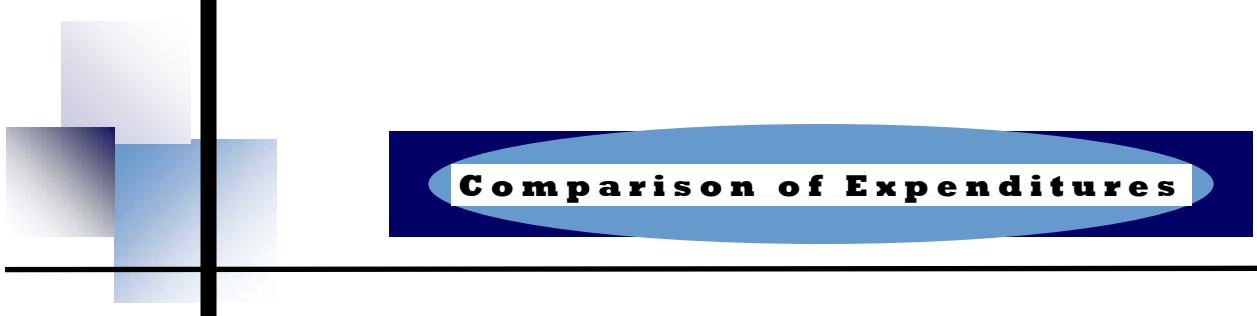




## Comparison of Expenditures

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

- General Government decreases \$951,989 over the prior year adopted budget. This is the second largest decrease in the Budget amongst all the functions. In 2011 the economy continued to decline. Cost containment measures implemented in 2009 continued. The hiring freeze established in 2008 was maintained and positions vacated were consider for attrition. Training and travel continued to be limited to only what was absolutely necessary. The 2012 budget includes decreases over 2011 in all but a few General Government Departments. The largest area of increase is in the Election Board's budget. The increase is due to the increase in Salaries that more than doubled compared to 2011. This is due to the November presidential elections. The second largest increase over 2011 is in Motor Pool where a budget improvement request of \$100,000 was included due to increased cost of gas and maintenance. They also hope to purchase two new vehicles. Information Services budget which includes a slight increase in Salaries for the hiring of a new part time employee to handle the increased work load within this department.
- Judicial increases 1.74% for 2012. This equates to \$166,861. This function is the only function that had an overall increase in their budget in the General Fund. Five departments have anticipated increases, with the District Attorney having the most significant increase of \$164,580. This is primarily for the addition of a new full time position, as well as two new part time positions that will be added in the District Attorney's office. The Judicial functions continue to see increased case loads that make it difficult to decrease the overall budget even with constraints on spending. Due to the addition of a second State Court late in 2010 the State Court's Solicitor's budget continued to increase as well. The Juvenile Court, Public Defender, and Superior Court Operations also showed a slight increase in their budgets compared to the 2011 year.



## Comparison of Expenditures

- Public Safety decreases \$951,989, which is overall decrease in this function of 2.5%. All individual departments decreased, except for Emergency Management. This is due to the opening of the new E911 center and the increased cost that are associated with it. The Sheriff Enforcement department experienced the greatest decrease in its budget of \$533,108. This is because in 2011 there was \$550,000 included in this budget for much needed vehicles replacements. With these vehicles being replaced in 2011 it allowed for a decrease in the budget. The departments within Public Safety are impacted by fuel costs more so than most other departments. The estimates for fuel have been conservative and have helped to keep these budgets below the prior year.
- Public Works has the highest decrease in their budget amongst all the functions with a decrease of \$1,386,002. Majority of the roads projects will now be coming from the Capital Transportation Fund, as well as from several federal funds received through grants. There are also a few remaining projects to be completed in 2012 from the 2002 SPLOST funds. For 2012 the General Fund has no plans to contribute any additional annual funds to the Capital Transportation Fund.
- Health and Welfare decreases \$105,148. The Board of Health, Community Services Board and Family and Children Services are all agencies outside the County. These agencies are also receiving budget cuts from the State and other funding sources. So the subsidies they receive from the County were given careful considerations for cuts this year. The Juvenile Programs Administration budget will be receiving the largest decrease of \$63,489. Senior Services is the only department that shows an increase in their budget. The increase is only \$7,741 though. The need for an increase in their budget is because in the past Douglas County has funded Senior Services to help with their transportation needs. In 2009 the State cut all funding for Douglas County Senior Services. In order for the services they provide to our aging community to continue the County included in the 2010 budget this new department and will begin to transition the name in all reporting from that of Senior Citizen Transportation to Senior Services. This transition was completed in 2010.

Culture and Recreation decreases \$672,944. Parks and Recreation department had the largest decrease amongst the departments with a decrease of \$594,603. They were able to cut their budget even with increased utility costs. The cuts come from training, vehicle expense, as well as no scheduled capital projects now that the Lithia Springs park has been completed. With the Dog River Library completed the County will no longer have to contribute to the construction. They will however see increased salary and utility costs associated with this library. For operations within the department of Culture and Recreation cost constraints will be consistent with all other County departments. For 2012 the County will continue to fund the outside agencies of the Boys and Girls Club and the Cultural Arts Council at the same level as in 2011.

- Planning and Community Development showed the least amount of change in their budget amongst all the functions with a decrease of less than 1% as compared to 2011. Geographic Information Systems experienced the largest increase in their budget. The increase of \$86,911 is due to the cost of new aerial photography and topographic data. The current data that the County has is outdated. The aerial photography is over four years old and the topographic data is over eight years old. Many of the other services provided under this function are detrimental to aggressively address the County's economic state as it relates to development.
- Special Revenue Funds show the highest increase of their budget compared to all other funds. Their budget increases \$2,435,932, which is a 46.88% increase compared to 2011. This is mainly attributed to the beginning of the third phase of the Neighborhood Stabilization Program. This budget has nearly doubled with an increase of \$2,292,002. The remaining increase is explained by the expansion of the Senior Center that will be completed in 2012. The E-911 facility has also increased slightly. This is due to the new facility opening in 2011 and the increased utilities that go along with it.

## Comparison of Expenditures

- Enterprise Fund reflects a slight decrease of \$143,852. No capital expenditures are planned and tight constraints will be exercised in all areas of spending. There were no necessary Closure and Post Closure costs included in the 2012 budget. There were enough funds set aside in 2011 that it was determined that the liability was sufficient.
- Internal Service Funds increase by \$208,612 (not including transfers out). The 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. For the Worker's Compensation Fund costs are anticipated to have an increase of \$139,552, which is almost a 20% increase.
- Debt Service Funds will increase \$13,380,920. This is due to the 2010 Jail SPLOST Debt Service Fund. This fund is used for the construction of the new adult detention center that is scheduled to be completed in late 2012. The Jail Annex Debt Service Fund, which is funded with a transfer out from the General Fund has decreased slightly by \$2,600.

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2012 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIORITY</u>
<b>GENERAL FUND</b>				
<b>General Government</b>				
Board of Commissioners	841,801	870,166	793,921	(76,245)
Communications	304,974	356,504	312,026	(44,478)
Courthouse Maintenance	873,402	813,629	811,464	(2,165)
Election Board	357,256	229,840	417,943	188,103
Finance	674,771	671,505	624,577	(46,928)
General Appropriations	5,235,704	4,894,412	4,333,741	(560,671)
Grants Administration	125,739	69,404	83,500	14,096
Human Resources	238,944	239,865	239,923	58
Information Services	1,207,627	975,496	993,276	17,780
Internal Audit	78,735	80,314	77,616	(2,698)
Legal Services	694,785	723,678	715,983	(7,695)
Motor Pool	(3,938)	41,070	100,983	59,913
Printing	151,843	157,717	123,237	(34,480)
Property Management	460,868	692,062	465,259	(226,803)
Purchasing	291,807	291,758	285,071	(6,687)
Records Retention	102,345	113,355	107,931	(5,424)
Risk & Safety	132,933	132,613	129,666	(2,947)
Tax Appraisal	950,745	968,696	818,378	(150,318)
Tax Assessor	162,508	175,789	139,531	(36,258)
Tax Commissioner	1,019,101	1,043,338	1,034,882	(8,456)
Tax Equalization Board	44,918	72,786	71,590	(1,196)
Voter Registration	92,173	111,403	92,913	(18,490)
<b>TOTAL GENERAL GOVERNMENT</b>	<b>14,039,043</b>	<b>13,725,400</b>	<b>12,773,411</b>	<b>(951,989)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

				INCREASE/ DECREASE
	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2012 <u>APPROVED</u>	<u>FM PRIORITY YEAR</u>
<b>Judicial</b>				
Clerk of State Court	355,054	406,714	401,418	(5,296)
Clerk of Superior Court	1,729,401	1,778,355	1,726,818	(51,537)
District Attorney	1,759,706	1,882,582	2,047,162	164,580
Juvenile Court	1,083,944	1,046,816	1,057,081	10,265
Magistrate Court	574,825	597,562	596,142	(1,420)
Probate Court	339,735	338,636	327,338	(11,298)
Public Defender	1,488,040	1,444,608	1,458,818	14,210
State Court Judges	417,248	571,321	544,234	(27,087)
State Court Public Defender	210,736	218,757	215,162	(3,595)
State Court Solicitor	770,669	882,776	945,732	62,956
Superior Court Judges	201,785	216,582	214,467	(2,115)
Superior Court Operations	263,765	216,582	233,780	17,198
<b>TOTAL JUDICIAL</b>	<b>9,194,907</b>	<b>9,601,291</b>	<b>9,768,152</b>	<b>166,861</b>
<b>Public Safety</b>				
Animal Control	511,764	532,232	528,834	(3,398)
Coroner	95,829	89,401	85,961	(3,440)
Emergency Management	193,616	187,034	190,494	3,460
Fire and Emergency Services	11,600,313	11,502,908	11,420,162	(82,746)
Sheriff Detention	13,188,619	13,908,053	13,594,195	(313,858)
Sheriff Enforcement	11,425,656	11,705,295	11,172,187	(533,108)
<b>TOTAL PUBLIC SAFETY</b>	<b>37,015,797</b>	<b>37,924,923</b>	<b>36,991,833</b>	<b>(933,090)</b>
<b>Public Works</b>				
Development Control	300,255	305,668	270,158	(35,510)
D.O.T. Administration	267,945	285,375	274,994	(10,381)
D.O.T. Maintenance & Construction	3,914,828	2,989,760	1,944,202	(1,045,558)
D.O.T. Traffic Operations	1,207,391	1,712,246	1,408,080	(304,166)
Fleet Management	773,272	694,403	704,016	9,613
<b>TOTAL PUBLIC WORKS</b>	<b>6,463,691</b>	<b>5,987,452</b>	<b>4,601,450</b>	<b>(1,386,002)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

				INCREASE/ DECREASE	
		2010 ACTUAL	2011 BUDGET	2012 APPROVED	FM PRIORITY YEAR
Health and Welfare					
Board of Health		400,000	400,000	360,000	(40,000)
Community Services Board		150,000	126,900	126,900	-
Family and Children Services		155,000	94,000	84,600	(9,400)
Juvenile Programs Administration		764,642	797,938	734,449	(63,489)
Senior Services		<u>909,390</u>	<u>944,034</u>	<u>951,775</u>	<u>7,741</u>
<b>TOTAL HEALTH AND WELFARE</b>		<b><u>2,379,033</u></b>	<b><u>2,362,872</u></b>	<b><u>2,257,724</u></b>	<b><u>(105,148)</u></b>
Culture/Recreation					
Boys & Girls Club		15,000	15,000	15,000	-
Cultural Arts Council		35,000	35,000	35,000	-
Douglas County Library		2,475,710	1,695,519	1,624,336	(71,183)
Parks and Recreation		4,027,275	2,869,445	2,274,842	(594,603)
Parks and Recreation Aquatic Center		733,732	671,076	678,772	7,696
Parks and Recreation Senior Center		<u>290,658</u>	<u>317,174</u>	<u>302,320</u>	<u>(14,854)</u>
<b>TOTAL CULTURE/RECREATION</b>		<b><u>7,577,375</u></b>	<b><u>5,603,214</u></b>	<b><u>4,930,270</u></b>	<b><u>(672,944)</u></b>
Planning and Community Development					
Cooperative Extension		144,224	147,188	147,844	656
Building Inspection		414,093	401,164	310,545	(90,619)
Code Enforcement Officer Division		150,902	153,073	121,610	(31,463)
Development Services Administration		124,862	126,916	124,555	(2,361)
Economic Development		25,000	41,000	37,900	(3,100)
Geographic Information Systems		185,635	196,443	283,354	86,911
Occupational Tax Division		114,384	80,204	44,464	(35,740)
Planning and Zoning		312,535	316,309	309,179	(7,130)
Rideshare Program		587,847	577,006	640,355	63,349
S.H.A.R.E. House		10,000	9,400	9,000	(400)
Tourism		<u>56,106</u>	<u>61,664</u>	<u>62,400</u>	<u>736</u>
<b>TOTAL PLANNING AND COMMUNITY DEVELOPMENT</b>		<b><u>2,125,587</u></b>	<b><u>2,110,367</u></b>	<b><u>2,091,206</u></b>	<b><u>(19,161)</u></b>
<b>TOTAL GENERAL FUND</b>		<b><u>78,795,433</u></b>	<b><u>77,315,519</u></b>	<b><u>73,414,046</u></b>	<b><u>(3,901,473)</u></b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2012 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>				
District Attorney Confiscated Funds	134,616	200,000	65,000	(135,000)
Drug Abuse Treatment	100,899	106,380	108,761	2,381
CDBG Senior Center	-	120	641,674	641,554
E-911 & Wireless	4,579,525	1,992,809	2,090,200	97,391
Hotel-Motel Tax Fund	140,265	164,000	156,000	(8,000)
Law Library	74,634	75,000	85,000	10,000
Sheriff Confiscated Funds	266,916	950,000	470,000	(480,000)
Sheriff Inmate Commissary	11,894	12,500	19,000	6,500
Sheriff Other Programs	31,337	3,800	21,000	17,200
Sidewalk	-	-	100	100
Neighborhood Stabilization Program	2,441,518	1,324,110	3,616,112	2,292,002
Victim Assistance	203,903	155,098	154,888	(210)
Transfers Out	206,782	212,158	204,172	(7,986)
<b>TOTAL SPECIAL REVENUE</b>	<b>8,192,289</b>	<b>5,195,975</b>	<b>7,631,907</b>	<b>2,435,932</b>
<b>ENTERPRISE FUND</b>				
Landfill	1,625,236	1,983,011	1,839,159	(143,852)
<b>TOTAL ENTERPRISE</b>	<b>1,625,236</b>	<b>1,983,011</b>	<b>1,839,159</b>	<b>(143,852)</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health and Employee Benefits	10,032,503	9,467,600	9,536,660	69,060
Worker's Compensation	294,254	701,548	841,100	139,552
Transfers Out	(9,593,254)	(7,818,213)	(10,377,610)	(2,559,397)
<b>TOTAL INTERNAL SERVICE</b>	<b>733,503</b>	<b>2,350,935</b>	<b>150</b>	<b>(2,350,785)</b>
<b>DEBT SERVICE FUND</b>				
2010 Jail SPLOST Debt Service	-	6,825,430	20,208,950	13,383,520
Jail Annex Project	889,183	891,183	888,583	(2,600)
Transfers Out	-	-	-	-
<b>TOTAL DEBT SERVICE</b>	<b>889,183</b>	<b>7,716,613</b>	<b>21,097,533</b>	<b>13,380,920</b>
<b>TOTAL ALL FUNDS</b>	<b>90,235,644</b>	<b>94,562,053</b>	<b>103,982,795</b>	<b>9,420,742</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2012 <u>APPROVED</u>
<b>General Fund</b>			
Taxes			
Real & Personal Property	32,893,736	34,075,000	29,987,256
Sales and Use Taxes	16,246,016	16,650,000	16,650,000
Insurance Premium Taxes	3,418,404	3,400,000	4,007,535
Other Taxes / Penalties	6,556,651	6,377,300	7,778,786
Licenses and Permits	259,067	990,700	206,125
Intergovernmental	4,868,168	3,104,469	2,349,508
Charges for Services/Fines & Forfeitures	5,818,048	5,606,110	6,220,790
Courts and Law Enforcement	4,819,537	6,547,300	4,833,125
Use of Money and Property	32,348	45,600	31,000
Other Financing Sources	216,377	388,286	260,286
Miscellaneous	224,827	165,600	89,635
TOTAL REVENUES	75,353,178	77,350,365	72,414,046
<b>Special Revenue Funds</b>			
<b>District Attorney Confiscated Funds</b>			
Courts and Law Enforcement	30,481	170,000	65,000
Use of Money and Property	2,915	5,000	-
Miscellaneous	-	-	-
TOTAL REVENUES	33,396	175,000	65,000
<b>Drug Abuse Treatment Fund</b>			
Courts and Law Enforcement	71,536	67,000	90,000
Interest	787	830	500
TOTAL REVENUES	72,323	67,830	90,500
<b>CDBG Senior Center Fund</b>			
Federal Government	-	-	500
TOTAL REVENUES	-	-	500
<b>E-911 and Wireless Fund</b>			
Wireless Charges	1,650,620	1,239,809	1,369,674
User Fees	828,286	748,000	716,526
Intergovernmental	-	-	-
Interest/Misc. Other	11,967	5,000	4,000
TOTAL REVENUES	2,490,873	1,992,809	2,090,200
<b>Hotel-Motel Tax Fund</b>			
Hotel-Motel Taxes	140,265	164,000	156,000
TOTAL REVENUES	140,265	164,000	156,000
<b>Law Library</b>			
Courts and Law Enforcement	119,813	75,000	85,000
Use of Money and Property	1,718	300	-
TOTAL REVENUES	121,531	75,300	85,000
<b>Sheriff Confiscated Assets Fund</b>			
Intergovernmental	373,657	231,000	438,000
Miscellaneous	107,714	69,000	-
TOTAL REVENUES	481,371	300,000	438,000
<b>Sheriff Inmate Commissary</b>			
Intergovernmental	-	-	-
Use of Money and Property	-	300	-
Miscellaneous	60,834	12,200	19,000
TOTAL REVENUES	60,834	12,500	19,000

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

		2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2012 <u>APPROVED</u>
<b>Sheriff Other Programs</b>				
Charges for Service	34	-	-	-
Miscellaneous	32,744	3,800	18,200	
<b>TOTAL REVENUES</b>	<b>32,778</b>	<b>3,800</b>	<b>18,200</b>	
<b>Sidewalk Fund</b>				
Fees	5,000	-	-	-
Use of Property & Money	91	100	100	
<b>TOTAL REVENUES</b>	<b>5,091</b>	<b>100</b>	<b>100</b>	
<b>Neighborhood Stabilization Program Fund</b>				
Intergovernmental	2,441,518	-	2,996,479	
Other	539,224	1,069,622	-	
<b>TOTAL REVENUES</b>	<b>2,980,742</b>	<b>1,069,622</b>	<b>2,996,479</b>	
<b>Victim Assistance Fund</b>				
Victim Assistance Fines	174,421	153,948	154,513	
Interest	583	1,150	375	
<b>TOTAL REVENUES</b>	<b>175,004</b>	<b>155,098</b>	<b>154,888</b>	
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>				
Transfer Fees	879,673	881,000	935,970	
C & D Fees	595,596	603,000	521,114	
Camp Road Transfer Fees	62,165	62,000	63,189	
Investments	290	100	-	
Insurance Claims	-	-	-	
Recycling Sales	248,056	244,000	318,886	
Charges b/w Funds	8,398	-	-	
Intergovernmental	54,383	-	-	
Other	578	192,911	-	
<b>TOTAL REVENUES</b>	<b>1,849,139</b>	<b>1,983,011</b>	<b>1,839,159</b>	
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>				
Charges for Services	8,866,088	8,935,197	9,536,560	
Interest	296	255	100	
Transfer In	-	532,148	-	
<b>TOTAL REVENUES</b>	<b>8,866,384</b>	<b>9,467,600</b>	<b>9,536,660</b>	
<b>Worker's Compensation Fund</b>				
Charges for Services	727,166	701,428	841,050	
Interest Earned	127	120	50	
<b>TOTAL REVENUES</b>	<b>727,293</b>	<b>701,548</b>	<b>841,100</b>	
<b>Debt Service Funds</b>				
<b>Jail Annex Debt Service</b>				
Transfers In	878,090	891,183	888,583	
<b>TOTAL REVENUES</b>	<b>878,090</b>	<b>891,183</b>	<b>888,583</b>	
<b>2012 Jail SPLOST Debt Service</b>				
Taxes	-	835,117	-	
Trasnfers In	-	5,990,313	20,208,950	
<b>TOTAL REVENUES</b>	<b>-</b>	<b>6,825,430</b>	<b>20,208,950</b>	
<b>TOTAL REVENUES OF ALL FUNDS</b>	<b>94,268,292</b>	<b>101,235,196</b>	<b>111,842,365</b>	
<b>TOTAL APPROPRIATED FUND BALANCE</b>	<b>822,323</b>	<b>906,461</b>	<b>1,814,368</b>	
<b>TOTAL OF ALL FUNDING SOURCES</b>	<b>95,090,615</b>	<b>102,141,657</b>	<b>113,656,733</b>	

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

	2010 ACTUAL	2011 BUDGET	2012 APPROVED
<b>General Fund</b>			
General Government	14,042,979	13,692,632	12,672,428
Judicial System	9,194,908	9,630,659	9,768,152
Public Safety	37,015,798	37,960,892	36,991,833
Public Works	6,159,499	5,724,834	4,432,275
Health and Welfare	2,404,032	2,389,189	2,281,724
Parks, Recreation and Culture	7,562,375	5,604,254	4,915,270
Planning and Community Development	2,415,846	2,406,885	2,352,364
<b>TOTAL EXPENDITURES</b>	<b>78,795,437</b>	<b>77,409,345</b>	<b>73,414,046</b>
<b>Special Revenue Funds</b>			
<b>District Attorney Confiscated Funds</b>			
Operating	134,616	200,000	65,000
Capital Outlay	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>134,616</b>	<b>200,000</b>	<b>65,000</b>
<b>Drug Abuse Treatment Fund</b>			
Other Professional Services	90,937	98,880	98,880
Supplies	7,942	7,500	9,881
Training	2,020	-	-
<b>TOTAL EXPENDITURES</b>	<b>100,899</b>	<b>106,380</b>	<b>108,761</b>
<b>CDBG Senior Center Fund</b>			
Professional Services	-	-	44,018
Capital Outlay	-	-	597,656
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>44,018</b>
<b>E-911 and Wireless Fund</b>			
Salaries and Related Costs	1,319,813	1,391,607	1,363,533
Other Expenses	432,599	593,202	726,667
Capital Outlay	2,827,113	8,000	-
<b>TOTAL EXPENDITURES</b>	<b>4,579,525</b>	<b>1,992,809</b>	<b>2,090,200</b>
<b>Hotel-Motel Tax Fund</b>			
Transfers Out	140,265	164,000	156,000
<b>TOTAL EXPENDITURES</b>	<b>140,265</b>	<b>164,000</b>	<b>156,000</b>
<b>Law Library</b>			
Operating	74,634	75,000	85,000
Capital Outlay	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>74,634</b>	<b>75,000</b>	<b>85,000</b>
<b>Sheriff Confiscated Assets Fund</b>			
Operating	266,916	95,000	470,000
Capital Outlay	-	855,000	-
<b>TOTAL EXPENDITURES</b>	<b>266,916</b>	<b>950,000</b>	<b>470,000</b>
<b>Sheriff Inmate Commissary</b>			
Operating	11,894	12,500	19,000
Capital Outlay	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>11,894</b>	<b>12,500</b>	<b>19,000</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2012 <u>APPROVED</u>
<b>Sheriff Other Programs</b>				
Operating	31,337	3,800	21,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>31,337</b>	<b>3,800</b>	<b>21,000</b>	
<b>Sidewalk Fund</b>				
Operating	-	-	-	
Capital Outlay	-	-	100	
Miscellaneous	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>100</b>	
<b>Neighborhood Stabilization Program Fund</b>				
Other Professional Services	2,441,518	1,300,238	3,616,112	
Transfers Out	-	23,872	-	
<b>TOTAL EXPENDITURES</b>	<b>2,441,518</b>	<b>1,324,110</b>	<b>3,616,112</b>	
<b>Victim Assistance Fund</b>				
Salaries and Related Costs	140,306	126,512	123,288	
Other Expenses	20,952	4,300	7,300	
Transfers Out	42,645	24,286	24,300	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>203,903</b>	<b>155,098</b>	<b>154,888</b>	
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>				
Salary and Benefits	594,269	587,432	580,226	
Operating Expenses	907,257	1,295,579	1,158,933	
Capital Outlay	-	-	-	
Depreciation	123,710	100,000	100,000	
<b>TOTAL EXPENDITURES</b>	<b>1,625,236</b>	<b>1,983,011</b>	<b>1,839,159</b>	
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>				
Claims	9,633,450	9,069,600	9,126,660	
Administrative	399,053	398,000	410,000	
<b>TOTAL EXPENDITURES</b>	<b>10,032,503</b>	<b>9,467,600</b>	<b>9,536,660</b>	
<b>Worker's Compensation Fund</b>				
Claims	204,858	596,048	769,600	
Administrative	89,397	105,500	71,500	
Transfer Out	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>294,254</b>	<b>701,548</b>	<b>841,100</b>	
<b>Debt Service Funds</b>				
<b>Jail Annex Debt Service</b>				
Principal	760,000	800,000	825,000	
Interest and Fees	129,183	91,183	63,583	
<b>TOTAL EXPENDITURES</b>	<b>889,183</b>	<b>891,183</b>	<b>888,583</b>	
<b>2012 Jail SPLOST Debt Service</b>				
Principal	-	4,840,000	16,000,000	
Interest and Fees	-	1,985,430	4,208,950	
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>6,825,430</b>	<b>20,208,950</b>	
<b>TOTAL EXPENDITURES OF ALL FUNDS</b>	<b>99,622,120</b>	<b>102,261,814</b>	<b>113,558,577</b>	
<b>LESS INTERNAL SERVICE FUNDS</b>	<b>(10,326,757)</b>	<b>(10,169,148)</b>	<b>(10,377,760)</b>	
<b>LESS TRANSFERS OUT</b>	<b>(182,910)</b>	<b>(212,158)</b>	<b>(180,300)</b>	
<b>TOTAL NET INTERNAL SERVICE FUNDS</b>	<b>89,112,453</b>	<b>91,880,508</b>	<b>103,000,517</b>	

# BUDGET SUMMARIES

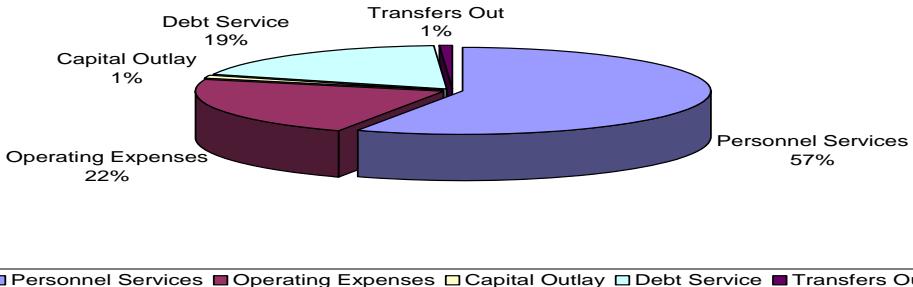
## Appropriation Class Comparison

<u>APPROPRIATION CLASSIFICATION</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Salary and Wages	40,911,144	41,025,177	42,074,225
Benefits	12,971,687	12,863,184	13,033,078
Advertising	77,777	97,706	98,796
Audit and Legal	1,390,740	1,382,433	1,390,063
Vehicle Expenses	1,885,039	1,789,927	2,258,294
Dues and Subscriptions	232,345	239,002	216,831
Equipment Rental	23,420	28,015	38,065
Rentals	96,754	93,240	96,908
Maintenance Charges	984,736	1,193,576	1,187,253
Supplies	3,850,409	5,915,505	5,477,752
Professional Services	8,771,596	5,131,944	8,696,517
Utilities	4,015,491	3,910,211	4,234,765
Travel and Training	210,687	346,627	48,375
Minor Equipment and Improvements	139,885	192,425	-
Capital Outlay	74,486,683	2,677,029	1,273,106
Other	29,402,507	1,681,362	1,502,755
Debt Service	241,528	251,907	4,393,633
Uniforms and Clothing	164,674	197,385	173,352
Road Maintenance	27,939,440	1,759,417	100,000
Grants	131,955	119,682	66,938
Debt Reduction Principal	870,000	920,000	16,825,000
Bad Debts	6,455	20,799	1,500
Contingencies	-	979,989	955,129
Closure and Post Closure	-	225,000	1
Budget Improvement Requests	-	823,091	(410,586)
<b>TOTAL</b>	<b>\$ 208,804,952</b>	<b>\$ 83,864,633</b>	<b>\$ 103,731,750</b>

# BUDGET SUMMARIES

## Appropriations by Type

	Personnel Services	Operating Expenses	Capital Outlay	Debt Service	Transfers Out	Total
General Fund	52,629,670	19,099,343	675,350	124,600	885,083	73,414,046
<b>Special Revenue Funds:</b>						
District Atty Confiscated Funds	-	65,000	-	-	-	65,000
Drug Abuse Treatment	-	108,761	-	-	-	108,761
CDBG Senior Center Fund	-	44,018	597,656	-	-	641,674
E-911	1,363,533	726,667	-	-	-	2,090,200
Hotel-Motel Tax Fund	-	-	-	-	156,000	156,000
Law Library	-	85,000	-	-	-	85,000
Sheriff Inmate Commissary	-	19,000	-	-	-	19,000
Sheriff Confiscated Funds	-	470,000	-	-	-	470,000
Sheriff Other	-	21,000	-	-	-	21,000
Sidewalk Fund	-	-	100	-	-	100
Neighborhood Stabilization Prog	-	3,616,112	-	-	-	3,616,112
Victim Assistance	123,288	7,300	-	-	24,300	154,888
<b>Enterprise Funds:</b>						
Landfill Enterprise Fund	580,226	1,258,933	-	-	-	1,839,159
<b>Internal Service Funds:</b>						
Employee Benefit	9,536,660	-	-	-	-	9,536,660
Worker's Compensation	841,100	-	-	-	-	841,100
<b>Debt Service Funds:</b>						
Jail Annex	-	-	888,583	-	-	888,583
2010 Jail SPLOST Debt Svc	-	-	20,208,950	-	-	20,208,950
<b>Total Appropriations</b>	<b><u>65,074,477</u></b>	<b><u>25,521,134</u></b>	<b><u>1,273,106</u></b>	<b><u>21,222,133</u></b>	<b><u>1,065,383</u></b>	<b><u>114,156,233</u></b>



# BUDGET SUMMARIES

## Fund Balance Summary

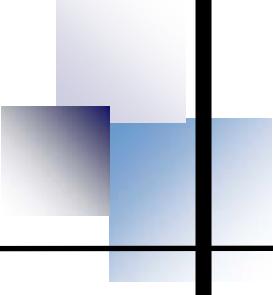
	2012 BEGINNING FUND BALANCE	2012 APPROVED REVENUES	2012 APPROVED EXPENDITURES	2012 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
<b><u>BUDGETED FUNDS</u></b>					
<b>Governmental Fund:</b>					
General Fund	<u>12,423,128</u>	<u>72,414,046</u>	<u>73,414,046</u>	<u>11,423,128</u>	<u>-8.05%</u>
<b>Special Revenue Funds:</b>					
District Atty Confiscated Funds	91,936	65,000	65,000	91,936	0.00%
Drug Abuse Treatment	321,324	90,500	108,761	303,063	-5.68%
CDBG Senior Center	(120)	500,000	641,674	(141,794)	-118061.67%
E-911	1,859,582	2,090,200	2,090,200	1,859,582	0.00%
Hotel-Motel Tax Fund	-	156,000	156,000	-	0.00%
Law Library	370,405	85,000	85,000	370,405	0.00%
Sheriff Inmate Commissary	151,648	19,000	19,000	151,648	0.00%
Sheriff Confiscated Funds	3,130,250	438,000	470,000	3,098,250	-1.02%
Sheriff Other	74,591	18,200	21,000	71,791	-3.75%
Sidewalk Fund	169,207	100	100	169,207	0.00%
Neighborhood Stabilization Prog	284,736	2,996,479	3,616,112	(334,897)	-217.62%
Victim Assistance	<u>291,322</u>	<u>154,888</u>	<u>154,888</u>	<u>291,322</u>	<u>0.00%</u>
Total Special Revenue Fund	<u>6,744,881</u>	<u>6,613,367</u>	<u>7,427,735</u>	<u>5,930,513</u>	<u>-12.07%</u>
<b>Enterprise Funds:</b>					
Landfill Enterprise Fund	<u>729,842</u>	<u>1,839,159</u>	<u>1,839,159</u>	<u>729,842</u>	<u>0.00%</u>
Total Enterprise Funds	<u>729,842</u>	<u>1,839,159</u>	<u>1,839,159</u>	<u>729,842</u>	<u>0.00%</u>
<b>Internal Service Funds:</b>					
Employee Benefit	(1,498,515)	9,536,660	9,536,660	(1,498,515)	0.00%
Worker's Compensation	(355,716)	841,100	841,100	(355,716)	0.00%
Total Internal Service	(1,854,231)	10,377,760	10,377,760	(1,854,231)	0.00%
<b>Debt Service</b>					
Jail Annex	62,842	888,583	888,583	62,842	0.00%
2010 Jail SPLOST Debt Service	<u>18,626,470</u>	<u>20,208,950</u>	<u>20,208,950</u>	<u>18,626,470</u>	<u>0.00%</u>
Total Debt Service Funds	<u>18,689,312</u>	<u>21,097,533</u>	<u>21,097,533</u>	<u>18,689,312</u>	<u>0.00%</u>
<b>Total of All Budgeted Funds</b>	<b><u>36,732,931</u></b>	<b><u>112,341,865</u></b>	<b><u>114,156,233</u></b>	<b><u>34,918,563</u></b>	<b><u>-4.94%</u></b>

## Fund Balance Summary

As reflected on the previous page, the following funds reflect at least a ten-percent (10%) increase or decrease in the 2012 Ending Fund Balance:

**CDBG Senior Center Fund.** The ending fund balance is estimated at  $-(141,794)$ . This is the County's match for the expansion project to the Senior Center. The reason for the drastic change in percentage (-118,061.67%) is due to this being the first full year for the fund. The beginning fund balance of (120) is only due to the ad placed in the paper for public comment before accepting these grant funds and beginning the project. This project is expected to be completed in 2012.

**Neighborhood Stabilization Program Fund.** The ending fund balance is estimated at  $-(334,897)$ . This is a decrease of 217.62%. The decrease in this fund is due to the beginning of the third phase of this program. This program uses Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home. With the third phase starting more homes will be purchased using the Federal grant funds in the fund balance.



## 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 51.08% of the total. They also have 16.57% of the total part-time County employees.

The Judicial function is the second largest employer of the Douglas County Government full-time workforce with 14.67%. Also, 5.32% of the total part-time employees belongs to the Judicial function.

The General Government has 10.28% of full-time workforce. Also, this function makes up 25.44% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 7.39% of the total full-time workforce. This function encompasses 41.98% 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 16.52% full-time and 8.27% of the part-time workforce. These functions are as follows:

Function	Percentage	Percentage	Increase (Decrease)	Increase (Decrease)
	Of Total	Of Total	In Full-Time	In Part-Time
	Full-Time	Part-Time	Positions	Positions
Public Works	6.45%	2.36%	1	2
Health & Welfare	2.18%	0.00%	2	0
Planning & Community Development	3.84%	1.18%	6	7
Special Revenue	3.22%	1.18%	6	0
Enterprise Funds	0.83%	3.55%	0	0

# BUDGET SUMMARIES

## Full-Time Personnel

	2010 ACTUAL	2011 BUDGET	2012 APPROVED	2012 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	7	7	8	0.83%	1
Communications & Community Relations	3	4	3	0.31%	(1)
Courthouse Maintenance	1	1	1	0.10%	-
Election Board	1	1	1	0.10%	-
Finance	11	11	10	1.04%	(1)
Human Resources	4	4	7	0.73%	3
Information Services	11	10	10	1.04%	-
Internal Audit	1	1	1	0.10%	-
Legal Services	2	2	2	0.21%	-
Printing & Mail	3	3	3	0.31%	-
Property Management	7	7	7	0.73%	-
Purchasing	5	5	6	0.62%	1
Records Retention	2	2	2	0.21%	-
Risk & Safety	2	2	2	0.21%	-
Tax Appraisal	19	17	16	1.66%	(1)
Tax Commissioner	16	15	18	1.87%	3
Voter Registration	2	2	2	0.21%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>97</b>	<b>94</b>	<b>99</b>	<b>10.28%</b>	<b>5</b>
<i>Judicial</i>					
Clerk of State Court	10	10	10	1.04%	-
Clerk of Superior Court	31	31	32	3.33%	1
District Attorney	32	33	34	3.54%	1
Juvenile Court	7	7	7	0.73%	-
Magistrate Court	8	8	9	0.94%	1
Probate Court	7	6	6	0.62%	-
Public Defender	15	15	15	1.56%	-
State Court Judges	4	4	4	0.42%	-
State Court Public Defender	3	3	3	0.31%	-
State Court Solicitor	12	13	15	1.56%	2
Superior Court Judges	6	6	6	0.62%	-
<b>TOTAL JUDICIAL</b>	<b>135</b>	<b>136</b>	<b>141</b>	<b>14.67%</b>	<b>5</b>

# BUDGET SUMMARIES

## Full-Time Personnel

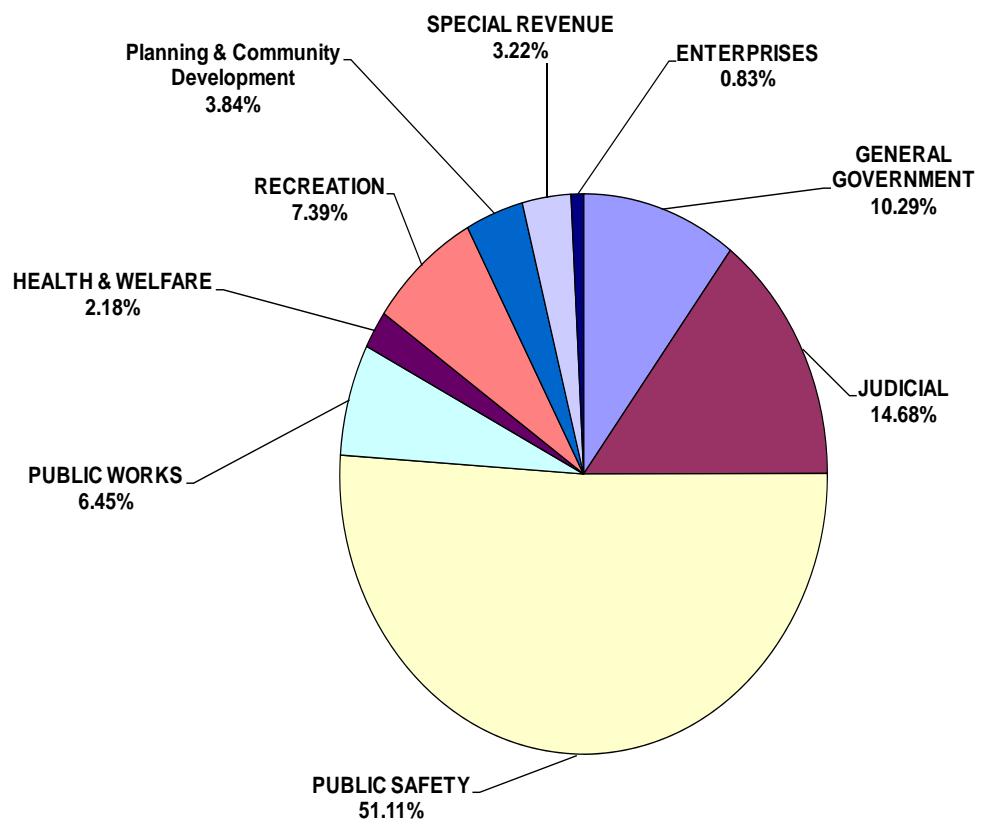
	2010 ACTUAL	2011 BUDGET	2012 APPROVED	2012 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND (cont'd)</b>					
<i>Public Safety</i>					
Animal Control	10	10	10	1.04%	-
Coroner	1	1	1	0.10%	-
Emergency Management	2	2	2	0.21%	-
Fire and Emergency Services	172	143	158	16.43%	15
Sheriff Detention	160	147	159	16.55%	12
Sheriff Enforcement	165	156	161	16.75%	5
<b>TOTAL PUBLIC SAFETY</b>	<b>510</b>	<b>459</b>	<b>491</b>	<b>51.08%</b>	<b>32</b>
<i>Public Works</i>					
Development Control	4	5	4	0.42%	(1)
D.O.T - Administration	4	3	4	0.42%	1
D.O.T - Maintenance & Construction	30	28	28	2.91%	-
D.O.T - Traffic Operations	13	13	13	1.35%	-
Fleet Management	12	12	13	1.35%	1
<b>TOTAL PUBLIC WORKS</b>	<b>63</b>	<b>61</b>	<b>62</b>	<b>6.45%</b>	<b>1</b>
<i>Health and Welfare</i>					
Juvenile Programs Administration	13	12	13	1.35%	1
Senior Services	-	7	8	0.83%	1
<b>TOTAL HEALTH AND WELFARE</b>	<b>13</b>	<b>19</b>	<b>21</b>	<b>2.18%</b>	<b>2</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	15	15	21	2.19%	6
Parks and Recreation	31	29	33	3.43%	4
Parks and Recreation Aquatic Center	4	4	4	0.42%	-
Parks and Recreation Senior Center	4	4	5	0.52%	-
Senior Services	-	7	8	0.83%	1
<b>TOTAL CULTURE/RECREATION</b>	<b>54</b>	<b>59</b>	<b>71</b>	<b>7.39%</b>	<b>11</b>
<i>Planning and Community Development</i>					
Agriculture Extension	6	6	6	0.62%	-
Building Inspection	13	8	12	1.25%	4
Code Enforcement Officers Division	3	3	3	0.31%	-
Development Services Administration	1	1	1	0.10%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.31%	-
Occupational Tax Division	3	2	3	0.31%	1
Planning and Zoning	5	5	5	0.52%	-
Rideshare Program	4	3	4	0.42%	1
<b>TOTAL HOUSING AND DEVELOPMENT</b>	<b>38</b>	<b>31</b>	<b>37</b>	<b>3.84%</b>	<b>6</b>
<b>TOTAL GENERAL FUND</b>	<b>910</b>	<b>859</b>	<b>922</b>	<b>95.89%</b>	<b>62</b>

# BUDGET SUMMARIES

## Full-Time Personnel

	2010 ACTUAL	2011 BUDGET	2012 APPROVED	2012 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>					
<i>E-911</i>	25	23	28	2.91%	5
<i>Victim Assistance</i>	3	2	3	0.31%	1
<b>TOTAL SPECIAL REVENUE</b>	<b>28</b>	<b>25</b>	<b>31</b>	<b>3.22%</b>	<b>6</b>
<b>ENTERPRISE FUNDS</b>					
<i>Landfill</i>	8	8	8	0.83%	-
<b>TOTAL ENTERPRISES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>0.83%</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>946</b>	<b>892</b>	<b>961</b>	<b>99.94%</b>	<b>68</b>

# BUDGET SUMMARIES



# BUDGET SUMMARIES

## Part-Time Personnel

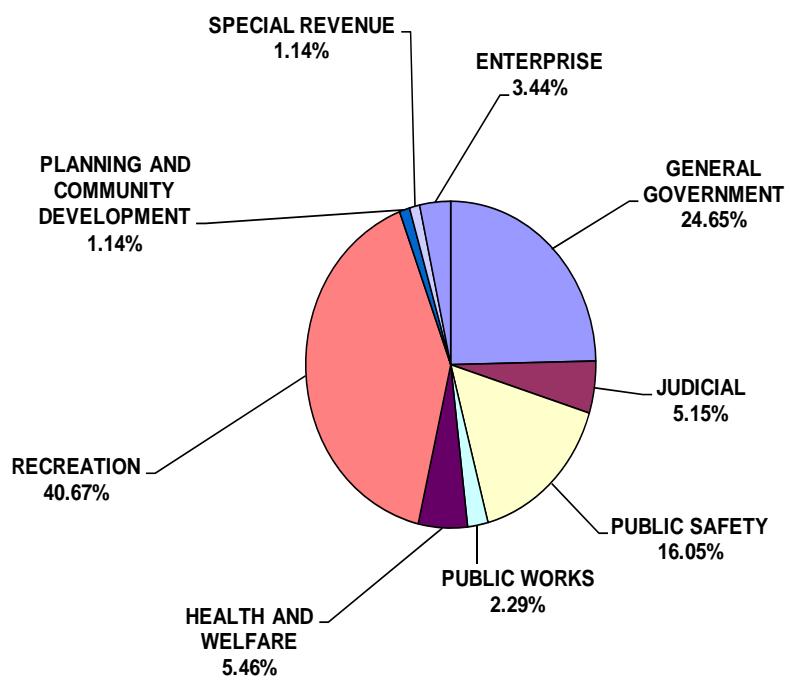
	2010 ACTUAL	2011 BUDGET	2012 APPROVED	2012 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	6	6	6	3.55%	-
Communications and Community Relations	-	-	1	0.59%	
Election Board	5	5	5	2.96%	-
Human Resources	-	-	3	1.78%	
Information Services	-	-	1	0.59%	
Property Management	1	1	1	0.59%	-
Tax Appraisal	1	1	1	0.59%	-
Tax Assessor	5	5	5	2.96%	-
Tax Commissioner	4	4	2	1.18%	(2)
Voter Registration	16	15	18	10.65%	3
<b>TOTAL GENERAL GOVERNMENT</b>	<b>38</b>	<b>37</b>	<b>43</b>	<b>25.44%</b>	<b>1</b>
<i>Judicial</i>					
Clerk of Superior Court	2	2	2	1.18%	-
District Attorney	-	1	3	1.78%	
Magistrate Court	2	2	2	1.18%	-
State Court	2	2	2	1.18%	-
<b>TOTAL JUDICIAL</b>	<b>6</b>	<b>7</b>	<b>9</b>	<b>5.32%</b>	<b>-</b>
<i>Public Safety</i>					
Animal Control	2	2	2	1.18%	-
Fire and Emergency Services	-	1	1	0.59%	-
Sheriff Detention	20	22	22	13.02%	-
Sheriff Enforcement	4	3	3	1.78%	-
<b>TOTAL PUBLIC SAFETY</b>	<b>26</b>	<b>28</b>	<b>28</b>	<b>16.57%</b>	<b>-</b>
<i>Public Works</i>					
Development Control	1	-	1	0.59%	1
Rideshare Program	2	2	2	1.18%	-
Fleet Management	1	-	1	0.59%	1
<b>TOTAL PUBLIC WORKS</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>2.36%</b>	<b>2</b>
<i>Health and Welfare</i>					
Juvenile Programs Administration	-	-	1	1.41%	1
Senior Services	-	-	3	4.23%	3
<b>TOTAL HEALTH AND WELFARE</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>5.64%</b>	<b>4</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	10	10	4	2.37%	(6)
Parks & Recreation	34	33	31	18.34%	(2)
Parks & Recreation Aquatic Center	34	34	33	19.53%	(1)
Senior Servies	-	-	3	1.74%	3
<b>TOTAL CULTURE/RECREATION</b>	<b>78</b>	<b>77</b>	<b>71</b>	<b>41.98%</b>	<b>(6)</b>

# BUDGET SUMMARIES

## Part-Time Personnel

	2010 ACTUAL	2011 BUDGET	2012 APPROVED	2012 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND (cont'd.)</b>					
<i>Planning and Community Development</i>					
Agriculture Extension	2	2	2	1.18%	-
Planning and Zoning	-	-	7	4.14%	7
Rideshare Program	2	2	2	1.18%	-
<b>TOTAL PLANNING AND DEVELOPMENT</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1.18%</b>	<b>7</b>
<b>TOTAL GENERAL FUND</b>	<b>154</b>	<b>153</b>	<b>161</b>	<b>98.49%</b>	<b>8</b>
<i>SPECIAL REVENUE FUNDS</i>					
E-911	1	1	1	0.59%	-
Victim Assistance	1	1	1	0.59%	-
<b>TOTAL SPECIAL REVENUE</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1.18%</b>	<b>-</b>
<i>ENTERPRISE FUND</i>					
Landfill	6	6	6	3.55%	-
<b>TOTAL ENTERPRISE</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>3.55%</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>162</b>	<b>161</b>	<b>169</b>	<b>103.22%</b>	<b>8</b>

# BUDGET SUMMARIES



## General Fund

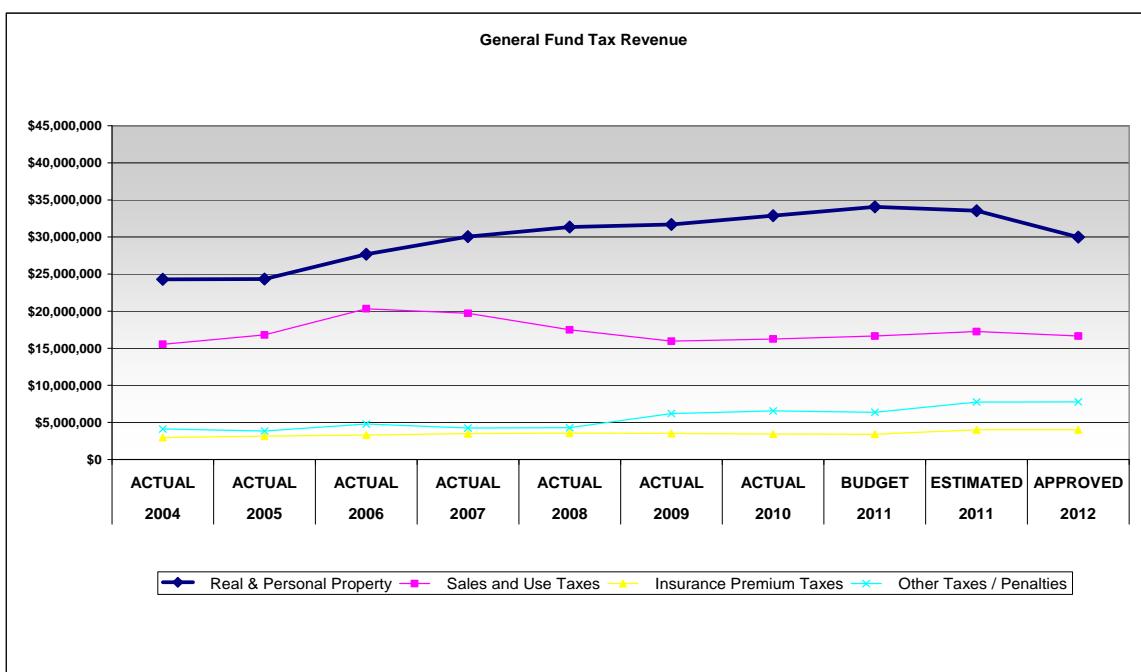
### GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 79.58% of all General Fund revenues. The remaining 20.42% are from other revenue sources. Over all, the 2012 estimated General Fund Revenue decreased approximately 7.5% compared to 2011 actual. The 2012 approved General Fund revenues are \$72,414,046, which is a decrease of \$5,845,117, compared to the 2011 estimated revenues totaling \$78,259,163.

### 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, insurance premium taxes and other taxes. Below is a chart showing the trends for each of these since 2004.

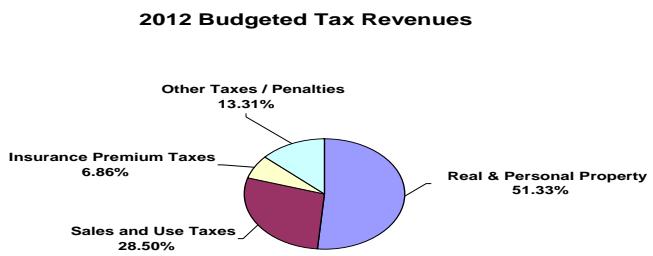
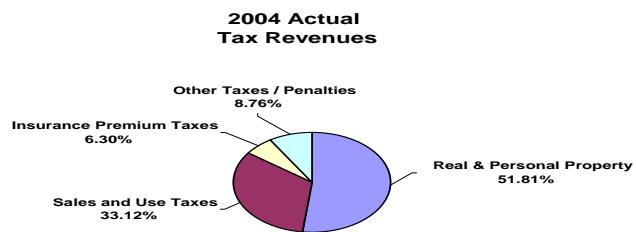
T R E N D S



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 2004 and 2012.

## 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. 2012 will fall into this category where due to the current economy and housing market the digest is anticipated to decrease. Revenue is projected to be less than 2011's estimate. At \$29,987,256, 2012 reflects a decrease of \$3,577,675 (10.66% less) of 2011's budget. This decrease is anticipated because of the uncertainty of what lies ahead for property values in Douglas County. The revenues are coming in at a much slower pace. As the economy begins to improve, it is anticipated that this pace will pick up. The chart on the next page reflects the changes in the digest from 2006 to 2011.

## General Fund

### CURRENT 2011 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY

(In Thousands)

COUNTY WIDE	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Real & Personal	3,821,013	4,361,404	4,587,767	4,558,272	3,880,139	3,758,149
Motor Vehicles	255,953	280,208	297,452	313,853	270,104	261,372
Mobile Homes	10,394	9,632	9,128	8,810	7,602	6,938
Timber-100%	224	339	527	143	339	9
Heavy Duty Equipment	509	429	56	285	46	-
 Gross Digest	 4,088,093	 4,652,012	 4,894,930	 4,881,363	 4,158,230	 4,026,468
Less M & O Exemptions	(452,518)	(572,956)	(594,665)	(567,630)	(421,371)	(404,709)
Net M & O Digest	3,635,575	4,079,056	4,300,265	4,313,733	3,736,859	3,621,759
State of Georgia Forest Land Assistance Grant Value	0	0	0	0	0	0
Adjusted Net M & O Digest	3,635,575	4,079,056	4,300,265	4,313,733	3,736,859	3,621,759
 Gross M & O Millage Rate	 12.813	 13.160	 12.497	 11.934	 13.956	 14.292
Less Millage Rate Rollbacks	(4.557)	(4.920)	(4.636)	(4.108)	(4.566)	(4.528)
Less Revaluation Rollback	(0.016)	(0.379)	(0.035)	0.106	0.510	0.136
Net M & O Millage Rate	8.240	7.861	7.826	7.932	9.900	9.900
Net Taxes \$ Levied	29,957,138	32,065,459	33,653,874	34,216,530	36,994,904	35,855,415
 Net Taxes \$ Increase	 5,741,301	 2,108,321	 1,588,415	 562,656	 2,778,374	 (1,139,489)
Net Taxes % Increase	23.71%	7.04%	4.95%	1.67%	8.12%	-3.08%

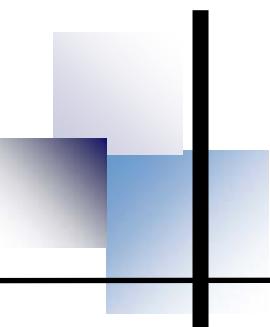
## TRENDS

### Sales and Use Taxes:

This source of income is projected at \$16,650,000 (22.68% of total revenue) which is lower than the prior year estimated. Fiscal year 2011 is estimated to be \$1,018,876 higher than 2010's actual of \$16,246,016. 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 2011, 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.

Year	Sales Tax Revenue	% Change from Prior Year
2004	\$15,544,556	
2005	16,803,139	8.10%
2006	20,338,201	21.04%
2007	19,734,012	-2.97%
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	* 16,650,000	-3.56%

\*Estimated



## General Fund

# TRENDS

### Insurance Premium Taxes:

This anticipated tax revenue is \$4,007,535. Fiscal year 2011 estimated revenues were the same at \$4,007,535 while 2010 actual revenues were \$3,418,404. This demonstrates no change in the 2012 budgeted amount compared to 2011's estimated. 2009 saw the first decrease in this revenue with a 1.43% decline. While 2012 has increased to the highest amount this revenue has ever been projected. This projection is based off the increase in the 2011 projected revenues.

### Other Taxes:

This category consist mainly of alcohol taxes, franchise taxes, intangible taxes, and tax penalties. Alcohol taxes are estimated at \$621,500. This revenue has remained fairly consistent over the past few years. Franchise taxes are estimated at \$1,340,000; which is an increase over 2011's estimate and is based on historical trends as well as a rate increase by the local cable company in the County. Intangible Taxes are projected at \$384,000 for 2012. This revenue has declined 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 \$1,030,000. Other tax revenues comprises 10.60% of the total revenue and includes the following major categories:

Alcohol Taxes	0.85%
Franchise Taxes	1.83%
Intangible Taxes	0.52%
Tax Penalties	1.40%

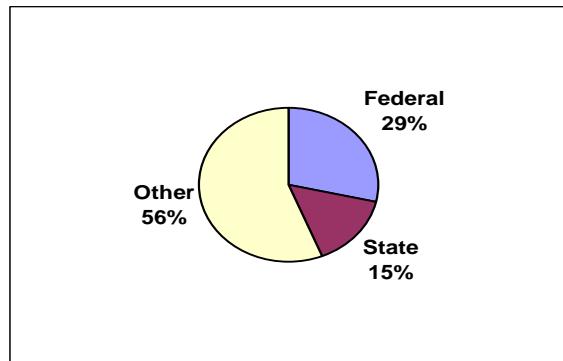
### OTHER REVENUES CATEGORIES:

#### Licenses and Permits:

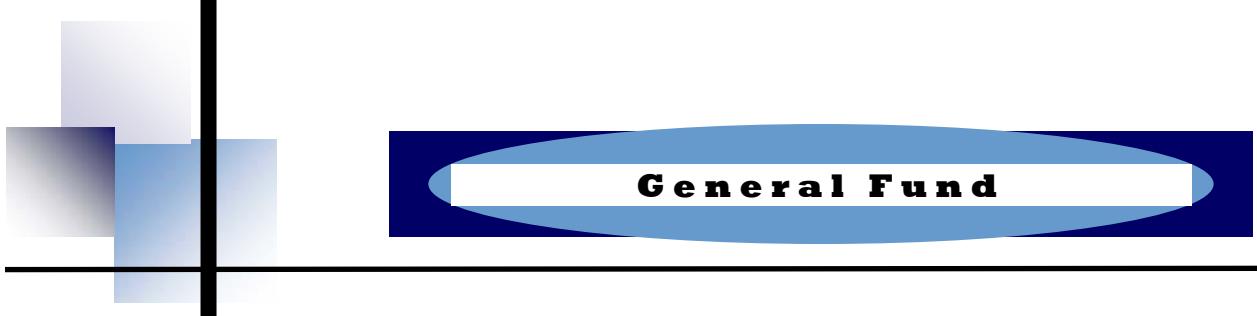
These revenues are 0.28% of 2012 revenues and reflect a decrease from the 2011 estimated amount of \$217,292. Due to the recent economy, it has experienced a decrease compared to previous years. There has been a decline in the issuance of permits (i.e. building, plumbing, electrical, etc.). For instance, 2012 estimate reflects a 5.14% decrease compared to 2011.

**Intergovernmental Revenues:**

These revenues are estimated at approximately \$2.3 million for 2012, which is a decrease of 40% (\$1.5 million) compared to 2011 estimated revenue. This revenue is primarily based on grant revenue (State and Federal grants) which can vary year to year due to various projects/programs approved by the Board. Instead of using historical data to estimate a new budget estimate, a collection of data is submitted to the Finance Department from the Grants Department regarding active grants and possible new grants. It is reviewed for accuracy and an estimate is derived from the data. For 2012, \$400,000 million is still to be received from FEMA as reimbursement for damages done in late 2009 from severe flooding in the County. Funds in the amount of \$450,200 are received from the Atlanta Regional Commission. In the past these funds have been passed through to Senior Services, however, in 2010 the County absorbed these operations, so these funds will remain in the General Fund to offset Senior Services operations. The graph below shows the percentage of intergovernmental revenue estimated to be received from Federal, State or Other (Local) governments in 2012.

**Charges for Services:**

These revenues are estimated at \$6.2 million and reflect an increase of 5.10% (\$301,720). 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 \$1.7 million of the 2012 total. Emergency Medical Service revenue is estimated at \$1.5 million and Sheriff State Boarding fees at \$1.2 million. Historical trend data is most commonly used to estimate this revenue source.



## General Fund

### Court and Law Enforcement:

These revenues consist of approximately \$4.8 million (6.58%) 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. 2011 was the first full year of operations of a second State Court that was added in 2010. This was a driving factor in the 2012 estimates. The following statistics and historical collections for State Court support this estimate.

<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
\$1,724,424	\$1,518,352	\$1,835,277	\$3,004,648	\$3,111,999	\$2,937,537	\$2,479,960	\$3,897,000	\$2,352,600

## TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2012, \$1,026,400 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 2011 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 for 2012 there was a slight decrease from the 2011 revenue estimate. Below are statistics and historical collections that support the Magistrate Court estimate.

<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
\$330,075	\$347,428	\$378,899	\$414,162	\$438,606	\$415,070	\$543,416	\$720,000	\$635,600

### Use of Money & Property:

This revenue will continue to decline as the 2012 estimate is projected to decrease 15.2% from 2011. Regular investments (interest earnings) comprise \$30,000 of the \$31,000 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

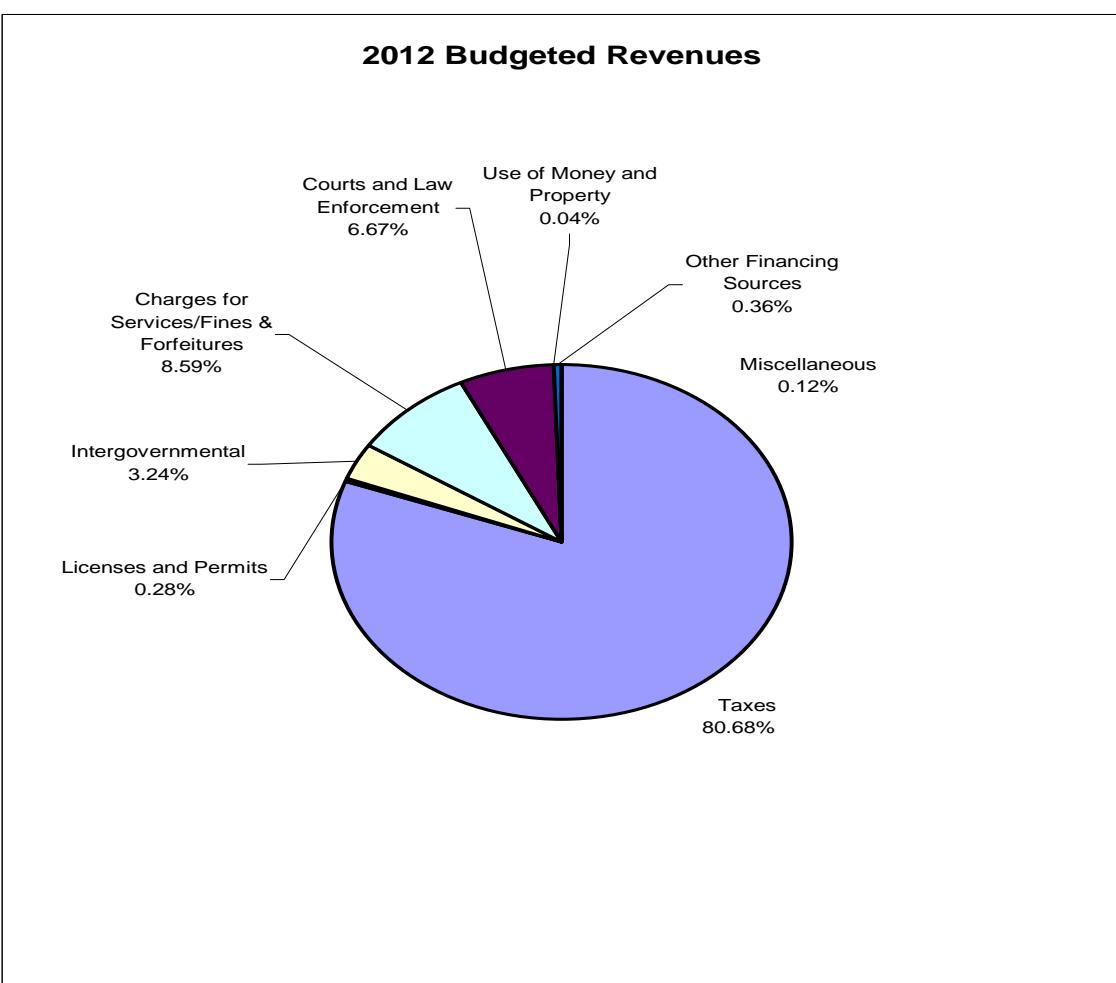
## General Fund

### Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect only .48% (\$349,921) of the total budgeted revenues for 2012. The major revenue sources transfers in and charges between funds. Transfers in from other funds are reimbursements from the Neighborhood Stabilization Program, the Hotel/Motel Fund, and the Victim Assistance Fund & District Attorney Asset Forfeiture Fund 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 2012 General Fund Budgeted Revenues:

T R E N D S



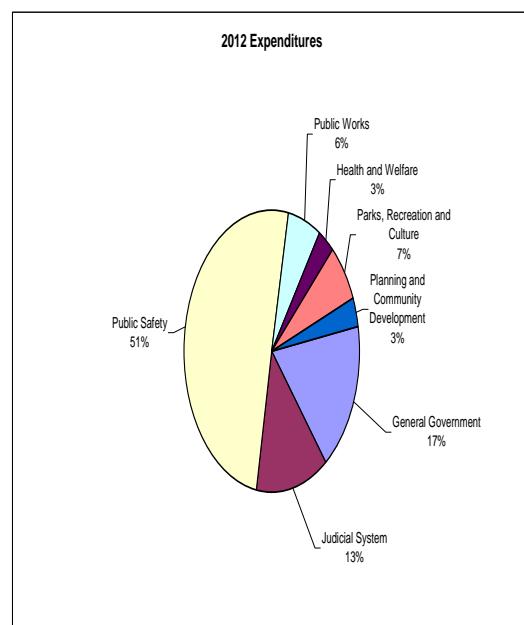
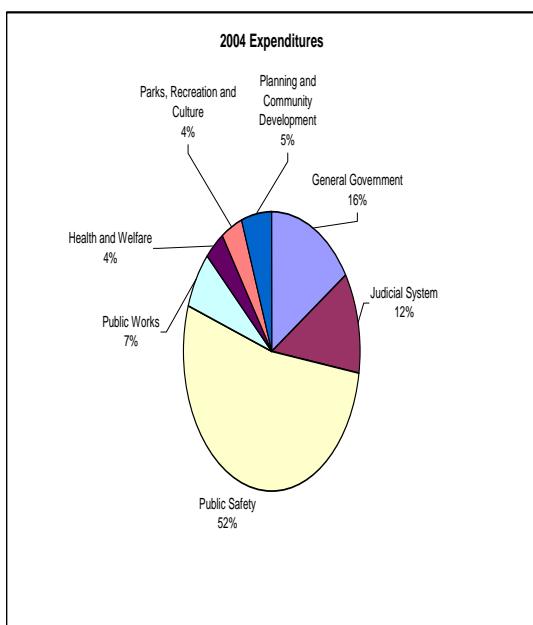
## General Fund

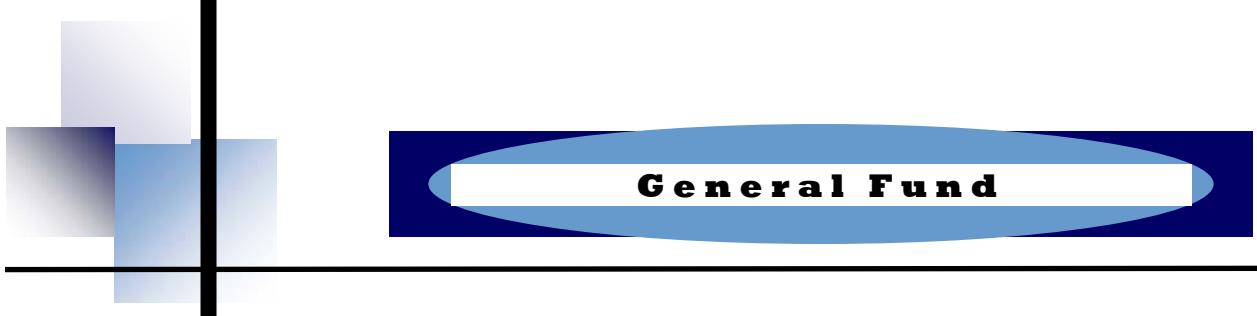
### EXPENDITURES

The approved 2012 General Fund expenditures are \$73,414,046, which amounts to \$5.5 million less than the 2011 estimated budget of \$77,409,345. Per the estimated expenditures that actually occurred in 2011 the County operated \$3 million under budget. Even with 2011 operating under budget the expenditures were cut further for 2012. The driving factor in this is the decrease in budgeted revenues of \$4.8 million less than the 2011 budget of \$77,350,365. These decreases are due to the current economic state.

### TRENDS

While the 2012 operating budget is a very lean one, the majority of the cuts came from Capital Outlay. There is nothing budgeted for any new purchases regarding land improvements, buildings, machinery and equipment, and vehicles. The budget takes into consideration that postponing capital projects further would not prove to serve our citizens well. For a number of years the 2002 SPLOST funds have covered projects for infrastructure. With these funds being depleted the General Fund will now need to be used to maintain our roads and bridges. To help alleviate the annual burden on the General Fund, a Capital Transportation Fund was established in 2010. Just as 2009, 2010, and 2011 the Jail Annex debt service payments and fees (\$888,583) will come from the General Fund.





## General Fund

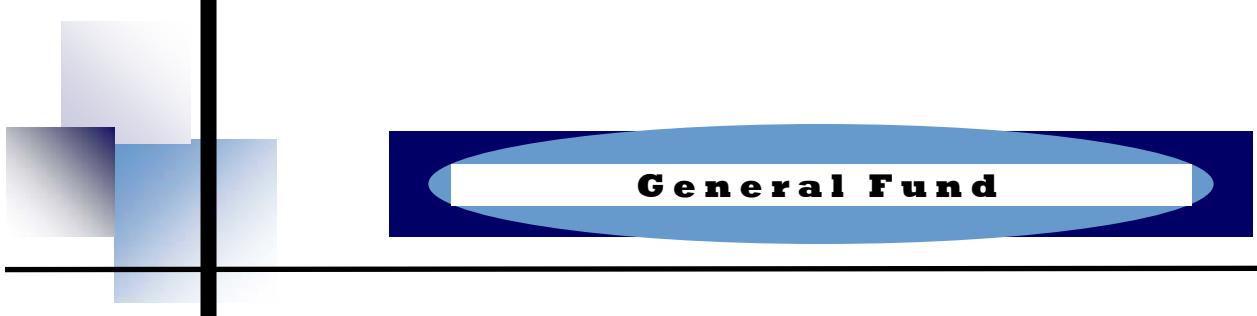
### FUND BALANCE

The beginning Fund Balance for 2012 is \$12,423,128. This beginning balance is \$33,941,668 more than the 2011 estimated beginning Fund Balance of \$8,481,467. This can mainly be attributed to the cuts in the budget expenditures for 2011 and 2012. Sales and Use Tax, Insurance Premium Tax, Penalties, Intergovernmental, Charges for Services, and Miscellaneous all exceeded their projected receipts for 2011. Real & Personal Property Tax, Licenses and Permits, Courts and Law Enforcement, Use of Money and Property, and Other Financing Services did not meet their original projections. Hence, overall estimated revenues were 1.17% more than the original adopted revenues. Expenditures in 2011 are 4% less than budget. The net affect is a 2011 Ending Fund Balance that is 47.50% more than projected.

With a beginning Fund Balance being more than anticipated the 2012 Projected Ending Fund Balance is \$11,423,128; which is 15.56% of the General Fund budget.

The following pages show the trends in revenue, expenditures and fund balance in a table format as well as in graphs.

T R E N D S



## General Fund

# TRENDS

	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>	2007 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>7,157,170</u>	<u>11,559,846</u>	<u>15,358,628</u>	<u>22,278,384</u>
<b>REVENUES</b>				
Taxes				
Real & Personal Property	24,314,900	24,347,214	27,702,877	30,046,541
Sales and Use Taxes	15,544,556	16,803,139	20,338,201	19,734,012
Insurance Premium Taxes	2,958,219	3,159,014	3,310,551	3,481,087
Other Taxes / Penalties	4,111,679	3,848,261	4,789,201	4,242,416
Licenses and Permits	2,168,316	2,706,658	2,283,273	2,299,969
Intergovernmental	2,190,655	1,925,251	4,271,973	4,099,909
Charges for Services/Fines & Forfeitures	3,541,933	3,900,054	3,935,106	4,299,353
Courts and Law Enforcement	5,622,867	4,171,611	5,040,178	5,616,038
Use of Money and Property	154,109	248,304	527,831	694,128
Other Financing Sources	1,390,717	611,063	568,740	610,580
Miscellaneous	<u>538,182</u>	<u>1,178,597</u>	<u>622,830</u>	<u>227,917</u>
<b>TOTAL REVENUES</b>	<b>62,536,133</b>	<b>62,899,166</b>	<b>73,390,761</b>	<b>75,351,950</b>
<b>EXPENDITURES</b>				
General Government	9,270,948	9,122,662	10,131,156	20,742,870
Judicial System	6,689,871	6,845,489	7,507,098	8,246,180
Public Safety	30,700,362	30,698,898	33,532,265	34,273,976
Public Works	3,831,965	4,193,615	4,840,743	4,938,616
Health and Welfare	2,094,856	2,653,374	2,567,990	2,581,045
Parks, Recreation and Culture	2,368,337	3,029,994	4,059,816	6,563,270
Planning and Community Development	<u>3,177,118</u>	<u>2,556,352</u>	<u>3,831,937</u>	<u>2,898,482</u>
<b>TOTAL EXPENDITURES</b>	<b>58,133,457</b>	<b>59,100,384</b>	<b>66,471,005</b>	<b>80,244,439</b>
<b>ENDING FUND BALANCE *</b>	<b><u>11,559,846</u></b>	<b><u>15,358,628</u></b>	<b><u>22,278,384</u></b>	<b><u>17,385,895</u></b>

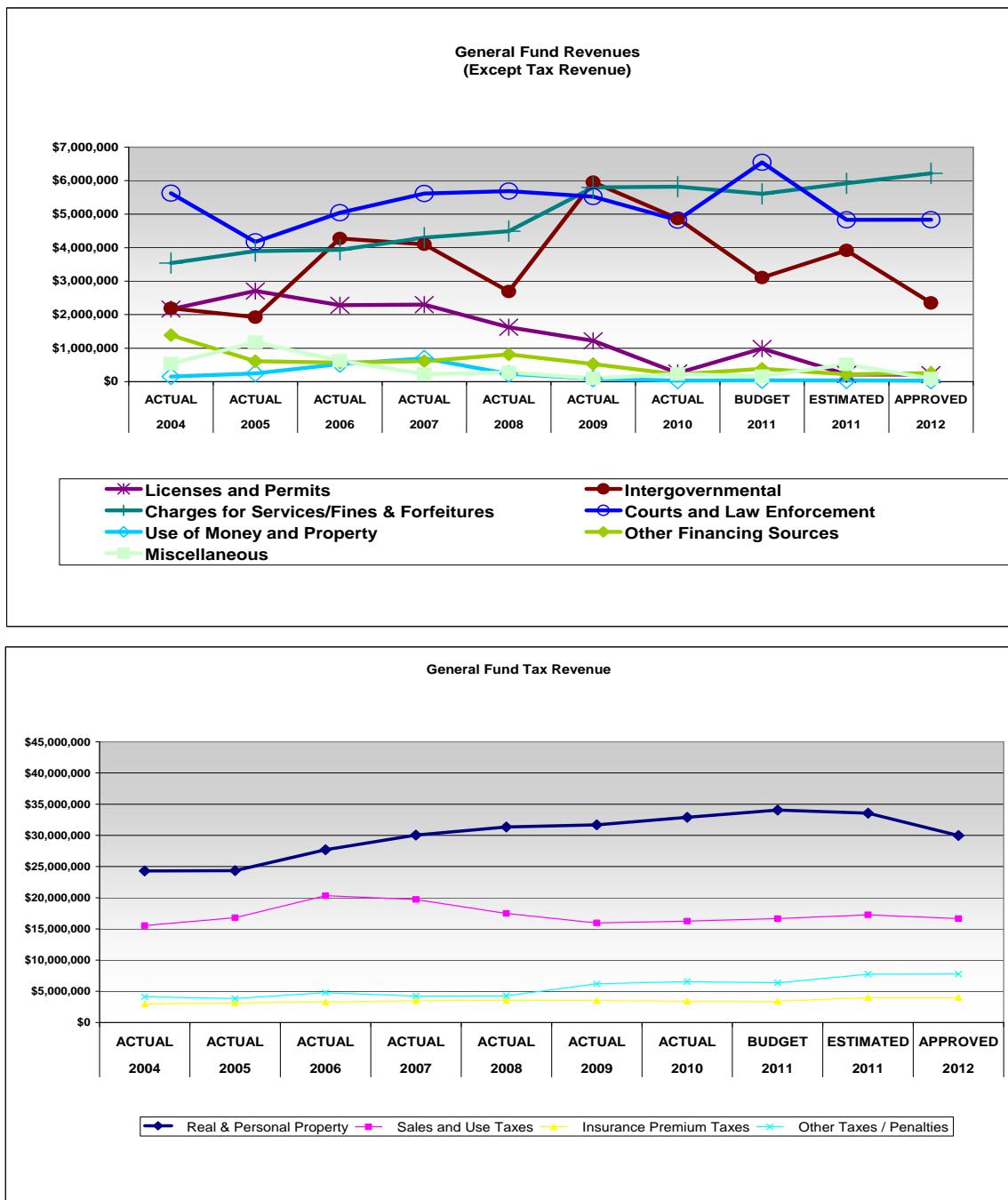
## General Fund

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATED</u>	<u>2012 APPROVED</u>	2012 PERCENT OF TOTAL
<u>17,385,895</u>	<u>11,132,150</u>	<u>11,923,719</u>	<u>8,481,460</u>	<u>8,481,460</u>	<u>12,423,128</u>	<u>100.00%</u>
31,349,946	31,684,355	32,893,736	34,075,000	33,564,931	29,987,256	41.41%
17,495,669	15,958,261	16,246,016	16,650,000	17,264,892	16,650,000	22.99%
3,565,937	3,514,806	3,418,404	3,400,000	4,007,535	4,007,535	5.53%
4,286,443	6,193,468	6,556,651	6,377,300	7,764,232	7,778,786	10.74%
1,624,070	1,220,309	259,067	990,700	217,292	206,125	0.28%
2,689,744	5,951,190	4,868,168	3,104,469	3,915,951	2,349,508	3.24%
4,491,198	5,798,532	5,818,048	5,606,110	5,919,070	6,220,790	8.59%
5,686,367	5,525,528	4,819,537	6,547,300	4,830,989	4,833,125	6.67%
233,689	92,657	32,348	45,600	36,521	31,000	0.04%
813,409	524,531	216,377	388,286	221,554	260,286	0.36%
276,503	102,454	224,827	165,600	516,196	89,635	0.12%
<u>72,512,975</u>	<u>76,566,091</u>	<u>75,353,178</u>	<u>77,350,365</u>	<u>78,259,163</u>	<u>72,414,046</u>	<u>100.00%</u>
13,472,711	13,066,691	14,042,979	13,692,632	13,251,604	12,672,428	17.26%
9,282,883	9,000,703	9,194,908	9,630,659	9,180,016	9,768,152	13.31%
37,419,804	36,506,579	37,015,798	37,960,892	37,102,448	36,991,833	50.39%
5,951,703	4,234,686	6,159,499	5,724,834	5,054,312	4,432,275	6.04%
2,741,092	5,925,838	2,404,032	2,389,189	2,351,717	2,281,724	3.11%
6,815,210	4,300,918	7,562,375	5,604,254	5,006,590	4,915,270	6.70%
3,083,317	2,739,107	2,415,846	2,406,885	2,370,807	2,352,364	3.20%
<u>78,766,720</u>	<u>75,774,522</u>	<u>78,795,437</u>	<u>77,409,345</u>	<u>74,317,495</u>	<u>73,414,046</u>	<u>100.00%</u>
<u>11,132,150</u>	<u>11,923,719</u>	<u>8,481,460</u>	<u>8,422,480</u>	<u>12,423,128</u>	<u>11,423,128</u>	<u>100.00%</u>

## General Fund

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

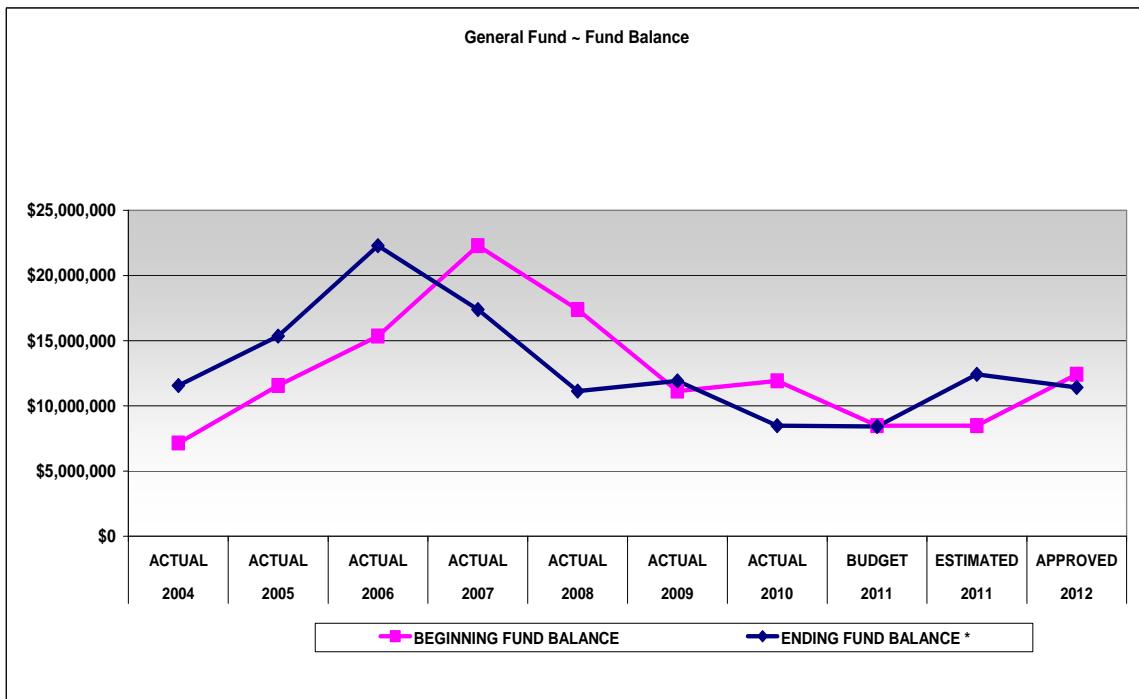
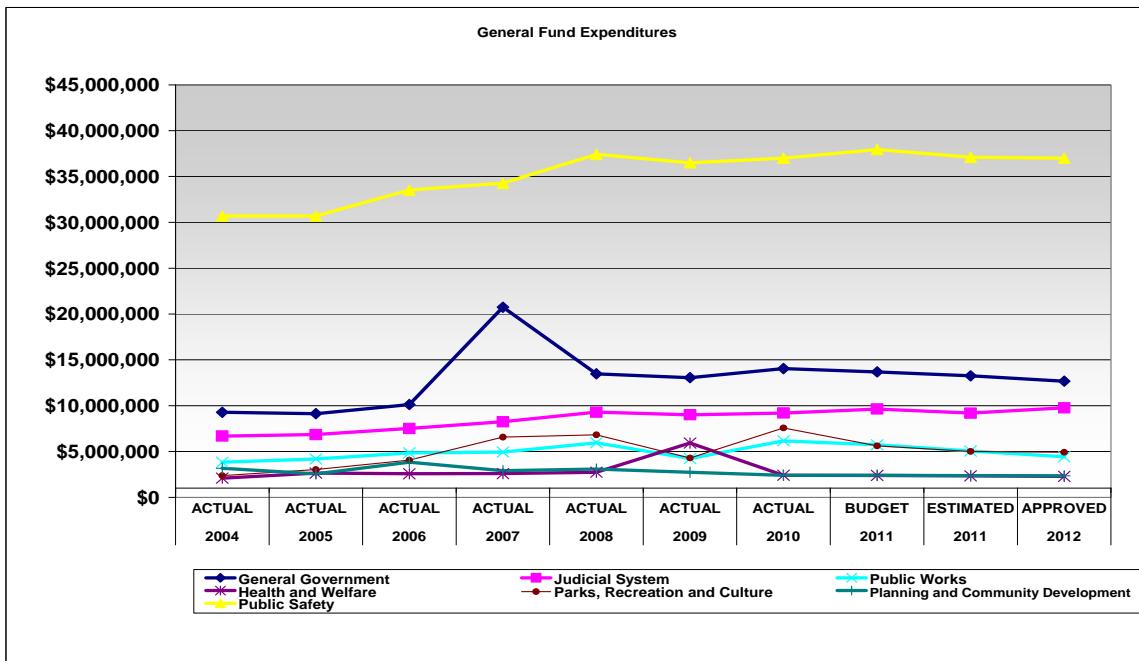
### TRENDS



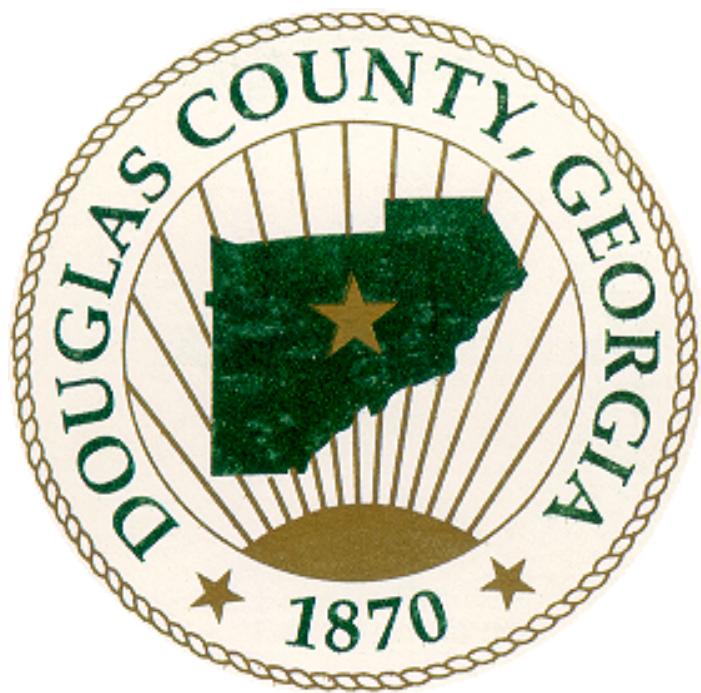
## General Fund

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

### TRENDS



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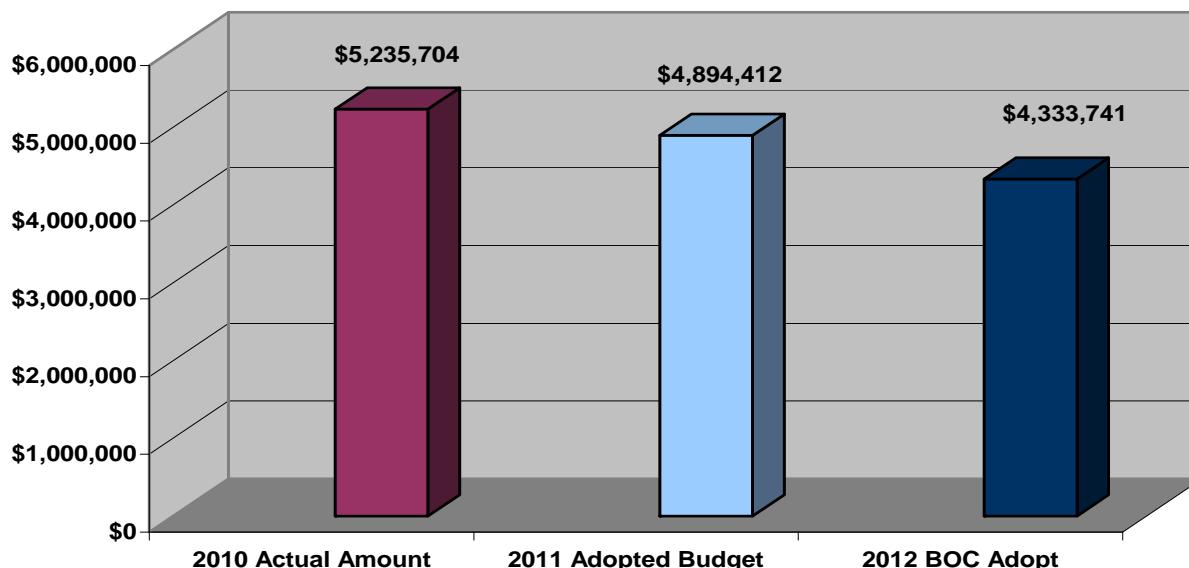
## **GENERAL GOVERNMENT**

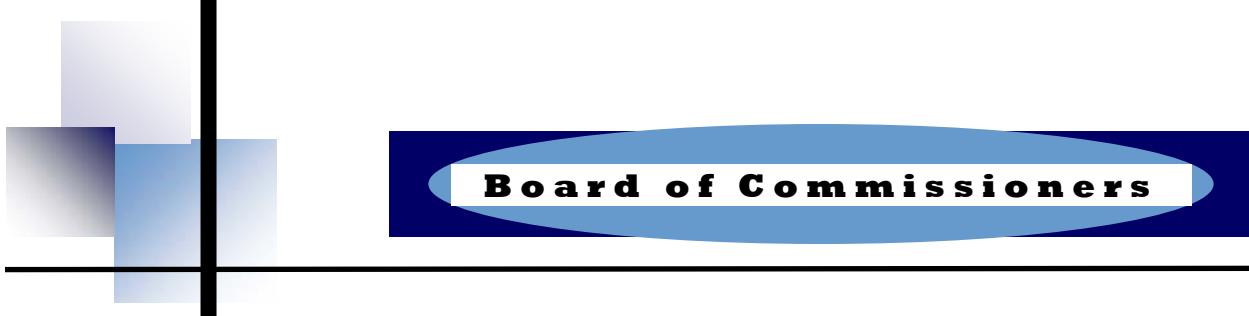
<b>Appropriations (General).....</b>	<b>80</b>
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## Appropriations (General)

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>5,235,704</u>	<u>4,894,412</u>	<u>4,333,741</u>
<b>Total Funding Sources</b>	<u>5,235,704</u>	<u>4,894,412</u>	<u>4,333,741</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	10,700	0	0
Benefits	103,376	0	0
Advertising	5,177	15,980	15,000
Audit and Legal	77,002	74,262	73,402
Dues and Subscriptions	139,046	133,010	143,100
Supplies	(25,833)	4,794	5,500
Professional Services	1,393,121	1,179,700	1,184,200
Utilities	797,774	758,918	809,425
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	215,978	0	0
Other	1,562,706	1,047,937	955,629
Other Financing Sources	878,089	1,546,331	885,083
Debt Service	78,568	133,480	100,000
Budget Improvement Request	0	0	162,402
<b>Total Appropriations</b>	<u>5,235,704</u>	<u>4,894,412</u>	<u>4,333,741</u>





# GENERAL GOVERNMENT

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

## FUNCTIONS

- Establish policy for County Operations
- Enact ordinances to regulate County safety and welfare of its citizens
- Provide revenues and allocate resources to operate the various County services
- Provide the day-to-day management of county government, as well as, administering the affairs of the County

## GOALS

Work together as “One Douglas”

- Provide more guidance to the Planning and Zoning Board to manage water, 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 buildings

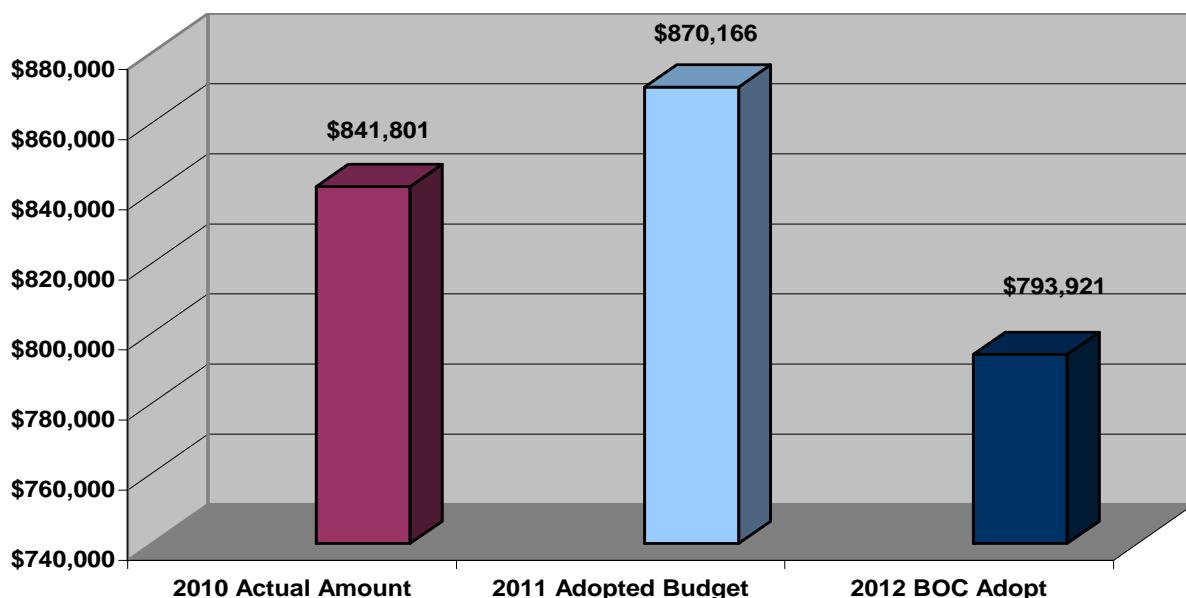
Improve Efficiency

- Implement new paperless agenda system for Commission Meetings.
- Rollout I-Pad devises so the BOC may perform their duties with increased efficiency.
- Purchase new hardware for DCTV 23 with the ability to increase information to the public and update this information in a real time format.

## Board of Commissioners

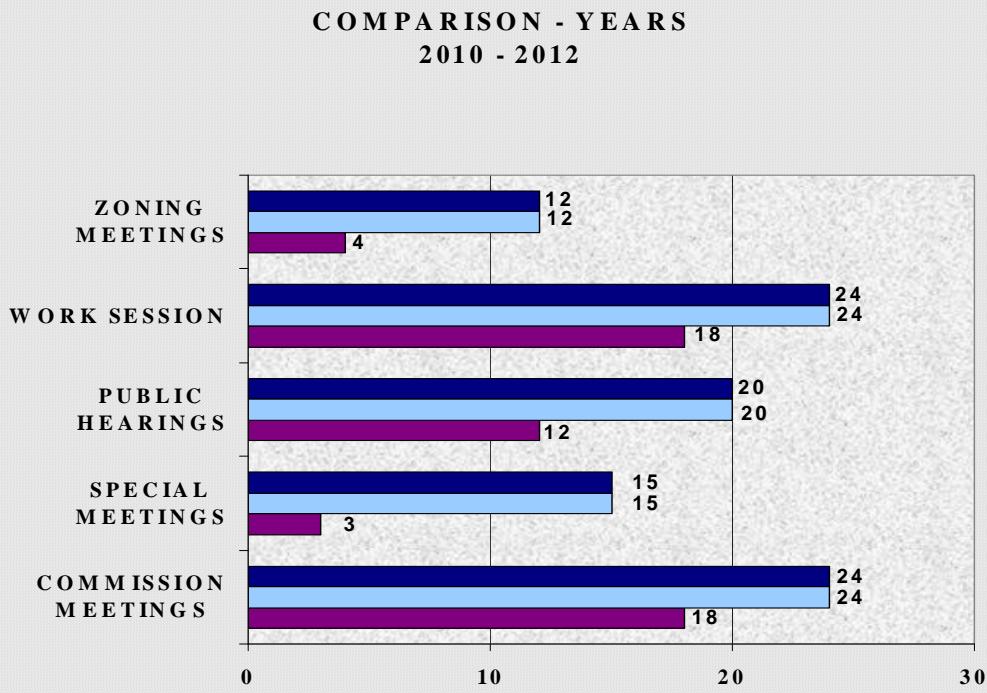
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>841,801</u>	<u>870,166</u>	<u>793,921</u>
<b>Total Funding Sources</b>	<u>841,801</u>	<u>870,166</u>	<u>793,921</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	562,590	586,064	589,787
Benefits	163,548	179,709	168,416
Advertising	17,348	9,776	12,400
Vehicle Expense	8,140	7,755	6,149
Dues and Subscriptions	4,757	5,046	5,046
Maintenance Charges	1,200	959	959
Supplies	18,494	11,708	10,240
Professional Services	2,544	9,400	12,450
Utilities	5,550	4,888	4,888
Travel & Training	30,344	47,282	8,836
Minor Equipment and Improvements	0	0	0
Capital Outlay	27,286	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>7,579</b>	<b>(25,250)</b>
<b>Total Appropriations</b>	<b><u>841,801</u></b>	<b><u>870,166</u></b>	<b><u>793,921</u></b>



## Board of Commissioners

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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
Project Manager	UNC	1	1	1
Asst to County Administrator	UNC	1	1	1
Executive Secretary	22	0	0	1
Principal Secretary	21	1	1	1
Senior Secretary	19	1	1	1
Bailiff	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>8</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.**

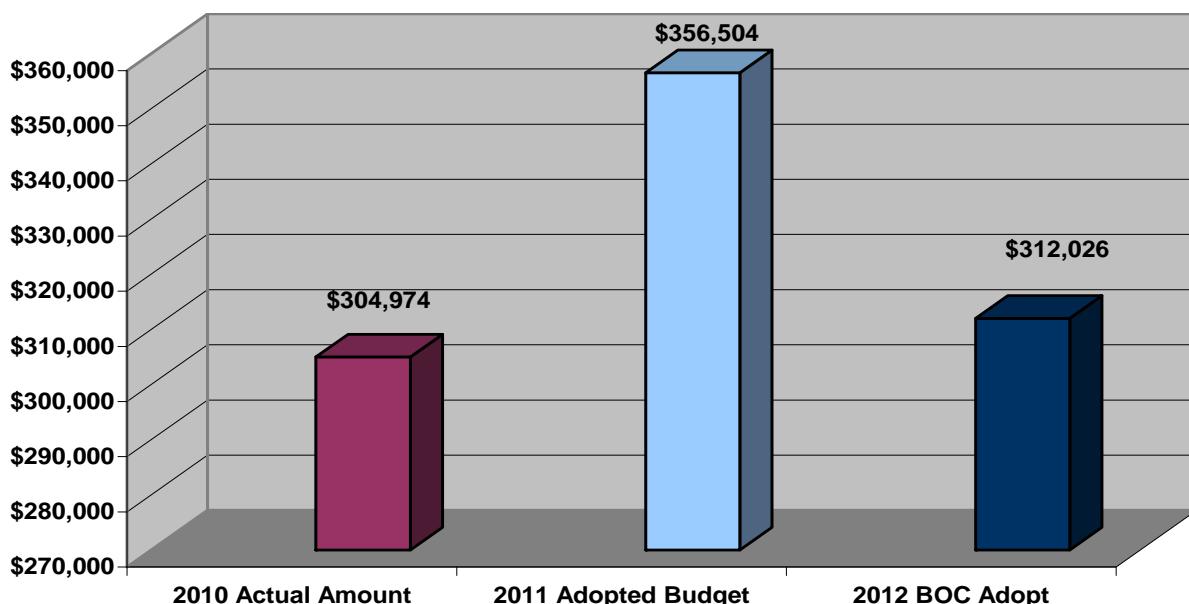
**Participation in non-County-sponsored activities to increase County awareness among citizens and the business community.**



## Communications

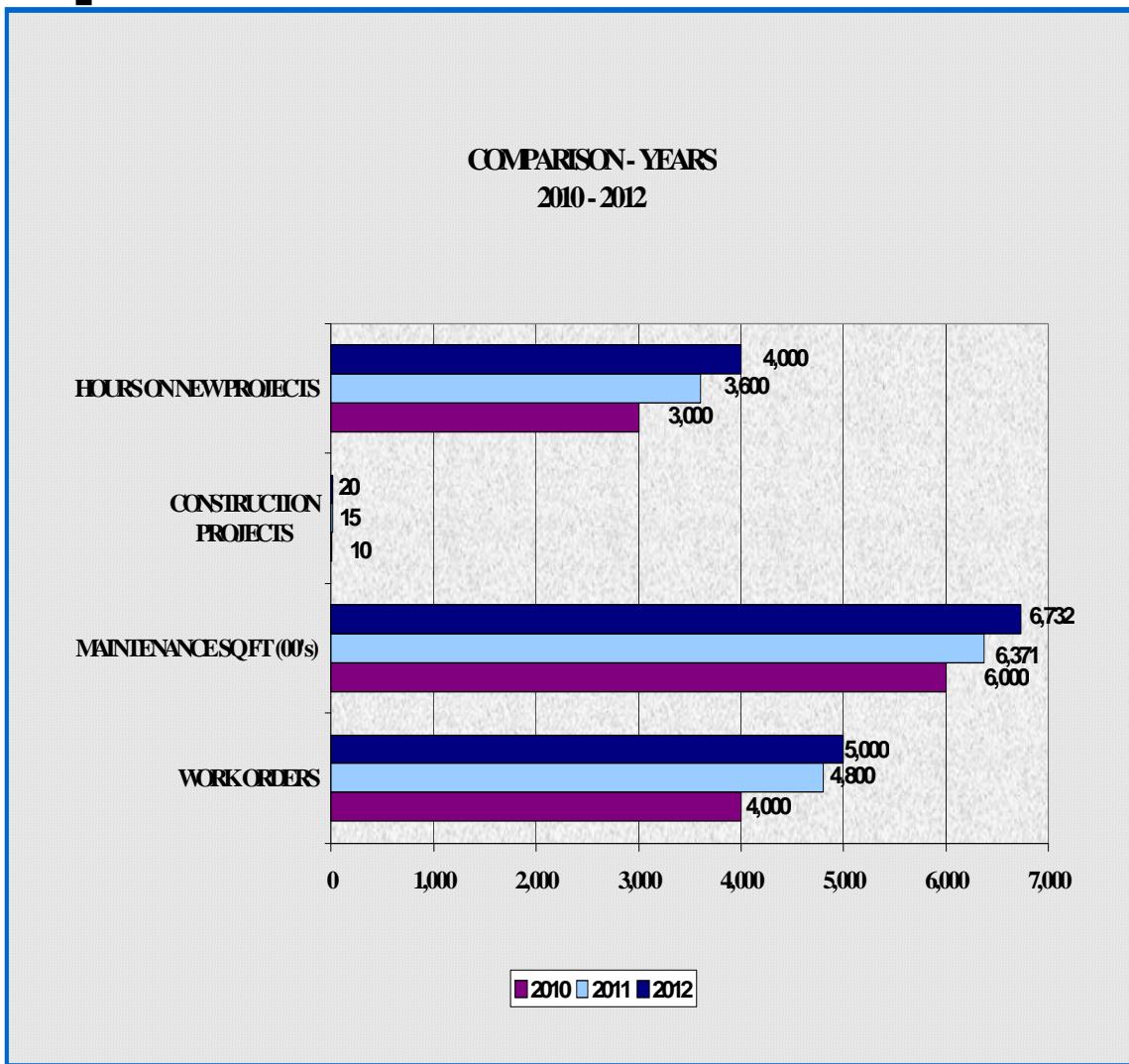
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>304,974</u>	<u>356,504</u>	<u>312,026</u>
<b>Total Funding Sources</b>	<b><u>304,974</u></b>	<b><u>356,504</u></b>	<b><u>312,026</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	169,584	165,420	170,553
Benefits	47,301	48,390	49,041
Advertising	14,261	14,546	15,000
Vehicle Expense	1,010	1,880	1,980
Dues and Subscriptions	1,991	2,575	3,107
Supplies	22,397	22,660	19,239
Professional Services	36,081	38,531	41,125
Utilities	3,037	2,855	2,936
Travel & Training	186	0	0
Minor Equipment and Improvements	9,125	3,000	0
Capital Outlay	0	20,000	0
Budget Improvement Request	<u>0</u>	<u>36,647</u>	<u>9,045</u>
<b>Total Appropriations</b>	<b><u>304,974</u></b>	<b><u>356,504</u></b>	<b><u>312,026</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Communications



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
Camera & Editing Tech	24	0	1	0
Intern	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>4</b>	<b>3</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</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:

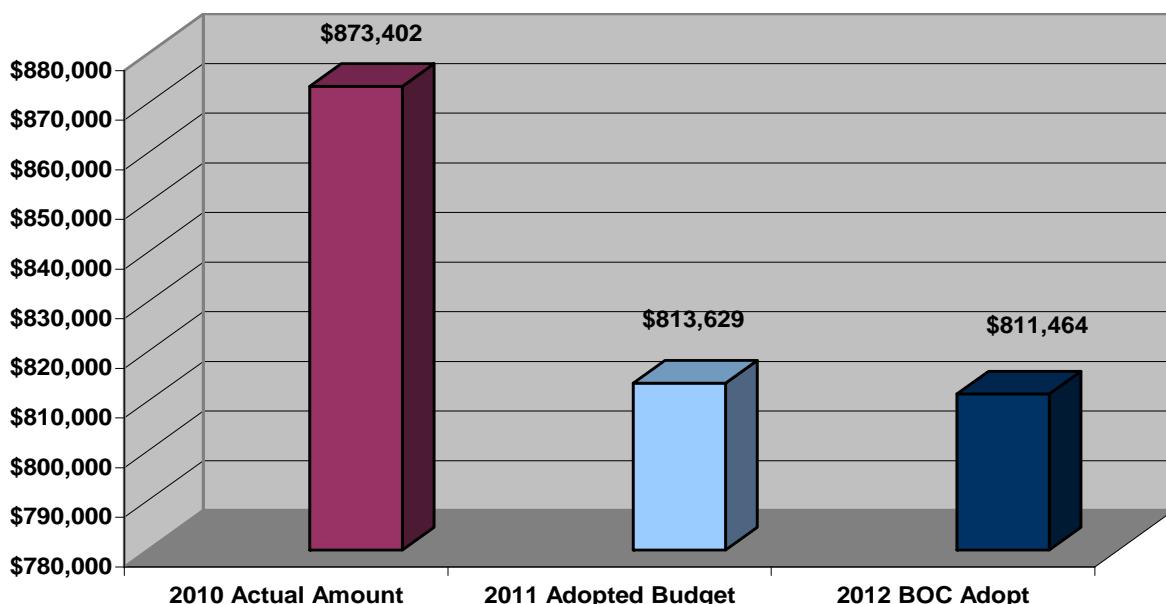
- Monitoring HVAC schedules with tighter after hours restrictions
- Preventive maintenance on restroom sand plumbing fixtures to reduce unnecessary water usage
- Thermal testing of all electrical starters and breakers for extensive heat loss
- Testing electrical switchgear components for proper function



## Courthouse Maintenance

### BUDGET SUMMARY

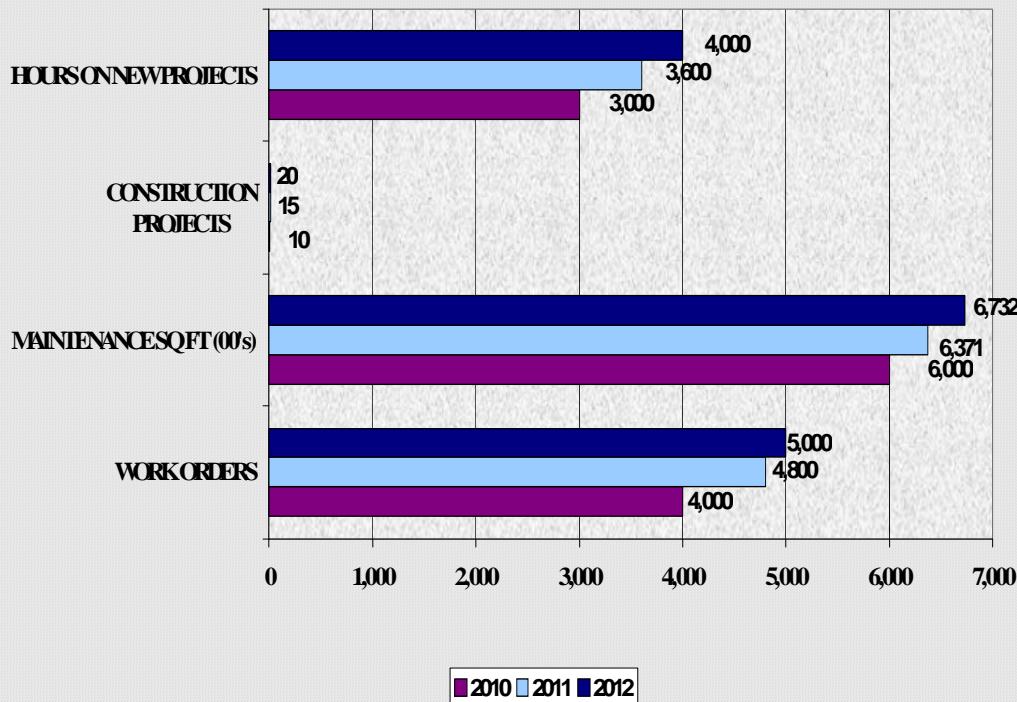
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>873,402</u>	<u>813,629</u>	<u>811,464</u>
<b>Total Funding Sources</b>	<b><u>873,402</u></b>	<b><u>813,629</u></b>	<b><u>811,464</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	20,704	20,507	21,018
Benefits	11,470	11,942	12,029
Vehicle Expense	0	0	0
Maintenance Charges	74,981	62,980	66,500
Supplies	26,675	26,724	26,724
Professional Services	478,586	436,304	436,304
Utilities	259,565	252,733	252,902
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,422	1,927	2,050
<b>Budget Improvement Request</b>	<b>0</b>	<b>512</b>	<b>(6,063)</b>
<b>Total Appropriations</b>	<b><u>873,402</u></b>	<b><u>813,629</u></b>	<b><u>811,464</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON- YEARS

2010 - 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Custodian	11	1	1	1
<b>TOTAL FULL TIME</b>		<u>1</u>	<u>1</u>	<u>1</u>

## **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 March 6 Presidential Preference Primary, July 31 General Primary and November 6 General Election**

**Conduct any Special Elections or run-offs as requested/required**

**Create and conduct training for designated poll managers and workers in all phases of elections including any changes to Election laws, Provisional Balloting and Express Poll processes.**

**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**

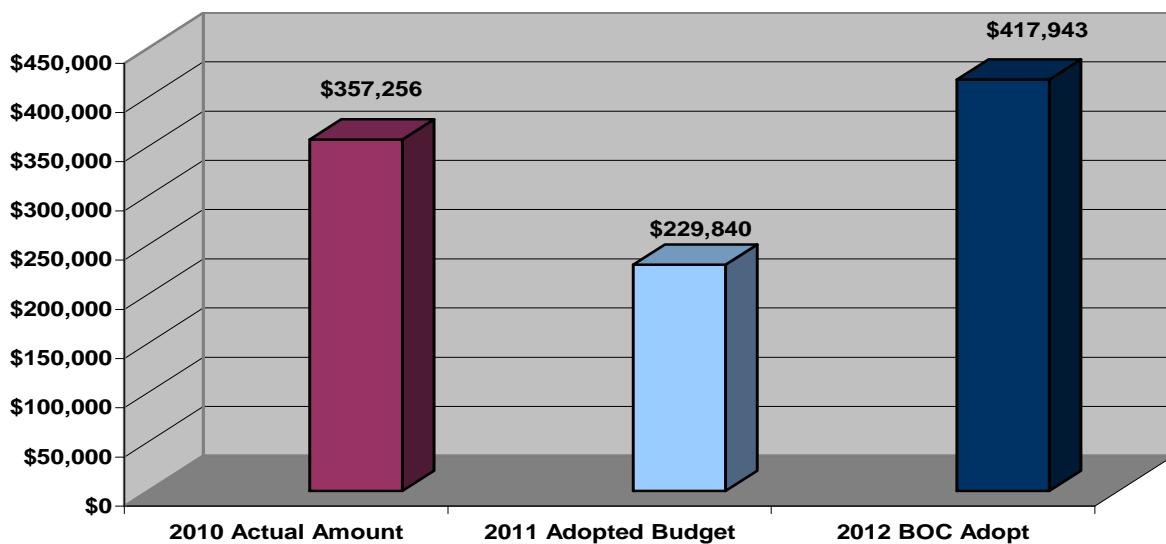
**Continue visibility in the Douglas County community.**



## Election Board

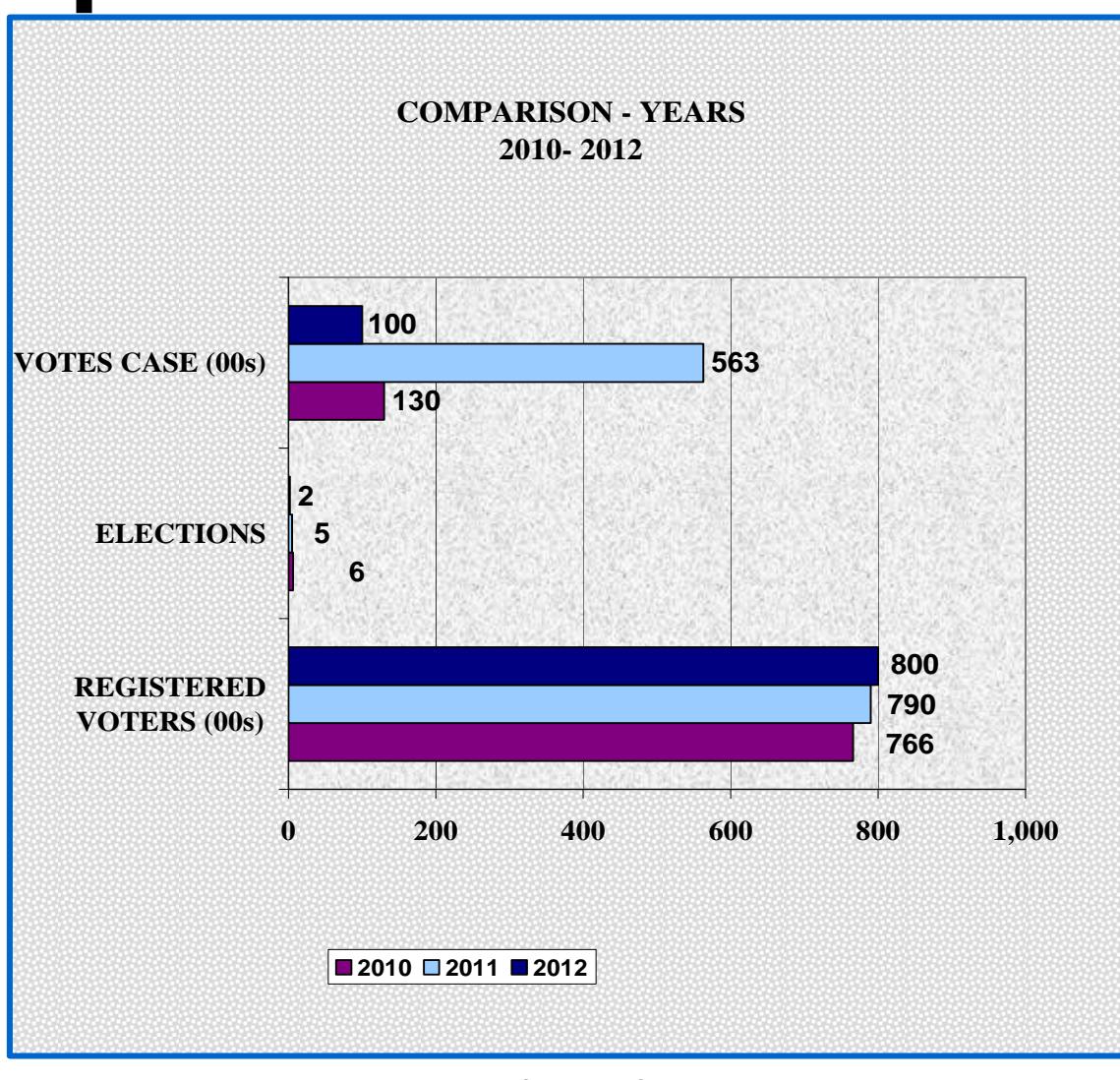
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>357,256</u>	<u>229,840</u>	<u>417,943</u>
<b>Total Funding Sources</b>	<b><u>357,256</u></b>	<b><u>229,840</u></b>	<b><u>417,943</u></b>
<b>APPROPRIATIONS:</b>			
SAL - Salary and Wage	270,610	129,162	335,713
Benefits	35,863	31,706	30,534
Advertising	280	470	220
Vehicle Expense	0	0	0
Dues and Subscriptions	314	282	440
Equipment Rental	1,159	940	900
Maintenance Charges	31,177	32,900	32,900
Supplies	7,749	7,144	18,300
Professional Services	7,806	0	0
Utilities	0	0	0
Travel & Training	2,297	6,400	658
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	19,732	0
Budget Improvement Request	0	1,104	(1,722)
<b>Total Appropriations</b>	<b><u>357,256</u></b>	<b><u>229,840</u></b>	<b><u>417,943</u></b>



## Election Board

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Assoc.	19	1	1	1
Deputy Elections Sup.	UNC	0	0	1
Board Member	UNC PT	5	5	5
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>3</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**

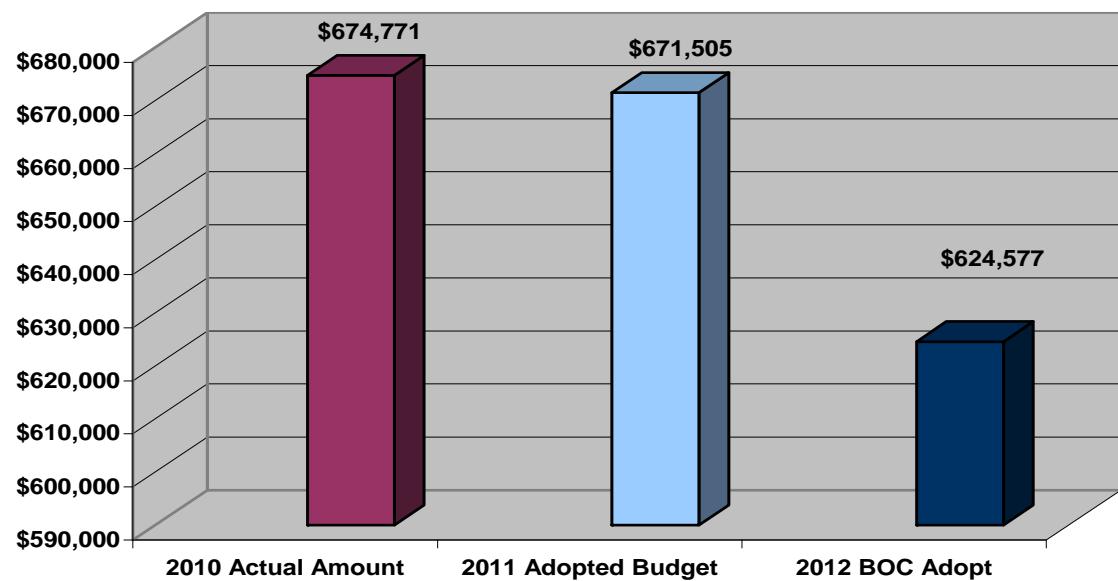
**Continue monitoring revenues and expenditures and issue quarterly reports**



## Finance

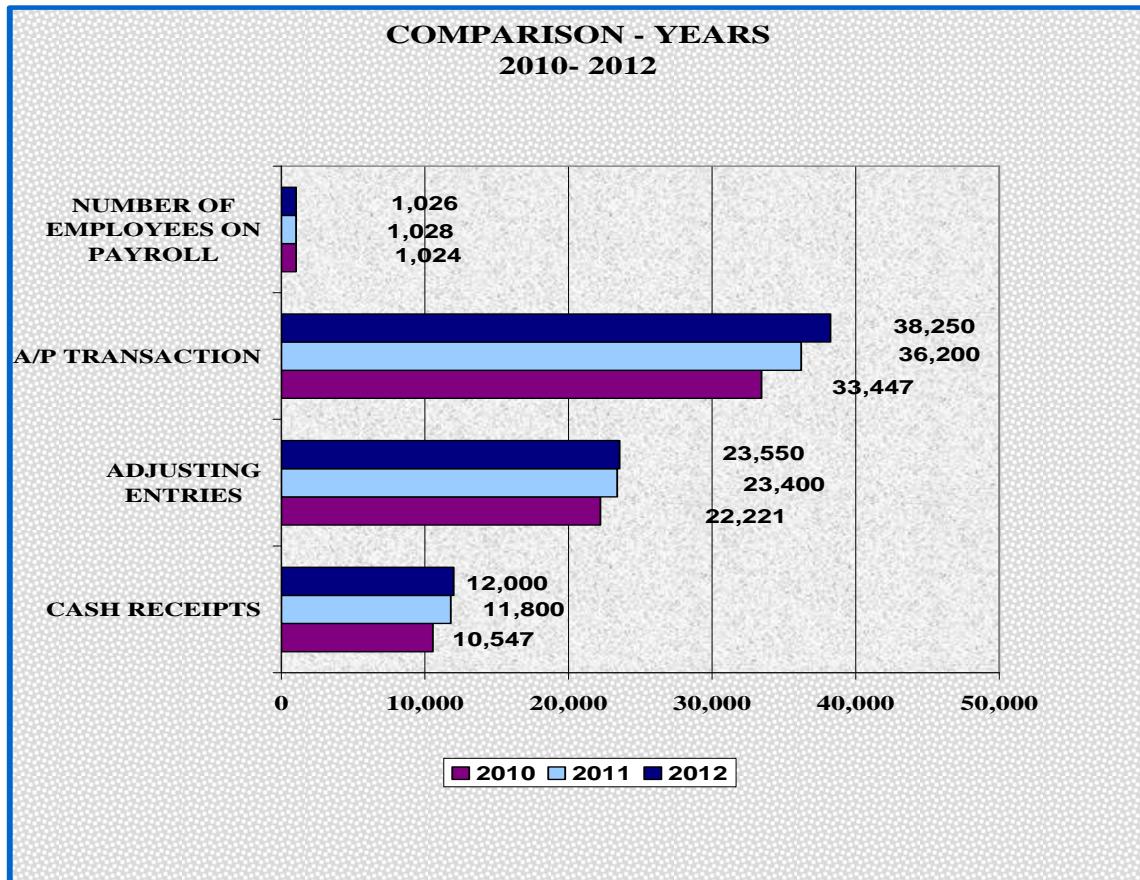
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>674,771</u>	<u>671,505</u>	<u>624,577</u>
<b>Total Funding Sources</b>	<u>674,771</u>	<u>671,505</u>	<u>624,577</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	487,187	473,283	455,602
Benefits	154,430	158,830	147,293
Dues and Subscriptions	1,093	1,175	1,125
Maintenance Charges	2,097	2,106	2,286
Supplies	24,291	22,645	22,171
Professional Services	2,275	4,700	4,230
Utilities	0	0	0
Travel & Training	1,038	2,397	0
Minor Equipment and Improvements	2,360	0	0
Budget Improvement Request	0	6,369	(8,130)
<b>Total Appropriations</b>	<u>674,771</u>	<u>671,505</u>	<u>624,577</u>



# WORKLOAD INDICATORS

## Finance



## PERSONNEL SUMMARY

	<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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	0
Accounting Assistant II		23	3	3	3
Accounting Assistant I		21	2	2	2
<b>TOTAL FULL TIME</b>			<b>11</b>	<b>11</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

## PERSONNEL

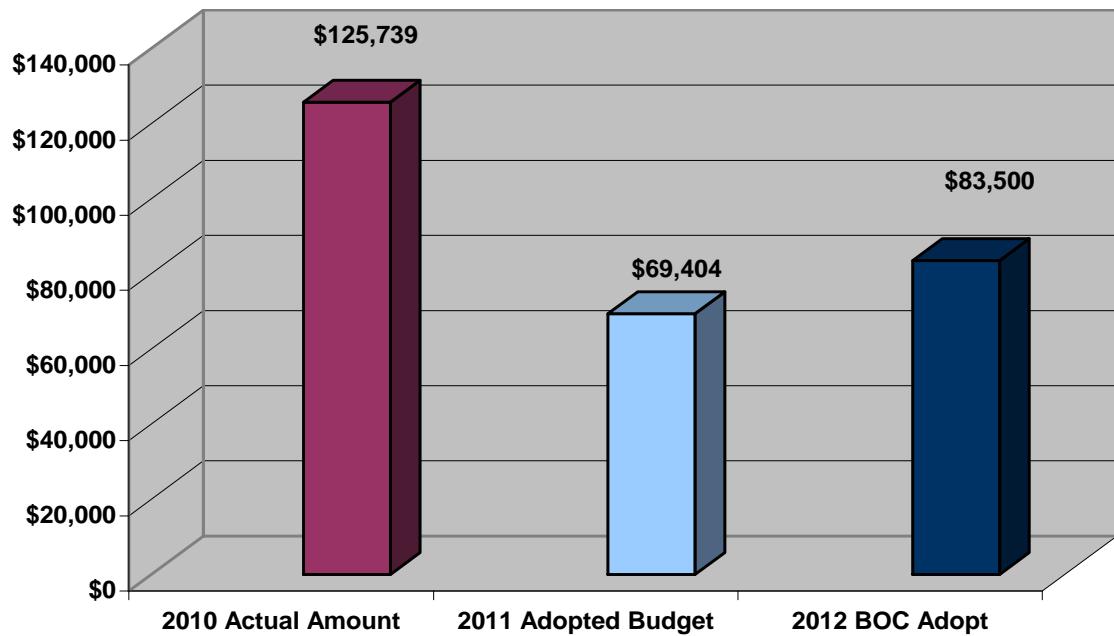
The Assistant to the County Administrator administers this department. There are no other employees in the grant department



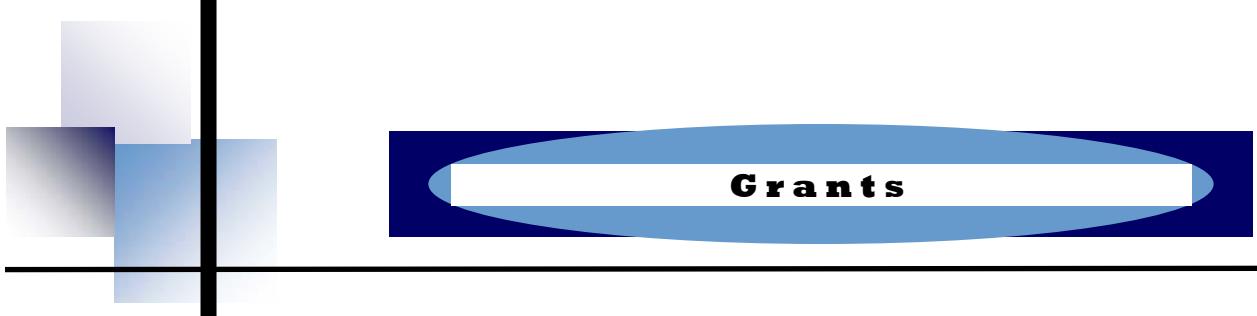
## Grants

### BUDGET SUMMARY

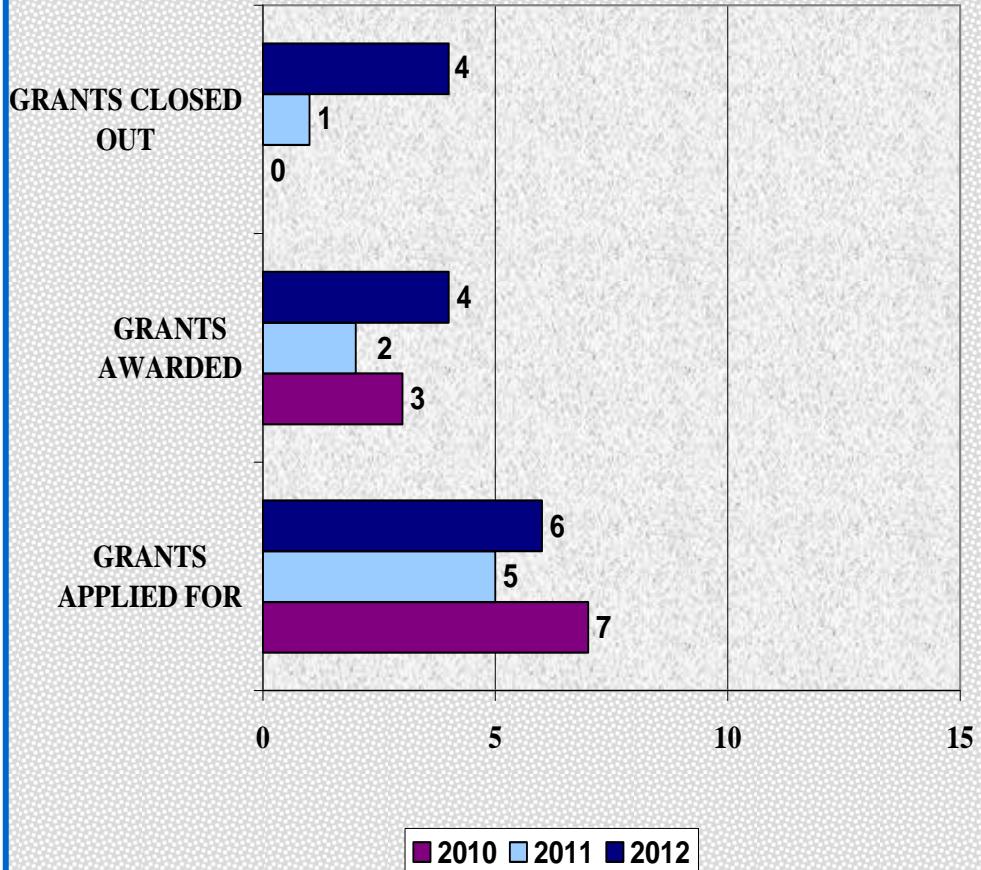
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>125,739</u>	<u>69,404</u>	<u>83,500</u>
<b>Total Funding Sources</b>	<b><u>125,739</u></b>	<b><u>69,404</u></b>	<b><u>83,500</u></b>
<b>APPROPRIATIONS:</b>			
Advertising	0	0	0
Dues and Subscriptions	0	0	0
Supplies	19	47	0
Professional Services	26,468	27,997	25,000
Travel & Training	0	0	0
Grants	99,252	41,360	58,500
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>125,739</u></b>	<b><u>69,404</u></b>	<b><u>83,500</u></b>



# WORKLOAD INDICATORS



## COMPARISON - YEARS 2010- 2012



## MISSION

**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
- Provide complete benefit administration to all county employees
- In collaboration with the Finance/Payroll Departments, administer the payroll system for all county employees

## GOALS

**Train and incorporate the work of our new front desk position into our small department's work activities and responsibilities.**

**Re-direct all new hires, post accident, fit-for-duty and random physical exams to the new Caduceus office in Douglasville. This will save the county both time and money as compared to the old office on Fulton Industrial Boulevard; without sacrificing any of the service we've had in the past.**

**To establish a policy standard, across the Human Resource's department staff, of returning all internal e-mail or voice mail messages within 24 hours, unless the recipient is out of the office during this period.**

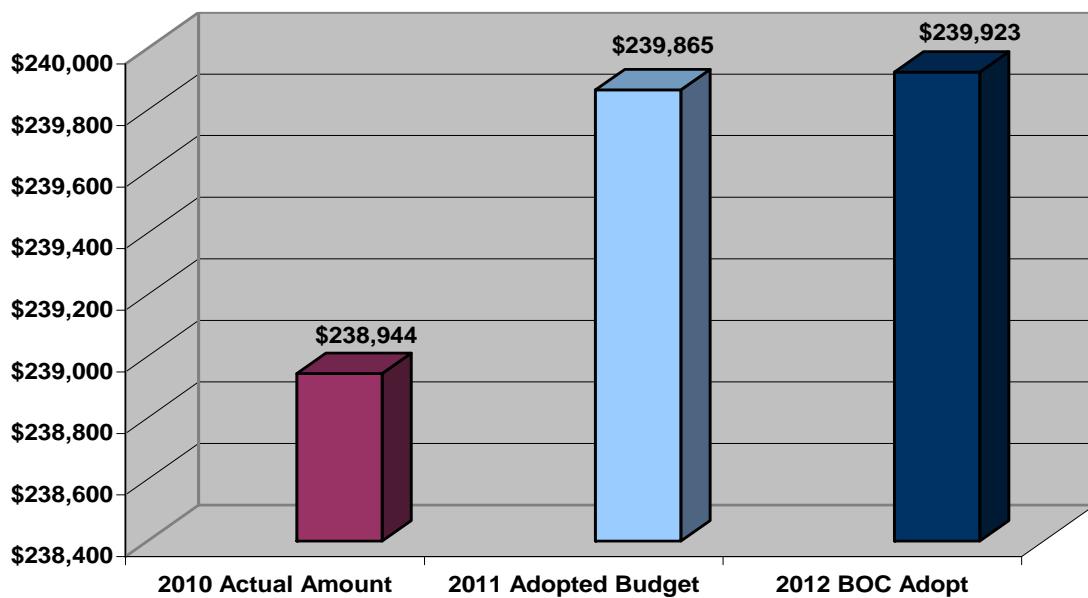
**Complete and forward to the Finance Department within three work days, all NOPA's (Notice of Personnel Action) received into the Human Resources Department. The only exception will be any Merit Raises that arrive pre-maturely, which must be held until a more appropriate time for payroll purposes.**



## Human Resources

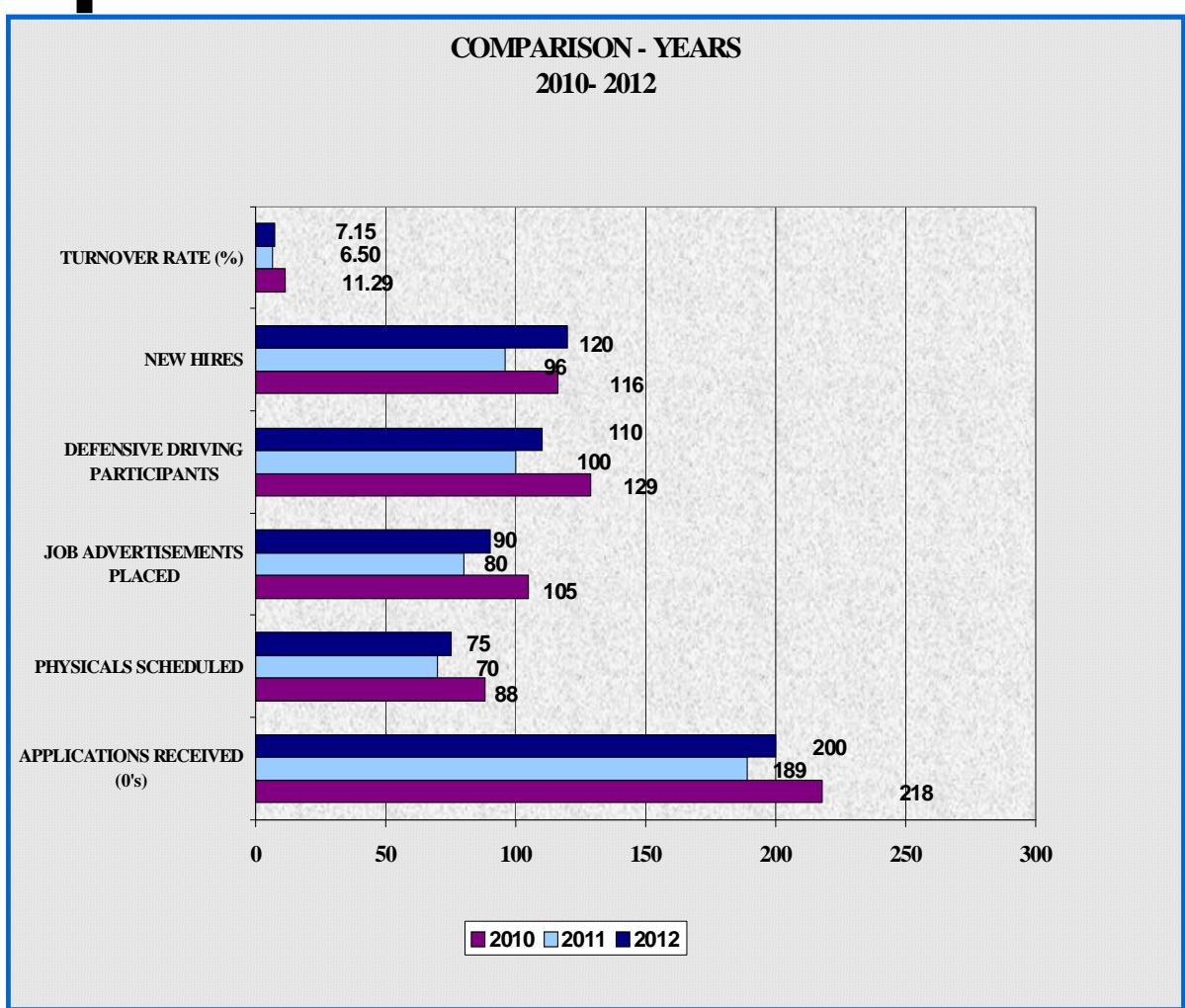
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>238,944</u>	<u>239,865</u>	<u>239,923</u>
<b>Total Funding Sources</b>	<b><u>238,944</u></b>	<b><u>239,865</u></b>	<b><u>239,923</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	168,602	167,041	174,225
Benefits	55,054	57,071	57,208
Advertising	8,295	7,006	8,569
Dues and Subscriptions	204	263	270
Maintenance Charges	935	902	990
Supplies	2,317	1,786	1,710
Professional Services	1,975	3,172	0
Utilities	0	0	0
Travel & Training	863	376	0
Minor Equipment and Improvements	700	0	0
Budget Improvement Request	0	2,248	(3,049)
<b>Total Appropriations</b>	<b><u>238,944</u></b>	<b><u>239,865</u></b>	<b><u>239,923</u></b>



## Human Resources

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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	0	0	3
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>7</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>3</b>

## 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**

**Initiate 3rd phase of disaster recovery by relocating to an offsite location**

**Migrate several standalone servers to virtual servicers to reduce overhead**

**Implement IPAD technology**

**Increase disk space on SAN storage area network and optimize all systems**

**Develop alternative methods to access AS400 historical data**

**Review and test cloud technology for appropriate applications and services**

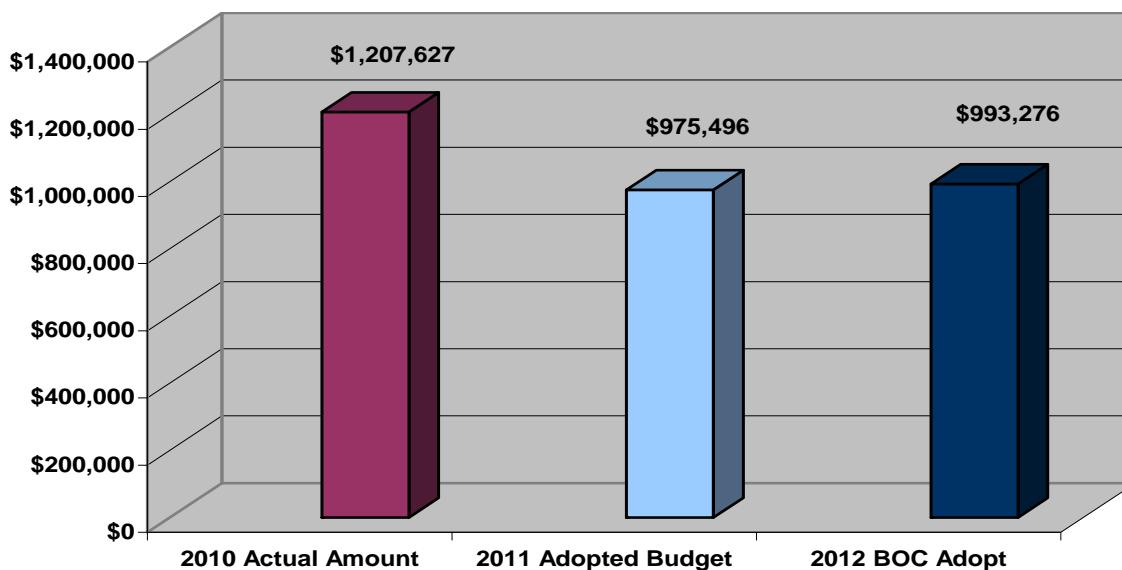
**Deploy Office 2010**



## Information Services

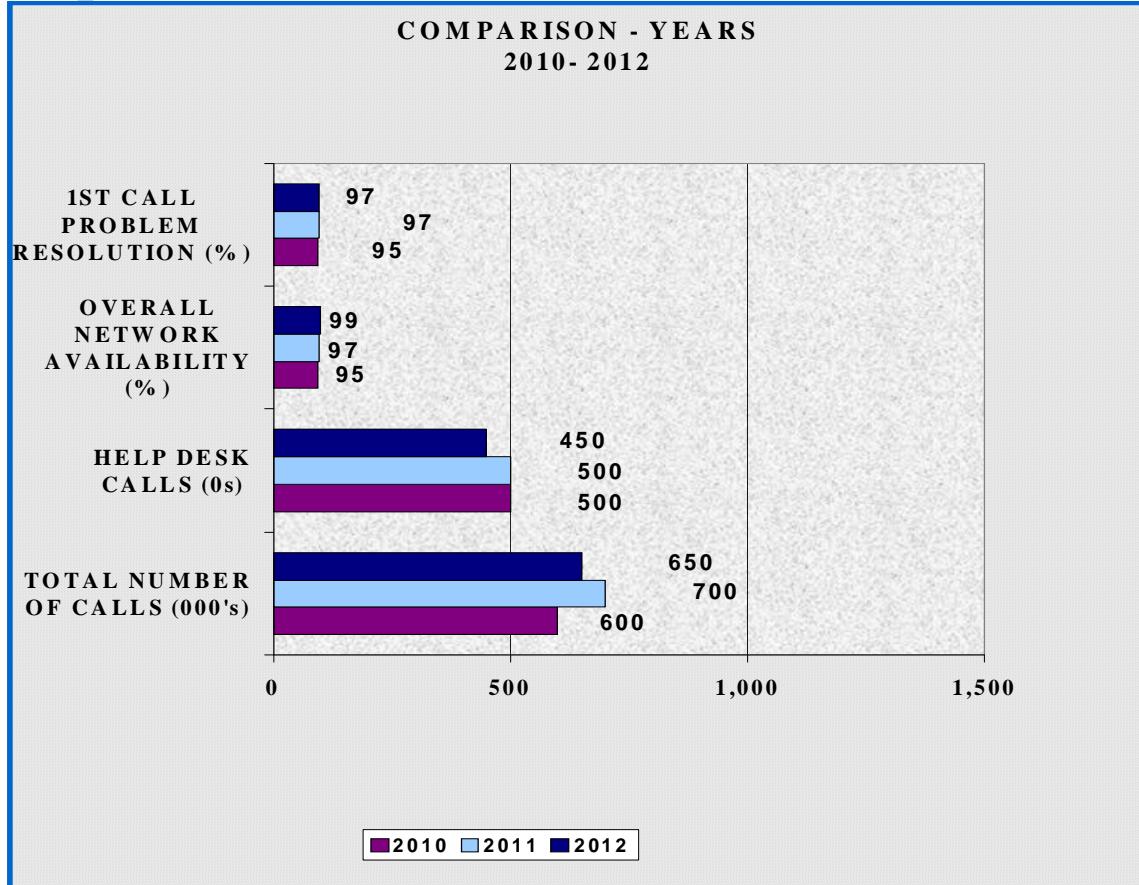
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,207,627</u>	<u>975,496</u>	<u>993,276</u>
<b>Total Funding Sources</b>	<b><u>1,207,627</u></b>	<b><u>975,496</u></b>	<b><u>993,276</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	501,596	525,745	534,222
Benefits	120,548	123,625	132,602
Advertising	0	0	675
Vehicle Expense	3,366	2,820	3,600
Dues and Subscriptions	300	399	513
Maintenance Charges	149,591	202,100	218,906
Supplies	3,171	4,794	4,230
Professional Services	6,560	18,800	49,500
Utilities	79,234	58,280	58,500
Travel & Training	29	9,400	0
Minor Equipment and Improvements	11,129	22,500	0
Capital Outlay	332,103	0	0
Budget Improvement Request	0	7,033	(9,472)
<b>Total Appropriations</b>	<b><u>1,207,627</u></b>	<b><u>975,496</u></b>	<b><u>993,276</u></b>



## Information Services

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
Director	UNC	1	1	1
Senior System Administrator	34	1	1	1
Senior Programmer Analyst	32	2	2	2
System Administrator	32	1	1	1
Senior Security Administrator	34	1	1	1
IS System Analyst	30	1	1	1
PC Support Specialist	25	2	2	2
Computer Operator	22	1	0	0
Communications Technician	22	1	1	1
Temporary Position	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>10</b>	<b>10</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>

## **MISSION**

**Ensure proper policies and procedures are in place for the County to operate effectively and efficiently.**

## **GOALS**

**Meet with management personnel to conduct a risk assessment of County operations**

**Get asset tracking program in operation**

**Completion of the FEMA process from the 2009 storms**

**Development of cell policy**

**Update/ Clarification of the travel policy**

**Update of county cell phones**

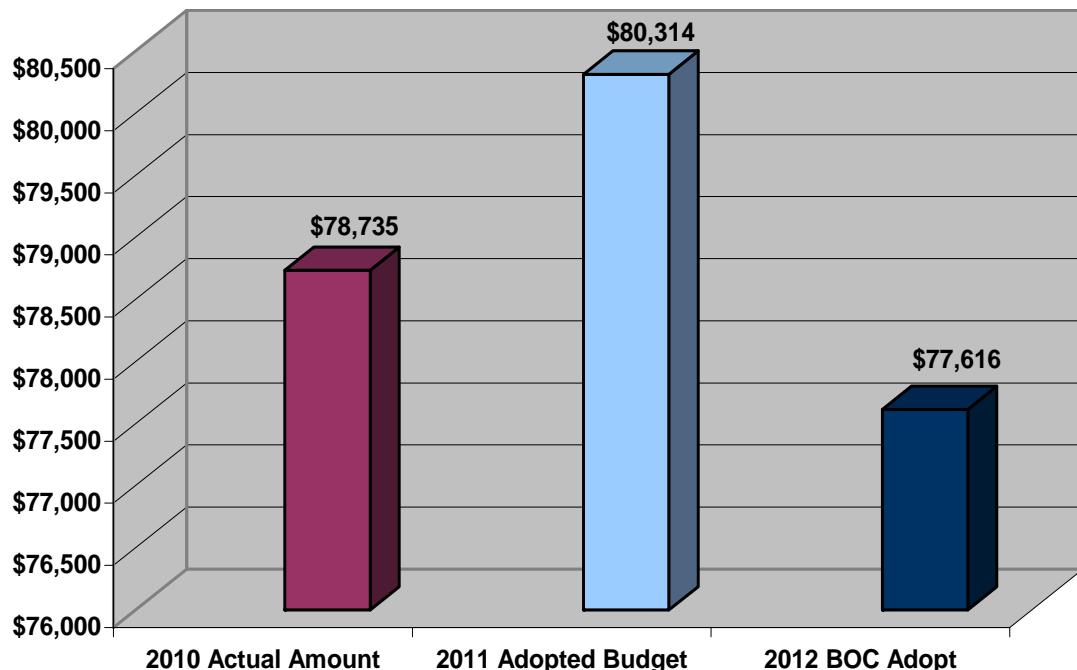
**Completion of Audit of Katrina assistance**

**Analysis on effectiveness of several current County operations**



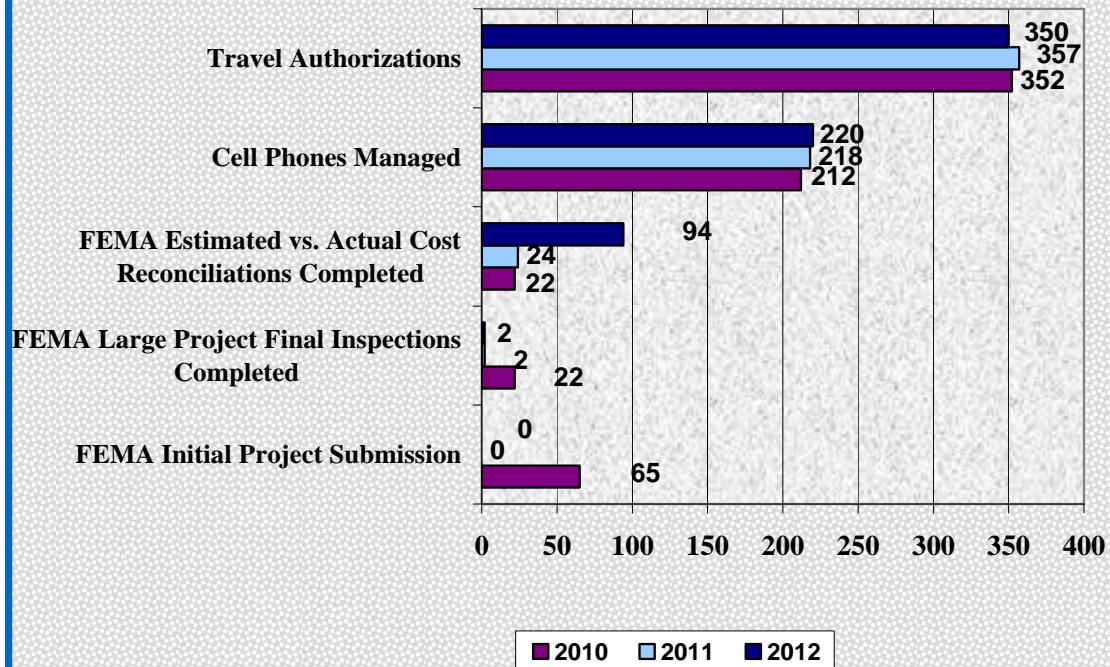
**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>78,735</u>	<u>80,314</u>	<u>77,616</u>
<b>Total Funding Sources</b>	<b><u>78,735</u></b>	<b><u>80,314</u></b>	<b><u>77,616</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	67,311	66,914	68,586
Benefits	9,314	9,283	9,514
Dues and Subscriptions	205	470	540
Supplies	23	94	200
Travel & Training	1,882	1,880	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>1,673</u>	<u>(1,224)</u>
<b>Total Appropriations</b>	<b><u>78,735</u></b>	<b><u>80,314</u></b>	<b><u>77,616</u></b>



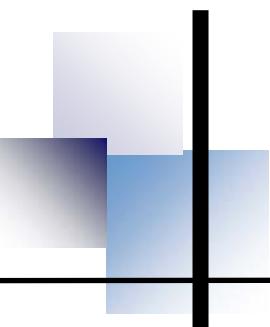
# PERSONNEL SUMMARY AND ORGANIZATION

## COMPARISON - YEARS 2010- 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Internal Auditor	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<hr/> 1	<hr/> 1	<hr/> 1



# GENERAL GOVERNMENT

## MISSION

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

## 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

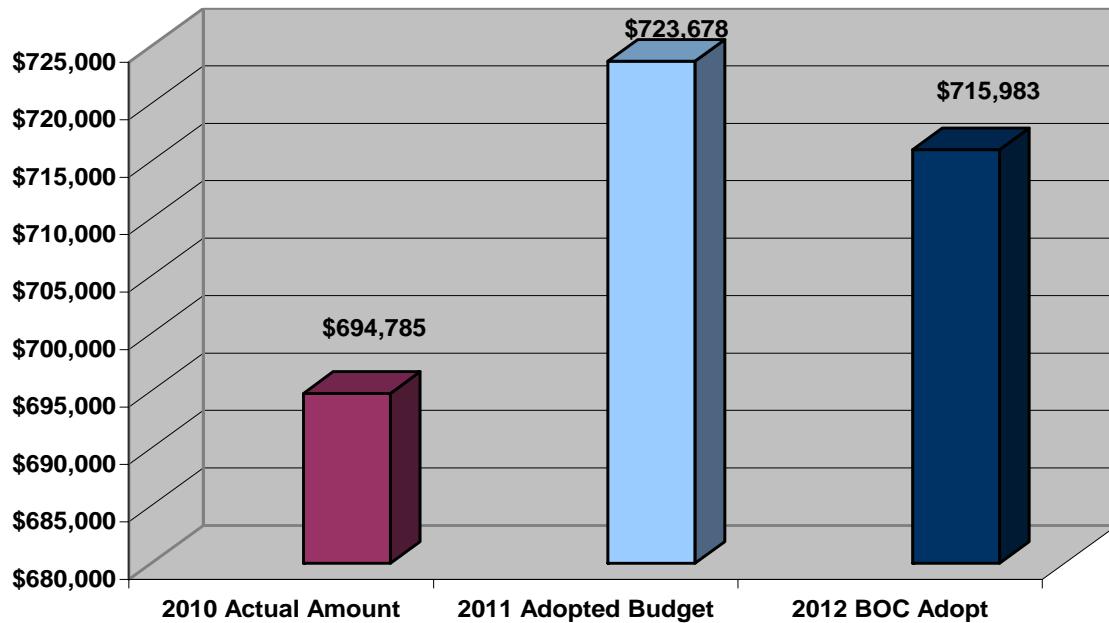
<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Staff Attorney	UNC	1	1	1
Principal Secretary	21	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

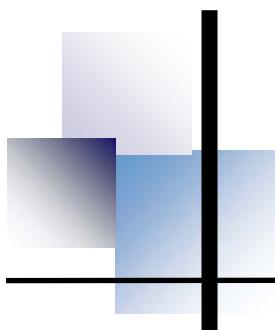


## Legal Services

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>694,785</u>	<u>723,678</u>	<u>715,983</u>
<b>Total Funding Sources</b>	<b><u>694,785</u></b>	<b><u>723,678</u></b>	<b><u>715,983</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	104,763	45,002	46,136
Benefits	30,324	17,114	14,228
Audit and Legal	296,503	403,656	403,656
Dues and Subscriptions	6,392	6,835	6,835
Supplies	639	940	940
Professional Services	254,712	244,400	244,400
Utilities	538	611	611
Travel & Training	915	3,995	0
Budget Improvement Request	0	1,125	(823)
<b>Total Appropriations</b>	<b><u>694,785</u></b>	<b><u>723,678</u></b>	<b><u>715,983</u></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

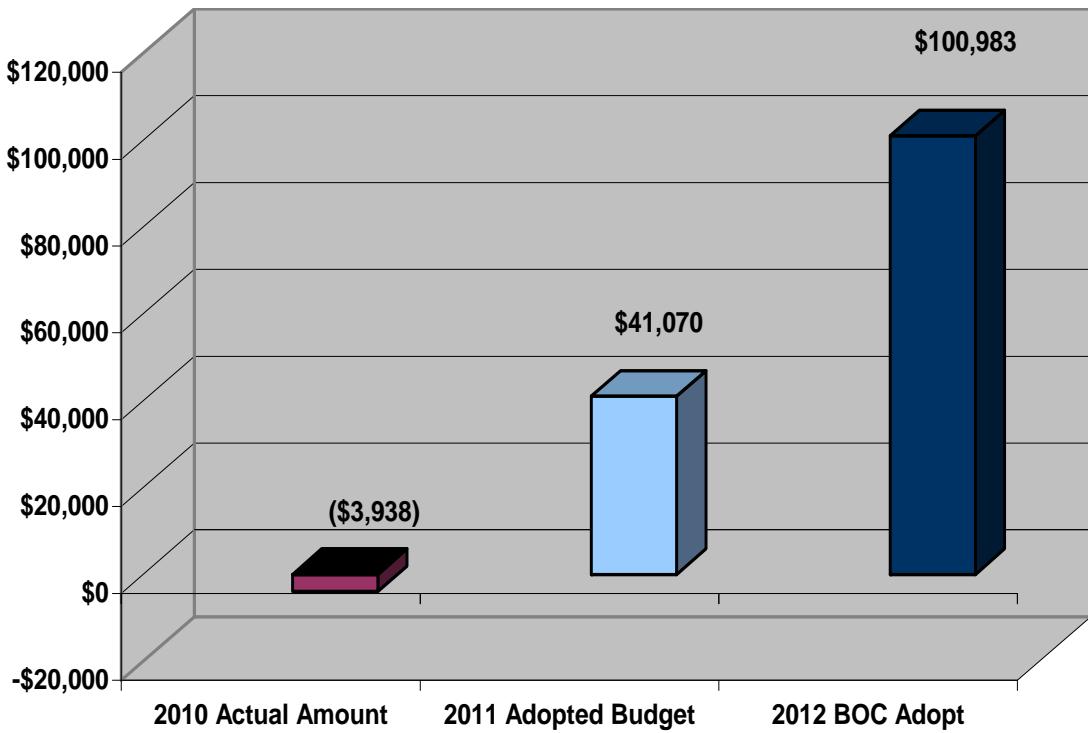
Hold users accountable for fueling and clean up of vehicle after use.

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



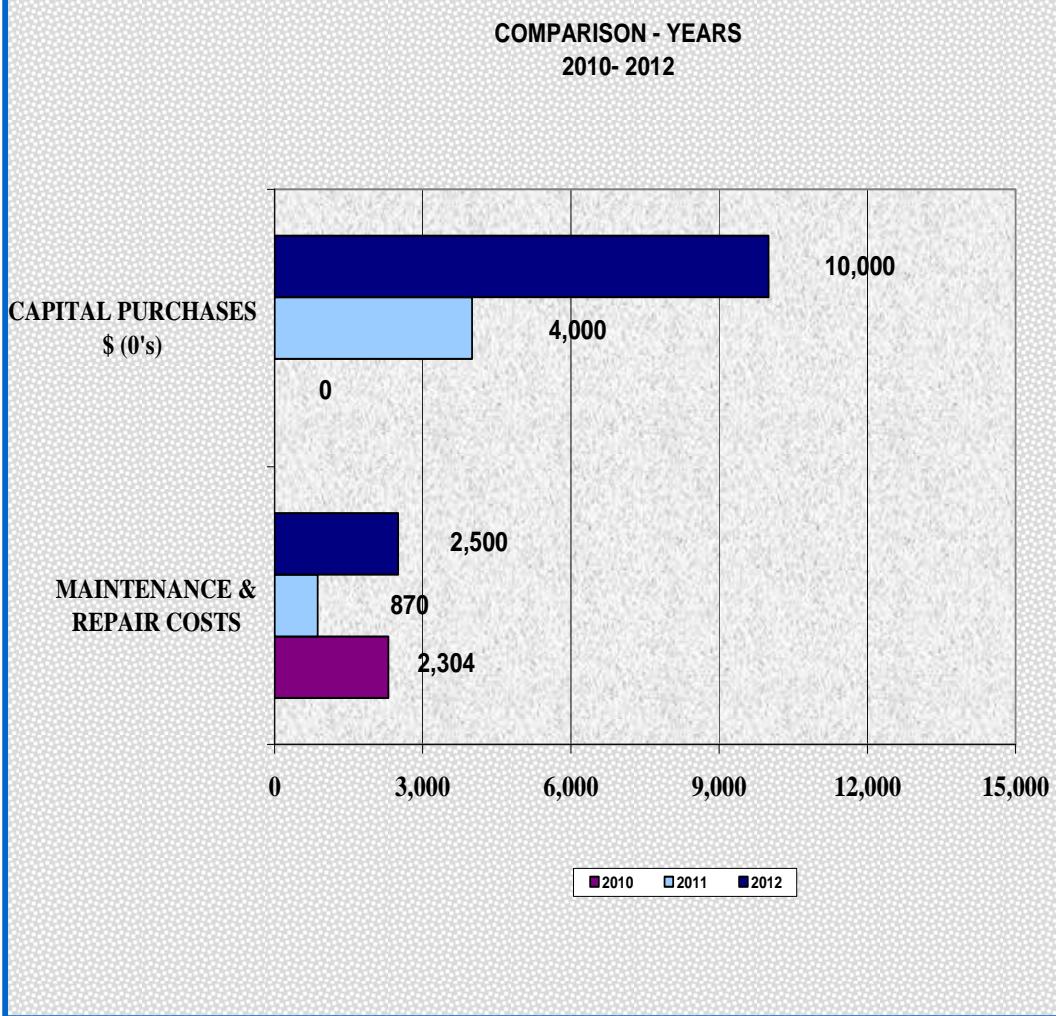
## Motor Pool

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>(3,938)</u></u>	<u><u>41,070</u></u>	<u><u>100,983</u></u>
<b>Total Funding Sources</b>	<u><u>(3,938)</u></u>	<u><u>41,070</u></u>	<u><u>100,983</u></u>
<b>APPROPRIATIONS:</b>			
Vehicle Expense	(4,104)	870	783
Supplies	166	200	200
Capital Outlay	0	40,000	0
Budget Improvement Request	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>100,000</u></u>
<b>Total Appropriations</b>	<u><u>(3,938)</u></u>	<u><u>41,070</u></u>	<u><u>100,983</u></u>



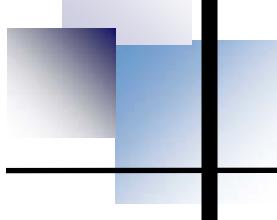
# WORKLOAD INDICATORS

## Motor Pool



## PERSONNEL

Administered by the Fleet Management Department and Government Services



## MISSION

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

## FUNCTIONS

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

## GOALS

**Continue to improve the quality of work for all departments by acquiring new technology for improved 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**

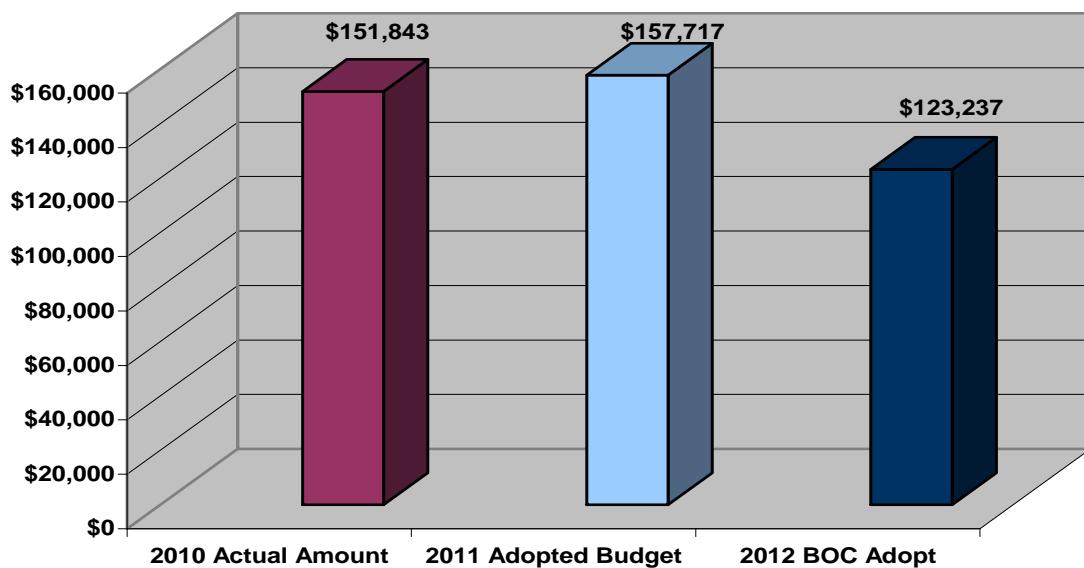
**Continue to be responsive to all departments with sensitive and accountable mail**



## Printing & Mail

### BUDGET SUMMARY

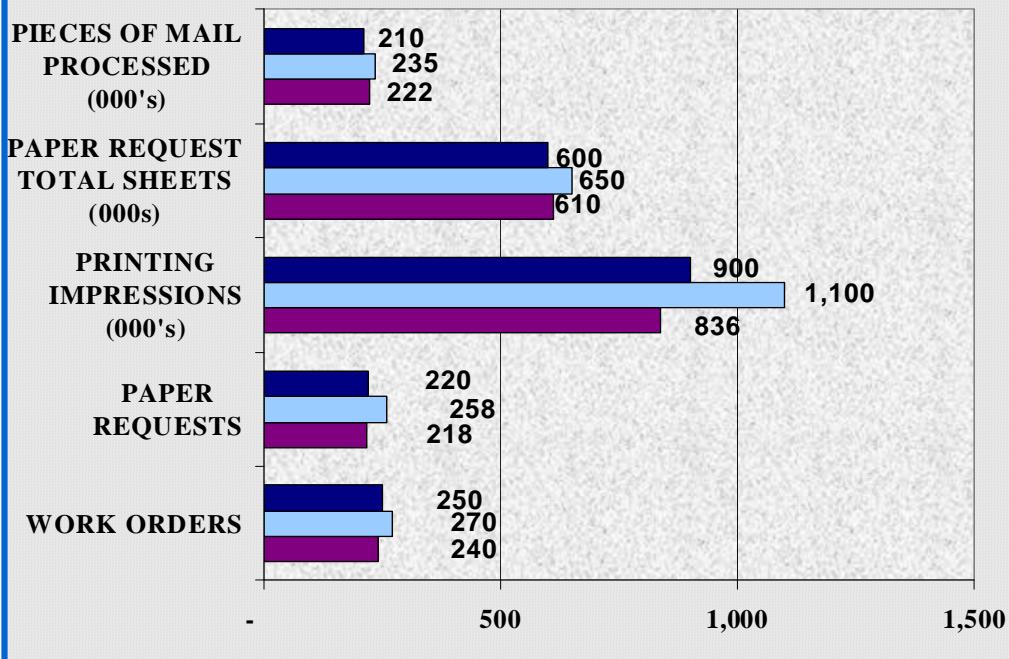
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>151,843</u>	<u>157,717</u>	<u>123,237</u>
<b>Total Funding Sources</b>	<b><u>151,843</u></b>	<b><u>157,717</u></b>	<b><u>123,237</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	102,499	101,729	104,272
Benefits	40,262	41,841	42,252
Advertising	0	0	0
Vehicle Expense	1,808	1,694	1,985
Equipment Rental	723	959	918
Maintenance Charges	4,501	7,144	5,400
Supplies	1,556	2,626	2,527
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	495	0	0
Uniforms and Clothing	0	354	339
Budget Improvement Request	<u>0</u>	<u>1,370</u>	<u>(34,456)</u>
<b>Total Appropriations</b>	<b><u>151,843</u></b>	<b><u>157,717</u></b>	<b><u>123,237</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

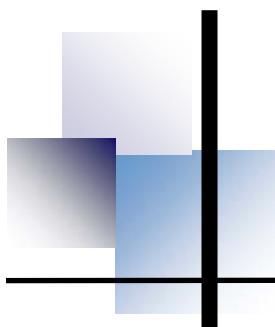
### Printing & Mail

#### COMPARISON - YEARS 2010- 2012



#### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Supervisor	22	1	1	1
Printer	20	1	1	1
Mail Clerk	16	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</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

**Our goal is to maintain all buildings from the maintenance budget and to be able to budget each building each year through Property Management, to make repairs and maintain the county's integrity through the appearance of the buildings.**

**Seek the lowest price for maintenance materials and labor for the best quality of work.**

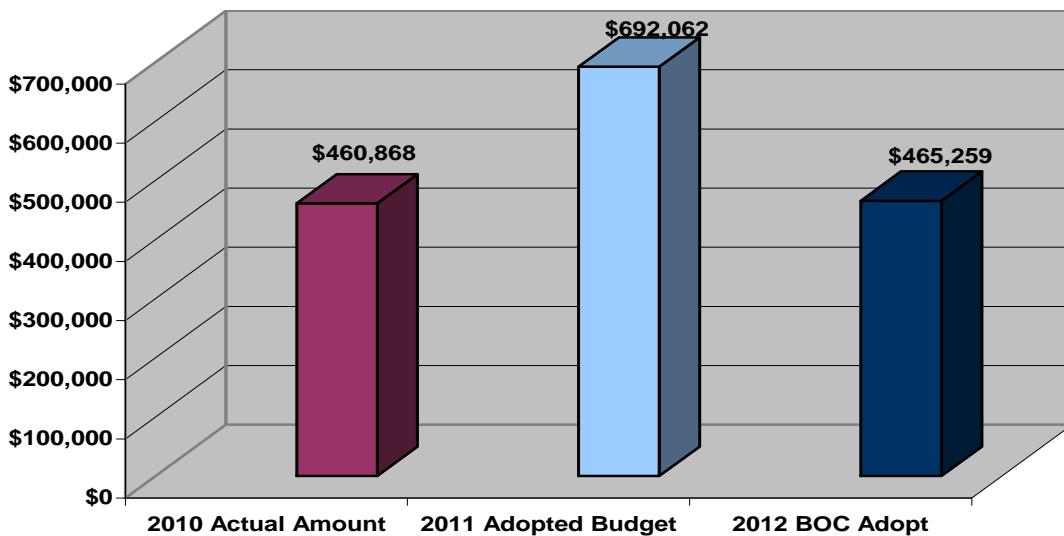
**To create a long range maintenance plan to overcome emergency repairs and day to day maintenance costs.**



## Property Management

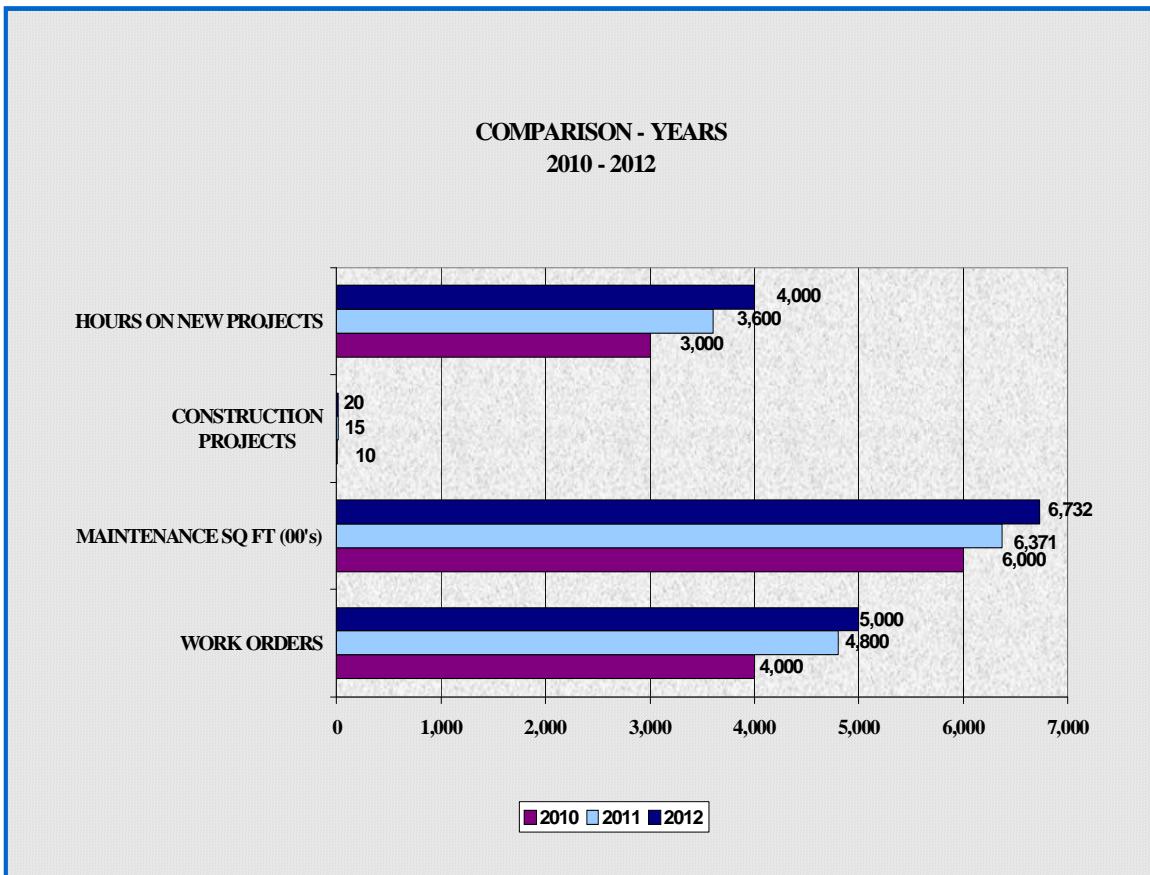
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>460,868</u>	<u>692,062</u>	<u>465,259</u>
<b>Total Funding Sources</b>	<b><u>460,868</u></b>	<b><u>692,062</u></b>	<b><u>465,259</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	231,854	232,935	241,573
Benefits	83,820	88,038	89,357
Vehicle Expense	19,924	16,262	19,194
Dues and Subscriptions	179	235	300
Equipment Rental	330	767	200
Maintenance Charges	72,775	94,406	115,624
Supplies	1,723	1,737	1,045
Professional Services	500	1,128	1,200
Utilities	31,806	31,936	36,952
Travel & Training	1,414	2,162	0
Minor Equipment and Improvements	2,340	12,000	0
Capital Outlay	12,550	202,000	0
Uniforms and Clothing	1,654	1,974	2,800
Budget Improvement Request	0	<u>6,482</u>	<u>(42,986)</u>
<b>Total Appropriations</b>	<b><u>460,868</u></b>	<b><u>692,062</u></b>	<b><u>465,259</u></b>



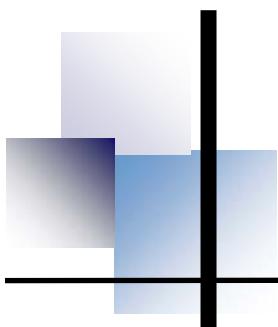
## Property Management

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Assistant Maintenance Super.	24	1	1	1
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Plumber	23	1	1	1
Maintenance Technician I	18	2	2	2
Senior Secretary	19	1	1	0
Project Coordinator	21	0	0	1
Custodian	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



# GENERAL GOVERNMENT

## 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 to 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.**

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

**Continue to efficiently and effectively handle 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 requests for savings opportunities**

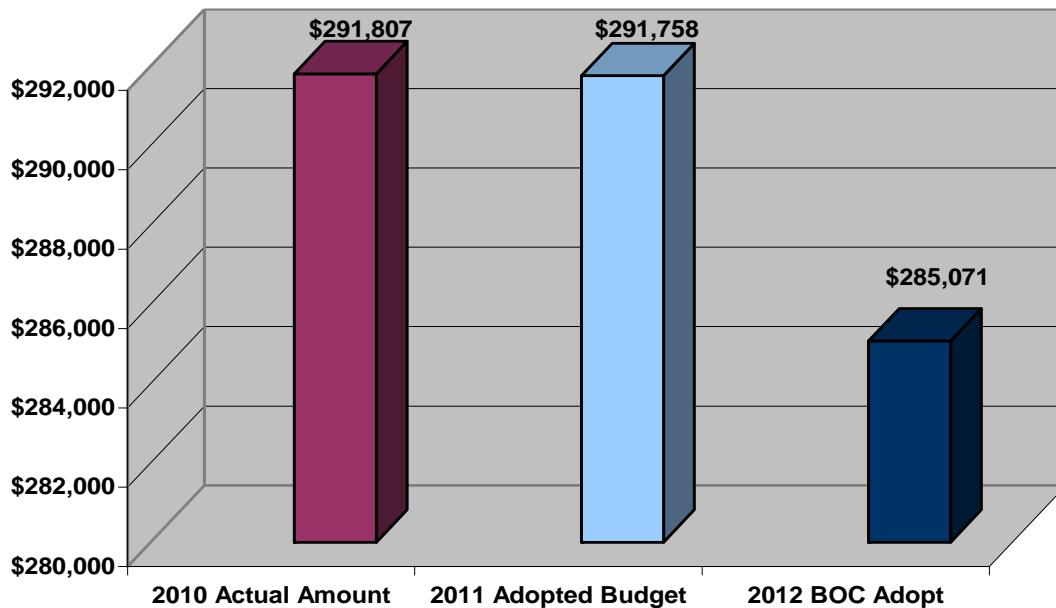
**Continue to strive for the maximum value for each public dollar spent**



## Purchasing

### BUDGET SUMMARY

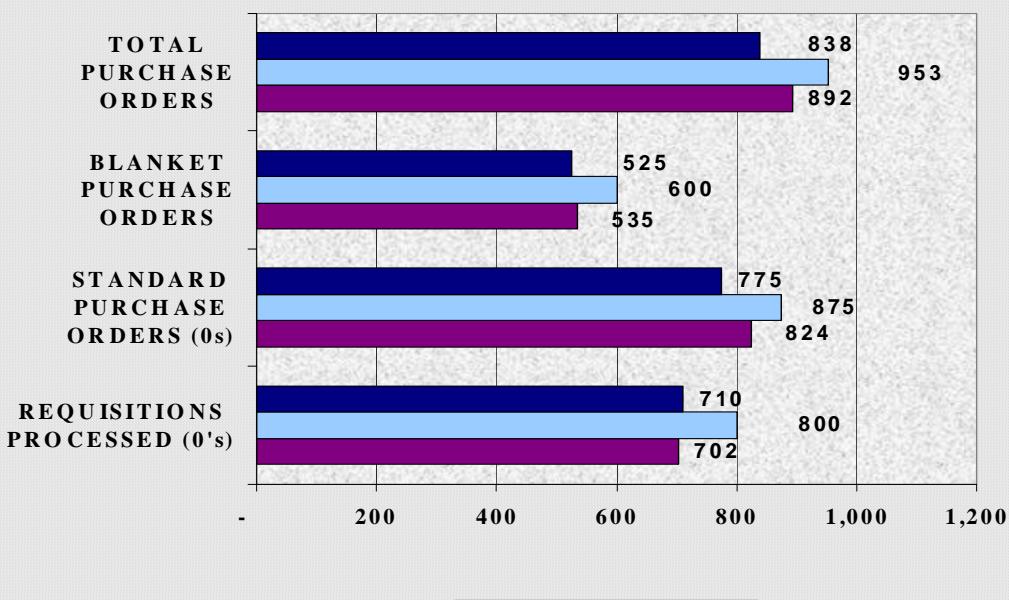
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>291,807</u>	<u>291,758</u>	<u>285,071</u>
<b>Total Funding Sources</b>	<b><u>291,807</u></b>	<b><u>291,758</u></b>	<b><u>285,071</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	221,865	212,980	215,727
Benefits	61,567	64,076	62,542
Advertising	93	282	270
Dues and Subscriptions	1,179	1,997	1,800
Maintenance Charges	994	940	1,057
Supplies	5,380	6,713	5,692
Professional Services	0	94	675
Utilities	700	611	1,157
Travel & Training	29	1,198	0
Budget Improvement Request	0	2,867	(3,849)
<b>Total Appropriations</b>	<b><u>291,807</u></b>	<b><u>291,758</u></b>	<b><u>285,071</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Purchasing

### COMPARISON - YEARS 2010 - 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Director	34	1	1	1
Deputy Purchasing Director	30	1	1	1
Contract Analyst	UNC	0	0	1
Purchasing Analyst	25	1	1	0
Buyer I / Purchasing Asst.	22	1	1	1
Purchasing Clerk	16	1	1	1
Assistant Manager - Contracts	30	0	0	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>6</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

Records Center Operations include maintenance of a database with 400,000 entries managing the court's case files. The Records Department will conduct a comprehensive quality control review of this database ensuring consistency and continuity of operations.

Fully implement use of a Records Management Log to accurately track records management functions and responses.

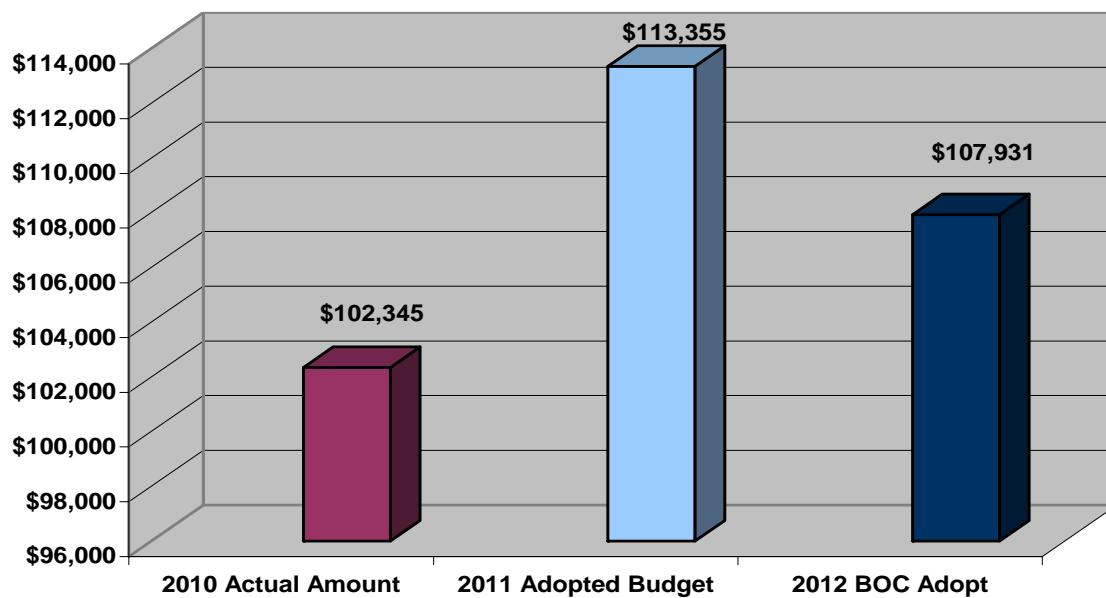
Provide county management with accurate, up-to-date information and records center statistics that will aid in identifying suitable short or long-term goals for its records center operations.



## Records Retention

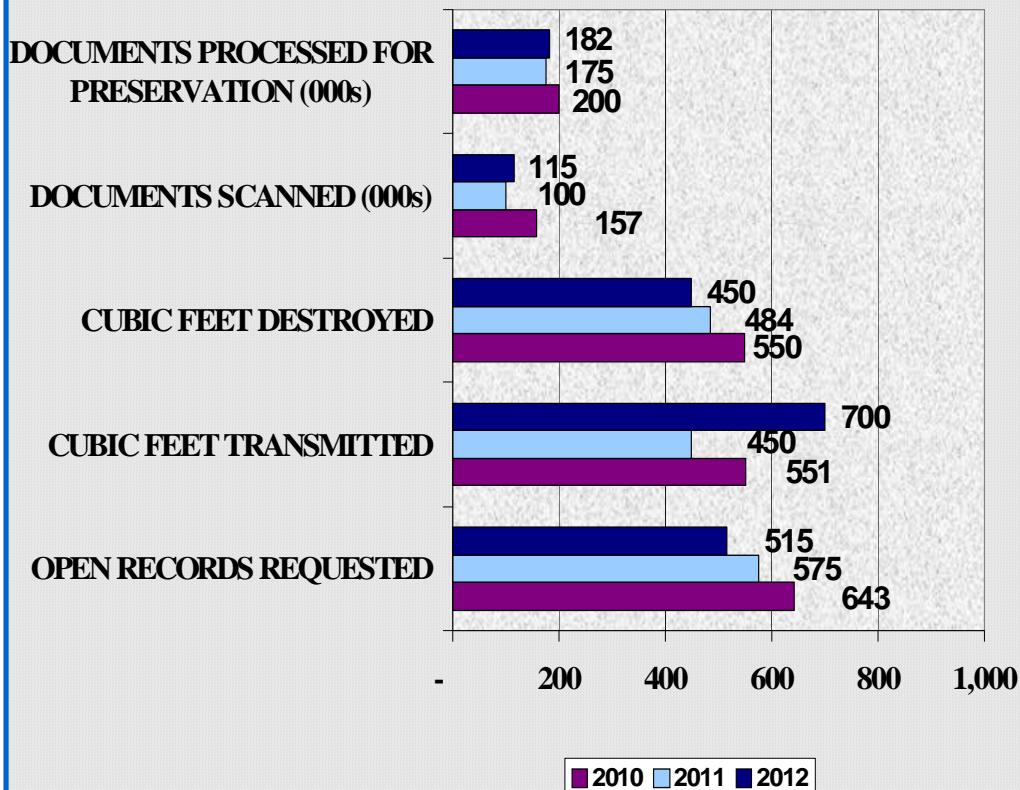
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>102,345</u>	<u>113,355</u>	<u>107,931</u>
<b>Total Funding Sources</b>	<u>102,345</u>	<u>113,355</u>	<u>107,931</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	72,144	69,864	71,618
Benefits	20,111	26,540	26,232
Dues and Subscriptions	0	376	550
Maintenance Charges	0	0	300
Supplies	2,622	6,674	2,799
Professional Services	6,988	6,580	6,580
Utilities	0	0	660
Travel & Training	480	1,880	470
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	1,441	(1,278)
<b>Total Appropriations</b>	<u>102,345</u>	<u>113,355</u>	<u>107,931</u>



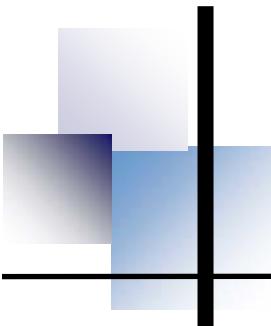
## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2010-2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Coord.	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

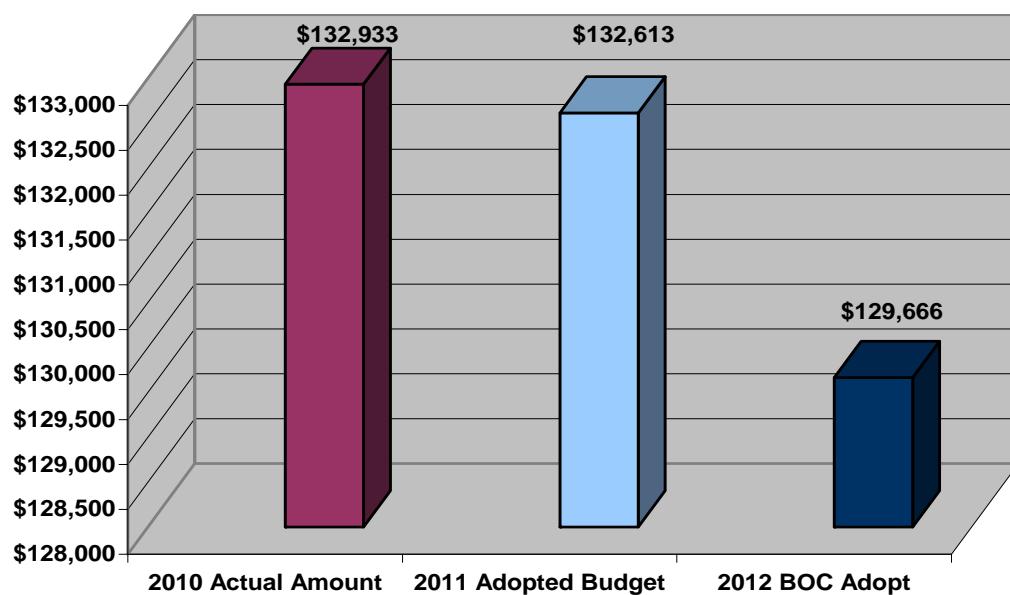
- Complete Safety Manual update**
- Provide safety training to departments**
- Reduce motor vehicle accidents**
- Decrease workplace injury rate**
- Conduct CDL Workshop**
- Increase Claims Administration training**
- Write script for new hire Safety Orientation video**



## Risk & Safety

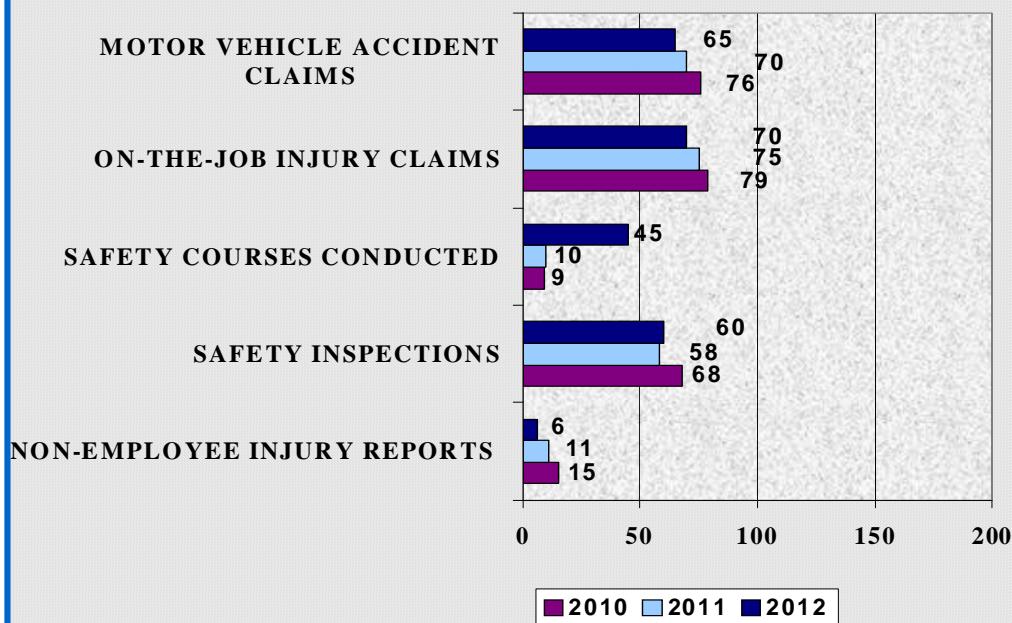
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>132,933</u>	<u>132,613</u>	<u>129,666</u>
<b>Total Funding Sources</b>	<b><u>132,933</u></b>	<b><u>132,613</u></b>	<b><u>129,666</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	91,519	90,692	92,970
Benefits	26,436	29,529	29,845
Advertising	438	1,410	0
Vehicle Expense	854	2,030	2,020
Dues and Subscriptions	1,406	1,304	2,100
Supplies	7,653	2,373	3,650
Professional Services	1,646	564	0
Utilities	845	752	740
Travel & Training	1,201	1,692	0
Minor Equipment and Improvements	934	0	0
Budget Improvement Request	0	2,267	(1,659)
<b>Total Appropriations</b>	<b><u>132,933</u></b>	<b><u>132,613</u></b>	<b><u>129,666</u></b>



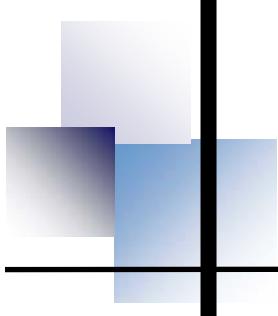
## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2010- 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Manager	UNC	1	1	1
Claims Administrator	20	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</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**

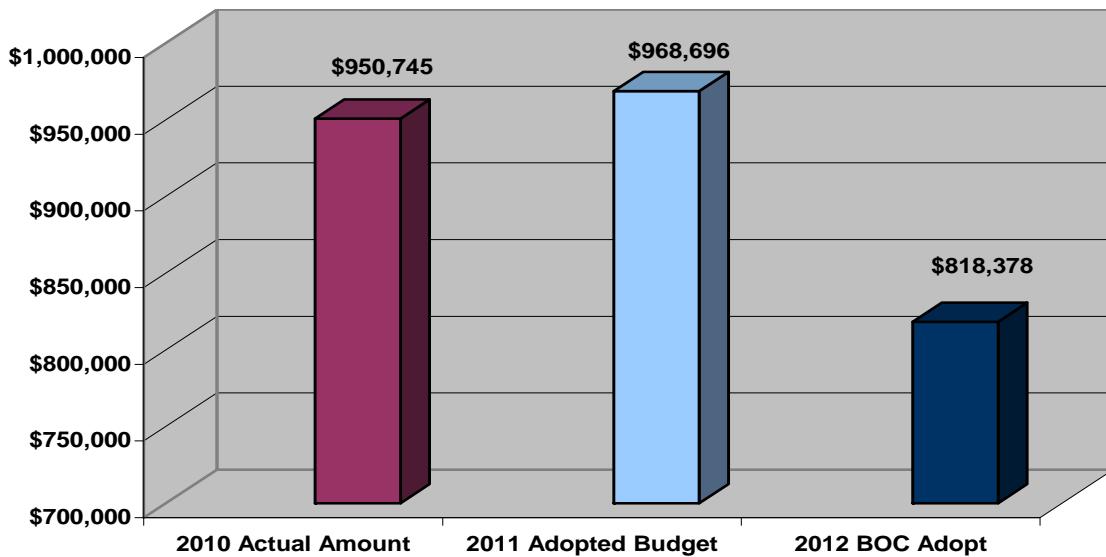
**Implement Income Approach Valuation Program per Georgia Law (HB 346)**



## Tax Appraisal

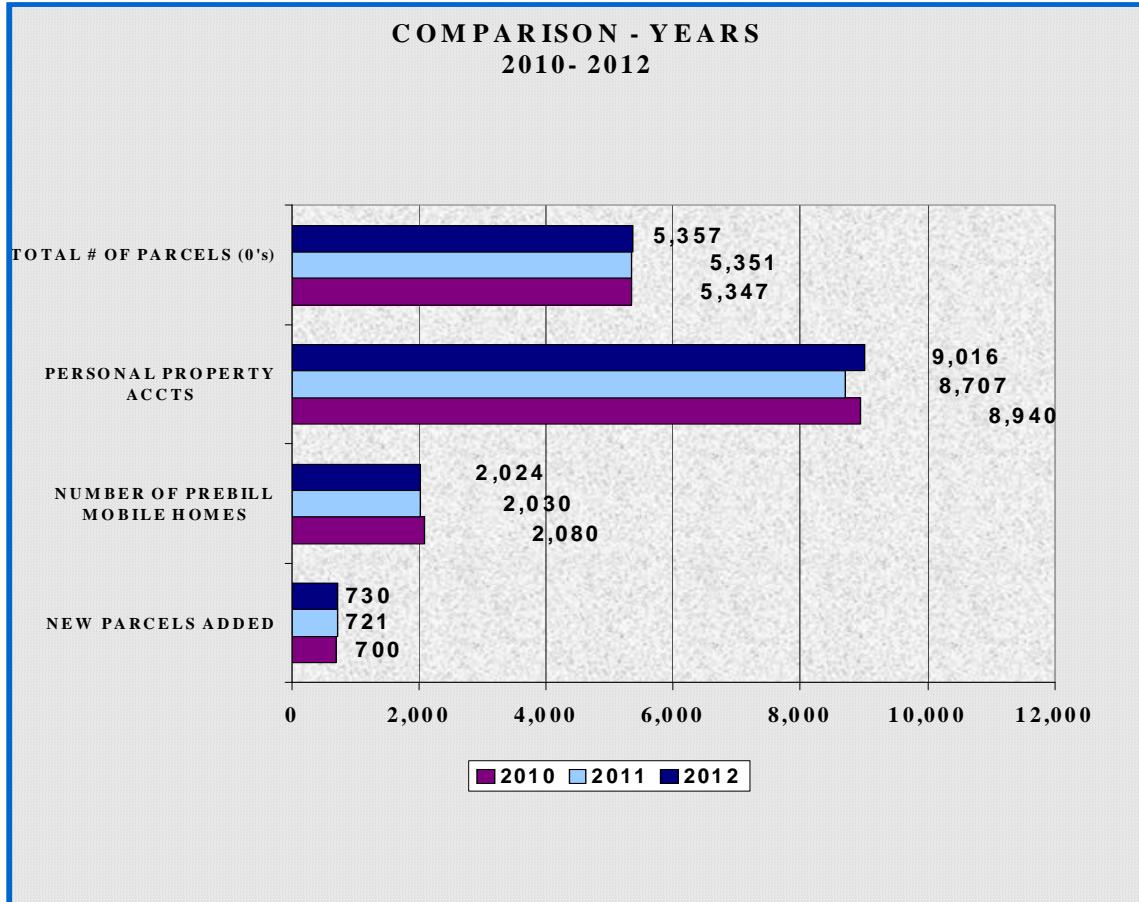
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>950,745</u>	<u>968,696</u>	<u>818,378</u>
<b>Total Funding Sources</b>	<b><u>950,745</u></b>	<b><u>968,696</u></b>	<b><u>818,378</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	675,658	683,573	631,308
Benefits	252,018	253,021	233,742
Advertising	0	470	500
Vehicle Expense	5,410	6,768	8,700
Dues and Subscriptions	1,324	1,784	398
Maintenance Charges	360	1,222	1,500
Supplies	10,242	7,050	9,500
Professional Services	300	183	195
Utilities	2	0	500
Travel & Training	2,123	3,760	0
Minor Equipment and Improvements	2,743	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	565	1,880	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>8,985</b>	<b>(67,965)</b>
<b>Total Appropriations</b>	<b><u>950,745</u></b>	<b><u>968,696</u></b>	<b><u>818,378</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Tax Appraisal



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	28	2	2	2
Appraiser IV	27	2	2	2
Appraiser III	24	2	2	2
Appraiser II	22	5	4	3
Appraiser I	20	3	2	3
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Principal Appraisal Assistant	19	1	1	0
Secretary	16	1	1	1
Appraisal Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>19</b>	<b>17</b>	<b>16</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**

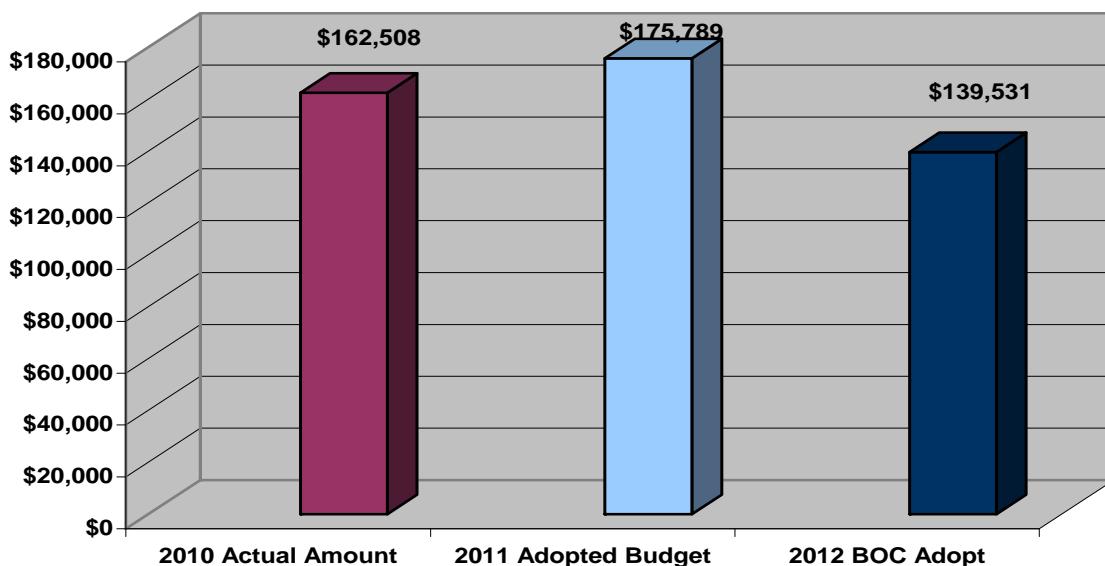
**Maintain employee education to ensure professionalism**



## Tax Assessors

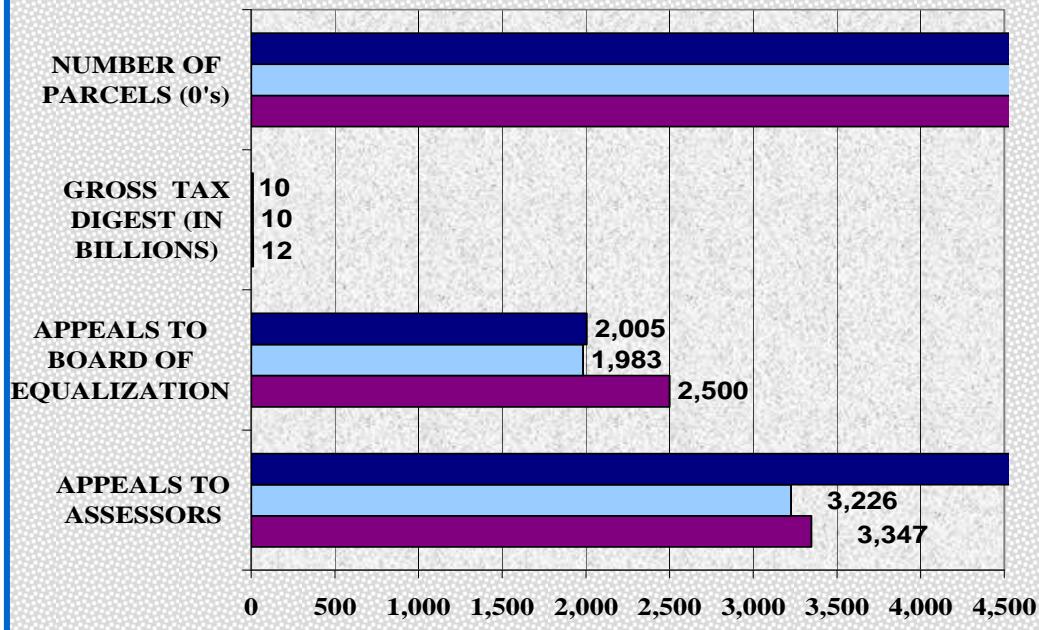
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>162,508</u>	<u>175,789</u>	<u>139,531</u>
<b>Total Funding Sources</b>	<b><u>162,508</u></b>	<b><u>175,789</u></b>	<b><u>139,531</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	30,040	40,800	40,798
Benefits	2,298	3,122	3,198
Advertising	0	235	250
Audit and Legal	54,263	47,000	50,000
Dues and Subscriptions	4,128	5,804	175
Maintenance Charges	883	0	0
Supplies	31,419	37,844	38,160
Professional Services	36,609	38,164	6,950
Utilities	0	0	0
Travel & Training	2,868	2,820	0
Capital Outlay	0	0	0
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<b><u>162,508</u></b>	<b><u>175,789</u></b>	<b><u>139,531</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2010- 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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

Address heightened security concerns

Increase collections percentages (reduce delinquent taxes)

Minimize wait time for walk up and phone customers

Investigate the feasibility of opening of a satellite facility

Implement a Customer Queuing System in the Tag Office

Improve citizens online experience by streamlining online transactions

Establish procedures to process FIFA's electronically to save time in both the Tax Office and the Clerk's Office

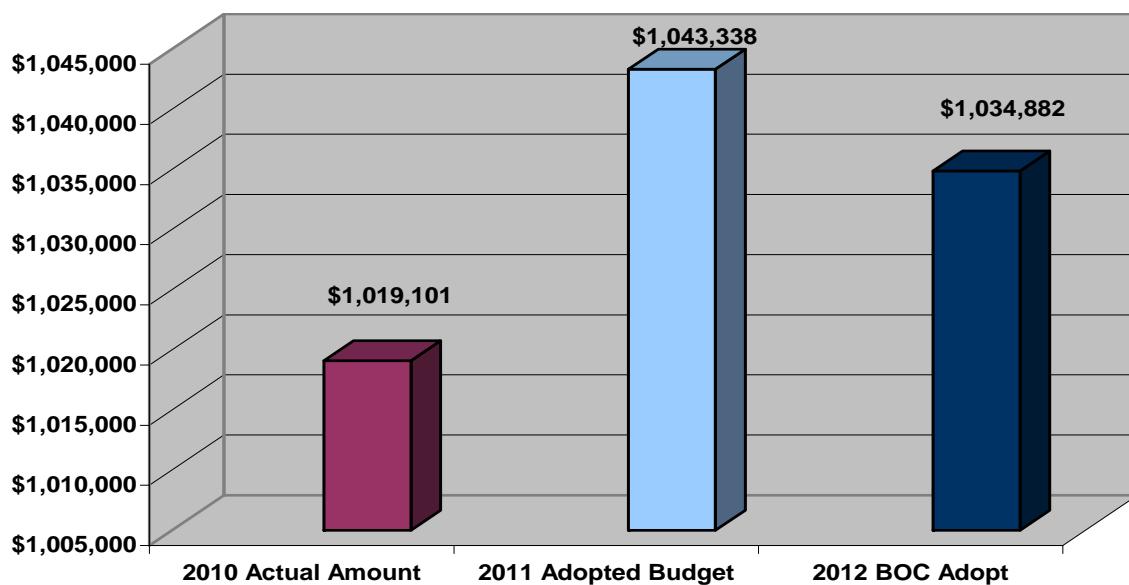
Educate and inform citizens on the proper use of property tax exemptions



## Tax Commissioner

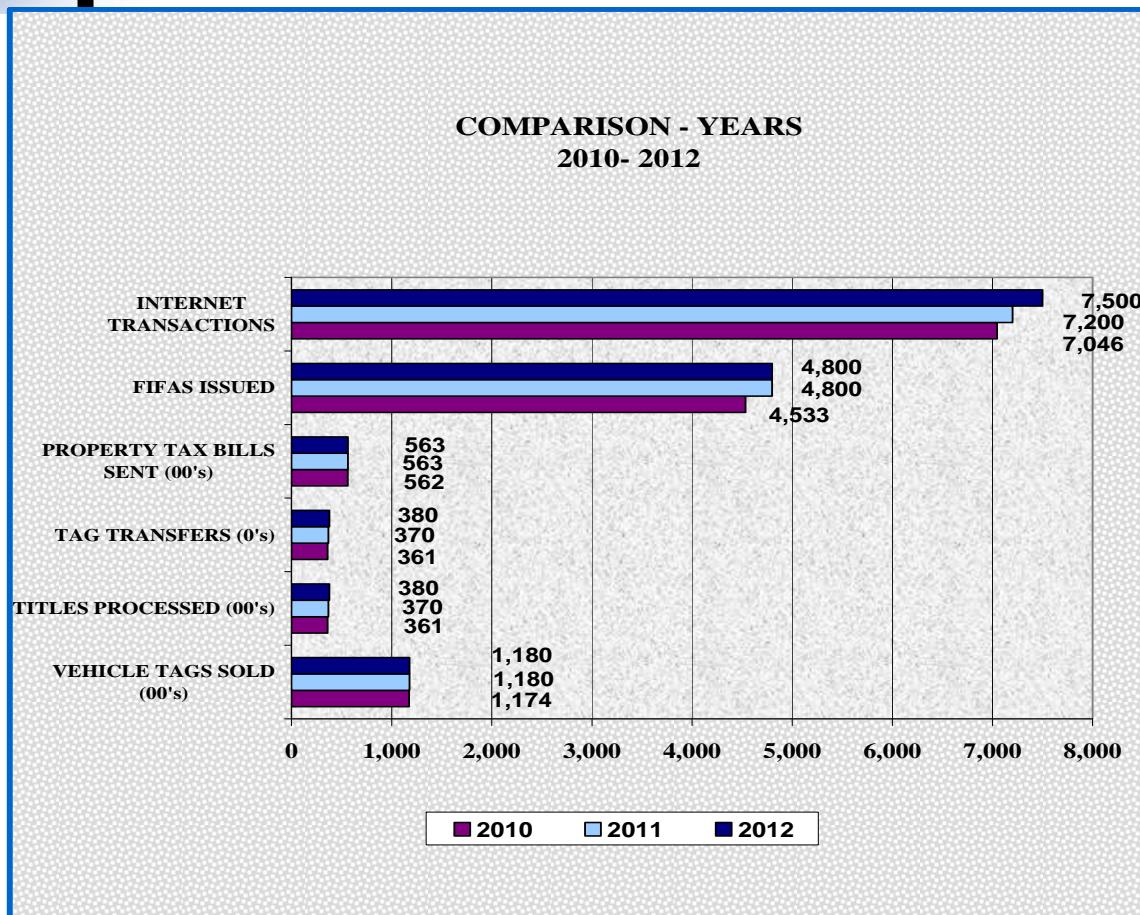
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,019,101</u>	<u>1,043,338</u>	<u>1,034,882</u>
<b>Total Funding Sources</b>	<b><u>1,019,101</u></b>	<b><u>1,043,338</u></b>	<b><u>1,034,882</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	651,391	617,461	651,994
Benefits	209,599	206,377	224,301
Advertising	4,640	5,170	7,670
Dues and Subscriptions	1,436	1,202	920
Maintenance Charges	1,965	1,184	1,135
Supplies	82,523	86,335	86,303
Professional Services	55,085	79,343	63,712
Utilities	3,350	1,222	7,296
Travel & Training	2,029	7,990	1,410
Minor Equipment and Improvements	7,085	6,000	0
Capital Outlay	0	0	0
Budget Improvement Request	0	31,054	(9,859)
<b>Total Appropriations</b>	<b><u>1,019,101</u></b>	<b><u>1,043,338</u></b>	<b><u>1,034,882</u></b>



## Tax Commissioner

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Deputy Tax Commissioner	29	1	1	1
Tag Supervisor	24	1	0	0
Administrative Assistant	24	1	1	1
Tax Bookkeeper	21	1	1	1
Assistant Tag Supervisor	21	1	1	1
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	6	6	6
Tag Agent	16	3	3	5
Tax Manager	24	0	0	1
Tag Agent	PT	4	4	2
<b>TOTAL FULL TIME</b>		<b>16</b>	<b>15</b>	<b>18</b>
<b>TOTAL PART TIME</b>		<b>4</b>	<b>4</b>	<b>2</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**

**To render fair and equitable decisions regarding property assessments in a timely manner**

**To operate within guidelines of Georgia Law**

**Continue to serve the citizens of Douglas County by treating them with respect and timely assistance**

## **PERSONNEL**

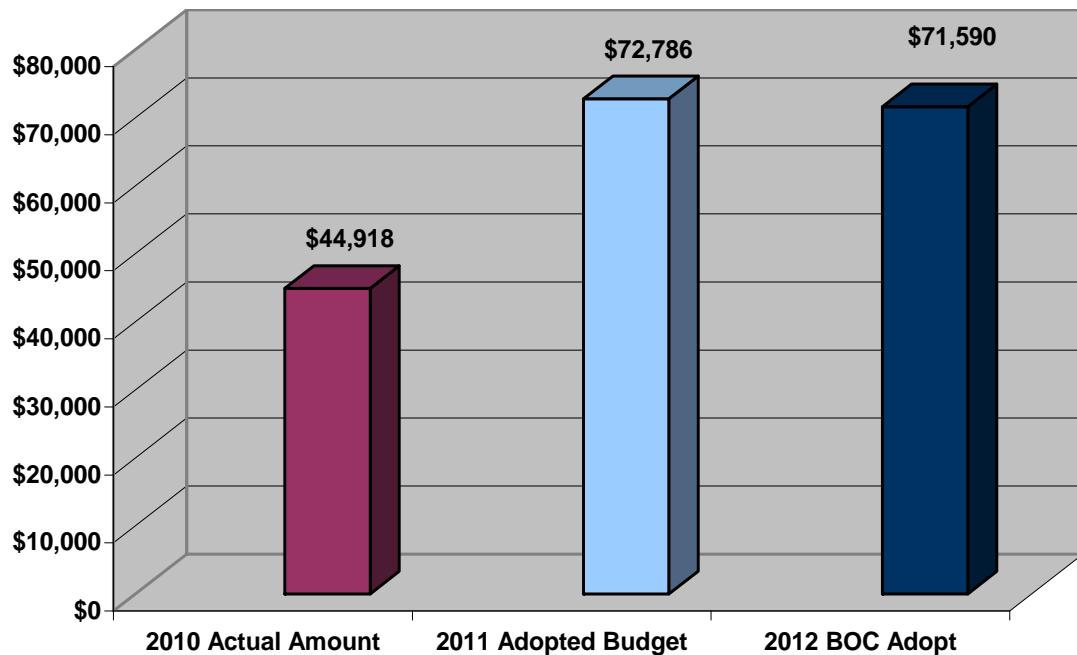
**The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.**

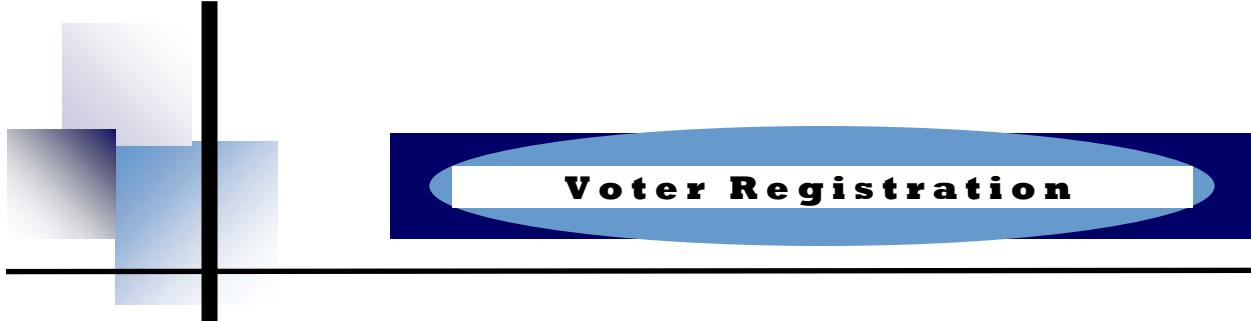


## Tax Equalization Board

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>44,918</u>	<u>72,786</u>	<u>71,590</u>
<b>Total Funding Sources</b>	<b><u>44,918</u></b>	<b><u>72,786</u></b>	<b><u>71,590</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	3,000	0	60,000
Benefits	230	0	4,590
Advertising	200	282	300
Supplies	6,532	11,938	6,700
Professional Services	33,385	56,400	0
Travel & Training	1,572	4,166	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>44,918</u></b>	<b><u>72,786</u></b>	<b><u>71,590</u></b>





# GENERAL GOVERNMENT

## Register qualified voters

### FUNCTIONS

- Register qualified Douglas County residents
- Maintain current voter registration records
- Conduct absentee balloting
- Provide information to State and United States agencies

### GOALS

To maintain the voter registration data entry system.

- Enter new/changed voter information into statewide database when received from applicants.
- Maintain a scanned filing system of information on all registered voters.
- Delete deceased, convicted felons and relocated voters

To maintain the auto-precincting system

- Update the street index database when notified by Douglas County, City of Douglasville or City of Villa Rica Planning and Zoning Departments
- Determine new district combo's for each address in the county pursuant to re-districting and enter in the Voter Registration database

To conduct accurate absentee balloting for all elections, including:

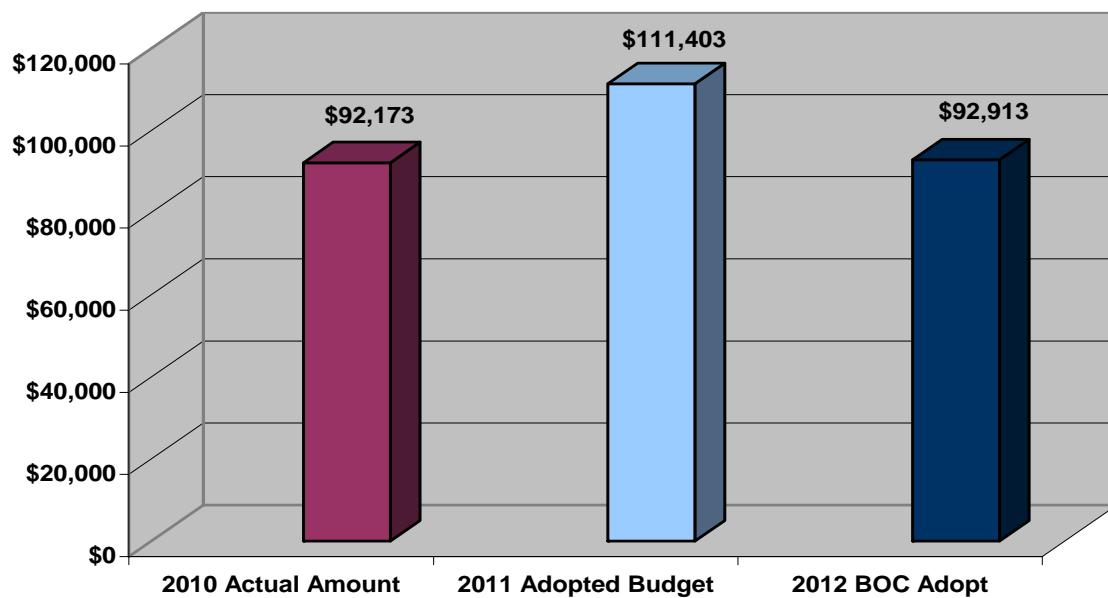
- March 6 Presidential Preference Primary, July 31 General Primary and November 6 General Election and any run-off, special or municipal elections required
- Mail paper ballots to persons submitting absentee or no reason by mail requests
- Issue electronic ballots to UOCAVA voters
- Conduct early and advance voting at 5 locations in the county
- Prepare Express Polls for use at precincts
- Maintain all records as required by Georgia Election Code/State Election Board Rules
- Determine eligibility of Provisional Ballots cast

To create new precincts as needed.

## Voter Registration

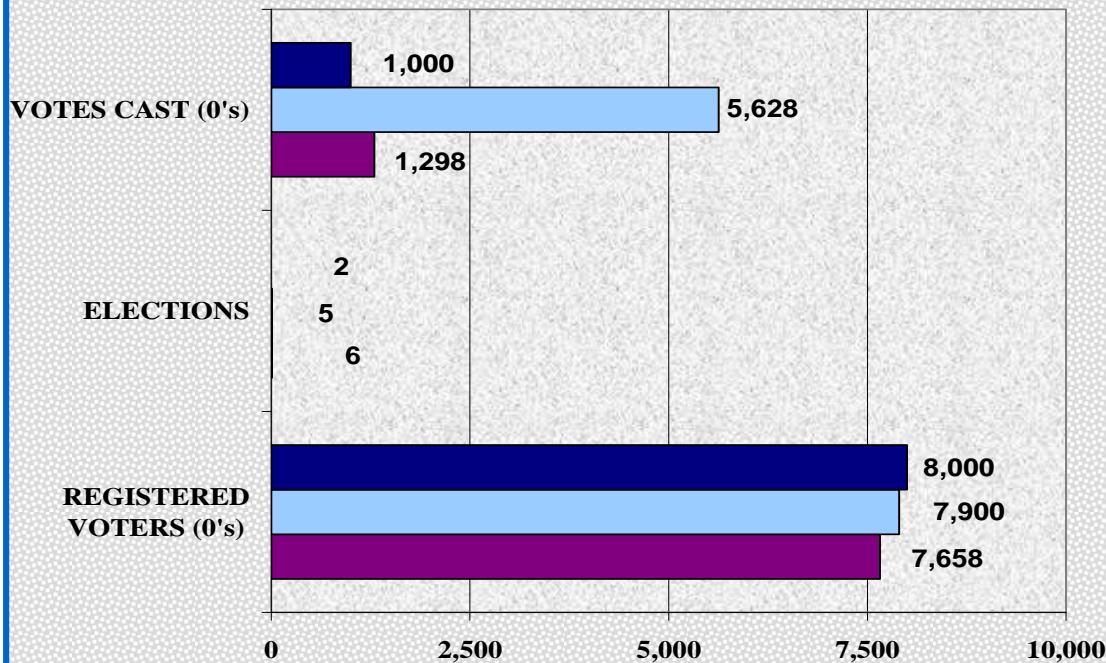
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>92,173</u>	<u>111,403</u>	<u>92,913</u>
<b>Total Funding Sources</b>	<u>92,173</u>	<u>111,403</u>	<u>92,913</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	58,943	56,300	57,038
Benefits	23,479	24,765	24,863
Dues and Subscriptions	40	56	50
Maintenance Charges	480	451	480
Supplies	8,022	9,870	11,500
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	1,209	2,283	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	16,920	0
Budget Improvement Request	0	758	(1,018)
<b>Total Appropriations</b>	<u>92,173</u>	<u>111,403</u>	<u>92,913</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

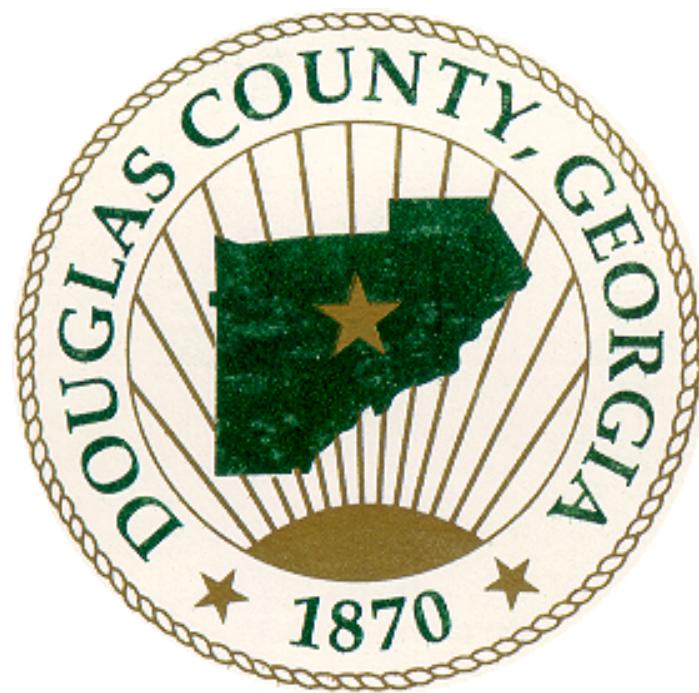
### COMPARISON - YEARS 2010- 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Voter Coordinator	21	1	1	1
Voter Assoc.	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

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## **JUDICIAL SYSTEM**

# DIRECTORY

<b>Clerk of State Court.....</b>	<b>144</b>
<b>Clerk of Superior Court .....</b>	<b>147</b>
<b>District Attorney .....</b>	<b>150</b>
<b>Juvenile Court.....</b>	<b>153</b>
<b>Magistrate Court.....</b>	<b>156</b>
<b>Probate Court.....</b>	<b>159</b>
<b>Public Defender .....</b>	<b>162</b>
<b>State Court—Judges.....</b>	<b>165</b>
<b>State Court—Public Defender .....</b>	<b>168</b>
<b>State Court—Solicitor .....</b>	<b>171</b>
<b>Superior Court Judges &amp; Operations .....</b>	<b>174</b>

# JUDICIAL SYSTEM

## FUNCTIONS

**Protect the integrity of public record, receive, manage and process all court documents, collect and disburse all court fees, fines, and costs and provide the public with access to court records**

## GOALS

**Continue to successfully provide efficient service to the citizens of Douglas County by treating them with respect**

**Continue to move forward with electronic transmission of data to State Agencies such as GCIC and DDS**

**Continue sharing data with local agencies which eliminates repetitive data entry**

**Efficiently process new filings and keeping the case load current.**

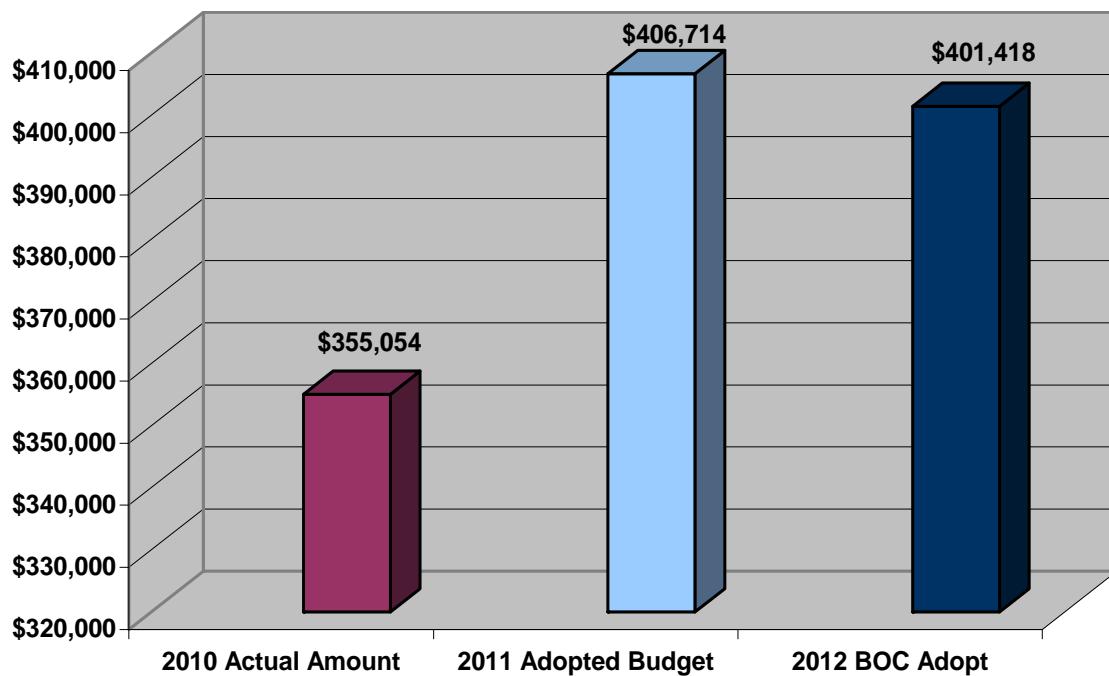
**Continue moving forward with our image system in order to eliminate the storage of paper file—civil, criminal and traffic**



**Clerk of State Court**

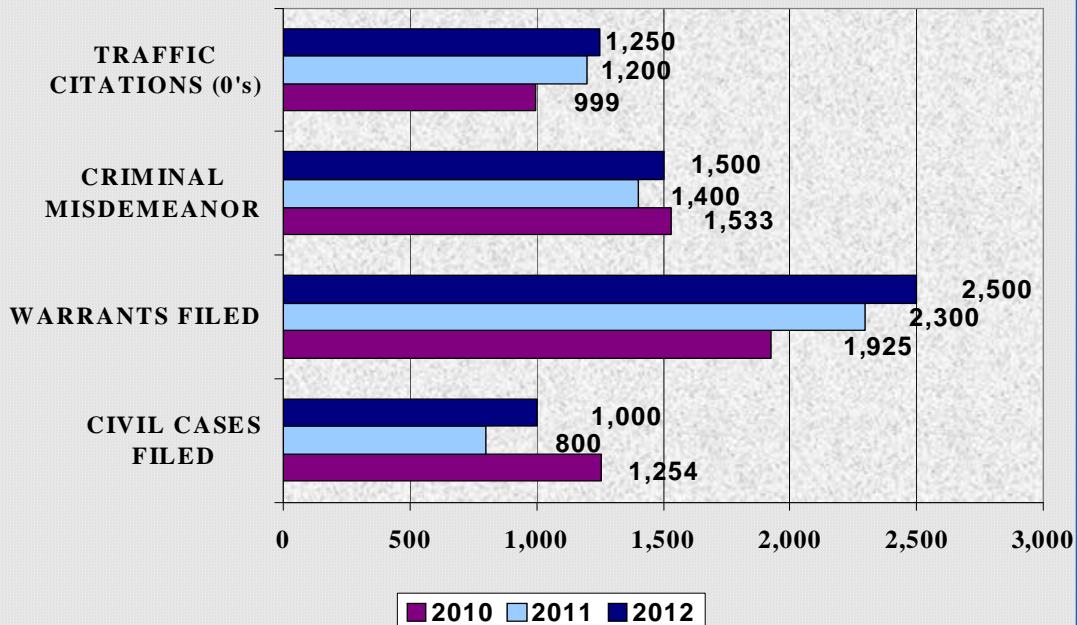
**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>355,054</u>	<u>406,714</u>	<u>401,418</u>
<b>Total Funding Sources</b>	<u>355,054</u>	<u>406,714</u>	<u>401,418</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	246,585	274,224	281,097
Benefits	94,781	105,864	106,817
Maintenance Charges	1,096	1,128	1,320
Supplies	12,591	21,808	17,200
Professional Services	0	0	0
Budget Improvement Request	0	3,690	(5,016)
<b>Total Appropriations</b>	<u>355,054</u>	<u>406,714</u>	<u>401,418</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Deputy Court Clerk	19	10	10	10
<b>TOTAL FULL TIME</b>		<hr/> 10	<hr/> 10	<hr/> 10

## **MISSION**

**To provide efficient service and to maintain legal documents for the Superior Court**

## **FUNCTIONS**

**Protect the integrity of public record, receive, manage, and process all court documents, collect and disburse all court fees, fines, and costs, and provide the public with access to court records. Record deeds, mortgages, notaries public, and maintains the jury system.**

## **GOALS**

**Continue to successfully have efficient service to the citizens of Douglas County by treating them with respect and timely assistance**

**Continue to move forward with electronic transmission of data to State Agencies such as GCIC and Georgia Superior Court Clerks Cooperative Authority**

**Continue sharing data with local agencies which eliminates repetitive data entry**

**Efficiently process new filings and keep the case load current**

**Continue moving forward with our image system in order to eliminate the storage of paper files — civil and criminal**

**Image old files which include civil and criminal to eliminate the storage of paper files**

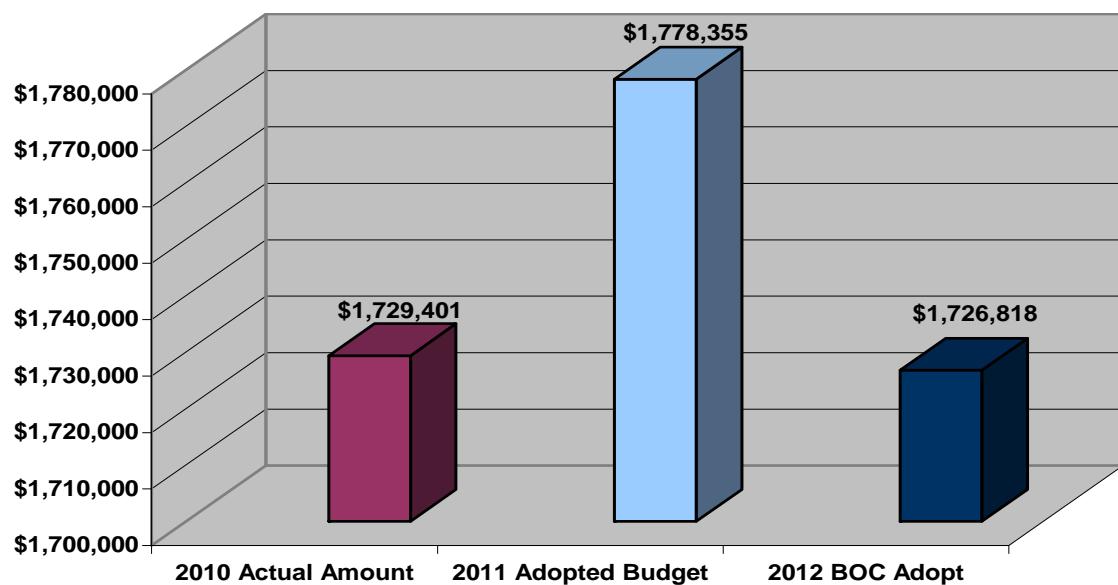
**Continue to process real estate documents in a timely manner**



## Clerk of Superior Court

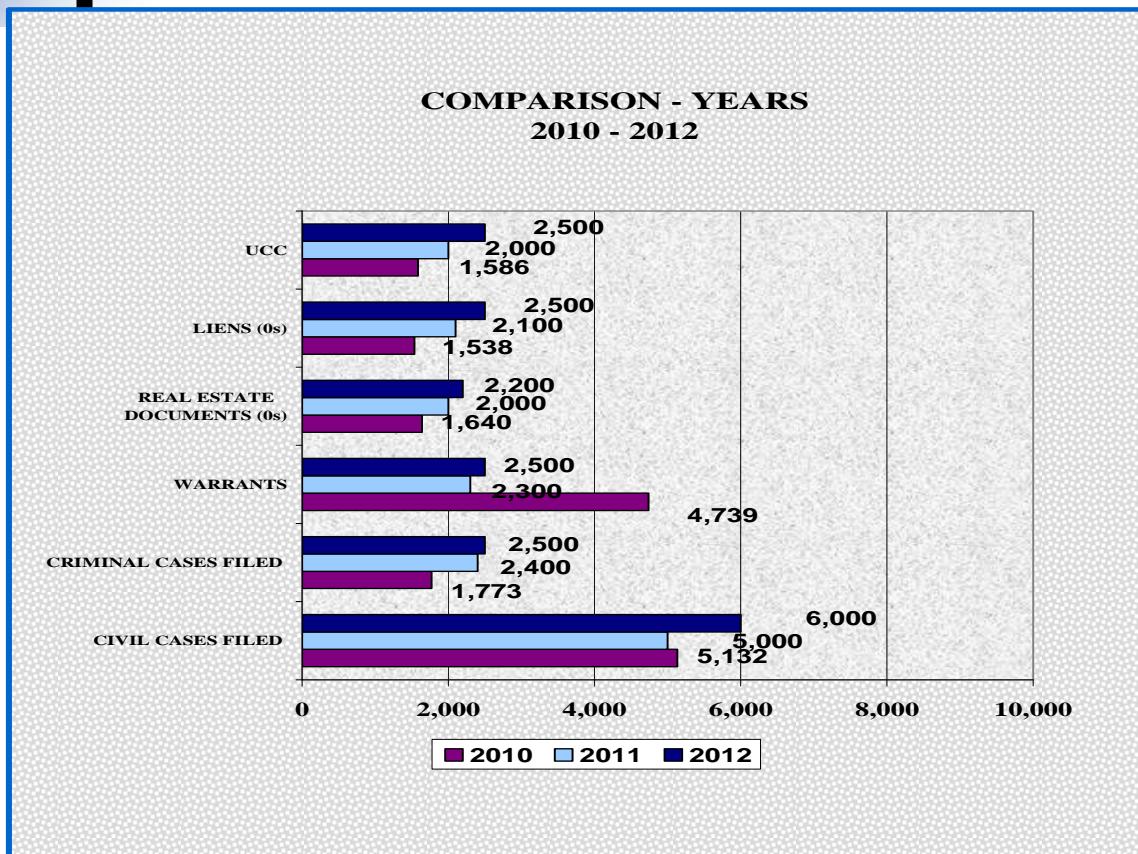
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,729,401</u>	<u>1,778,355</u>	<u>1,726,818</u>
<b>Total Funding Sources</b>	<u><b>1,729,401</b></u>	<u><b>1,778,355</b></u>	<u><b>1,726,818</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	945,635	920,739	938,590
Benefits	354,501	352,359	353,388
Advertising	80	282	300
Dues and Subscriptions	704	662	800
Maintenance Charges	30,542	29,689	32,442
Supplies	51,216	62,788	65,800
Professional Services	334,148	398,887	382,408
Utilities	628	587	720
Travel & Training	1,506	1,410	0
Minor Equipment and Improvements	10,440	0	0
Capital Outlay	0	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>10,952</b>	<b>(47,630)</b>
<b>Total Appropriations</b>	<b><u>1,729,401</u></b>	<b><u>1,778,355</u></b>	<b><u>1,726,818</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Clerk of Superior Court



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Office Manager	23	1	1	1
Deputy Court Clerk	19	5	5	5
Senior Secretary	19	5	5	5
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	8	8	9
Data Entry Operator	16	5	5	5
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	2	1	1
Data Entry Operator	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>31</b>	<b>31</b>	<b>32</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</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

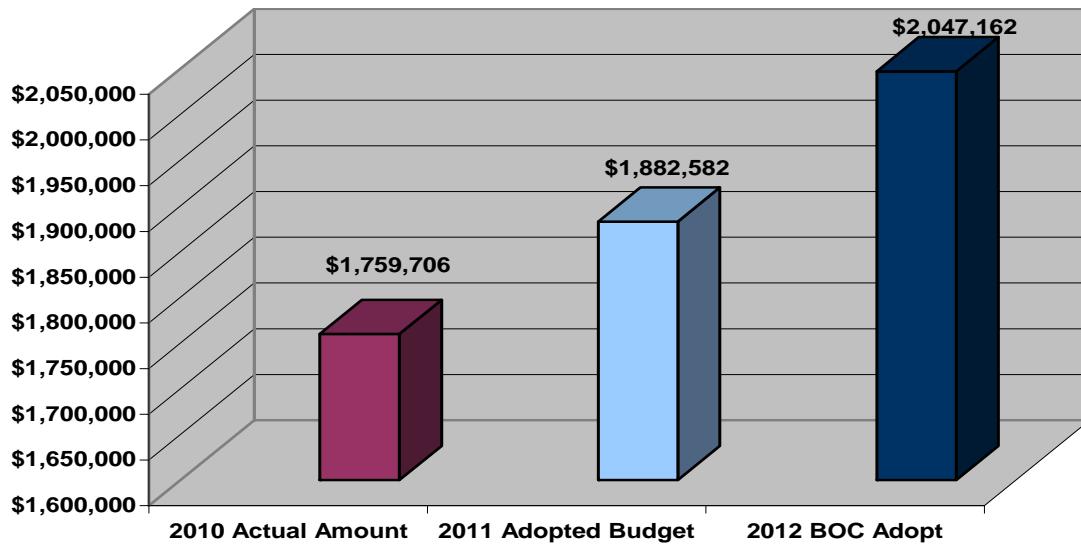
Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court



## District Attorney

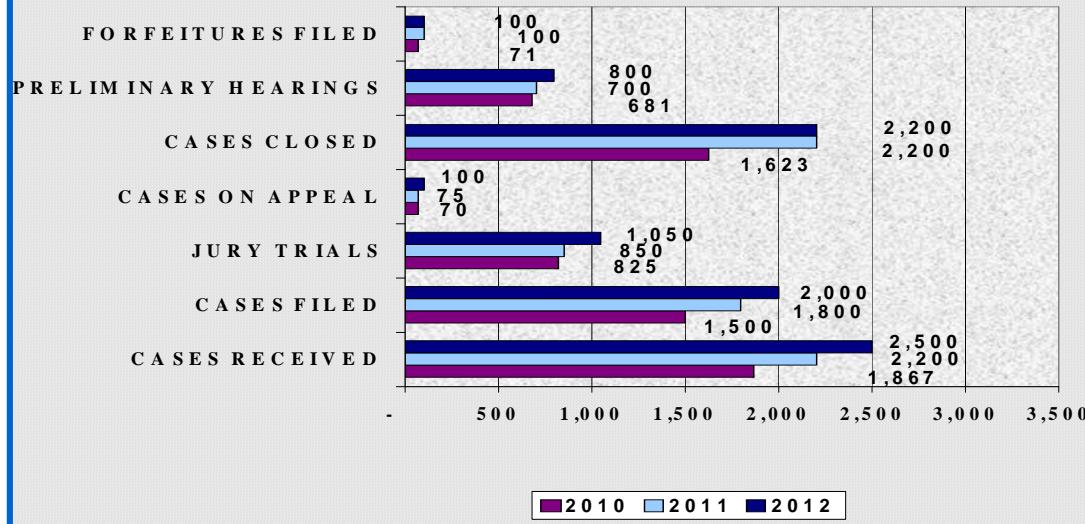
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,759,706</u>	<u>1,882,582</u>	<u>2,047,162</u>
<b>Total Funding Sources</b>	<b><u>1,759,706</u></b>	<b><u>1,882,582</u></b>	<b><u>2,047,162</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,263,350	1,346,567	1,447,746
Benefits	313,202	349,022	370,899
Advertising	360	1,880	2,000
Vehicle Expense	35,679	30,550	17,000
Dues and Subscriptions	11,425	9,940	0
Equipment Rental	0	0	0
Maintenance Charges	3,650	2,820	3,000
Supplies	41,658	40,232	42,000
Professional Services	55,357	61,100	65,000
Utilities	12,361	10,340	9,000
Travel & Training	5,953	12,784	0
Minor Equipment and Improvements	16,711	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	1,598	1,000
Budget Improvement Request	0	15,749	89,517
<b>Total Appropriations</b>	<b><u>1,759,706</u></b>	<b><u>1,882,582</u></b>	<b><u>2,047,162</u></b>



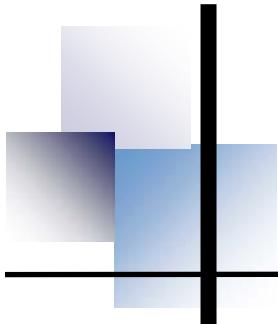
# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	4	4	5
State Investigator	ST UNC	1	1	1
Secretary	ST UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Victim Services Director	UNC	1	1	1
ADA/Contract	UNC	1	1	1
Assistant District Attorney	32	5	4	5
System Administrator	32	1	1	1
Director Community Relations	29	1	1	1
Victim Advocate	28	1	4	3
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Data Management Coordinator	21	1	1	1
Legal Staff Assistant	21	8	8	8
Senior Secretary	19	1	0	0
Victim Assistance Secretary	PT	0	1	1
Intern	PT	0	0	2
<b>TOTAL FULL TIME</b>		<b>32</b>	<b>33</b>	<b>34</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>1</b>	<b>3</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**

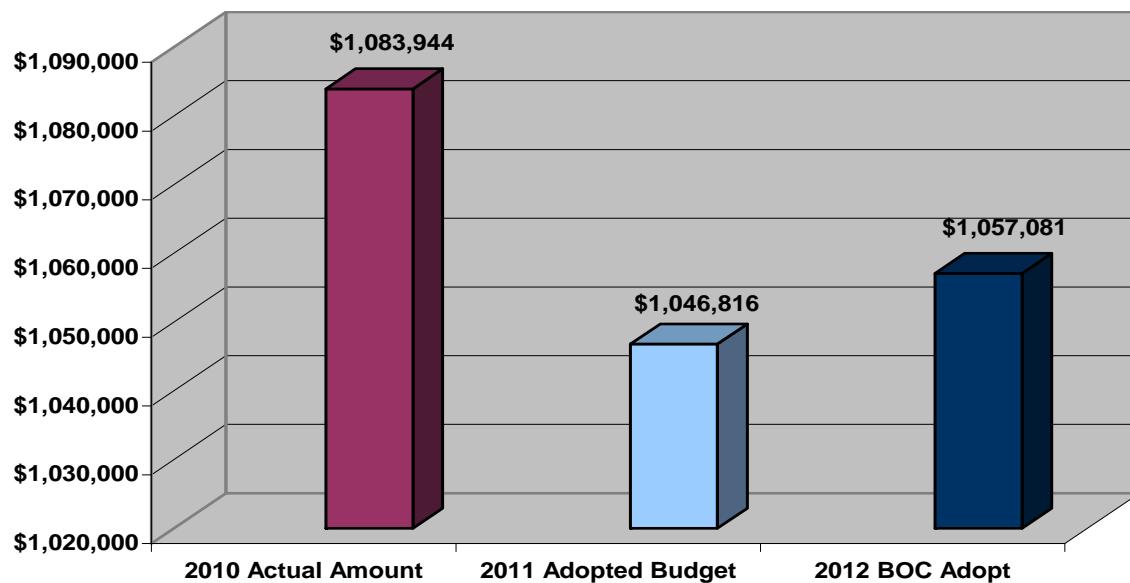
**To handle all delinquent and unruly trials on a separate trial calendar**



## Juvenile Court

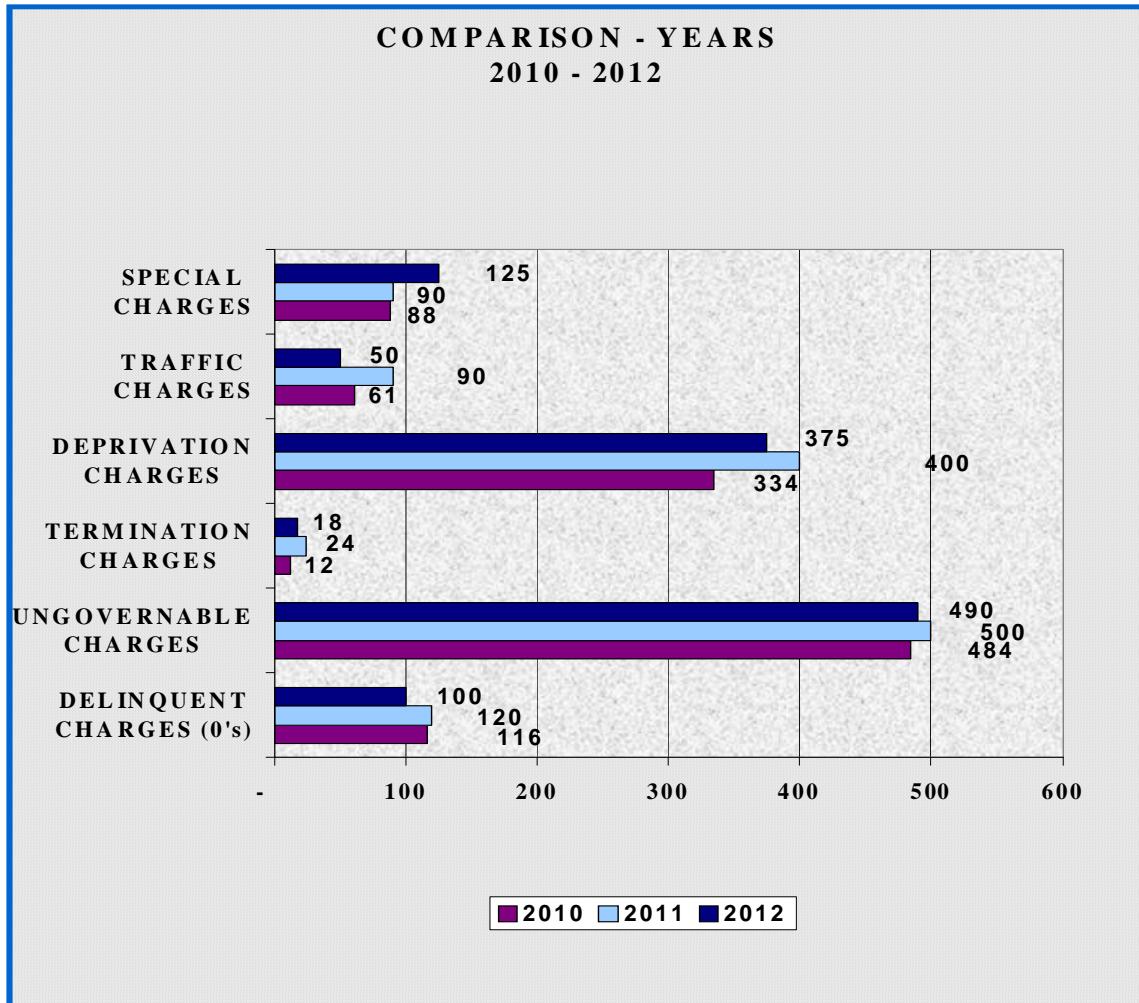
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,083,944</u>	<u>1,046,816</u>	<u>1,057,081</u>
<b>Total Funding Sources</b>	<u><b>1,083,944</b></u>	<u><b>1,046,816</b></u>	<u><b>1,057,081</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	330,340	327,035	329,297
Benefits	88,595	94,465	94,776
Advertising	0	200	200
Audit and Legal	585,449	536,505	536,505
Dues and Subscriptions	1,312	1,304	600
Maintenance Charges	2,310	2,397	2,550
Supplies	9,943	4,954	4,954
Professional Services	62,889	72,474	73,721
Utilities	432	611	2,385
Travel & Training	1,273	2,470	0
Minor Equipment and Improvements	1,400	0	0
Budget Improvement Request	0	4,401	12,093
<b>Total Appropriations</b>	<u><b>1,083,944</b></u>	<u><b>1,046,816</b></u>	<u><b>1,057,081</b></u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Juvenile Court



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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	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**

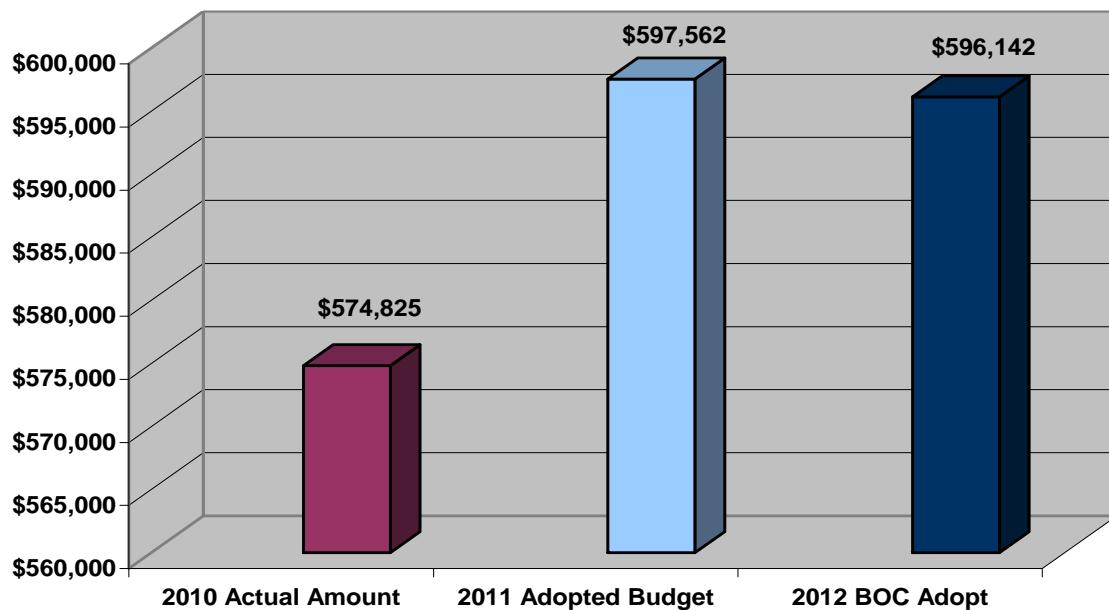
**Continue to monitor criminal defendants to make sure they are complying with the Judge's ordered bond conditions**



## Magistrate Court

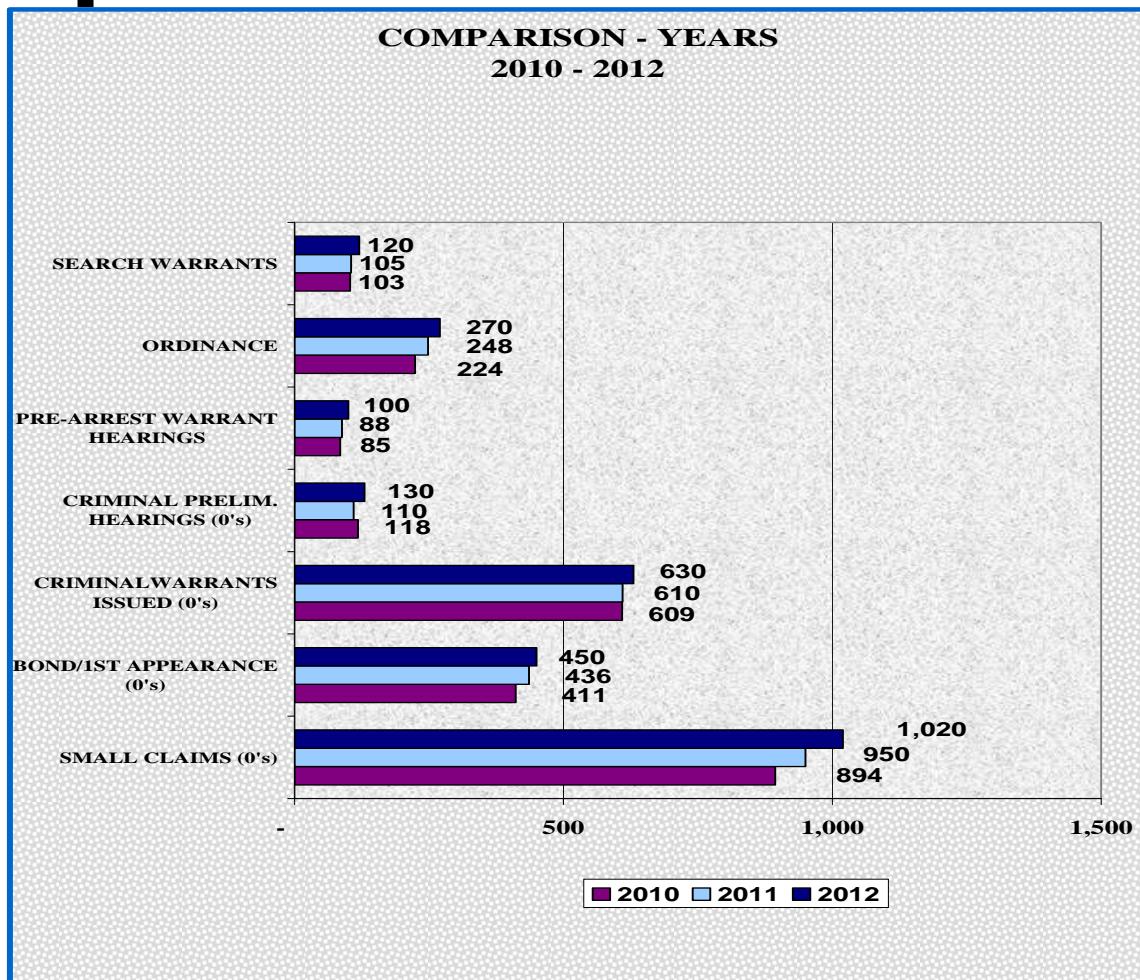
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>574,825</u>	<u>597,562</u>	<u>596,142</u>
<b>Total Funding Sources</b>	<u>574,825</u>	<u>597,562</u>	<u>596,142</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	444,348	440,812	464,807
Benefits	113,709	116,605	119,149
Dues and Subscriptions	1,376	1,458	1,561
Maintenance Charges	1,440	1,786	1,585
Supplies	11,307	11,562	14,709
Professional Services	630	940	1,651
Utilities	0	0	0
Travel & Training	2,016	3,760	0
Minor Equipment and Improvements	0	1,689	0
Budget Improvement Request	0	18,950	(7,320)
<b>Total Appropriations</b>	<u>574,825</u>	<u>597,562</u>	<u>596,142</u>



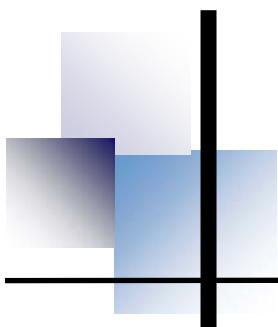
## Magistrate Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Judge	UNC	1	1	1
Judge	UNC	1	1	1
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Magistrate Court Clerk	19	3	3	4
Appointed Judge	UNC PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>8</b>	<b>9</b>
<b>TOTAL PART TIME</b>		<b>2</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

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

**Continue to strive in keeping the records of Probate Court protected in order to adhere to confidentiality laws.**

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

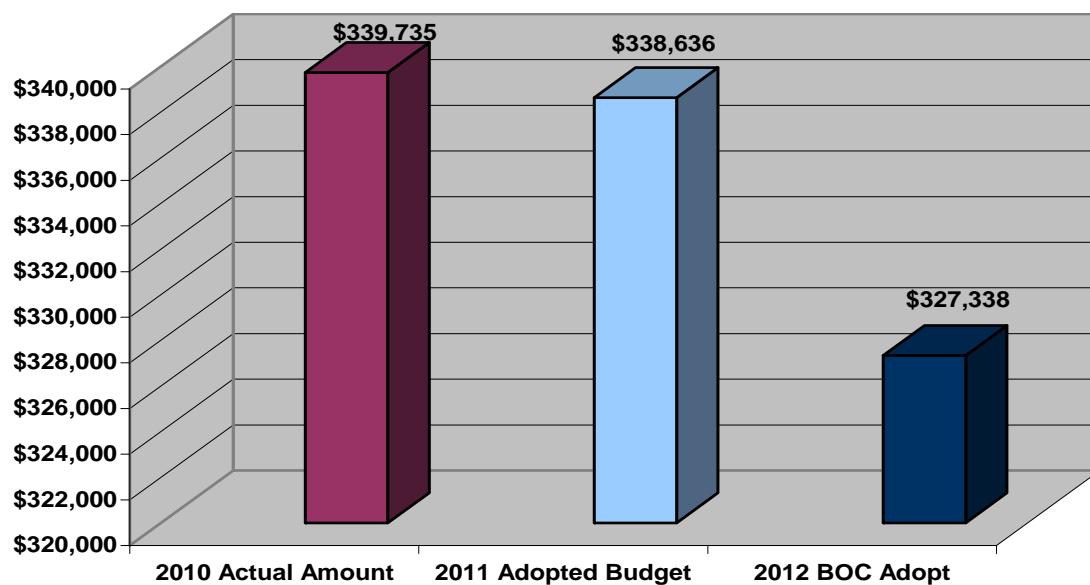
**Provide fast, efficient and courteous service to the citizens of Douglas County**



## Probate Court

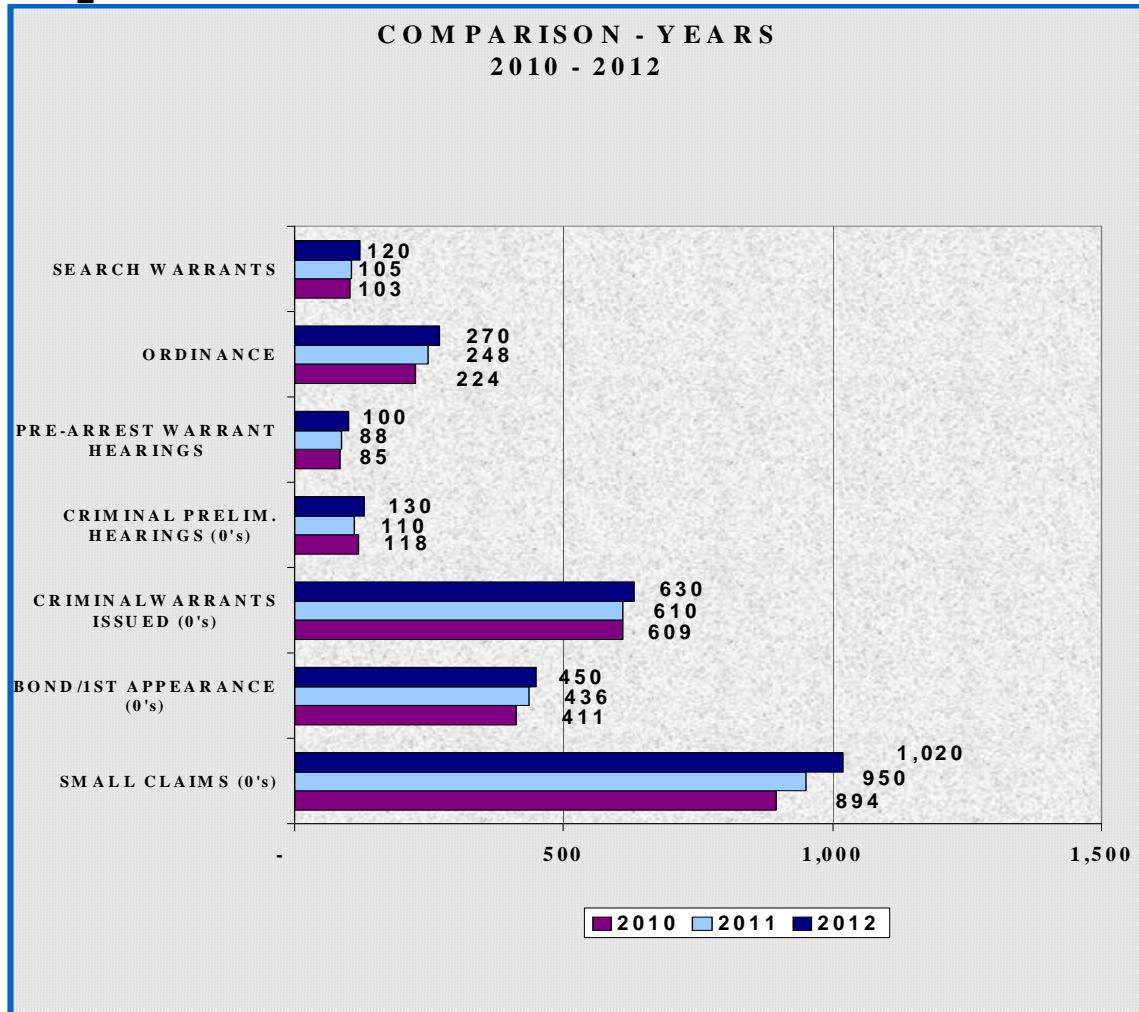
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>339,735</u>	<u>338,636</u>	<u>327,338</u>
<b>Total Funding Sources</b>	<b><u>339,735</u></b>	<b><u>338,636</u></b>	<b><u>327,338</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	244,242	239,436	239,487
Benefits	81,792	83,786	82,774
Advertising	0	188	200
Audit and Legal	1,230	470	500
Dues and Subscriptions	454	611	700
Maintenance Charges	1,452	1,542	1,550
Supplies	6,400	5,950	6,000
Professional Services	1,601	940	200
Utilities	678	940	200
Travel & Training	1,265	1,551	0
Minor Equipment and Improvements	621	0	0
Budget Improvement Request	0	3,222	(4,273)
<b>Total Appropriations</b>	<b><u>339,735</u></b>	<b><u>338,636</u></b>	<b><u>327,338</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Probate Court



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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
Secretary	16	1	0	0
<b>TOTAL FULL TIME</b>		<b>7</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**

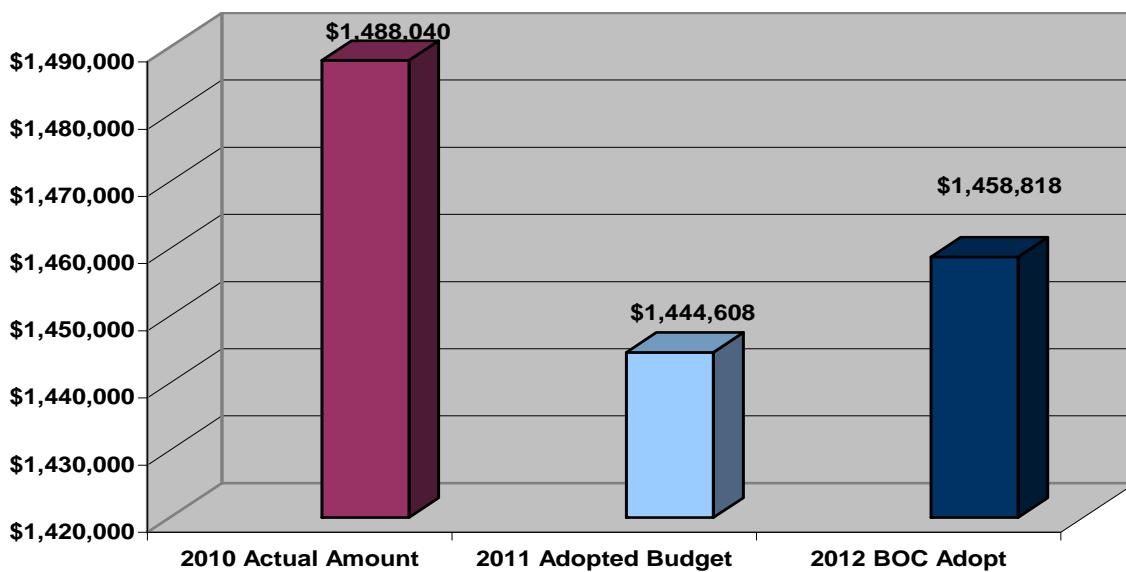
**Search for alternative placements and programs rather than incarceration for lower level felony offenders for purposes of rehabilitation and cost savings**



## Public Defender

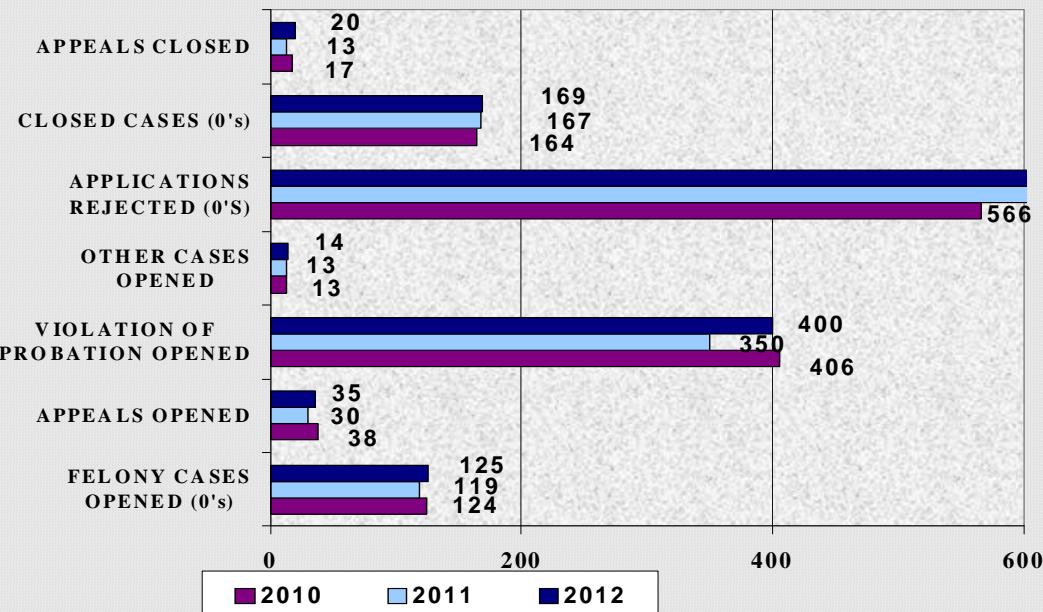
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,488,040</u>	<u>1,444,608</u>	<u>1,458,818</u>
<b>Total Funding Sources</b>	<b><u>1,488,040</u></b>	<b><u>1,444,608</u></b>	<b><u>1,458,818</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	825,675	820,159	843,644
Benefits	225,916	225,893	243,903
Audit and Legal	371,539	314,900	320,000
Vehicle Expense	1,735	3,210	3,100
Dues and Subscriptions	9,298	10,547	5,000
Maintenance Charges	2,437	2,350	3,000
Supplies	8,999	8,765	8,825
Professional Services	31,397	35,250	41,500
Utilities	3,496	4,230	4,100
Travel & Training	7,549	8,272	800
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>11,032</u>	<u>(15,054)</u>
<b>Total Appropriations</b>	<b><u>1,488,040</u></b>	<b><u>1,444,608</u></b>	<b><u>1,458,818</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	6	6	6
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	3
Office Manager	23	1	1	1
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>15</b>	<b>15</b>



## MISSION

To resolve all State Court and traffic cases presented to it

## FUNCTIONS

- Exercise jurisdiction of both State Court and traffic cases

## GOALS

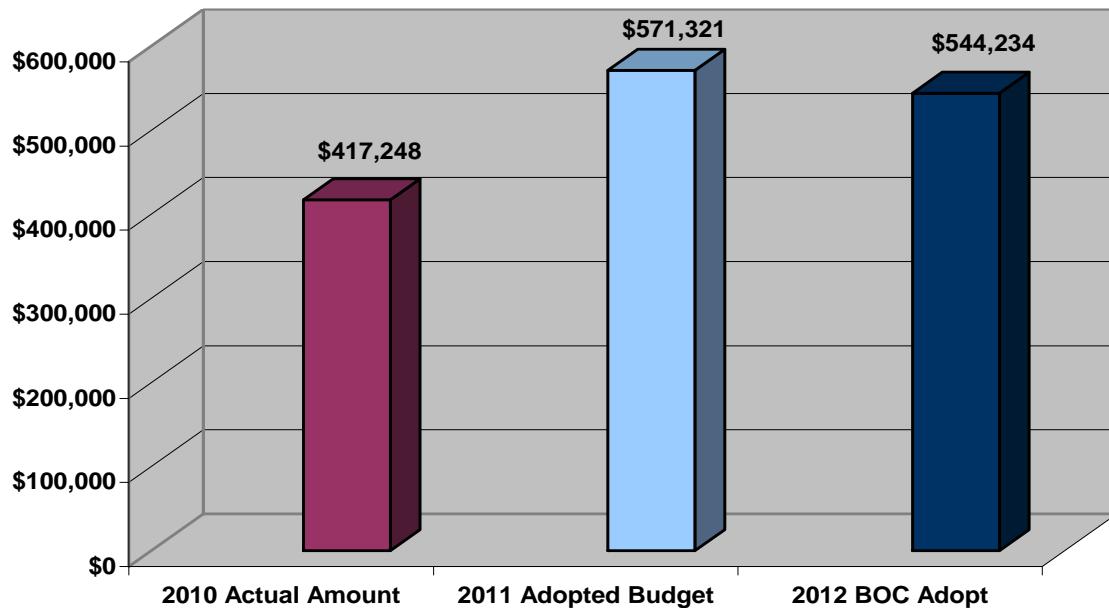
To hear and dispose of all cases that come before the Court in a timely manner



## State Court-Judges

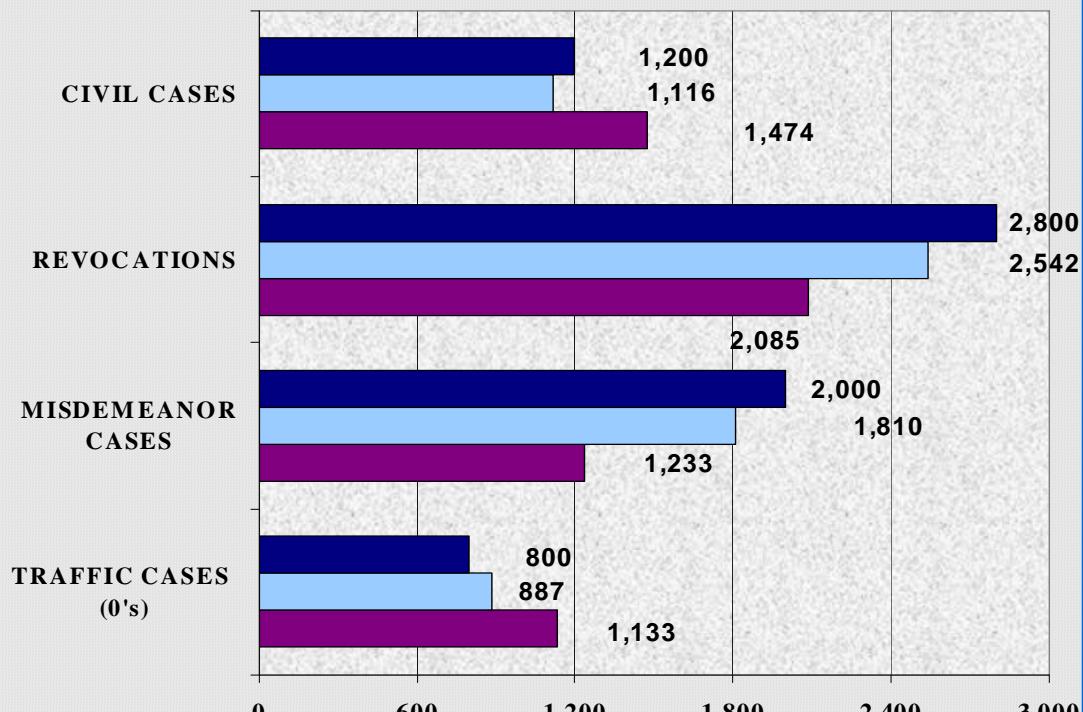
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>417,248</u>	<u>571,321</u>	<u>544,234</u>
<b>Total Funding Sources</b>	<u>417,248</u>	<u>571,321</u>	<u>544,234</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	261,956	372,365	374,001
Benefits	64,555	118,911	97,449
Dues and Subscriptions	1,046	1,280	1,296
Maintenance Charges	939	902	960
Supplies	6,013	2,999	3,240
Professional Services	78,348	67,709	72,276
Utilities	713	1,504	672
Travel & Training	1,778	4,550	500
Minor Equipment and Improvements	1,902	0	0
Budget Improvement Request	<u>0</u>	<u>1,101</u>	<u>(6,160)</u>
<b>Total Appropriations</b>	<u>417,248</u>	<u>571,321</u>	<u>544,234</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
State Court Judge	UNC	2	2	2
Principal Secretary	21	2	2	2
Legal Staff Assistant	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

- Represent indigent defendants in State Court
- Review applications for appointed counsel, assign attorneys, and notify all persons of assignment or rejection of application

## GOALS

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

- Investigating all legal defenses
- Preparing for all court appearances
- Keeping abreast of changes in the law
- Initiating early contact with our clients as required by state guidelines
- Keeping clients informed of the status of their cases

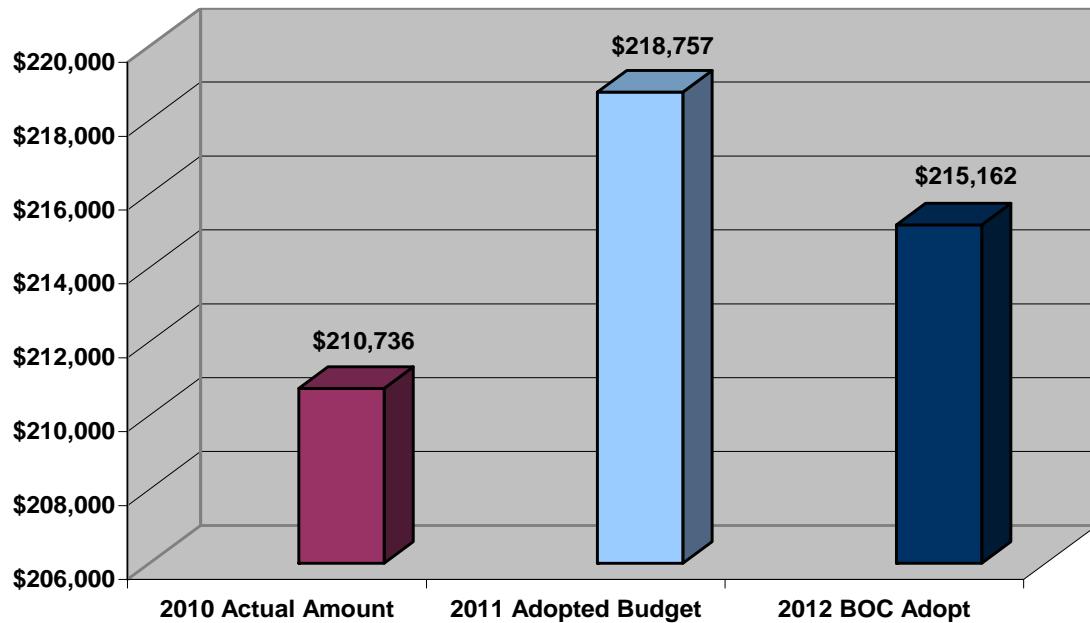
**Obtain additional staff to help support the increasing workload of the Douglas County State Court**

**Continue to work diligently at obtaining court dates for incarcerated defendants who are unable to post bond due to poverty**



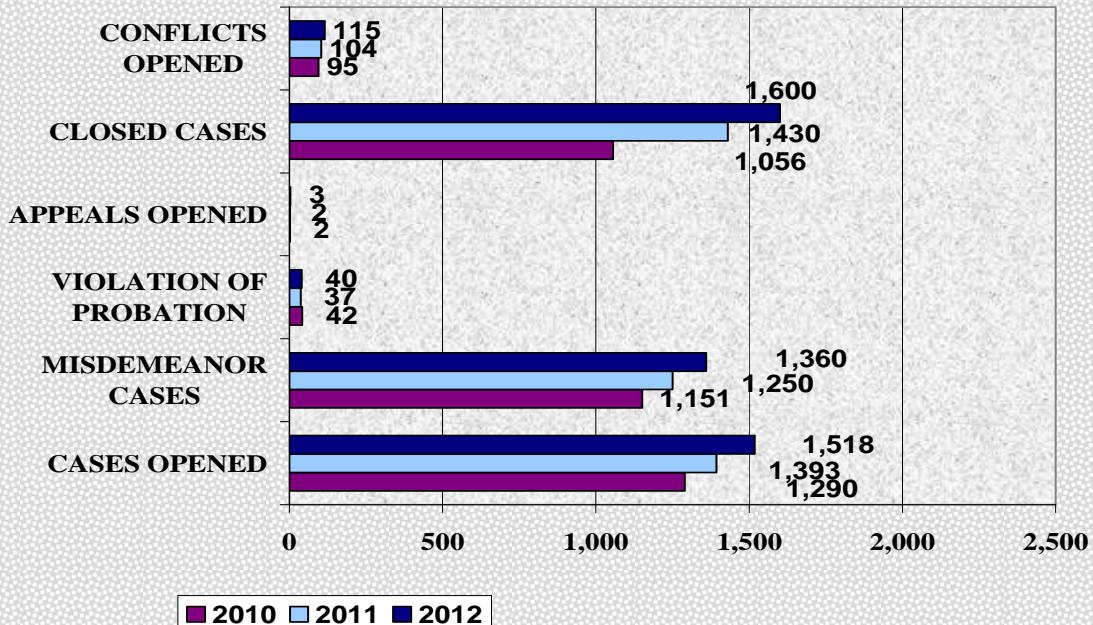
**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>210,736</u>	<u>218,757</u>	<u>215,162</u>
<b>Total Funding Sources</b>	<b><u>210,736</u></b>	<b><u>218,757</u></b>	<b><u>215,162</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	152,197	151,142	157,528
Benefits	45,127	46,362	47,245
Audit and Legal	4,754	5,640	6,000
Dues and Subscriptions	2,323	3,144	1,000
Supplies	839	564	600
Professional Services	2,557	5,640	5,000
Travel & Training	2,938	4,230	600
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,035</u>	<u>(2,811)</u>
<b>Total Appropriations</b>	<b><u>210,736</u></b>	<b><u>218,757</u></b>	<b><u>215,162</u></b>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

COMPARISON - YEARS  
2010 - 2012



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Assistant Public Defender	UNC	3	3	3
<b>TOTAL FULL TIME</b>		<hr/> 3	<hr/> 3	<hr/> 3

# 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

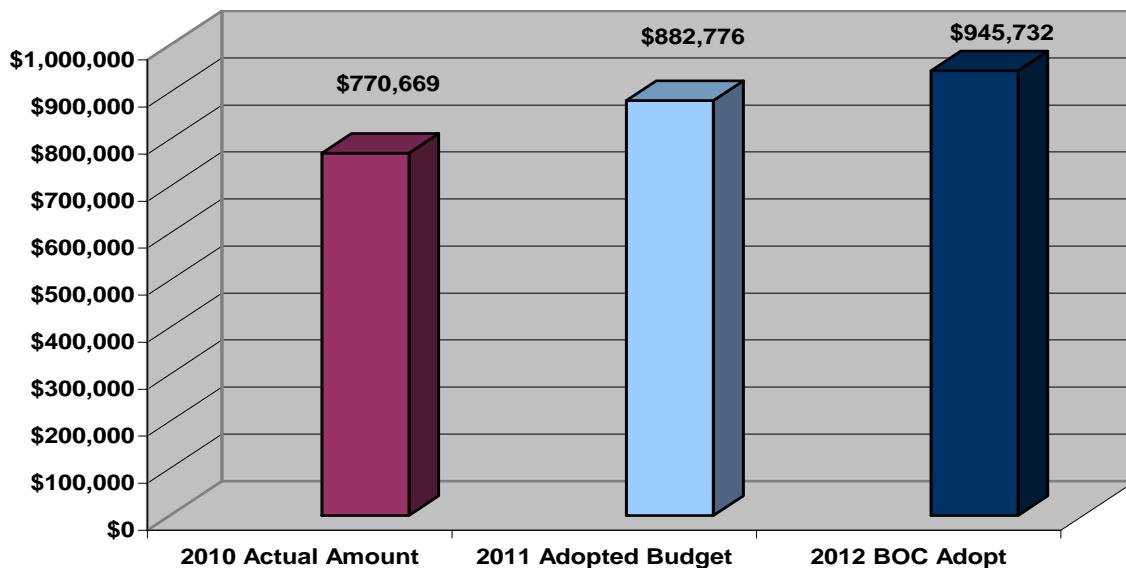
Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court



## State Court-Solicitor

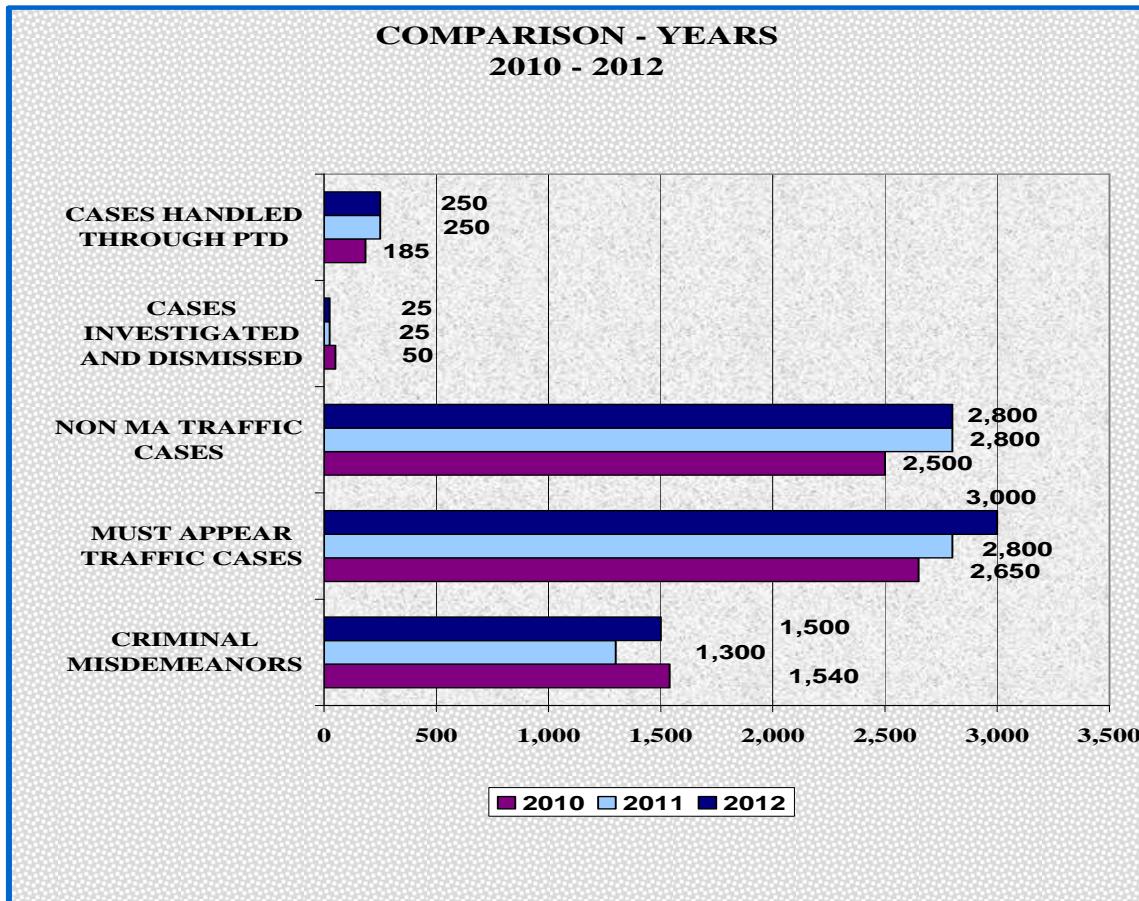
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>770,669</u>	<u>882,776</u>	<u>945,732</u>
<b>Total Funding Sources</b>	<b><u>770,669</u></b>	<b><u>882,776</u></b>	<b><u>945,732</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	576,486	612,710	714,343
Benefits	165,356	173,394	208,438
Advertising	245	240	700
Vehicle Expense	4,458	4,324	6,555
Dues and Subscriptions	7,470	8,252	8,525
Maintenance Charges	1,748	1,410	1,410
Supplies	9,334	9,776	11,386
Professional Services	370	2,350	1,850
Utilities	2,067	1,880	1,880
Travel & Training	2,660	3,995	0
Minor Equipment and Improvements	0	3,107	0
Uniforms and Clothing	476	940	1,000
Budget Improvement Request	<u>0</u>	<u>60,398</u>	<u>(10,355)</u>
<b>Total Appropriations</b>	<b><u>770,669</u></b>	<b><u>882,776</u></b>	<b><u>945,732</u></b>



## State Court-Solicitor

# WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	3	3
Victim Advocate	28	0	0	1
Domestic Violence Investigator	27	0	1	1
Investigator	27	1	1	1
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	2	2	3
Senior Secretary	19	1	1	1
Victim Witness Coordinator	19	1	1	1
Department Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>12</b>	<b>13</b>	<b>15</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

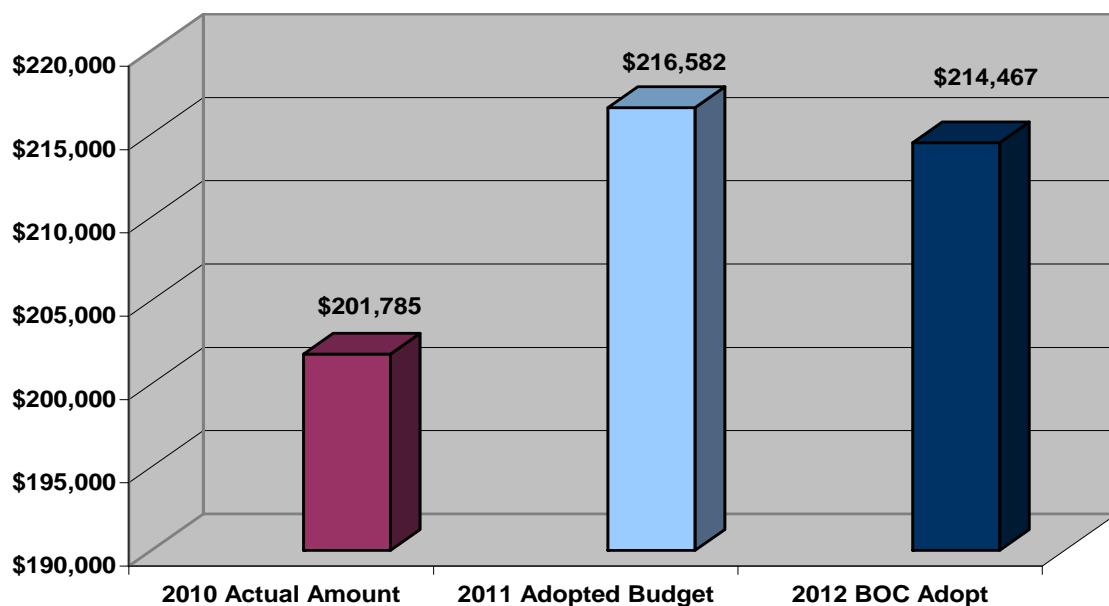
Implement data-transfer system from the Tax Commissioner to the real estate record system for tax liens



## Superior Court Judges

### BUDGET SUMMARY

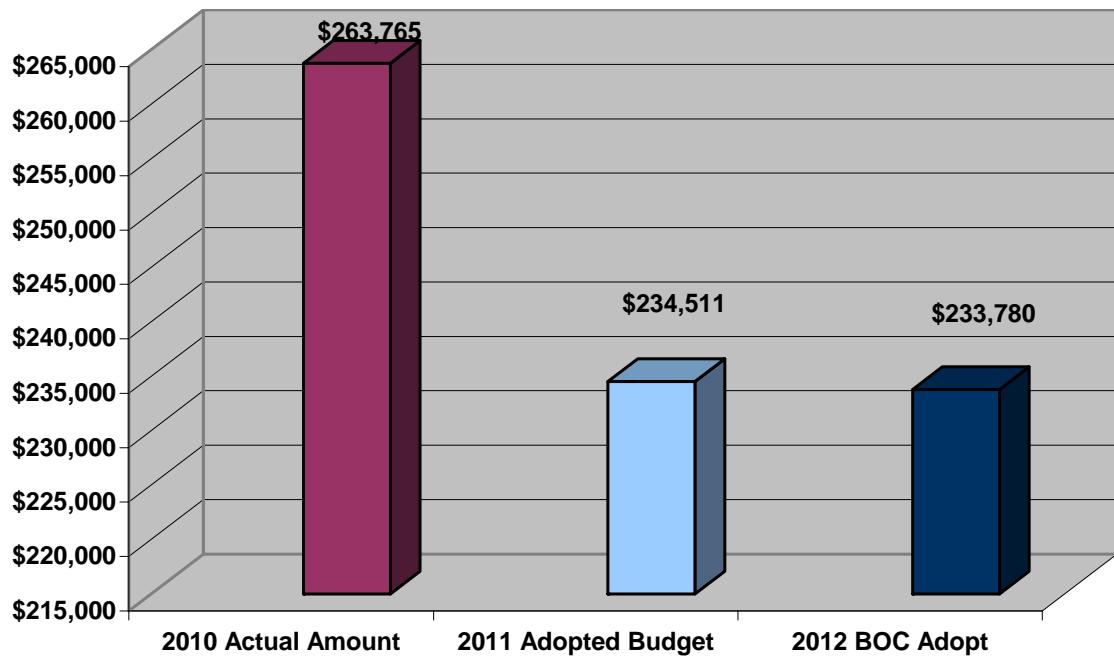
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>201,785</u>	<u>216,582</u>	<u>214,467</u>
<b>Total Funding Sources</b>	<u>201,785</u>	<u>216,582</u>	<u>214,467</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	159,998	159,511	159,511
Benefits	22,032	21,774	21,774
Dues and Subscriptions	2,008	2,538	2,538
Maintenance Charges	1,025	940	960
Supplies	4,674	3,619	4,299
Professional Services	12,049	28,200	28,231
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	0	(2,846)
<b>Total Appropriations</b>	<u>201,785</u>	<u>216,582</u>	<u>214,467</u>



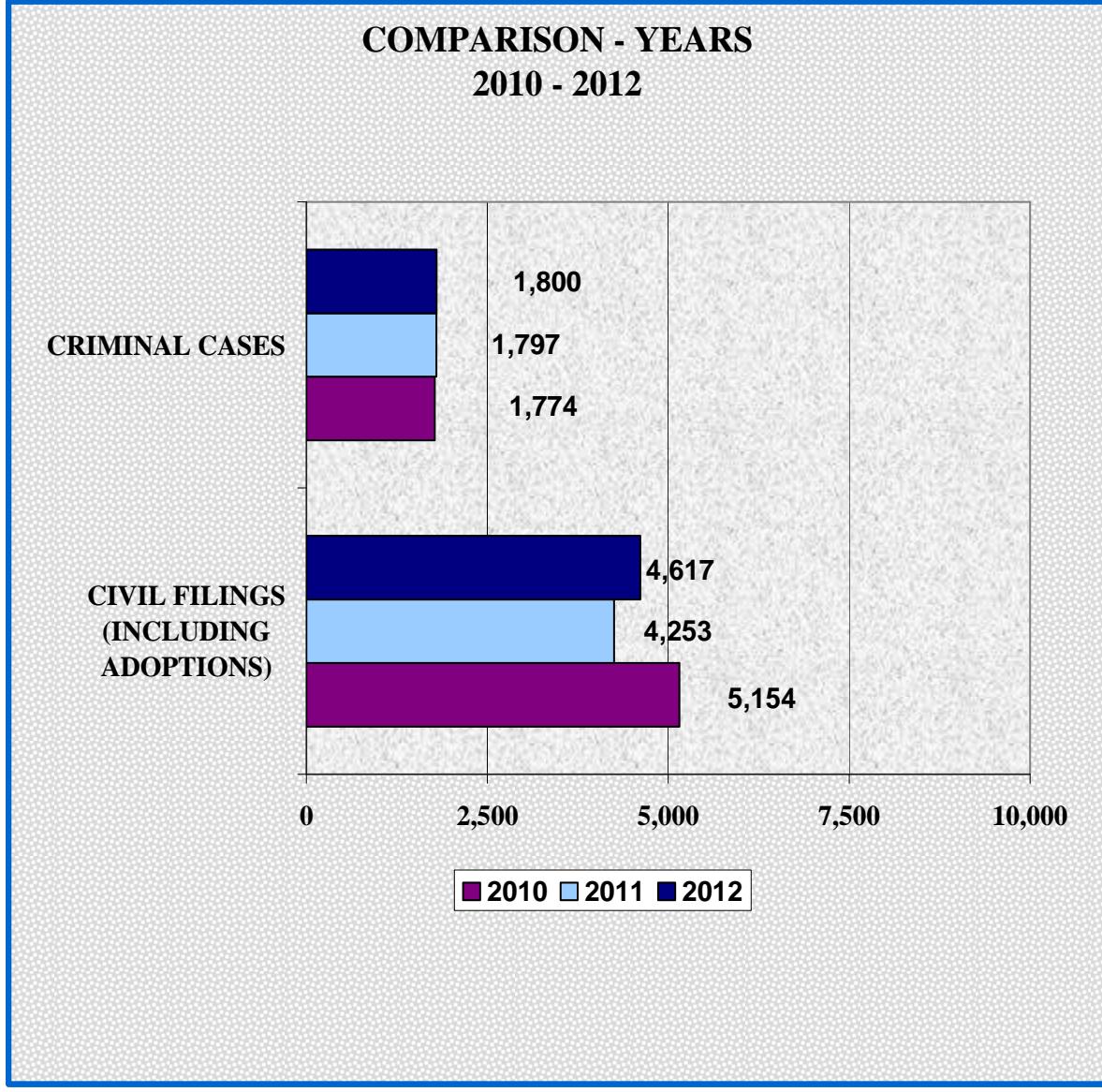
## Superior Court Operations

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>263,765</u>	<u>234,511</u>	<u>233,780</u>
<b>Total Funding Sources</b>	<b><u>263,765</u></b>	<b><u>234,511</u></b>	<b><u>233,780</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	0	0	0
Benefits	0	0	0
Maintenance Charges	480	451	480
Supplies	3,295	3,760	3,000
Professional Services	259,990	230,300	230,300
Utilities	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>263,765</u></b>	<b><u>234,511</u></b>	<b><u>233,780</u></b>



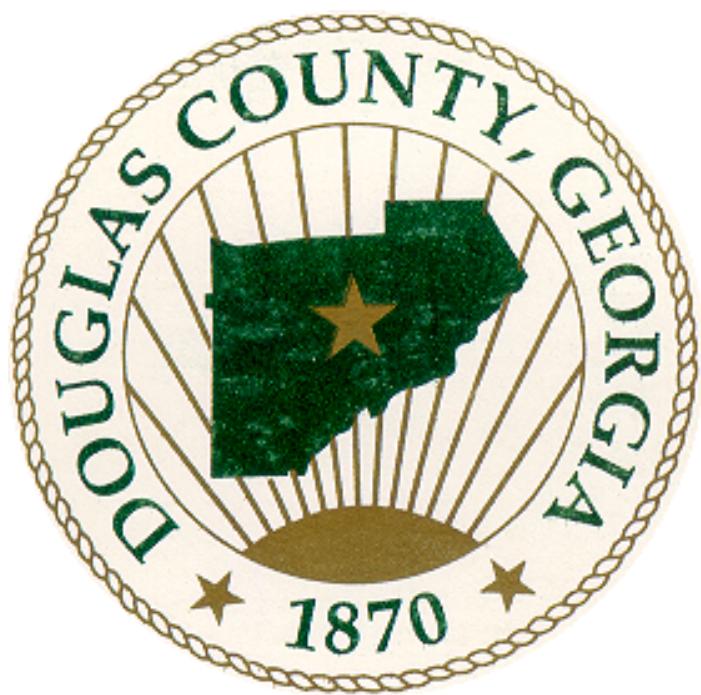
PERSONNEL SUMMARY & WORKLOAD INDICATORS



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

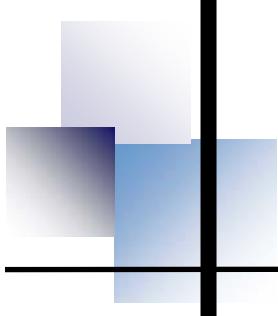
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**PUBLIC SAFETY**

# DIRECTORY

<b>Animal Control.....</b>	<b>180</b>
<b>Coroner .....</b>	<b>183</b>
<b>Emergency Management.....</b>	<b>185</b>
<b>Fire and Emergency Service .....</b>	<b>188</b>
<b>Sheriff—Detention .....</b>	<b>192</b>
<b>Sheriff—Enforcement.....</b>	<b>196</b>



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

## MISSION

**To provide the residents of Douglas County with the best possible service of enforcing the ordinances of Douglas County while providing a safe and humane shelter for the animals that are placed in our care**

## FUNCTIONS

- Enforce the ordinances of Douglas County as passed down by the Board of Commissioners
- Provide humane care and treatment to animals housed at the animal shelter
- Educate the public on County ordinances and care of their animals

## 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**

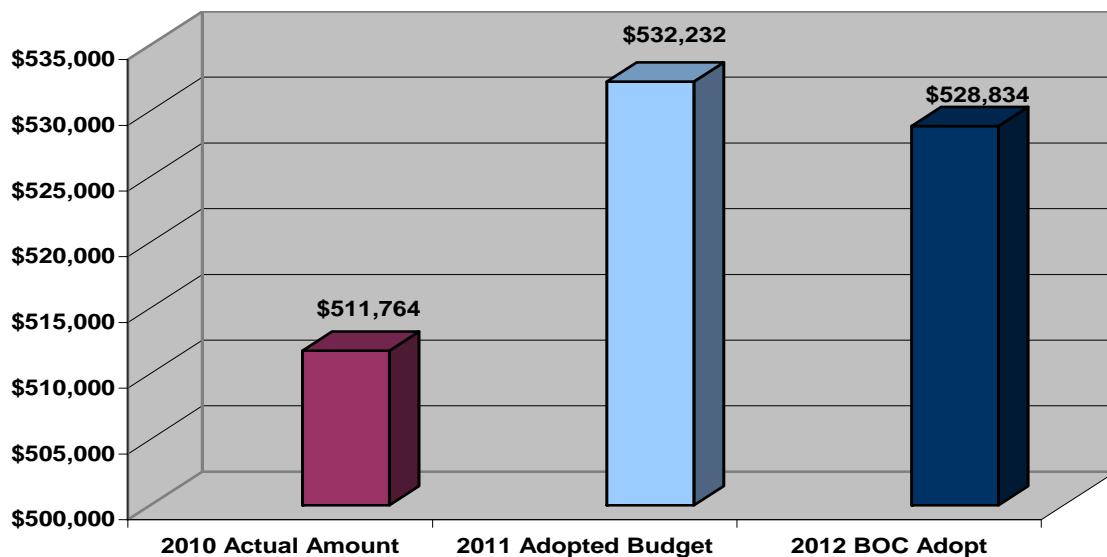
**Utilizing feedback from residents as a guide, provide continued quality customer service**



## Animal Control

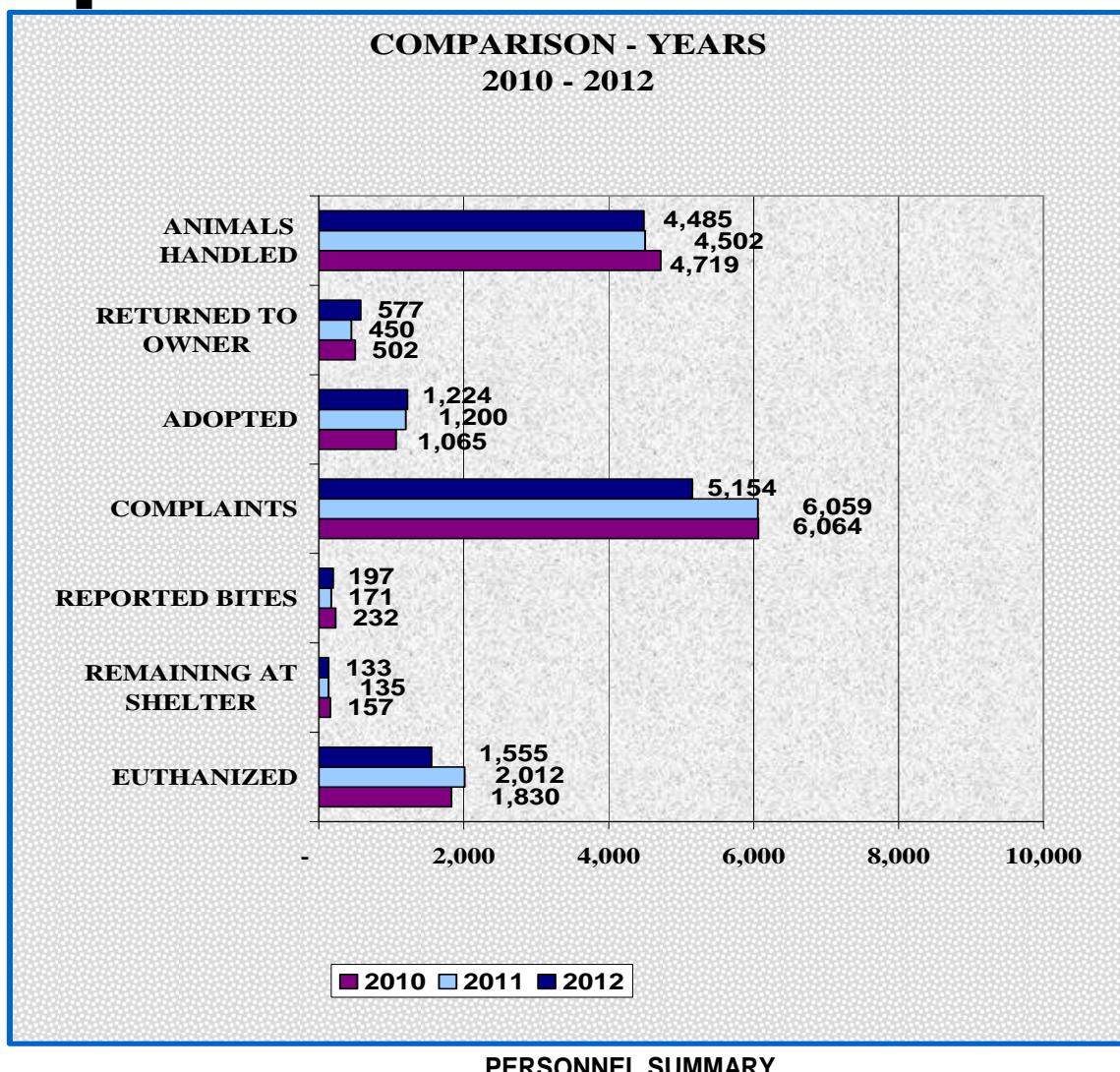
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>511,764</u>	<u>532,232</u>	<u>528,834</u>
<b>Total Funding Sources</b>	<u>511,764</u>	<u>532,232</u>	<u>528,834</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	287,899	293,454	300,744
Benefits	120,836	121,718	114,095
Advertising	0	282	180
Vehicle Expense	15,126	16,920	18,000
Dues and Subscriptions	200	376	360
Maintenance Charges	6,021	7,031	7,632
Supplies	13,104	21,902	20,880
Professional Services	20,810	20,675	19,979
Utilities	41,783	43,970	42,196
Travel & Training	29	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	5,205	0	0
Uniforms and Clothing	751	2,350	2,250
<b>Budget Improvement Request</b>	<u>0</u>	<u>3,554</u>	<u>2,518</u>
<b>Total Appropriations</b>	<u>511,764</u>	<u>532,232</u>	<u>528,834</u>

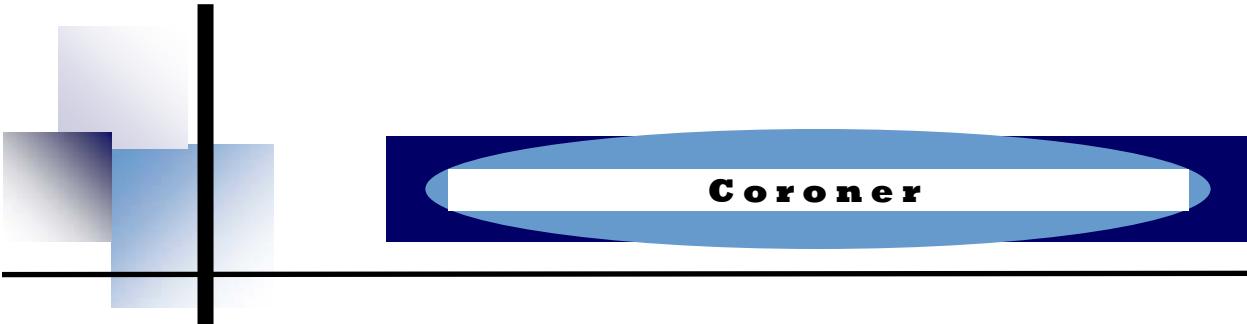


# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Animal Control



<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Manager	UNC	1	1	1
Supervisor	22	1	1	1
Control Officer	19	4	4	4
Kennel Tech	18	4	4	4
Kennel Tech	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



**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

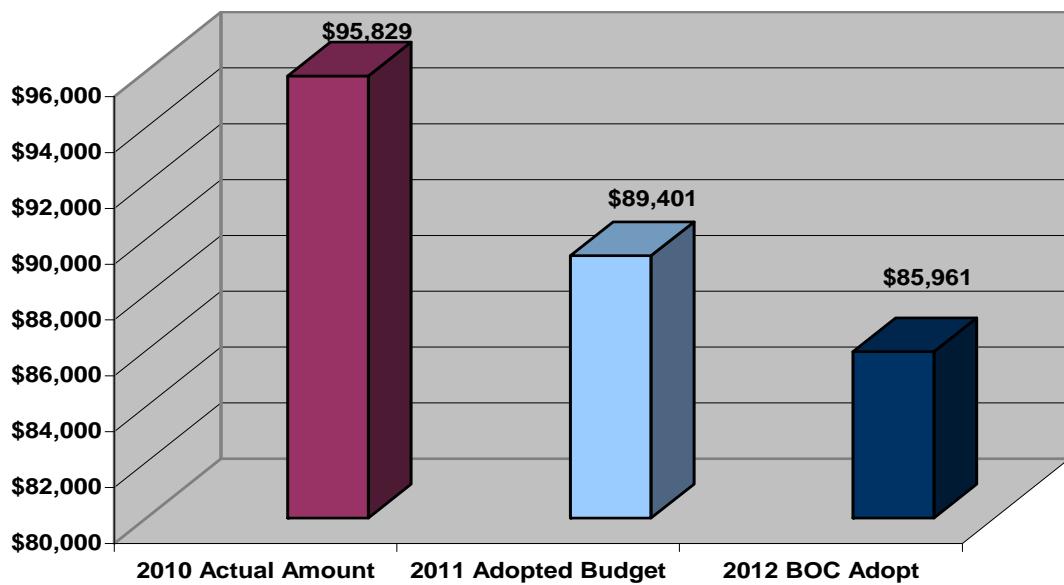
<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Coroner	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<u>1</u>	<u>1</u>	<u>1</u>



## Coroner

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>95,829</u>	<u>89,401</u>	<u>85,961</u>
<b>Total Funding Sources</b>	<b><u>95,829</u></b>	<b><u>89,401</u></b>	<b><u>85,961</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	31,436	31,115	31,114
Benefits	11,398	12,789	12,786
Vehicle Expense	1,208	766	766
Dues and Subscriptions	225	211	211
Supplies	1,828	2,456	2,456
Professional Services	24,948	21,464	21,464
Utilities	642	799	799
Travel & Training	2,315	2,881	0
Minor Equipment and Improvements	0	0	0
Other	21,830	16,920	16,920
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	0	(555)
<b>Total Appropriations</b>	<b><u>95,829</u></b>	<b><u>89,401</u></b>	<b><u>85,961</u></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

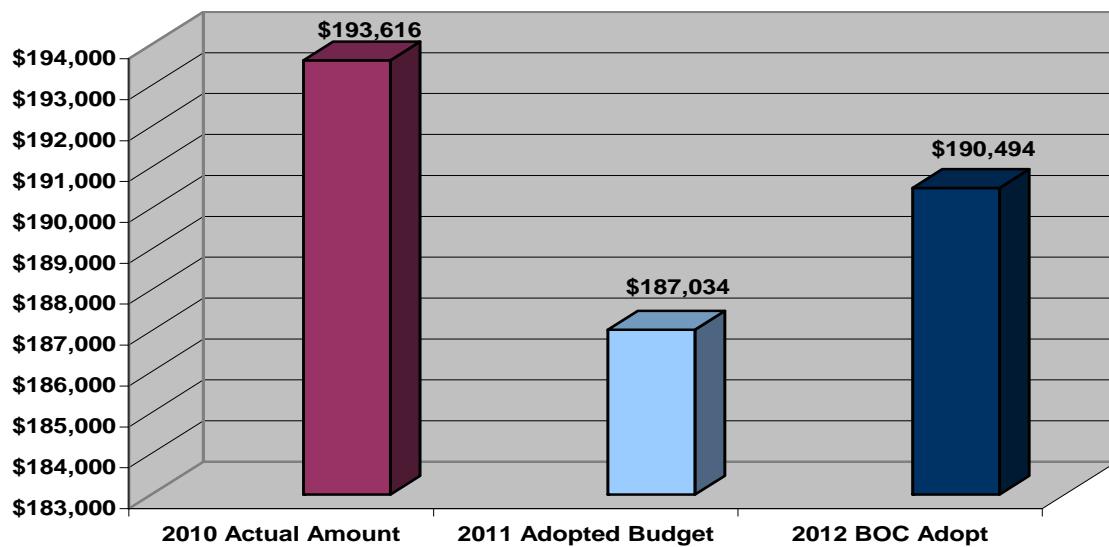
Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program



## Emergency Management

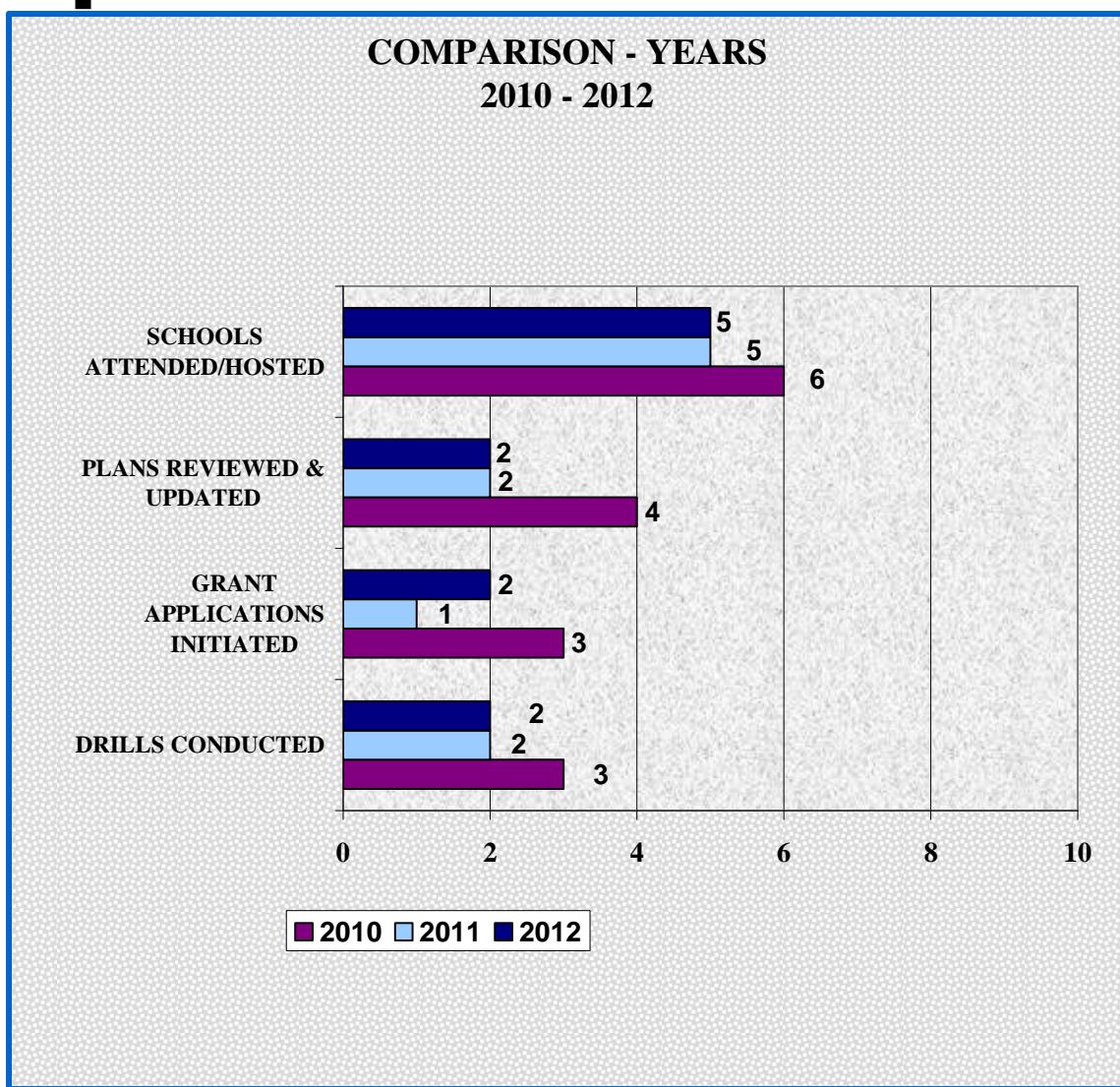
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>193,616</u>	<u>187,034</u>	<u>190,494</u>
<b>Total Funding Sources</b>	<b><u>193,616</u></b>	<b><u>187,034</u></b>	<b><u>190,494</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	85,538	84,862	86,978
Benefits	28,441	28,720	29,013
Advertising	0	329	350
Vehicle Expense	1,666	2,279	2,600
Dues and Subscriptions	270	188	250
Equipment Rental	0	0	0
Maintenance Charges	1,080	470	2,400
Supplies	4,306	4,855	5,155
Professional Services	36,395	40,821	46,000
Utilities	5,974	9,400	19,000
Travel & Training	756	6,950	0
Minor Equipment and Improvements	1,213	6,000	0
Capital Outlay	27,812	0	0
Uniforms and Clothing	165	160	300
Budget Improvement Request	0	2,000	(1,552)
<b>Total Appropriations</b>	<b><u>193,616</u></b>	<b><u>187,034</u></b>	<b><u>190,494</u></b>



## Emergency Management

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
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>

## **MISSION**

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

## **FUNCTIONS**

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

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

## **GOALS**

**Upgrade Current analog radio system to a digital system that would provide interoperability between the Fire Department, Emergency Management and Sheriff's Department.**

**Develop and implement a capital equipment "trust fund" for replacement of major equipment**

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

**Develop partnerships with other agencies and organizations to enhance the efficiency of current operations.**

**Recruit and hire 20 part-time Emergency Medical Technicians and Paramedics to reduce overtime costs**

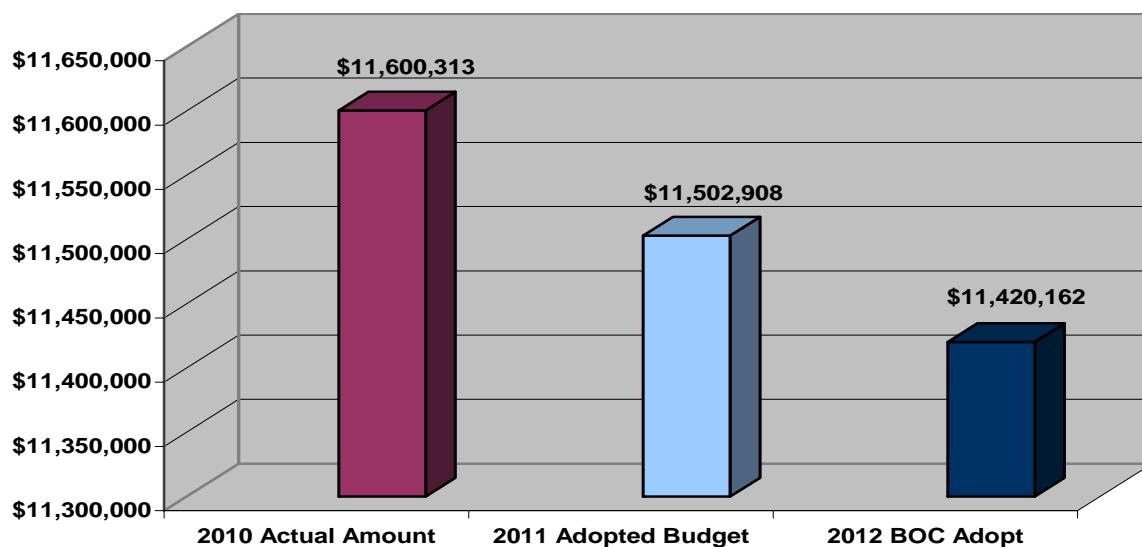
**Obtain an IT person for assignment to the Fire Department who will also be shared with Emergency Management and E-911**



## Fire & EMS

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>11,600,313</u>	<u>11,502,908</u>	<u>11,420,162</u>
<b>Total Funding Sources</b>	<b><u>11,600,313</u></b>	<b><u>11,502,908</u></b>	<b><u>11,420,162</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	8,138,024	8,023,874	8,086,935
Benefits	2,449,301	2,398,523	2,424,720
Advertising	2,540	4,864	4,415
Vehicle Expense	285,884	255,697	316,247
Dues and Subscriptions	3,828	4,752	2,835
Equipment Rental	18,000	17,202	18,900
Maintenance Charges	24,374	43,493	32,562
Supplies	215,913	186,133	226,260
Professional Services	165,644	178,600	200,000
Utilities	255,558	242,500	200,741
Travel & Training	13,687	24,910	1,000
Minor Equipment and Improvements	564	4,000	0
Capital Outlay	9,823	0	0
Uniforms and Clothing	17,170	37,600	33,000
Budget Improvement Request	0	80,760	(127,453)
<b>Total Appropriations</b>	<b><u>11,600,313</u></b>	<b><u>11,502,908</u></b>	<b><u>11,420,162</u></b>



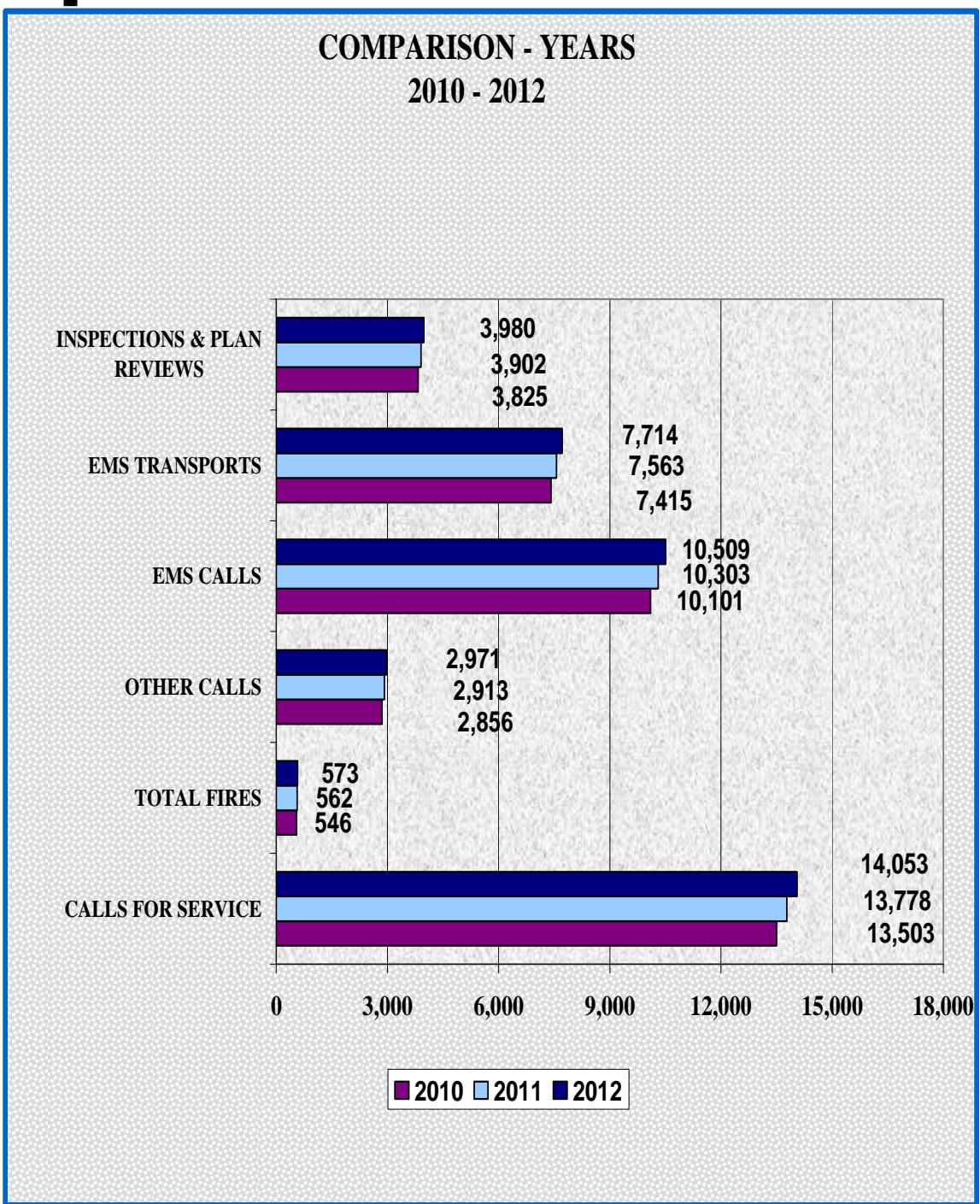
# PERSONNEL SUMMARY AND ORGANIZATION

## Fire & EMS

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	4	4	3
Fire Marshal	33	1	1	1
Chief Investigator	33	0	0	1
Station Captain	32	7	7	6
Fire Captain Admin	32	2	2	2
Fire Lieutenant/Paramedic	31	4	3	4
Fire Lieutenant/Cardiac Tech.	30	2	0	2
Lead Fire Investigator	30	1	0	0
Fire Lieutenant/EMT	29	23	23	23
Vehicle Logistical Manager	29	0	0	1
Logistical Administrator	28	0	0	1
Fire Lieutenant	28	4	3	3
Fire Fighter III/Paramedic	28	12	9	12
Assistant to Fire Chief	28	1	0	0
Fire Fighter II/Paramedic	26	22	14	22
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	15	15	17
Fire Fighter III	25	10	9	8
Fire Fighter II/Cardiac Tech	25	2	2	2
Paramedic	25	7	5	1
Fire Fighter II/EMT	24	38	36	36
Administrative Assistant	24	0	0	1
Emergency Medical Technician (EMT)	23	9	4	5
Fire Fighter II	23	1	1	1
Principal Secretary	21	1	0	0
EMS Records Coordinator	23	1	1	1
Department Secretary	19	0	0	1
Secretary	16	1	0	0
Equipment Manager	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>172</b>	<b>143</b>	<b>158</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>1</b>	<b>1</b>

## WORKLOAD INDICATORS



## 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

Reduce inmate assaults on staff and other inmates through proactive training, increased use of less-lethal equipment, better communication and enhanced inmate movement procedures

Study ways to prevent “burnout” by Correctional staff from constant high stress due to overcrowded conditions and mandatory overtime

Prepare staff for transfer to the new facility through a system of virtual and on-the-job training

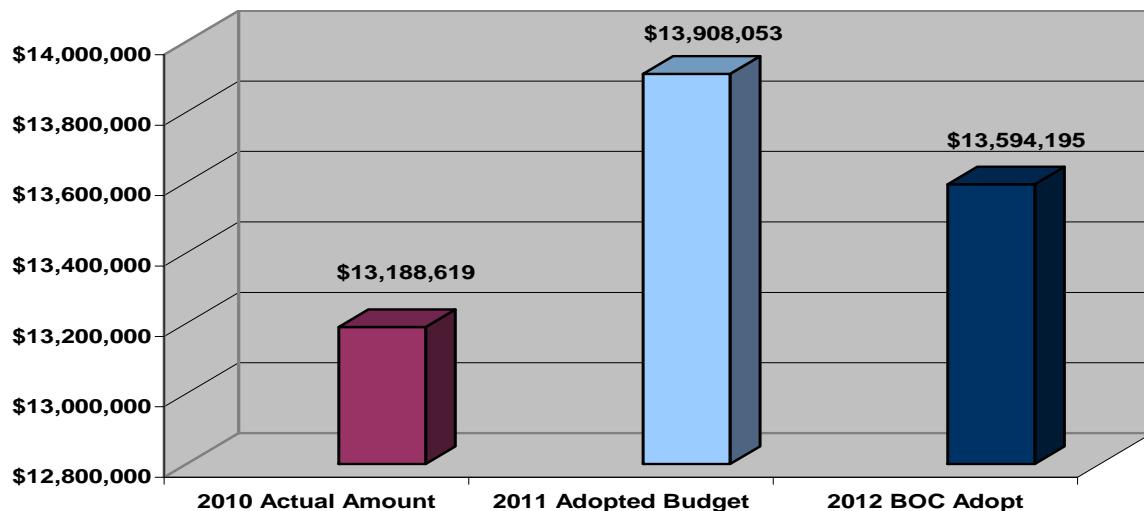
Reduce the backlog of Civil Papers through assistance with other division personnel

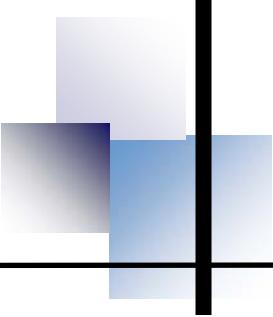


## Sheriff Detention

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>13,188,619</u>	<u>13,908,053</u>	<u>13,594,195</u>
<b>Total Funding Sources</b>	<b><u>13,188,619</u></b>	<b><u>13,908,053</u></b>	<b><u>13,594,195</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	6,925,095	7,066,453	6,995,096
Benefits	2,291,629	2,290,166	2,219,073
Advertising	3,102	4,794	2,000
Vehicle Expense	61,169	60,780	46,705
Dues and Subscriptions	416	2,613	2,610
Equipment Rental	0	0	0
Rentals	76,308	71,730	76,308
Maintenance Charges	216,242	215,260	175,060
Supplies	2,650,800	3,230,832	3,161,370
Professional Services	62,052	81,169	79,819
Utilities	757,339	637,414	716,440
Travel & Training	17,361	26,508	0
Minor Equipment and Improvements	14,518	0	0
Capital Outlay	22,919	0	0
Other	0	0	0
Debt Service	22,421	23,124	24,600
Uniforms and Clothing	67,247	60,381	50,615
Budget Improvement Request	0	136,829	44,499
<b>Total Appropriations</b>	<b><u>13,188,619</u></b>	<b><u>13,908,053</u></b>	<b><u>13,594,195</u></b>





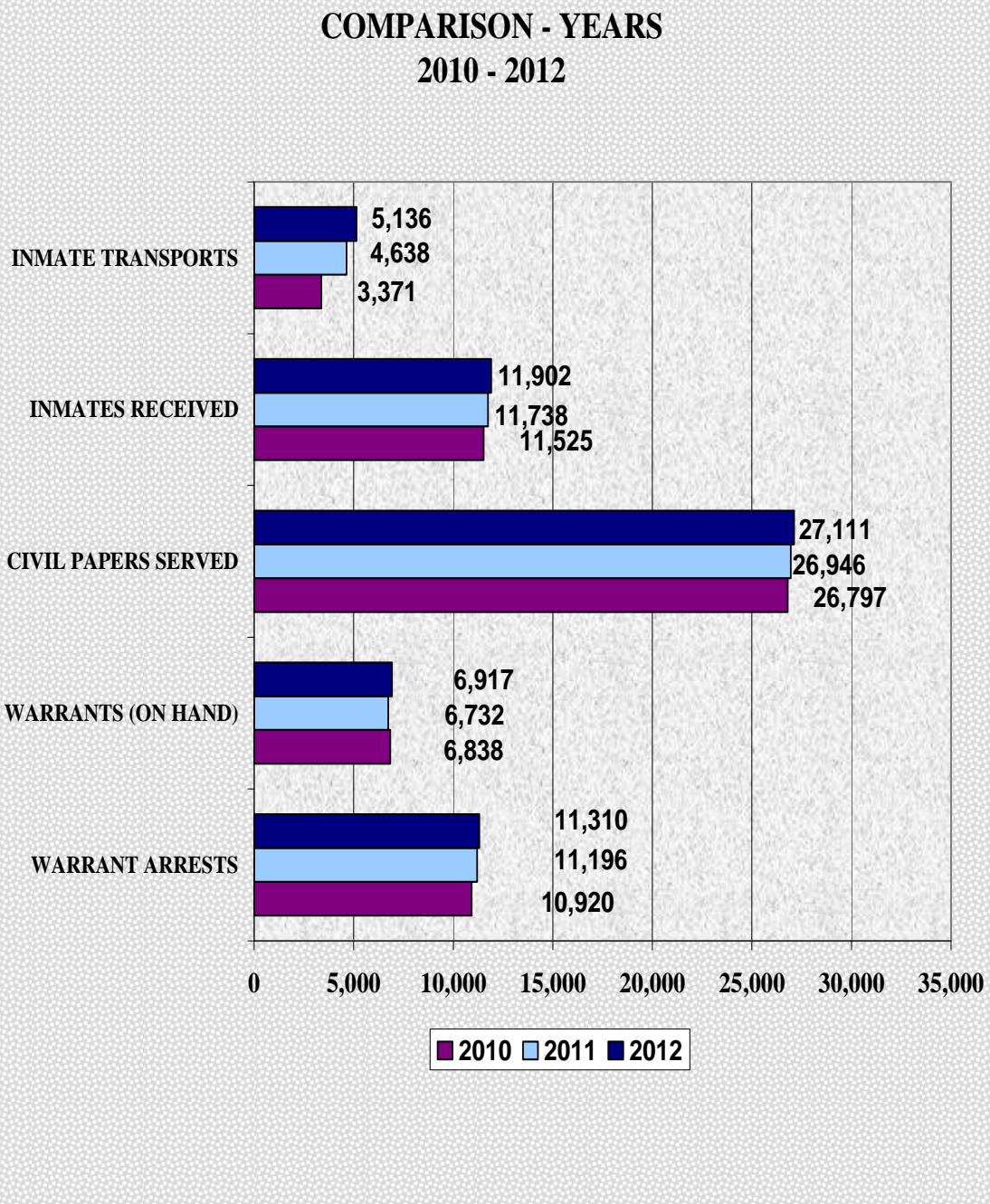

**Sheriff Detention**

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Nurse Manager	34	1	0	0
Captain	32	4	3	4
Lieutenant	30	13	12	13
Sergeant	27	13	13	13
Maintenance/Security Foreman	27	3	3	3
Corporals	25	5	5	5
Licensed Practical Nurse	25	1	0	0
Deputy Sheriff	24	45	47	48
Administrative Assistant	24	2	2	3
Emergency Medical Technical	23	3	1	0
Records Coordinator	23	1	1	1
Comm Officer II	23	0	1	1
Comm Officer I	21	1	0	0
Senior Records Clerk	21	1	1	1
Jailer II	21	47	46	48
Jailer I	20	11	2	9
Comm Officer Trainee	20	1	1	1
Records Clerk	19	6	7	7
Records Clerk	PT	1	0	0
Deputy Sheriff	PT	1	0	0
Bailiff	PT	18	22	22
<b>TOTAL FULL TIME</b>		<b>160</b>	<b>147</b>	<b>159</b>
<b>TOTAL PART TIME</b>		<b>20</b>	<b>22</b>	<b>22</b>

## Sheriff Detention

### WORKLOAD INDICATORS



## 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 through extended use of social media**

**Provide enhanced driver's training for all sworn staff due to change in model year police vehicles**

**Update overall capabilities of departmental computer software, including crime analysis and AFIS**

**Increase uniform patrol in crime "hot spots"**

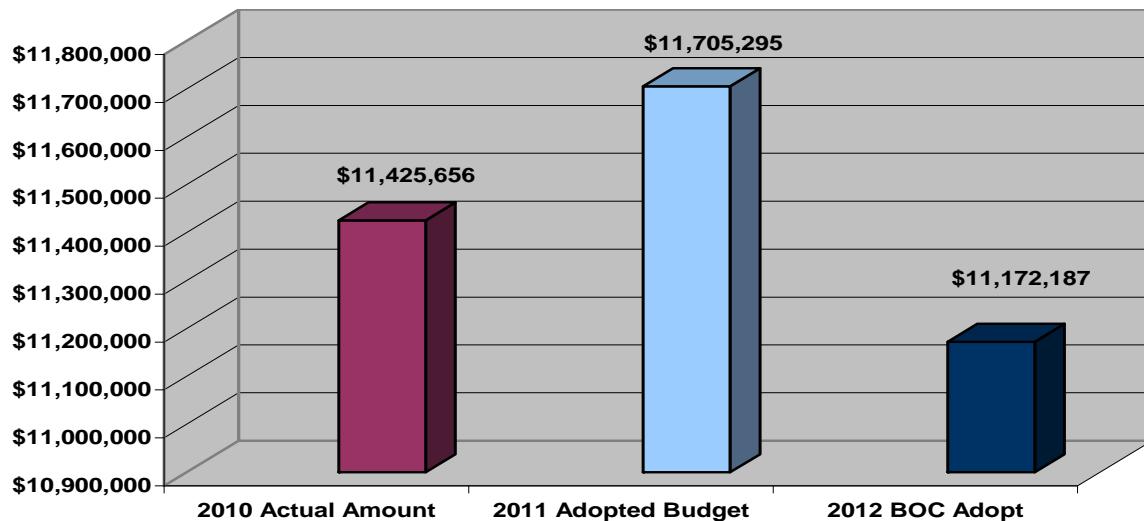
**Increase partnerships with local community organizations for problem oriented approach to crime prevention**

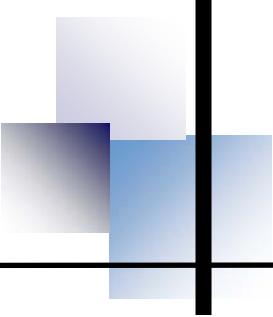


## Sheriff Enforcement

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>11,425,656</u>	<u>11,705,295</u>	<u>11,172,187</u>
<b>Total Funding Sources</b>	<u>11,425,656</u>	<u>11,705,295</u>	<u>11,172,187</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	7,533,728	7,458,840	7,605,672
Benefits	2,445,425	2,354,528	2,411,482
Advertising	6,979	6,298	2,760
Vehicle Expense	692,097	676,080	897,448
Dues and Subscriptions	4,911	4,300	2,481
Equipment Rental	0	470	0
Rentals	19,846	20,910	20,000
Maintenance Charges	40,701	50,036	30,703
Supplies	137,328	123,897	107,935
Professional Services	64,879	62,830	50,000
Utilities	99,435	88,430	89,194
Travel & Training	61,674	66,796	4,076
Minor Equipment and Improvements	25,183	0	0
Capital Outlay	227,390	550,000	0
Other	9,082	17,860	19,800
Uniforms and Clothing	57,000	56,400	54,870
<b>Budget Improvement Request</b>	<b>0</b>	<b>167,620</b>	<b>(124,234)</b>
<b>Total Appropriations</b>	<b><u>11,425,656</u></b>	<b><u>11,705,295</u></b>	<b><u>11,172,187</u></b>



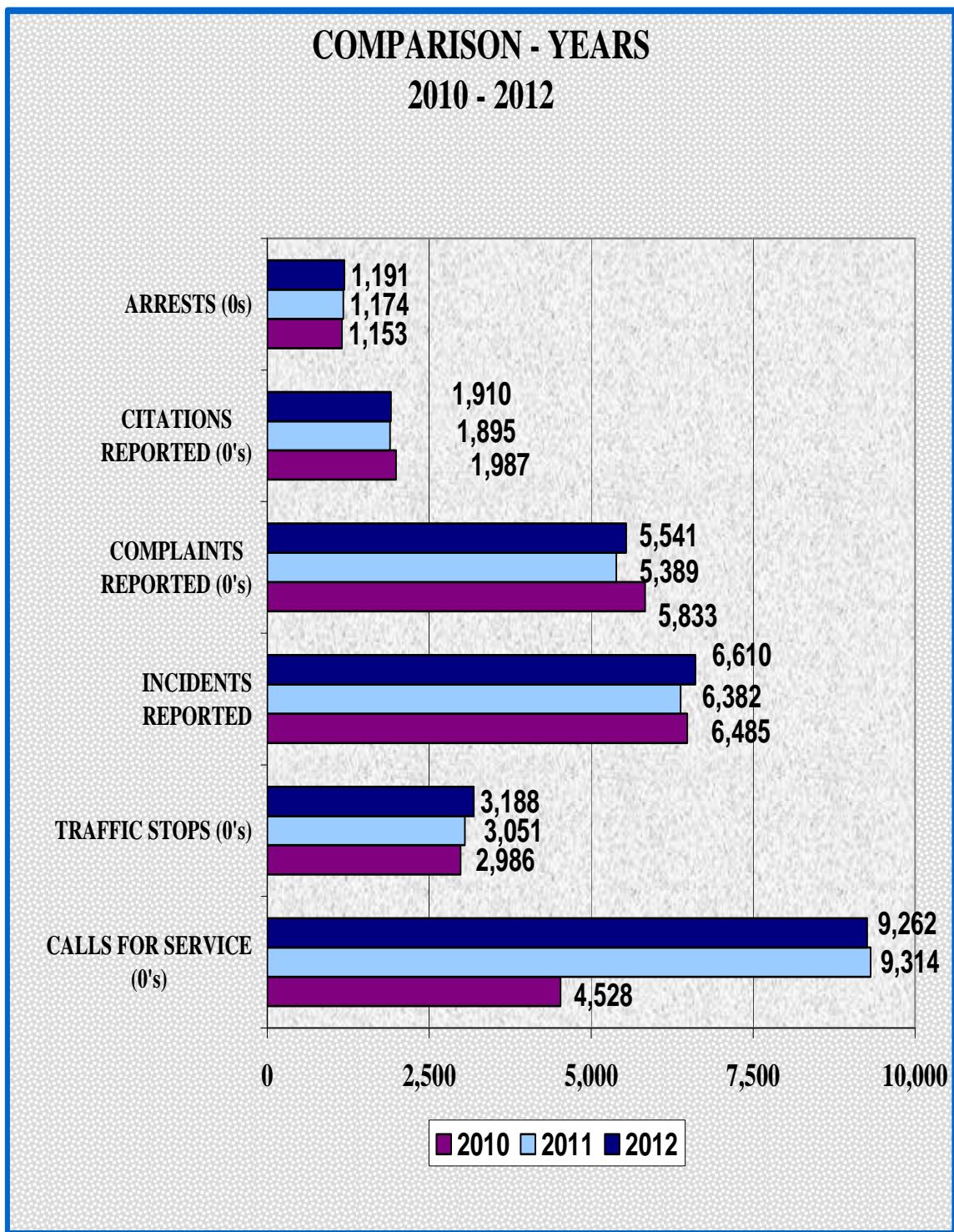



**Sheriff Enforcement**

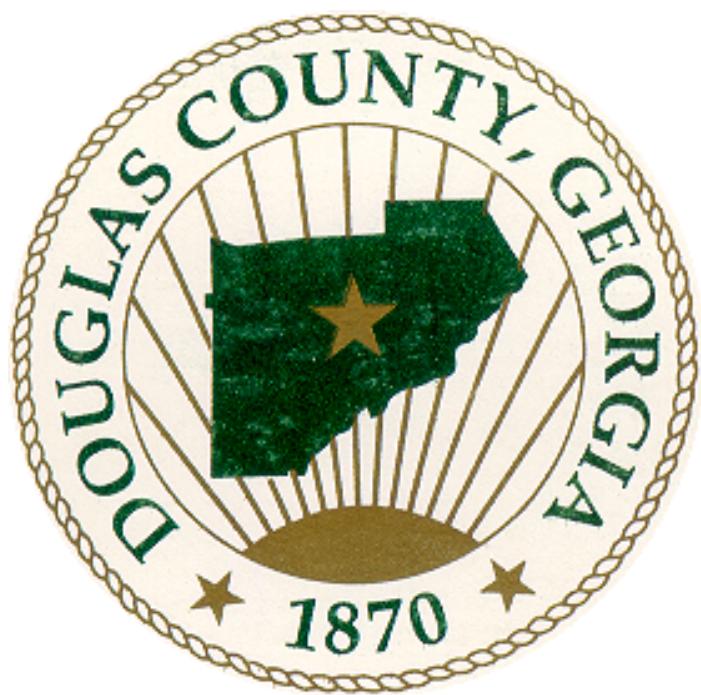
**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	37	0	1	1
Major	35	1	0	0
Captain	32	2	3	2
System Administrator	32	1	1	1
Lieutenant Investigator	31	3	3	3
Lieutenant	30	7	8	7
Sergeant Investigator	28	5	5	5
Sergeant	27	12	12	12
Investigator	27	28	27	26
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	82	74	81
Administrative Assistant	24	2	2	2
Communications Officer II	22	10	6	11
Communications Officer I	21	4	7	5
Jailer II	21	1	2	0
Communications Officer Trainee	20	3	1	1
Senior Secretary	PT	1	1	1
Uncertified Deputy	PT	1	0	0
Deputy Sheriff PT	PT	1	1	0
PC Support Specialist	PT	0	0	1
Mail Clerk	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>165</b>	<b>156</b>	<b>161</b>
<b>TOTAL PART TIME</b>		<b>4</b>	<b>3</b>	<b>3</b>

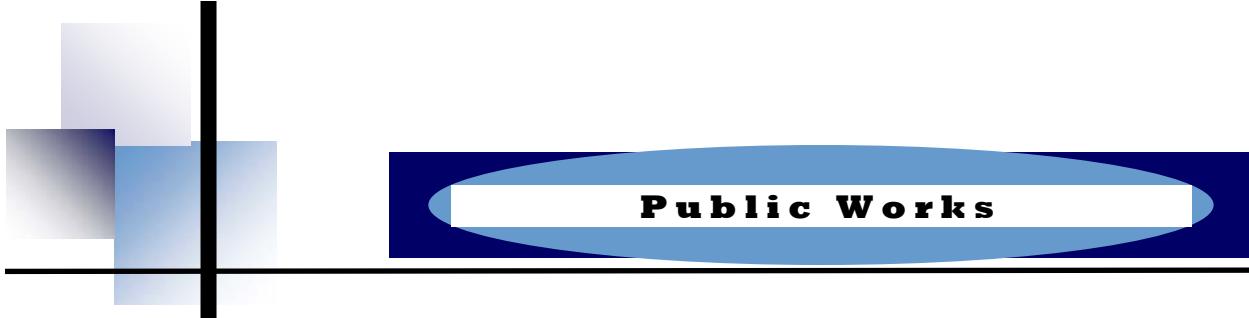
## WORKLOAD INDICATORS



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**PUBLIC WORKS**



<b>Development Control.....</b>	<b>202</b>
<b>Department of Transportation .....</b>	<b>205</b>
<b>D.O.T. Administration.....</b>	<b>207</b>
<b>D.O.T. maintenance &amp; Construction .....</b>	<b>208</b>
<b>D.O.T. Traffic Operations.....</b>	<b>209</b>
<b>Fleet Management.....</b>	<b>211</b>

## DIRECTORY

# PUBLIC WORKS

- 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:**

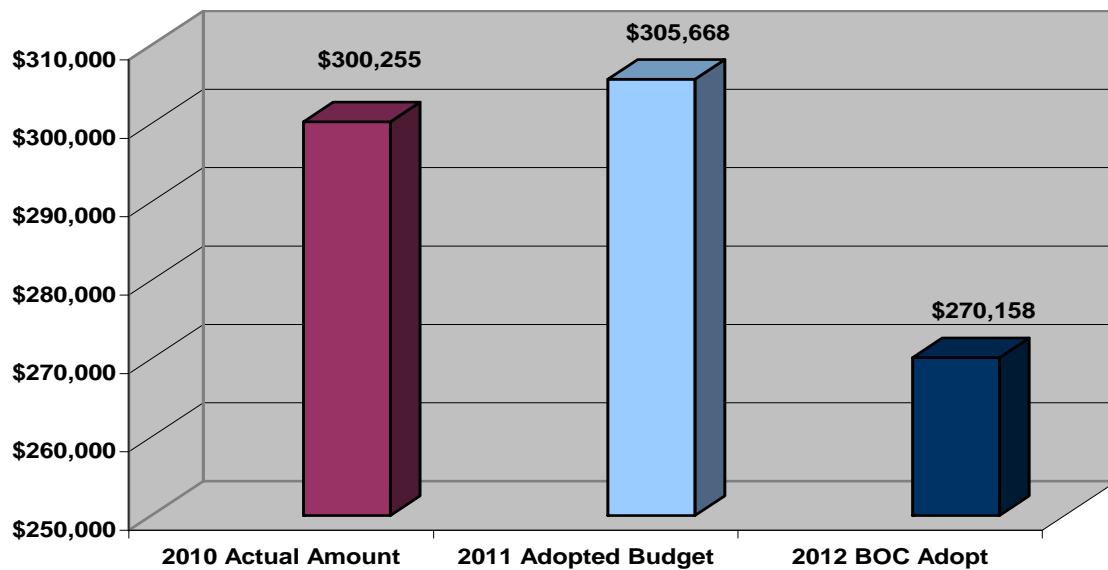
- Continuing a thorough inspection process to ensure all projects are constructed in accordance with the Unified Development Code and approved site plans and Zoning conditions;
- Continuing to implement the tree protection and landscaping ordinance to ensure all sites are becoming more environmentally 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

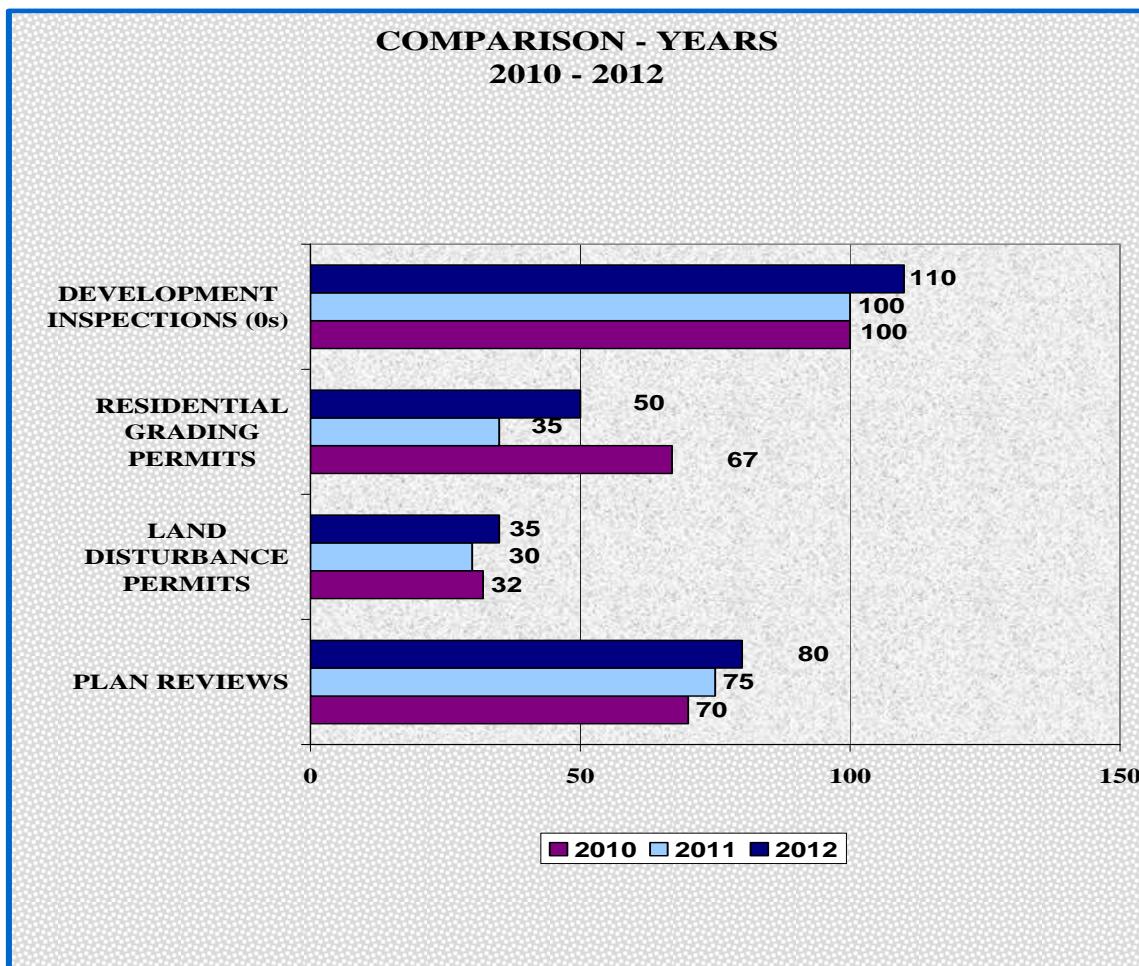
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>300,255</u>	<u>305,668</u>	<u>270,158</u>
<b>Total Funding Sources</b>	<b><u>300,255</u></b>	<b><u>305,668</u></b>	<b><u>270,158</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	228,860	227,065	201,126
Benefits	62,141	63,535	60,065
Advertising	298	0	0
Vehicle Expense	6,077	6,801	7,205
Dues and Subscriptions	104	103	110
Maintenance Charges	0	0	0
Supplies	1,107	1,658	2,078
Professional Services	0	0	0
Utilities	1,611	1,692	1,740
Travel & Training	59	1,382	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	376	700
Budget Improvement Request	<u>0</u>	<u>3,056</u>	<u>(2,866)</u>
<b>Total Appropriations</b>	<b><u>300,255</u></b>	<b><u>305,668</u></b>	<b><u>270,158</u></b>



## Development Control

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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	19	0	1	0
Arborist	PT	1	0	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>5</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>0</b>	<b>1</b>

# PUBLIC WORKS

- 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

**Improve safety and reduce the number of crashes on the county's roadway system by implementing a county wide paved shoulder and curve improvement plan**

**Maximize efficiency of the existing transportation system by optimizing signal timing, improving lane configurations, and upgrading signals at county intersections**

**To improve the bridge maintenance program to preserve bridge assets and reduce adverse effects on the environment by eliminating lead paint from the bridges and reducing soil erosion under and around bridges structures.**



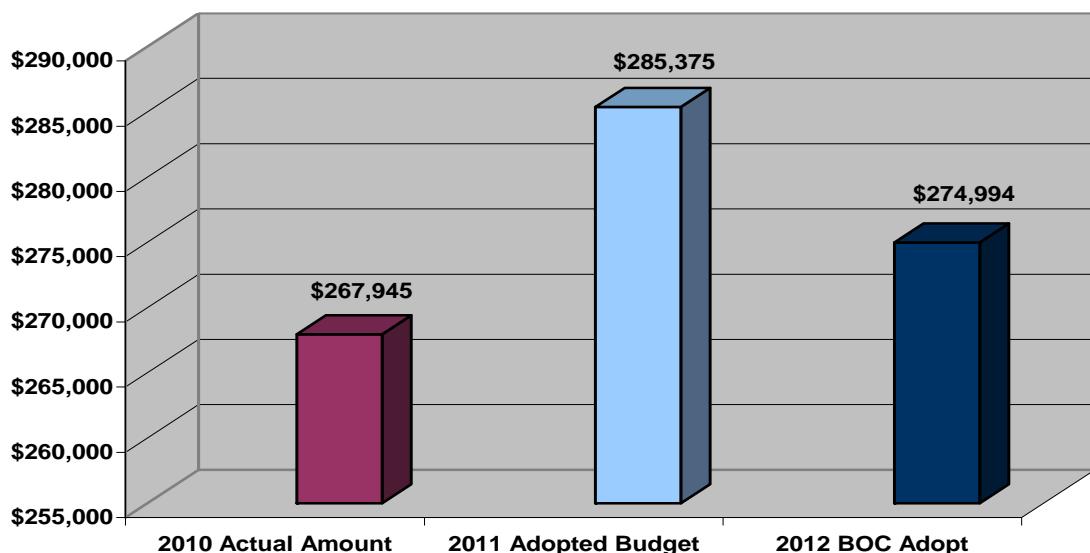
PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
<u>Administration</u>				
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Land Acquit Coordinator	23	1	1	1
Department Secretary	16	1	0	1
<u>Traffic Operations</u>				
Assistant Director	UNC	1	1	1
Access Management Engineer	UNC	1	1	1
Transportation Engineer	35	1	1	1
Utility Engineer	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	23	1	1	1
Secretary	19	1	1	1
Sign/Marking Fabricator	17	1	1	1
Sign/Marking Technician	16	3	3	3
<u>Maintenance &amp; Construction</u>				
Maintenance 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	1	1
Equipment Operator IV	20	7	6	6
Equipment Operator III	19	6	6	6
Secretary	19	1	1	1
Equipment Operator II	18	6	6	6
Equipment Operator I	17	1	1	1
Laborer II	15	2	1	1
<b>TOTAL FULL TIME</b>		<b>47</b>	<b>44</b>	<b>45</b>

## D.O.T. Administration

### BUDGET SUMMARY

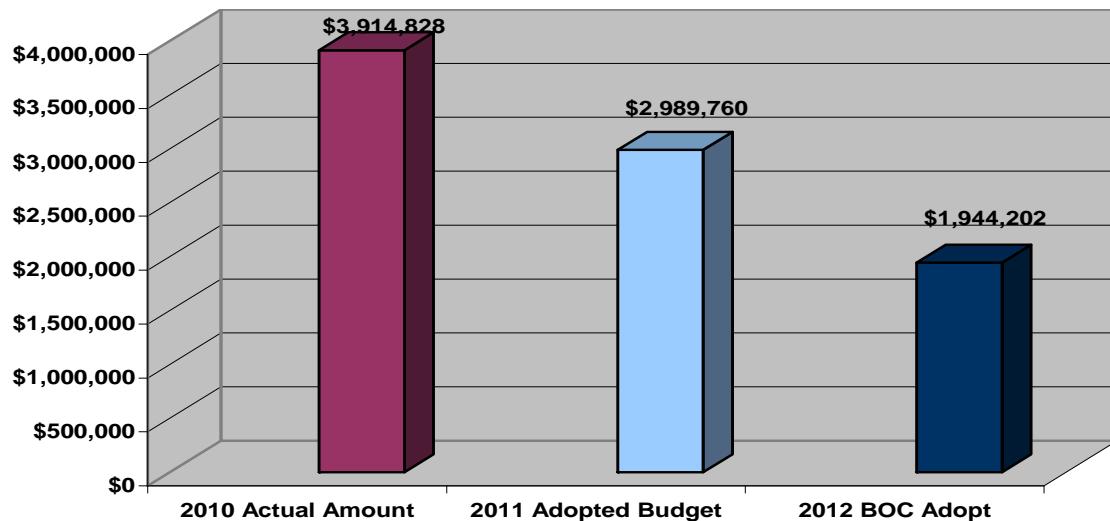
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>267,945</u>	<u>285,375</u>	<u>274,994</u>
<b>Total Funding Sources</b>	<b><u>267,945</u></b>	<b><u>285,375</u></b>	<b><u>274,994</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	187,001	189,428	194,159
Benefits	55,710	52,123	52,790
Advertising	980	1,880	2,000
Vehicle Expense	2,895	3,290	5,200
Dues and Subscriptions	7,661	8,281	1,210
Maintenance Charges	480	752	800
Supplies	8,799	7,238	5,200
Professional Services	1,593	14,100	15,000
Utilities	1,546	1,504	1,600
Travel & Training	1,280	4,230	500
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,549</u>	<u>(3,465)</u>
<b>Total Appropriations</b>	<b><u>267,945</u></b>	<b><u>285,375</u></b>	<b><u>274,994</u></b>



**D.O.T. Maintenance & Construction**

**BUDGET SUMMARY**

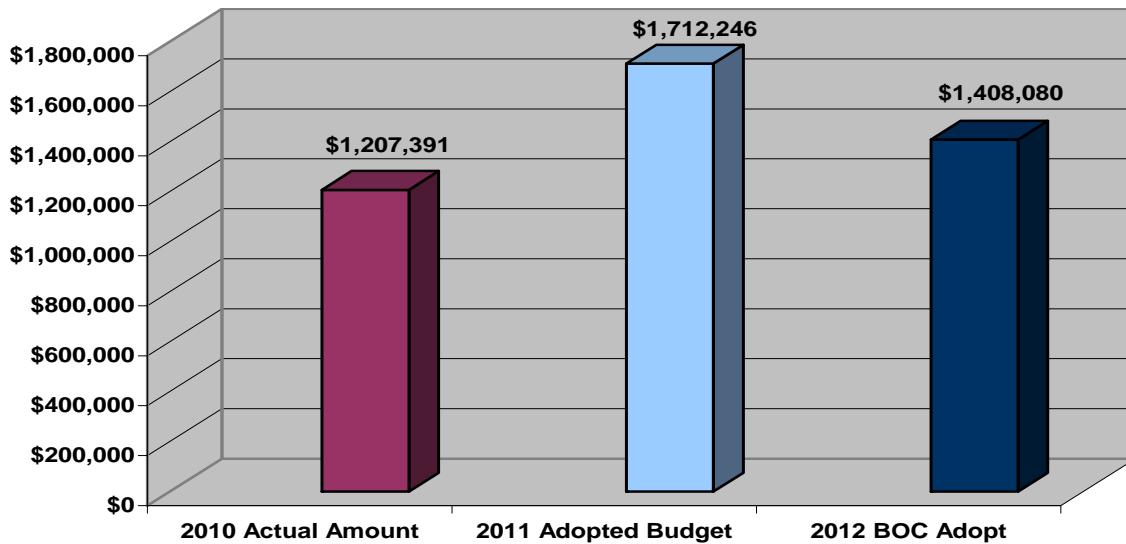
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>3,914,828</u>	<u>2,989,760</u>	<u>1,944,202</u>
<b>Total Funding Sources</b>	<b><u>3,914,828</u></b>	<b><u>2,989,760</u></b>	<b><u>1,944,202</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	926,695	979,047	995,033
Benefits	369,324	379,070	379,851
Advertising	0	470	500
Vehicle Expense	148,926	127,840	185,000
Dues and Subscriptions	402	359	382
Equipment Rental	0	2,350	2,500
Maintenance Charges	4,613	7,595	9,080
Supplies	44,428	43,898	35,500
Professional Services	130	19,120	5,852
Utilities	104,597	108,664	109,100
Travel & Training	150	3,346	0
Minor Equipment and Improvements	6,800	10,800	0
Capital Outlay	146,332	278,129	235,350
Other Financing Sources	2,079,269	1,005,563	0
Uniforms and Clothing	7,275	10,340	7,325
Road Maintenance	75,885	0	0
Budget Improvement Request	0	13,169	(21,271)
<b>Total Appropriations</b>	<b><u>3,914,828</u></b>	<b><u>2,989,760</u></b>	<b><u>1,944,202</u></b>



## D.O.T. Traffic Operations

### BUDGET SUMMARY

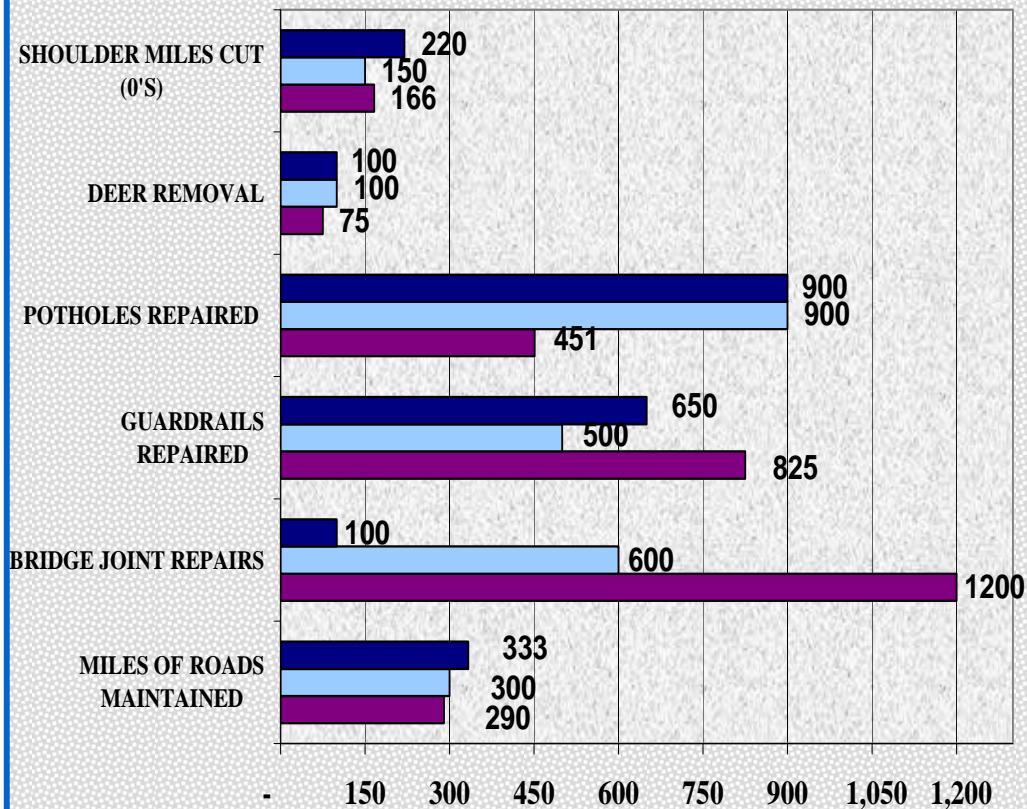
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,207,391</u>	<u>1,712,246</u>	<u>1,408,080</u>
<b>Total Funding Sources</b>	<b><u>1,207,391</u></b>	<b><u>1,712,246</u></b>	<b><u>1,408,080</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	491,003	519,817	529,650
Benefits	178,161	177,491	178,159
Advertising	0	0	0
Vehicle Expense	21,127	21,338	29,000
Dues and Subscriptions	4,395	4,700	5,000
Maintenance Charges	0	451	451
Supplies	15,440	14,100	15,000
Professional Services	23,356	39,480	40,000
Utilities	63,192	81,780	77,500
Travel & Training	3,605	9,400	0
Minor Equipment and Improvements	3,000	1,000	0
Capital Outlay	253,748	700,898	440,000
Uniforms and Clothing	1,957	3,196	2,400
Road Maintenance	148,405	131,600	100,000
Budget Improvement Request	0	6,995	(9,080)
<b>Total Appropriations</b>	<b><u>1,207,391</u></b>	<b><u>1,712,246</u></b>	<b><u>1,408,080</u></b>



## WORKLOAD INDICATORS

### COMPARISON - YEARS

2010 - 2012



## **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**

**Automation through technology to promote communication, efficiency, effectiveness, and “paperless” Fleet Management programs throughout all departments in Douglas County**

- Improve Fleet Management's New World functions.
- Continue to increase usage of the “Alldata” software program by mechanics, supervisors, and administrative staff.
- Provide Douglas County Departments with access to scheduling calendars, reservations, tracking of repairs/service, vehicle procurement status, and budget estimation for vehicles.
- Continue to enhance our use of capability of the current fuel tracking software program (TRAK).

### **Increase Fleet's role in Vehicle/Equipment cost saving measures and procurement**

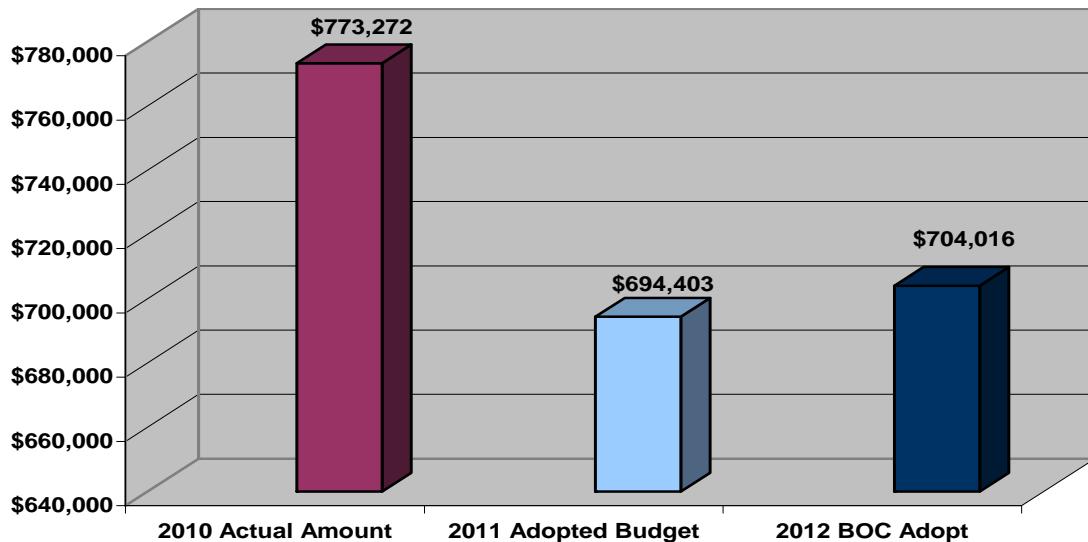
- Hold expenditures to a minimum by providing financial planning for new vehicle purchases, repair determination costs, and scheduling “normal wear item” repairs to avoid unnecessary major repair costs.
- Recommend a “planned obsolescence” program.
- Track parts savings/cost of cannibalized parts removed from surplus vehicles and document savings on Vehicle repair orders.
- Establish a Fleet Maintenance Coordinator from each department to inspect that departments vehicles and equipment at the first of each month and send these reports to Fleet by the 15<sup>th</sup> of each month; giving Fleet the ability to schedule parts and services in advance and insuring that all assets are serviced in a timely manner.



## Fleet Management

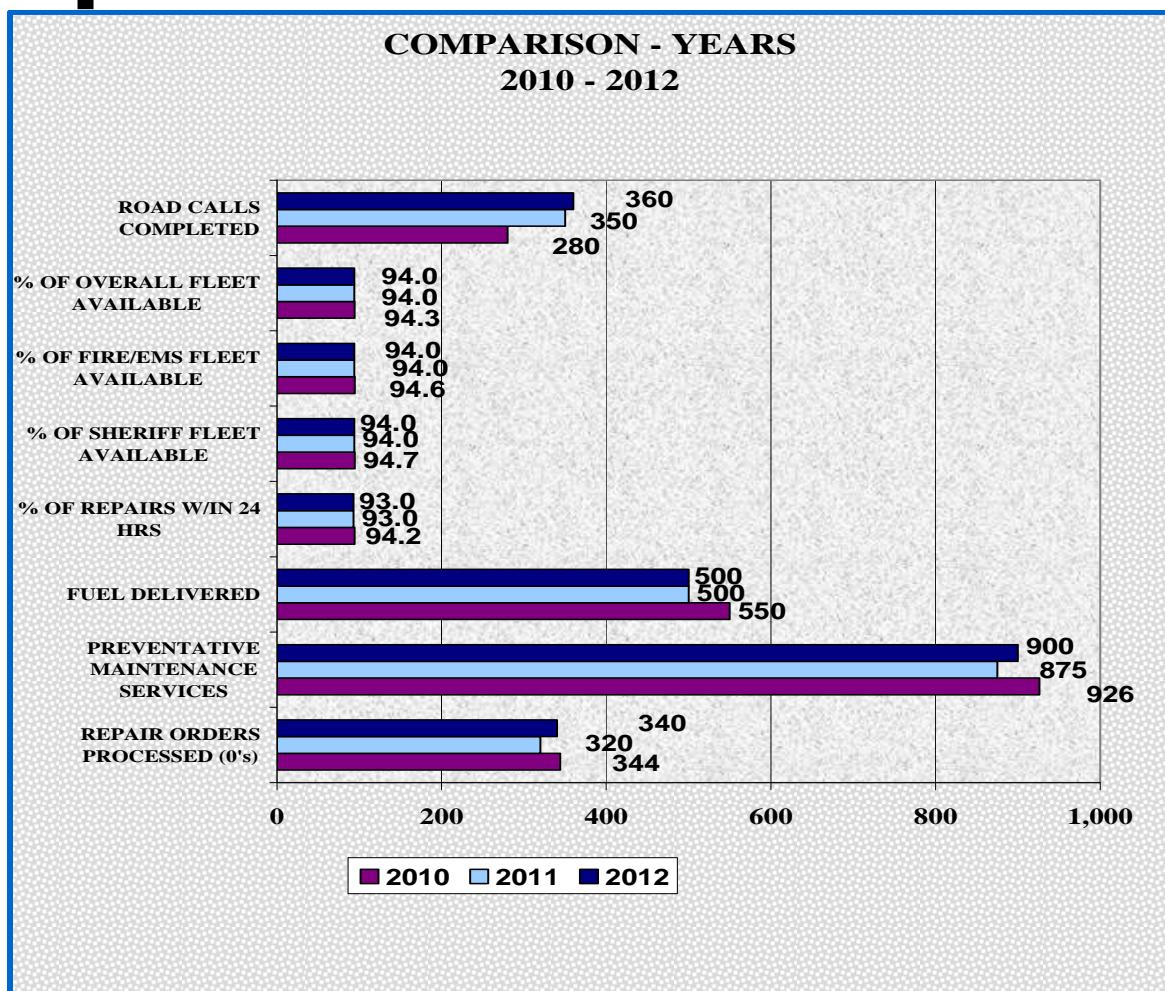
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>773,272</u>	<u>694,403</u>	<u>704,016</u>
<b>Total Funding Sources</b>	<b><u>773,272</u></b>	<b><u>694,403</u></b>	<b><u>704,016</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	438,135	448,966	471,390
Benefits	173,796	162,610	171,615
Advertising	0	235	100
Vehicle Expense	63,318	20,043	19,620
Dues and Subscriptions	1,200	0	1,350
Equipment Rental	601	1,017	797
Maintenance Charges	17,175	17,578	18,432
Supplies	13,263	10,058	10,125
Professional Services	1,210	1,335	1,119
Utilities	16,217	16,633	16,383
Travel & Training	29	5,546	200
Minor Equipment and Improvements	6,517	0	0
Capital Outlay	40,219	0	0
Uniforms and Clothing	1,592	4,347	847
Budget Improvement Request	0	6,035	(7,962)
<b>Total Appropriations</b>	<b><u>773,272</u></b>	<b><u>694,403</u></b>	<b><u>704,016</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

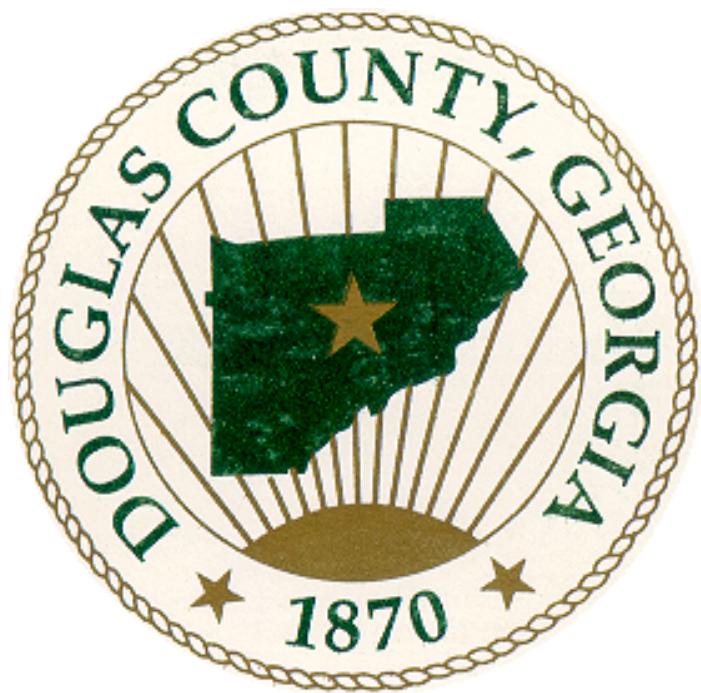
## Fleet Management



## PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
Manager	UNC	1	1	1
Fleet Mgt Superintendent	25	1	1	1
Parts Manager	23	1	1	1
Mechanic III	23	6	6	6
Mechanic II	20	1	1	1
Mechanic I	18	1	1	1
Secretary	16	1	1	1
Mechanic Trainee	PT	1	0	1
<b>TOTAL FULL TIME</b>		<b>12</b>	<b>12</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>0</b>	<b>1</b>

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**HEALTH AND WELFARE**

# DIRECTORY

<b>Board of Health.....</b>	<b>216</b>
<b>Community Services Board .....</b>	<b>218</b>
<b>Family and Children Services.....</b>	<b>220</b>
<b>Juvenile Programs Administration .....</b>	<b>222</b>
<b>Senior Services .....</b>	<b>225</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**

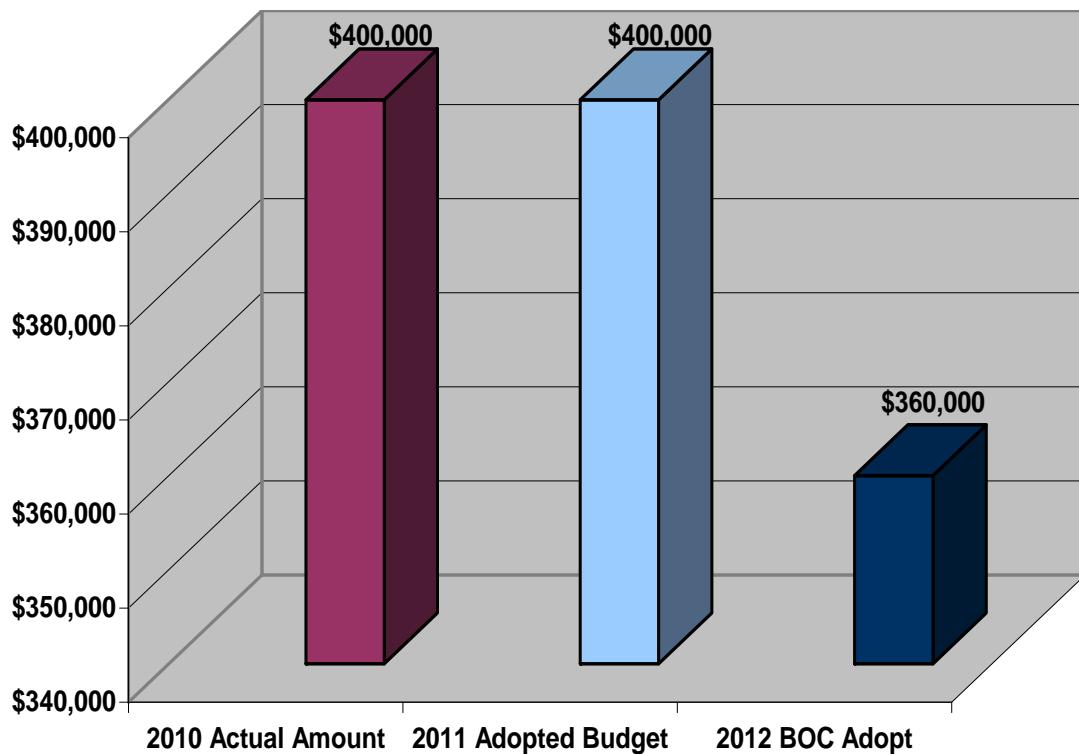
## **PERSONNEL**

**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.**



## BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>400,000</u>	<u>400,000</u>	<u>360,000</u>
Total Funding Sources	<u>400,000</u>	<u>400,000</u>	<u>360,000</u>
<b>APPROPRIATIONS:</b>			
Professional Services	400,000	400,000	360,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>400,000</u>	<u>400,000</u>	<u>360,000</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

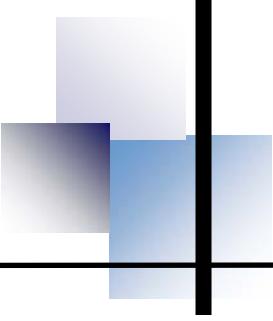
Facilitate full access to integrated services regardless of disability

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.

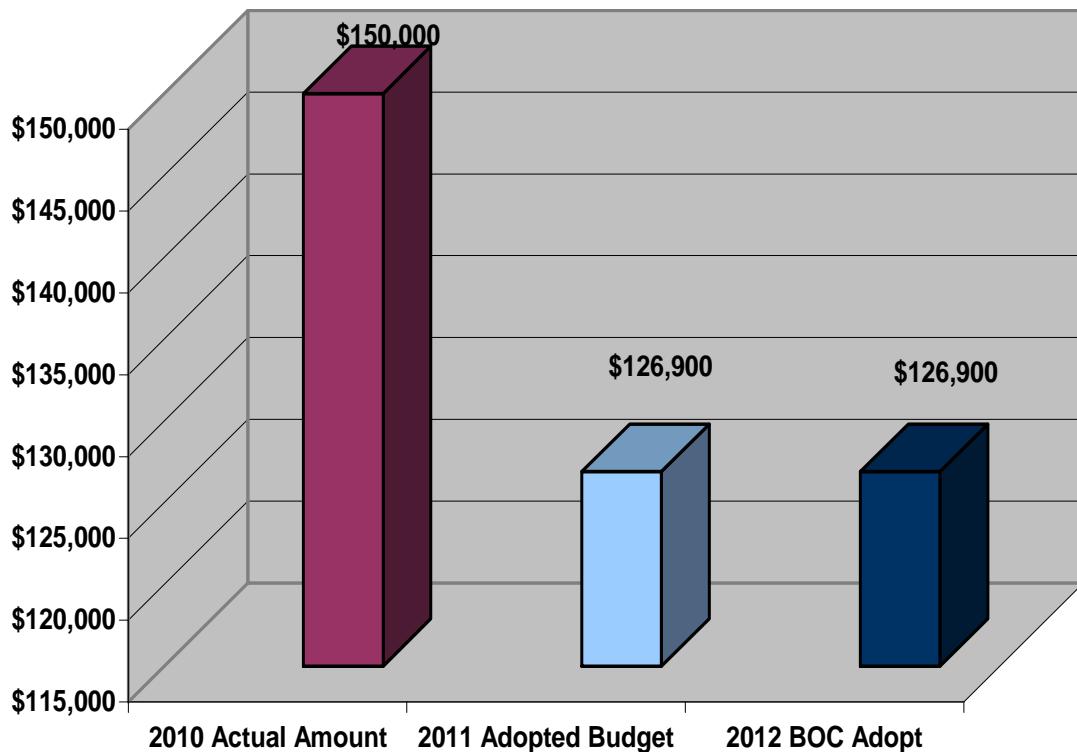




## Community Services Board

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>150,000</u>	<u>126,900</u>	<u>126,900</u>
<b>Total Funding Sources</b>	<u>150,000</u>	<u>126,900</u>	<u>126,900</u>
<b>APPROPRIATIONS:</b>			
Professional Services	150,000	141,000	126,900
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<u>150,000</u>	<u>126,900</u>	<u>126,900</u>



## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**Assist families in becoming self-sufficient**

**Assist families in securing safe and stable homes**

**Assist families in learning how to provide and nurture their children**

**Help place children into foster care and adoptive homes by promoting the Foster Care Program on Channel 23—the Douglas County television station**

**Work with families through financial and family relationship counseling to assist them in becoming more independent**

**Provide meals to senior citizens who are homebound**

**Provide preventative services to families in an effort to decrease families deemed as abusive or neglectful**

**Assist families with work programs, child care and self-improvement programs to become a productive member of the community**

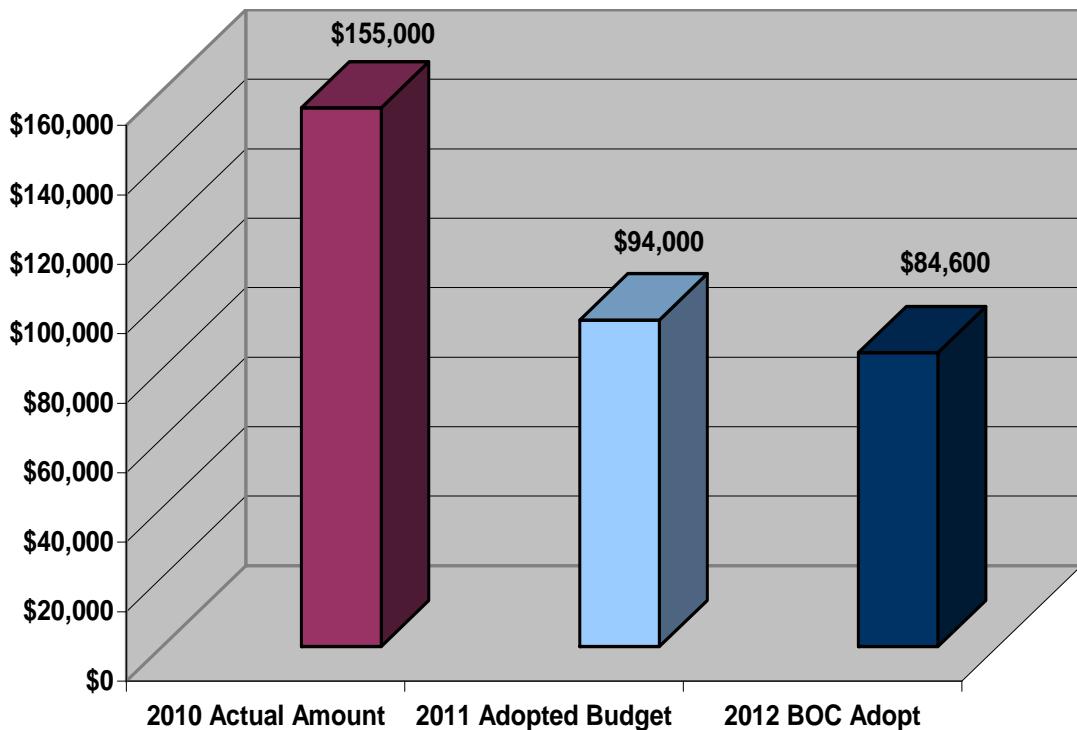
## **PERSONNEL**

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



## BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>155,000</u>	<u>94,000</u>	<u>84,600</u>
Total Funding Sources	<u>155,000</u>	<u>94,000</u>	<u>84,600</u>
<b>APPROPRIATIONS:</b>			
Other	155,000	94,000	84,600
Other Financing Sources	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>155,000</u>	<u>94,000</u>	<u>84,600</u>



## 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**

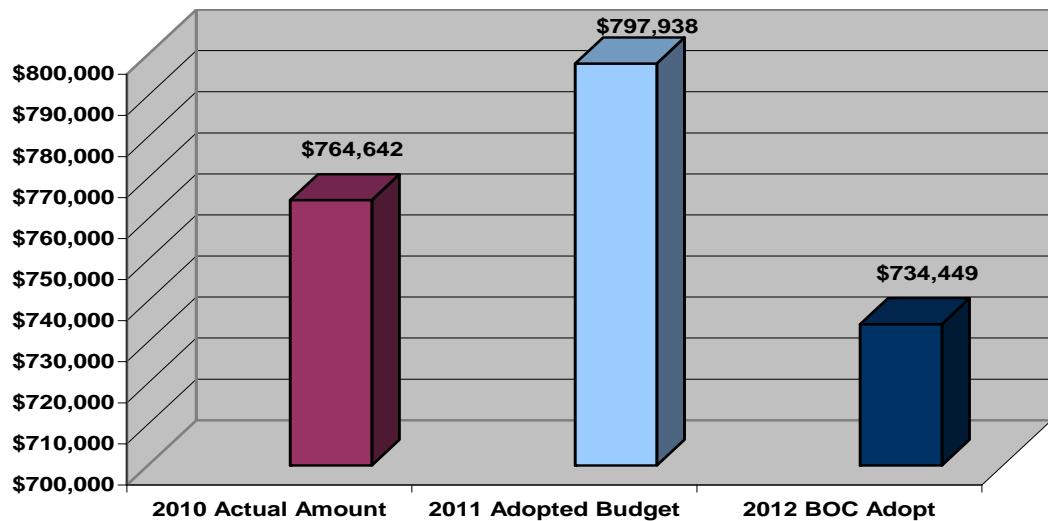
**Continue to provide management and supervision to employees**



## Juvenile Programs Administration

### BUDGET SUMMARY

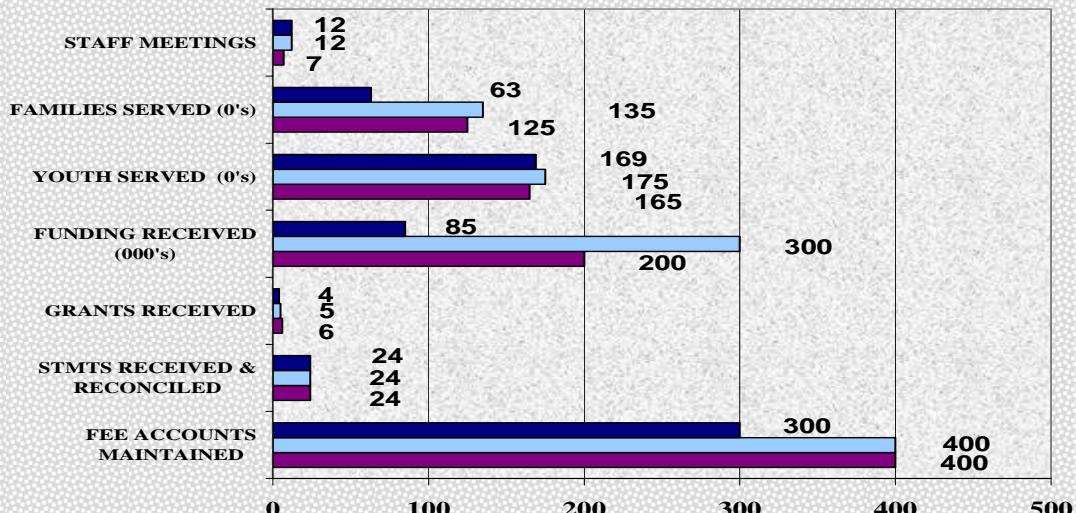
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>764,642</u>	<u>797,938</u>	<u>734,449</u>
<b>Total Funding Sources</b>			
	<u>764,642</u>	<u>797,938</u>	<u>734,449</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	501,623	493,237	504,605
Benefits	136,320	127,636	144,800
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	75	164	164
Equipment Rental	0	0	0
Maintenance Charges	1,207	996	1,200
Supplies	16,319	17,446	21,440
Professional Services	24,335	27,275	28,625
Utilities	368	376	1,776
Travel & Training	10,025	8,248	8,405
Minor Equipment and Improvements	0	0	0
Other	41,668	37,600	24,000
Grants	32,703	78,322	8,438
Budget Improvement Request	0	6,638	(9,004)
<b>Total Appropriations</b>	<b><u>764,642</u></b>	<b><u>797,938</u></b>	<b><u>734,449</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

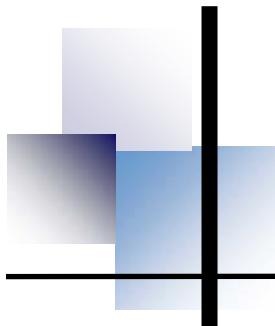
## Juvenile Programs Administration

### COMPARISON - YEARS 2010 - 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Director	UNC	1	1	1
Asst. Director	UNC	1	1	1
Intervention Officer	UNC	1	1	1
Family Connection Coordinator	UNC	1	1	1
Office Manager	23	1	1	1
Court Assessor	UNC	1	0	1
Community Outreach CaseMGR II	UNC	1	1	1
Community Outreach CaseMGR I	UNC	1	1	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	3	3
Intern	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>12</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>



## Senior Services

# 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

Expand health and wellness programs to increase the ability of seniors to manage/improve chronic health conditions

Increase our ability to provide transitional care for seniors as they transition from care settings to their homes

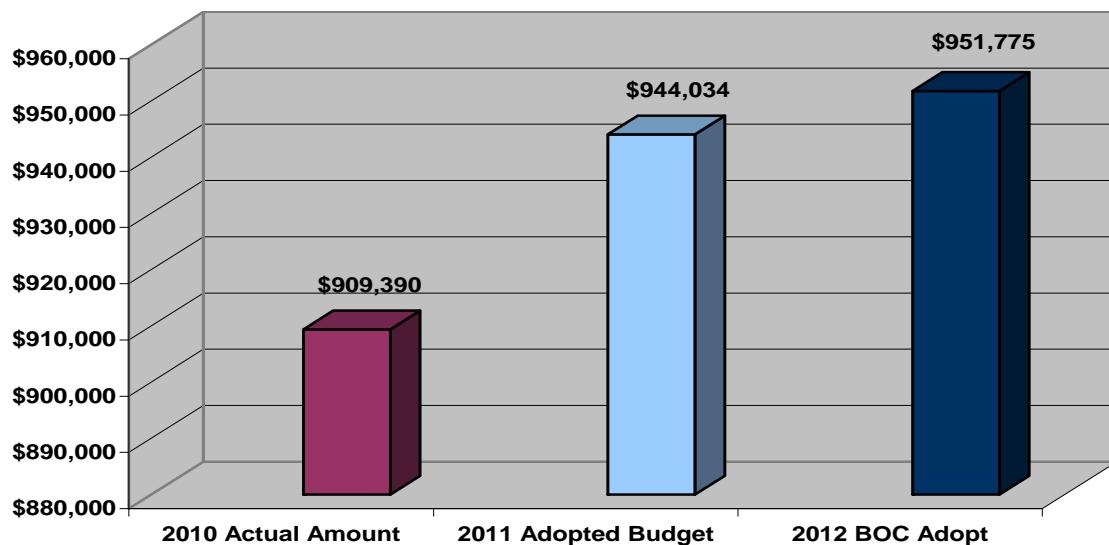
Play an increased role in the planning and implementation of "Livable Communities" as relates to senior transportation and housing opportunities



## Senior Services

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>909,390</u>	<u>944,034</u>	<u>951,775</u>
<b>Total Funding Sources</b>	<b><u>909,390</u></b>	<b><u>944,034</u></b>	<b><u>951,775</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	164,148	209,373	279,424
Benefits	36,633	75,453	78,256
Advertising	0	0	0
Vehicle Expense	35,709	32,712	44,200
Dues and Subscriptions	0	324	350
Maintenance Charges	0	12,324	4,500
Supplies	0	170,351	209,000
Professional Services	257,923	35,533	63,700
Utilities	0	42,554	54,000
Travel & Training	0	17,707	18,400
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Other	41,225	347,703	203,775
Other Financing Sources	373,753	0	0
Budget Improvement Request	0	2,817	(3,830)
<b>Total Appropriations</b>	<b><u>909,390</u></b>	<b><u>944,034</u></b>	<b><u>951,775</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

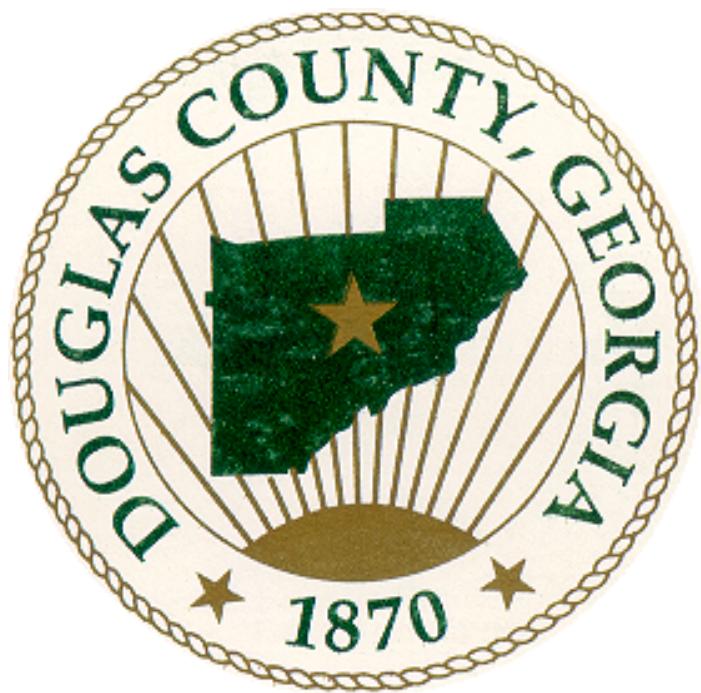
## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Director	UNC	0	1	1
Program Manager	26	0	1	1
Meals Program Assistant	13	0	1	2
Driver	15	0	2	2
Aide	12	0	2	2
Driver PT	PT	0	0	1
Aide PT	PT	0	0	1
Secretary	PT	0	0	1
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>3</b>
<b>TOTAL FULL TIME</b>		<b>0</b>	<b>7</b>	<b>8</b>

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**PARKS, RECREATION,  
AND CULTURE**

# DIRECTORY

## Parks, Recreation & Culture

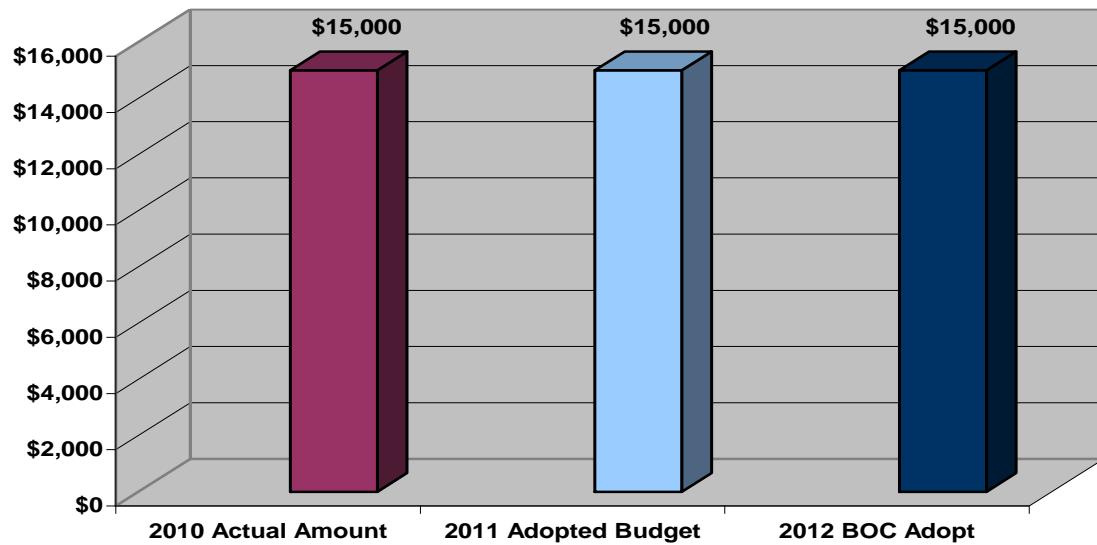
<b>Boys &amp; Girls Club.....</b>	<b>230</b>
<b>Cultural Arts Council.....</b>	<b>231</b>
<b>Douglas County Libraries .....</b>	<b>232</b>
<b>Parks and Recreation .....</b>	<b>235</b>
<b>Parks and Recreation Aquatic Center .....</b>	<b>239</b>
<b>Parks and Recreation Senior Center.....</b>	<b>240</b>

## MISSION

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

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Funding Sources	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Appropriations	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>



## PERSONNEL

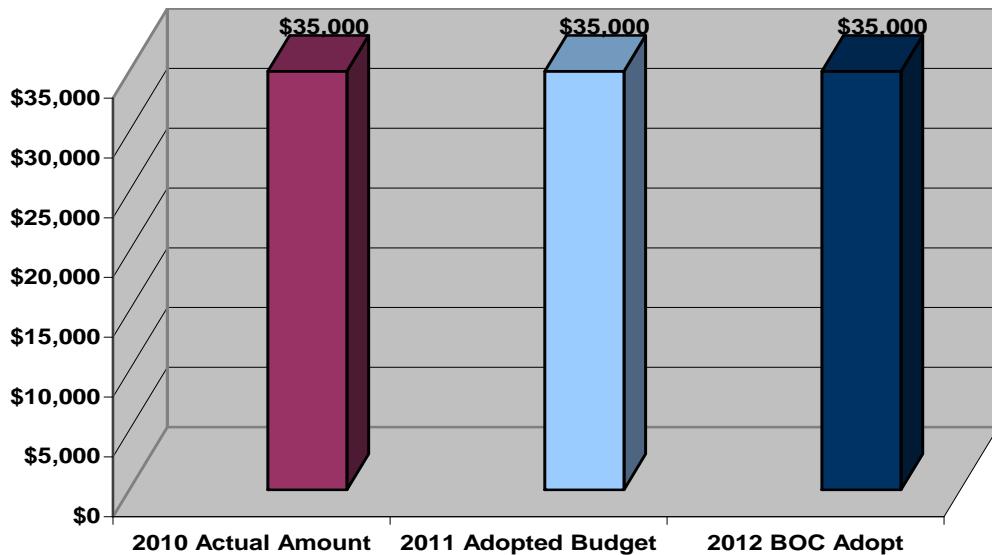
The Boys and Girls Club is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Organization.

## MISSION

To provide quality care programs to the citizens of Douglas County

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Funding Sources	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
<b>APPROPRIATIONS:</b>			
Other	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Appropriations	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>



## PERSONNEL

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

## **MISSION**

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

## **FUNCTIONS**

- **Provide information to the public through many formats including books, periodicals and videos**
- **Provide internet access service**
- **Provide reading services**
- **Register patrons**

## **GOALS**

**To facilitate the opening and daily operations of the new Dog River Public Library.**

**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.**

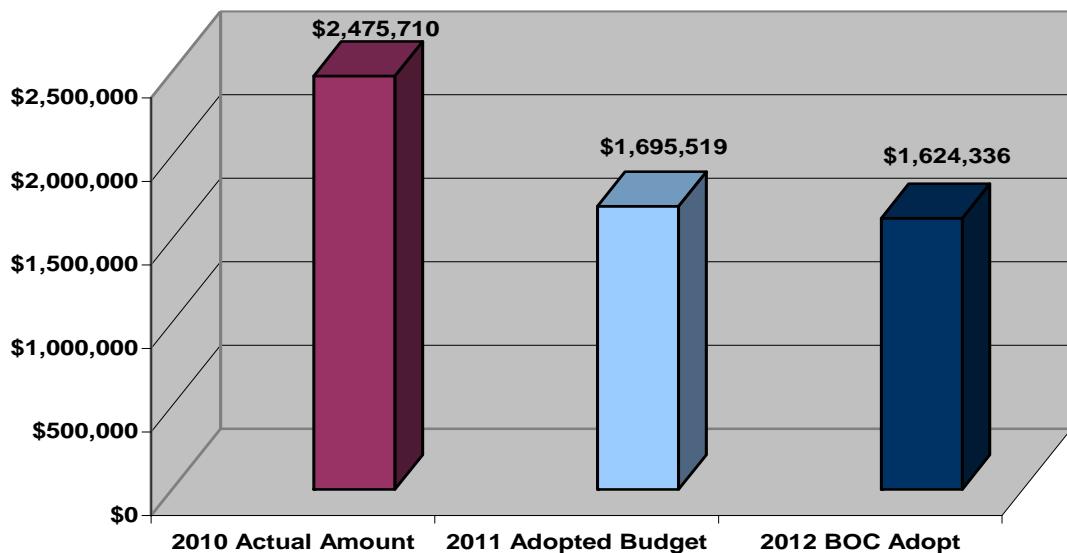
**To stay abreast of new technologies with the introduction of ebooks into the library collection.**



## Douglas County Libraries

### BUDGET SUMMARY

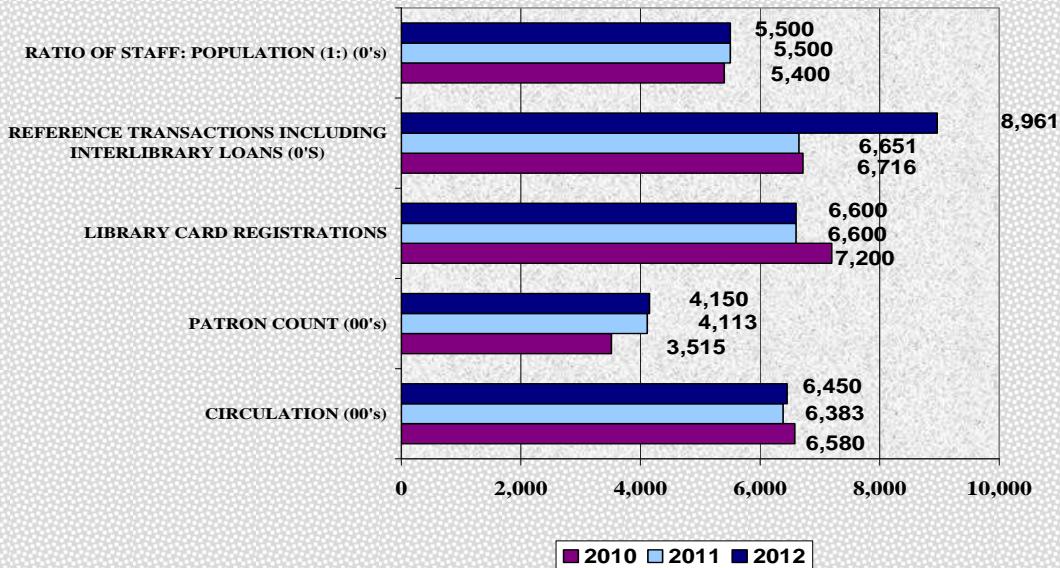
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>2,475,710</u>	<u>1,695,519</u>	<u>1,624,336</u>
Total Funding Sources	<u>2,475,710</u>	<u>1,695,519</u>	<u>1,624,336</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	610,454	624,591	831,787
Benefits	195,960	204,475	271,333
Advertising	2,004	2,594	4,085
Dues and Subscriptions	130	232	395
Maintenance Charges	12,143	19,783	27,038
Supplies	190,432	218,094	339,111
Professional Services	10,935	12,901	17,595
Utilities	94,164	86,815	143,552
Travel & Training	939	1,692	800
Minor Equipment and Improvements	0	21,881	0
Capital Outlay	1,358,550	451,250	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>51,211</u>	<u>(11,360)</u>
<b>Total Appropriations</b>	<b><u>2,475,710</u></b>	<b><u>1,695,519</u></b>	<b><u>1,624,336</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Douglas County Libraries

### COMPARISON - YEARS 2010 - 2012



### PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
County Librarian	30	1	1	1
Librarian	28	1	1	1
Library Manager	25	1	1	1
Reference Associate	21	1	1	1
Library Associate	19	5	5	5
Senior Secretary	19	1	1	1
Library Assistant II	16	5	5	7
Library Assistant I	16	4	4	4
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	3	3	1
Custodian	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>15</b>	<b>21</b>
<b>TOTAL PART TIME</b>		<b>10</b>	<b>10</b>	<b>4</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 management system with online access by DCPR professional staff with limited access by citizens. This provides the basis for online registration and facility reservations.

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

Revise schedule of fees and charges for both activities and facility reservations

Implement “Out of County Fee” for non-residents.

Seek clearer definitions regarding fee waivers and discounts.

Accurately track the “cost to taxpayer” of each DCPR program and facility.

Progress toward complete implementation of the Community Sports Manual to all community groups using DCPR facilities.

Require each Association to sign contract.

Require each association to supply more clearly defined schedule for their use of assigned facilities.

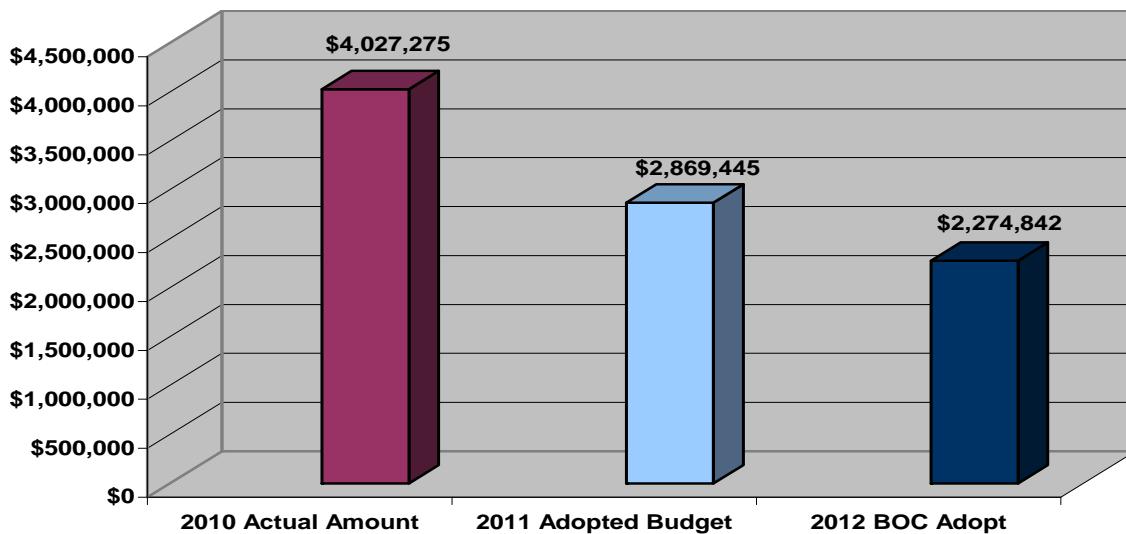
Require each Association to be properly registered with the Georgia Secretary of State as a Non-Profit entity



## Parks & Recreation

### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>4,027,275</u></u>	<u><u>2,869,445</u></u>	<u><u>2,274,842</u></u>
<b>Total Funding Sources</b>	<u><u>4,027,275</u></u>	<u><u>2,869,445</u></u>	<u><u>2,274,842</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,111,256	1,138,613	1,146,543
Benefits	403,769	388,386	415,109
Advertising	2,132	7,426	7,426
Vehicle Expense	110,993	100,580	94,400
Dues and Subscriptions	1,260	1,880	1,955
Equipment Rental	542	1,880	1,500
Maintenance Charges	82,084	102,460	101,880
Supplies	43,971	81,836	88,185
Professional Services	123,513	146,170	136,238
Utilities	368,294	346,406	356,580
Travel & Training	6,510	6,110	470
Minor Equipment and Improvements	9,555	100,448	0
Capital Outlay	61,382	390,000	0
Other Financing Sources	1,700,000	0	0
Uniforms and Clothing	2,013	4,700	4,700
<b>Budget Improvement Request</b>	<u>0</u>	<u>52,550</u>	<u>(80,144)</u>
<b>Total Appropriations</b>	<u><u>4,027,275</u></u>	<u><u>2,869,445</u></u>	<u><u>2,274,842</u></u>



## Parks & Recreation

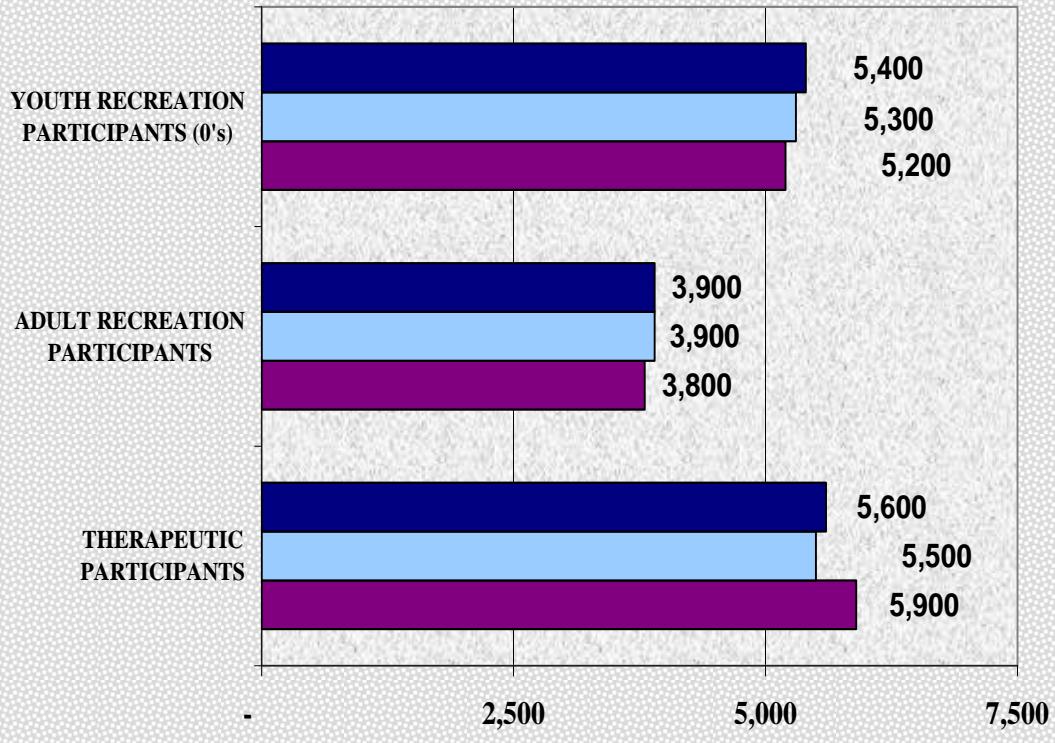
# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
<b><u>PARKS AND RECREATION</u></b>				
Director	33	1	1	1
Recreation Manager	28	1	1	1
Manager BW Park	27	1	1	1
Recreation Superintendent	27	1	0	1
Office Manager	23	0	0	1
Superintendent	24	1	1	1
Program Coordinator	22	2	3	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Park Security Supervisor	20	1	1	1
Program Assistant	19	2	1	1
Parks Beautification Coordinator	23	1	1	1
Senior Secretary	19	1	1	1
Park Security Officer	18	3	3	3
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Laborer III	16	1	1	1
Laborer I	14	0	0	1
Secretary	12	2	1	2
Attendant	13	1	1	1
Receptionist	PT	1	1	1
Program Aides	PT	29	27	26
Skateboard Park Supervisor	PT	1	2	1
Secretary	PT	1	1	1
Laborer I	PT	1	1	1
Laborer III	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>31</b>	<b>29</b>	<b>33</b>
<b>TOTAL PART TIME</b>		<b>34</b>	<b>33</b>	<b>31</b>
<b><u>AQUATIC CENTER</u></b>				
Superintendent	24	1	1	1
Program Coordinator	22	1	1	1
Secretary	16	1	1	1
Maintenance Worker	14	1	1	1
Supervisor	PT	10	10	10
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	22	22	21
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>34</b>	<b>34</b>	<b>33</b>
<b><u>SENIOR CENTER</u></b>				
Program Coordinator	UNC	1	1	1
Office Manager	23	1	1	1
Program Assistant / Senior Secretary	19	1	1	1
Senior Secretary	19	0	0	1
Secretary	16	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>5</b>

# WORKLOAD INDICATORS

## Parks & Recreation

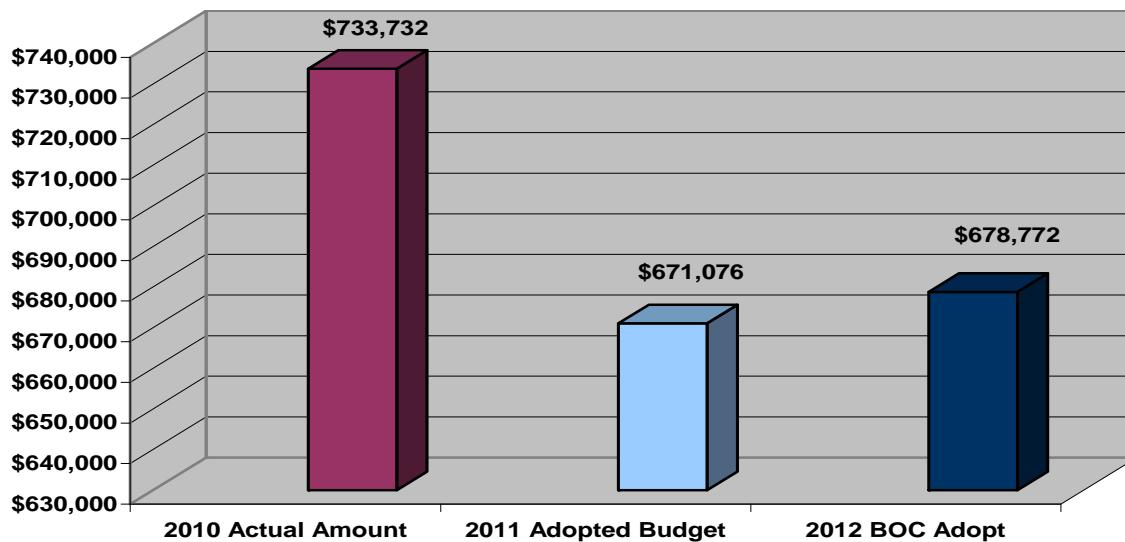
### COMPARISON - YEARS 2010 - 2012



**Parks & Recreation Aquatic Center**

**BUDGET SUMMARY**

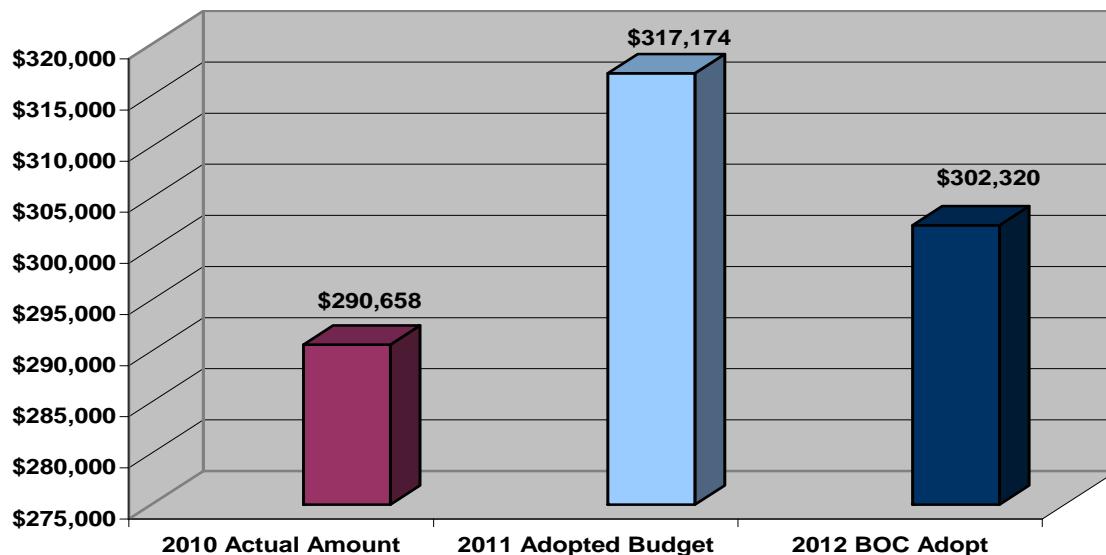
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>733,732</u>	<u>671,076</u>	<u>678,772</u>
<b>Total Funding Sources</b>	<b><u>733,732</u></b>	<b><u>671,076</u></b>	<b><u>678,772</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	367,317	359,892	340,965
Benefits	68,484	53,330	67,589
Advertising	460	559	559
Vehicle Expense	0	188	188
Dues and Subscriptions	105	282	282
Maintenance Charges	60,303	38,079	45,479
Supplies	26,960	20,821	21,280
Professional Services	46,761	43,712	43,708
Utilities	155,724	146,453	146,453
Travel & Training	3,333	3,591	800
Minor Equipment and Improvements	1,972	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	2,313	2,350	2,350
Budget Improvement Request	0	<u>1,819</u>	<u>9,119</u>
<b>Total Appropriations</b>	<b><u>733,732</u></b>	<b><u>671,076</u></b>	<b><u>678,772</u></b>

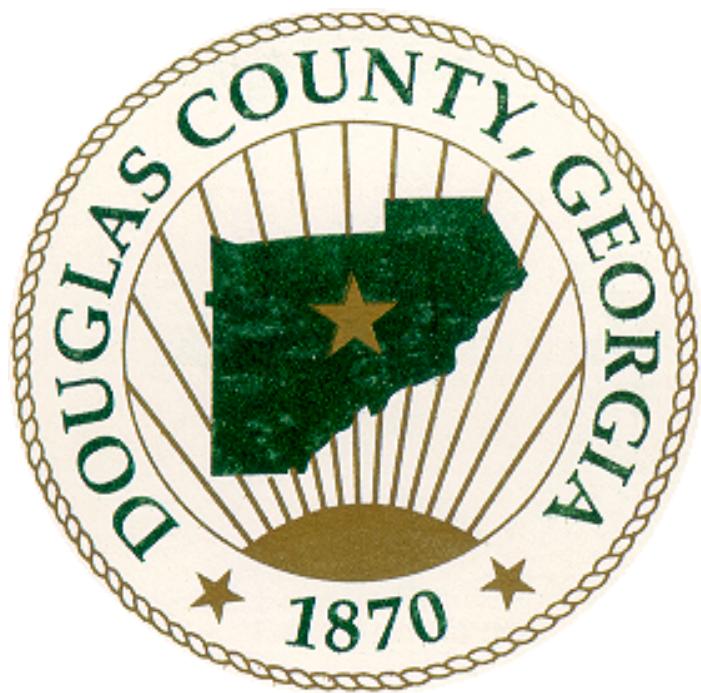


**Parks & Recreation Senior Center**

**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>290,658</u>	<u>317,174</u>	<u>302,320</u>
<b>Total Funding Sources</b>	<b><u>290,658</u></b>	<b><u>317,174</u></b>	<b><u>302,320</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	126,609	125,676	112,922
Benefits	49,191	51,334	48,909
Advertising	2,318	2,839	2,722
Vehicle Expense	0	0	0
Dues and Subscriptions	69	1,255	630
Equipment Rental	0	1,880	1,800
Maintenance Charges	22,128	29,591	28,350
Supplies	7,416	9,738	11,136
Professional Services	57,390	65,588	67,500
Utilities	25,373	26,078	30,186
Travel & Training	164	1,316	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	188	180
<b>Budget Improvement Request</b>	<b>0</b>	<b>1,691</b>	<b>(2,015)</b>
<b>Total Appropriations</b>	<b><u>290,658</u></b>	<b><u>317,174</u></b>	<b><u>302,320</u></b>





**PLANNING AND  
COMMUNITY  
DEVELOPMENT**

# DIRECTORY

<b>Building Inspection .....</b>	<b>242</b>
<b>Code Enforcement .....</b>	<b>245</b>
<b>Cooperative Extension.....</b>	<b>248</b>
<b>Development Services Administration.....</b>	<b>251</b>
<b>Economic Development Authority .....</b>	<b>254</b>
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<b>Occupational Tax Division .....</b>	<b>259</b>
<b>Planning and Zoning.....</b>	<b>262</b>
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<b>S.H.A.R.E. House .....</b>	<b>268</b>
<b>Tourism.....</b>	<b>270</b>

## Building Inspection

### MISSION

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

### FUNCTIONS

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

### GOALS

**To achieve a high degree of customer (citizen) satisfaction within the office and in the field**

**To achieve a high degree of customer satisfaction with prompt service, being eager to help direct citizens to the proper department in Development Services with respect and courtesy**

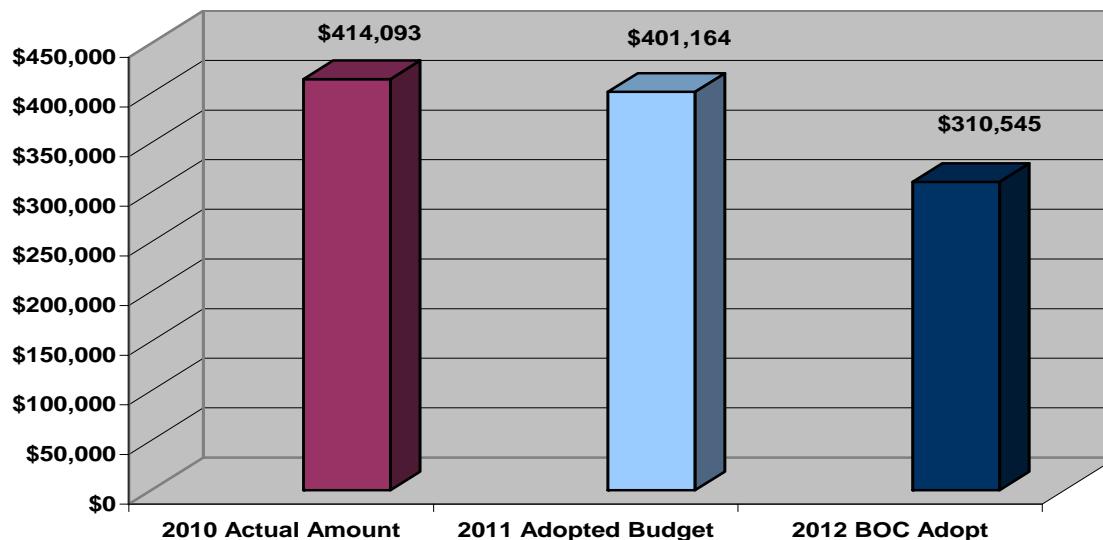
**Continue educating contractors on code violations and providing the correct code instructions and maintaining an open door policy to the contracting community**



## Building Inspection

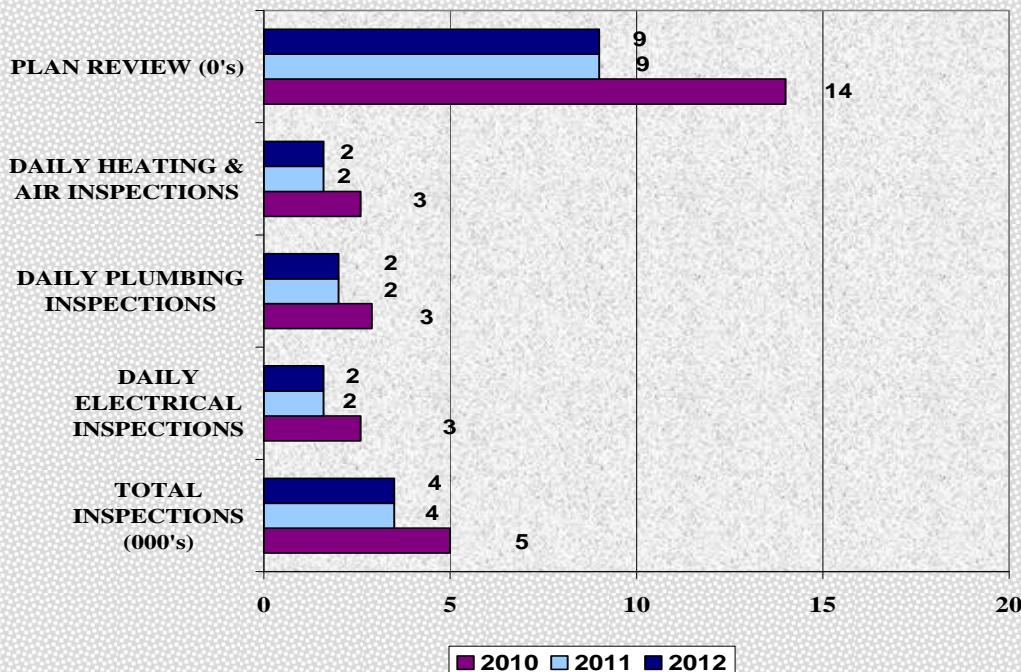
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>414,093</u>	<u>401,164</u>	<u>310,545</u>
<b>Total Funding Sources</b>	<b><u>414,093</u></b>	<b><u>401,164</u></b>	<b><u>310,545</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	265,340	262,130	229,054
Benefits	126,653	109,619	95,486
Advertising	0	0	0
Vehicle Expense	10,436	12,572	13,060
Dues and Subscriptions	735	705	865
Maintenance Charges	480	451	480
Supplies	1,127	1,819	1,700
Professional Services	4,896	5,076	5,400
Utilities	4,425	4,324	3,000
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	940	700
Budget Improvement Request	<u>0</u>	<u>3,528</u>	<u>(39,200)</u>
<b>Total Appropriations</b>	<b><u>414,093</u></b>	<b><u>401,164</u></b>	<b><u>310,545</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Chief Building Official	35	1	0	1
Building Official	31	1	0	1
Commercial Bldg. Inspector	24	1	1	1
General Inspector	23	1	1	2
Electrical Inspector	23	2	1	2
Heat and Air Inspector	23	2	1	1
Plumbing Inspector	23	1	1	1
Plan Review Coordinator	22	1	0	0
Permit Clerk	19	2	2	2
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>8</b>	<b>12</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:**

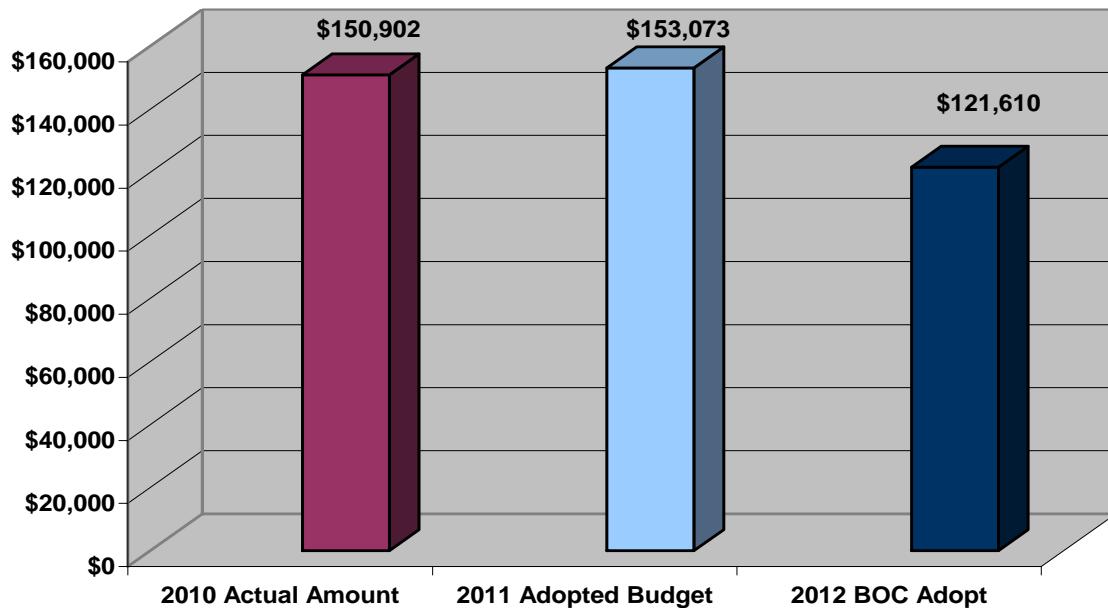
- Tracking zones with recurring problems every ten days and issue notices of violation leading to citations and court summons
- Maintaining site visit generated status log for each zone
- Scheduling weekly visits to each targeted zone or project location
- Utilize an officer “zone” area of enforcement 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

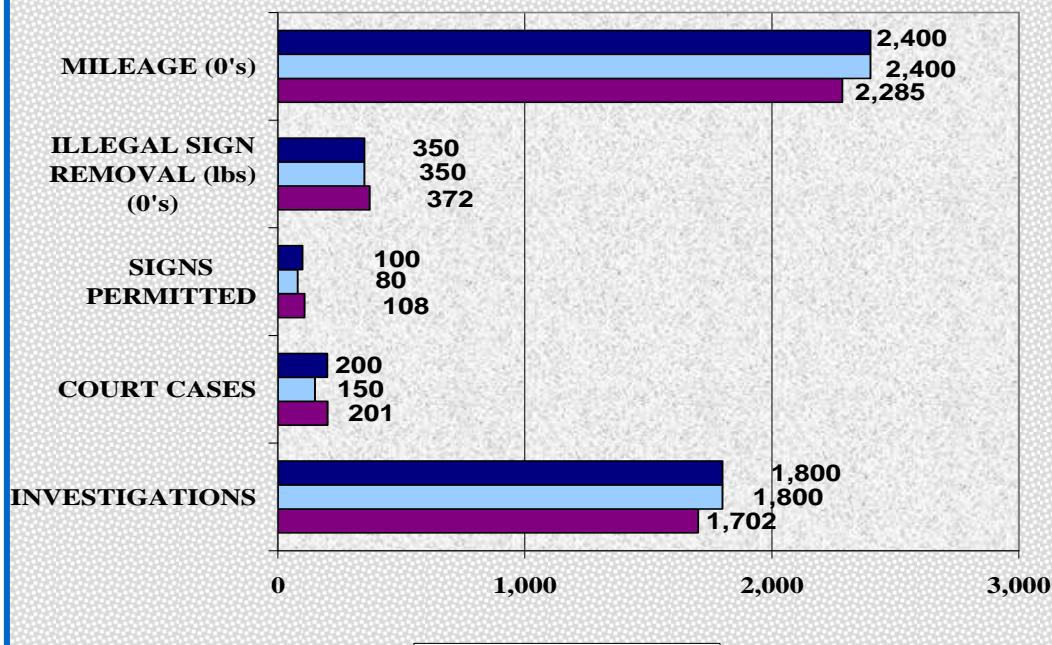
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>150,902</u>	<u>153,073</u>	<u>121,610</u>
<b>Total Funding Sources</b>	<b><u>150,902</u></b>	<b><u>153,073</u></b>	<b><u>121,610</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	102,833	102,116	104,670
Benefits	39,780	41,387	41,786
Vehicle Expense	5,943	4,935	5,501
Dues and Subscriptions	150	141	101
Supplies	1,170	1,504	1,549
Professional Services	0	0	0
Utilities	1,025	981	1,021
Travel & Training	0	0	0
Uniforms and Clothing	0	634	576
Budget Improvement Request	<u>0</u>	<u>1,375</u>	<u>(33,594)</u>
<b>Total Appropriations</b>	<b><u>150,902</u></b>	<b><u>153,073</u></b>	<b><u>121,610</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2010 - 2012



### PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	2	2	2
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## 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-May 2012.**

**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.**

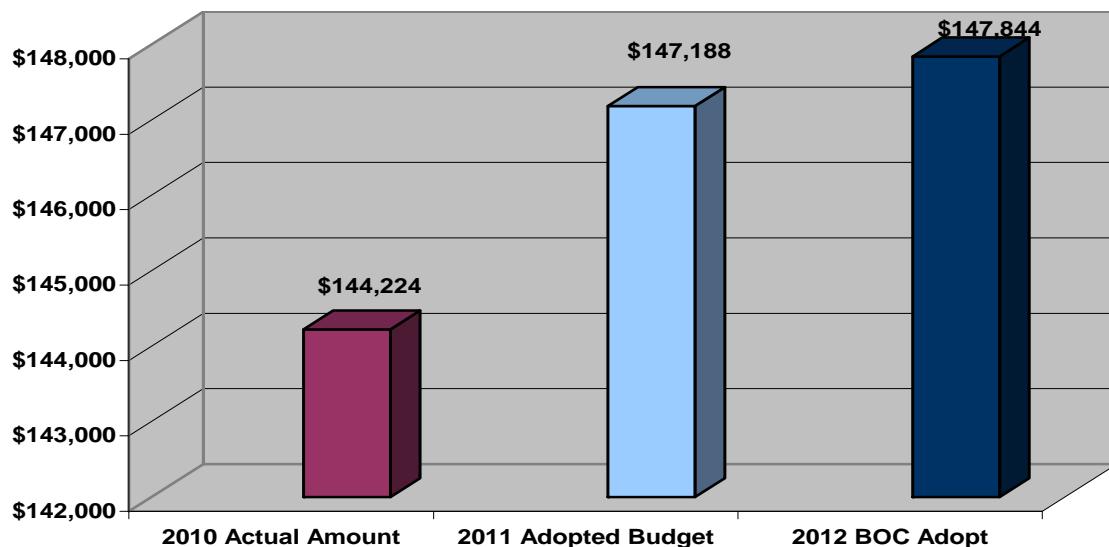
- Market all Extension program areas (Agriculture/Horticulture, 4-H Youth, and Family and Consumer Sciences) to County agencies, County government departments and citizens.
- Connect County employees with training opportunities (such as pesticide applicator classes related to employees job responsibilities.)



## Cooperative Extension

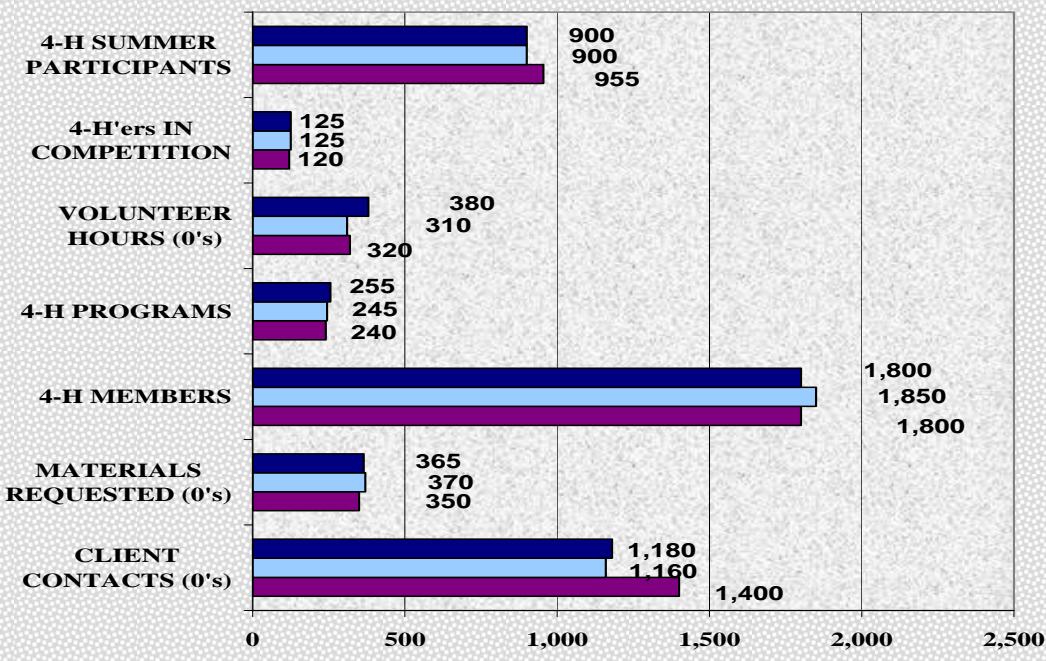
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>144,224</u>	<u>147,188</u>	<u>147,844</u>
<b>Total Funding Sources</b>	<u>144,224</u>	<u>147,188</u>	<u>147,844</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	118,409	119,834	121,792
Benefits	18,565	19,530	19,445
Advertising	47	47	45
Vehicle Expense	864	1,316	1,057
Dues and Subscriptions	410	564	675
Equipment Rental	0	0	0
Maintenance Charges	1,346	1,128	1,154
Supplies	4,395	4,136	3,960
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	189	470	90
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	0	180
Budget Improvement Request	0	163	(554)
<b>Total Appropriations</b>	<u>144,224</u>	<u>147,188</u>	<u>147,844</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	3
Senior Secretary	19	1	1	1
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</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

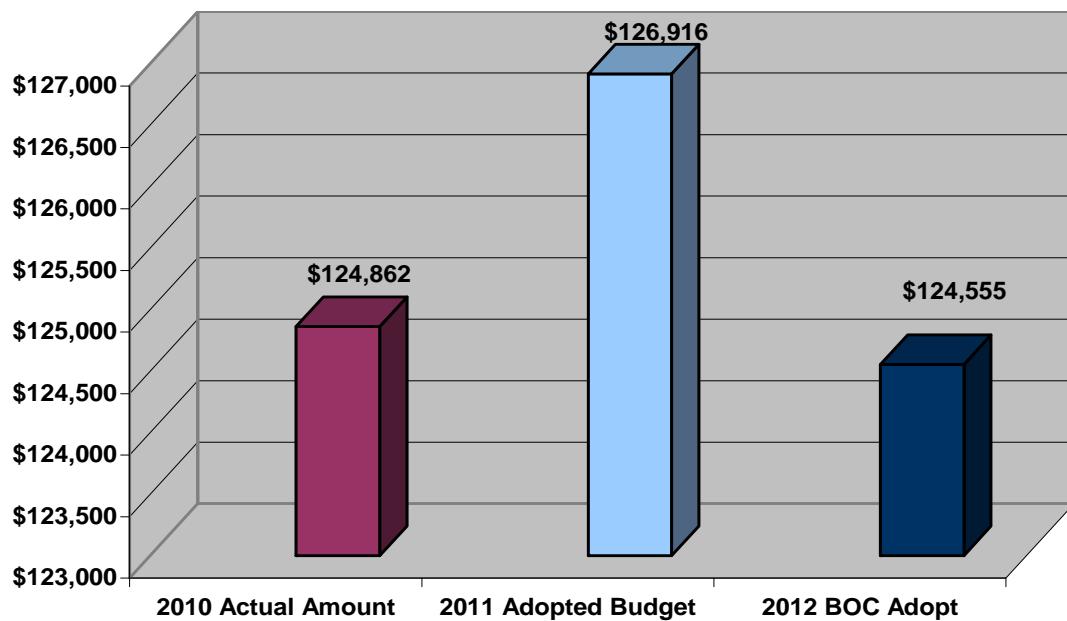
Provide a seamless transition of the development process through the department's five divisions

Hire the best qualified individuals to provide dedicated service to Douglas County

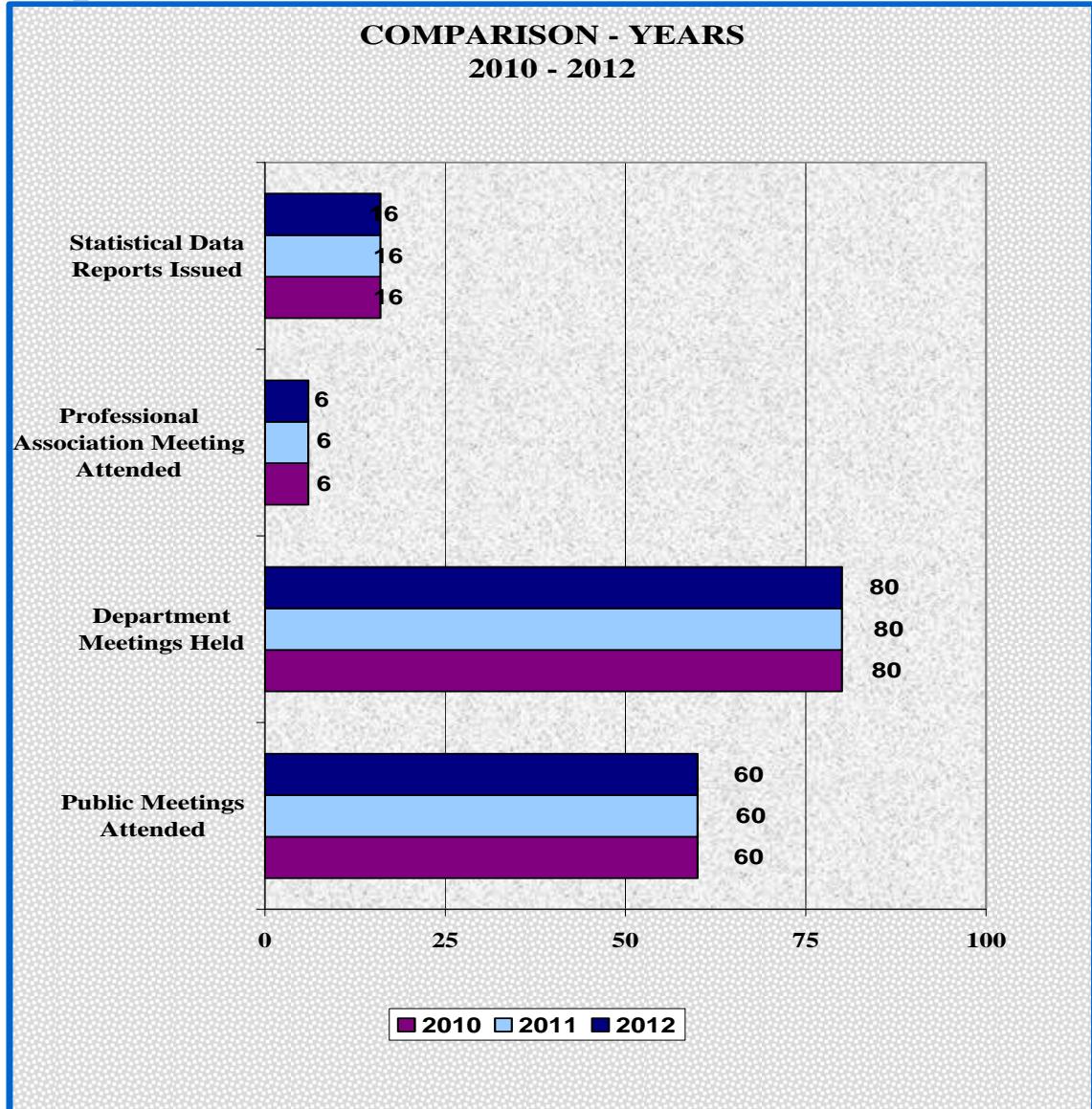


**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>124,862</u>	<u>126,916</u>	<u>124,555</u>
Total Funding Sources	<u>124,862</u>	<u>126,916</u>	<u>124,555</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	100,610	100,069	102,571
Benefits	21,731	22,352	22,700
Dues and Subscriptions	275	395	420
Supplies	0	94	94
Utilities	562	564	600
Travel & Training	1,684	940	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,502</u>	<u>(1,830)</u>
Total Appropriations	<u>124,862</u>	<u>126,916</u>	<u>124,555</u>

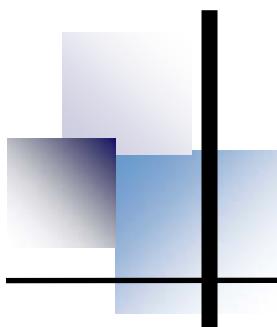


PERSONNEL SUMMARY & WORKLOAD INDICATORS



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Director Development Services	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<hr/> 1	<hr/> 1	<hr/> 1



**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

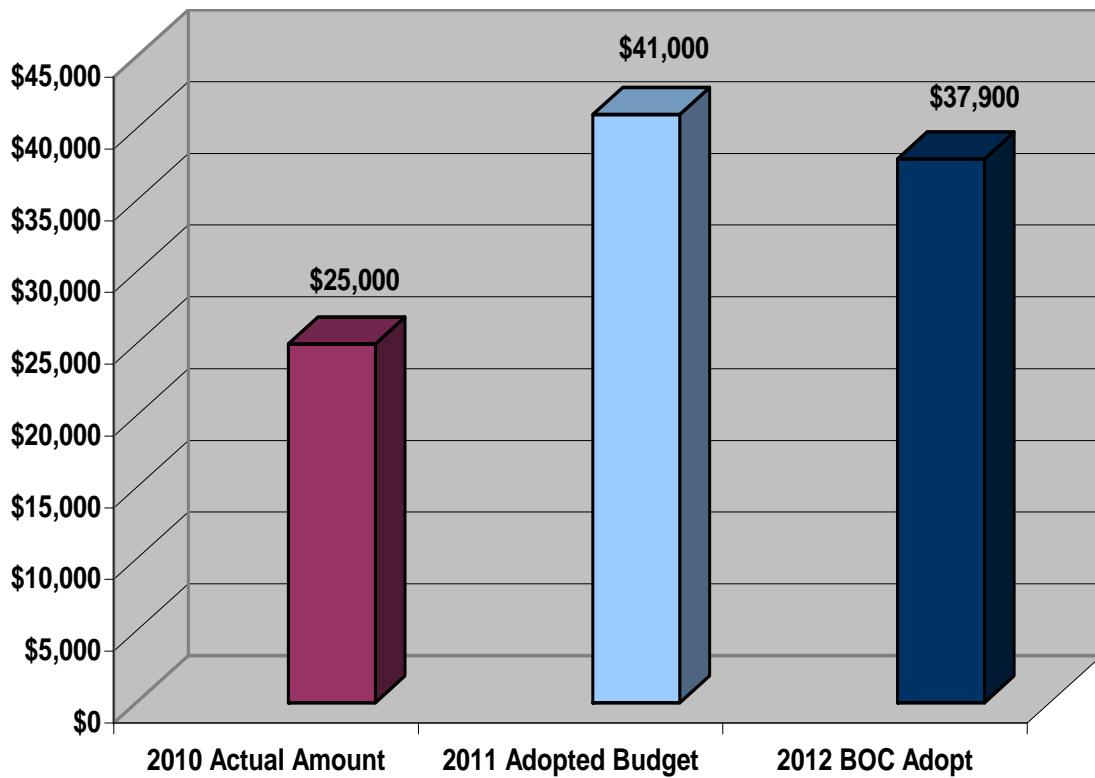
**Leverage benefits of Joint Development Authority with Paulding County**

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



## BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>25,000</u>	<u>41,000</u>	<u>37,900</u>
Total Funding Sources	<u>25,000</u>	<u>41,000</u>	<u>37,900</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>25,000</u>	<u>41,000</u>	<u>37,900</u>
Total Appropriations	<u>25,000</u>	<u>41,000</u>	<u>37,900</u>



## MISSION

**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

### Acquire new aerial photography and topographic data

- WSA, USGS, and a few other entities are willing to help pay for this expense resulting in significant cost reduction for data that we need badly because existing aerials are over 4 years old and topography is 8 years old

### Addressing fine-tuning

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

### Property Information Website

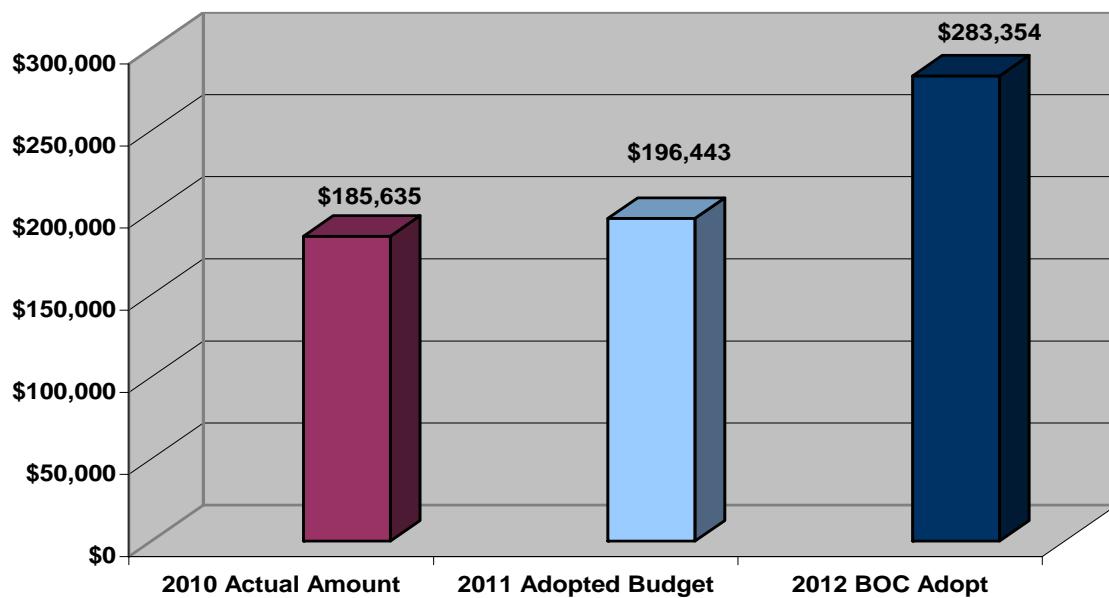
- Website grows in usage as over 100,000 visitors access it per year
- More enhancements and fine-tuning at no added cost because the project is managed in-house
- Explore a lightweight mobile-formats



## GIS / Mapping

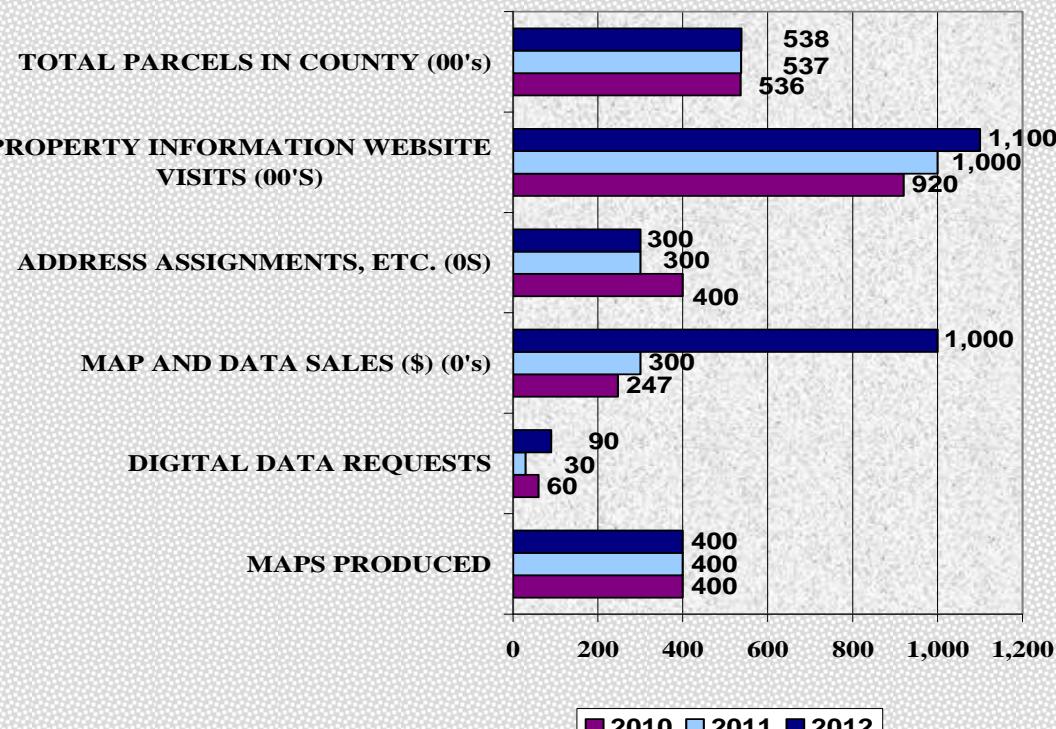
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>185,635</u>	<u>196,443</u>	<u>283,354</u>
<b>Total Funding Sources</b>	<u>185,635</u>	<u>196,443</u>	<u>283,354</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	126,626	133,697	136,245
Benefits	39,502	43,933	43,629
Vehicle Expense	0	0	0
Dues and Subscriptions	0	0	0
Maintenance Charges	14,220	12,878	14,150
Supplies	3,744	4,136	1,761
Professional Services	65	0	0
Utilities	0	0	0
Travel & Training	1,477	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	1,799	87,569
<b>Total Appropriations</b>	<u>185,635</u>	<u>196,443</u>	<u>283,354</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 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>

## **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:**

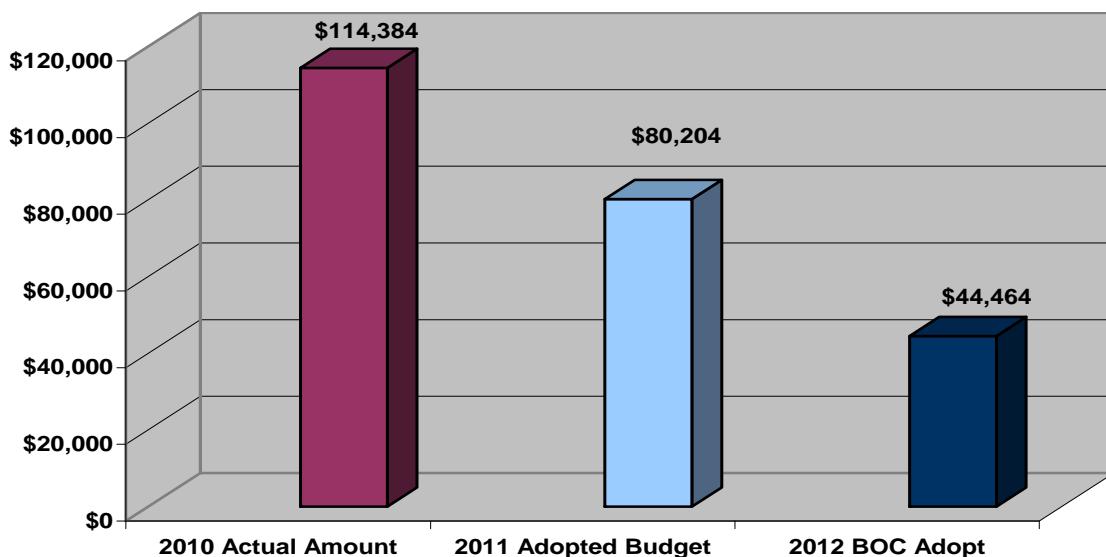
- Accepting on-line payments



## Occupational Tax

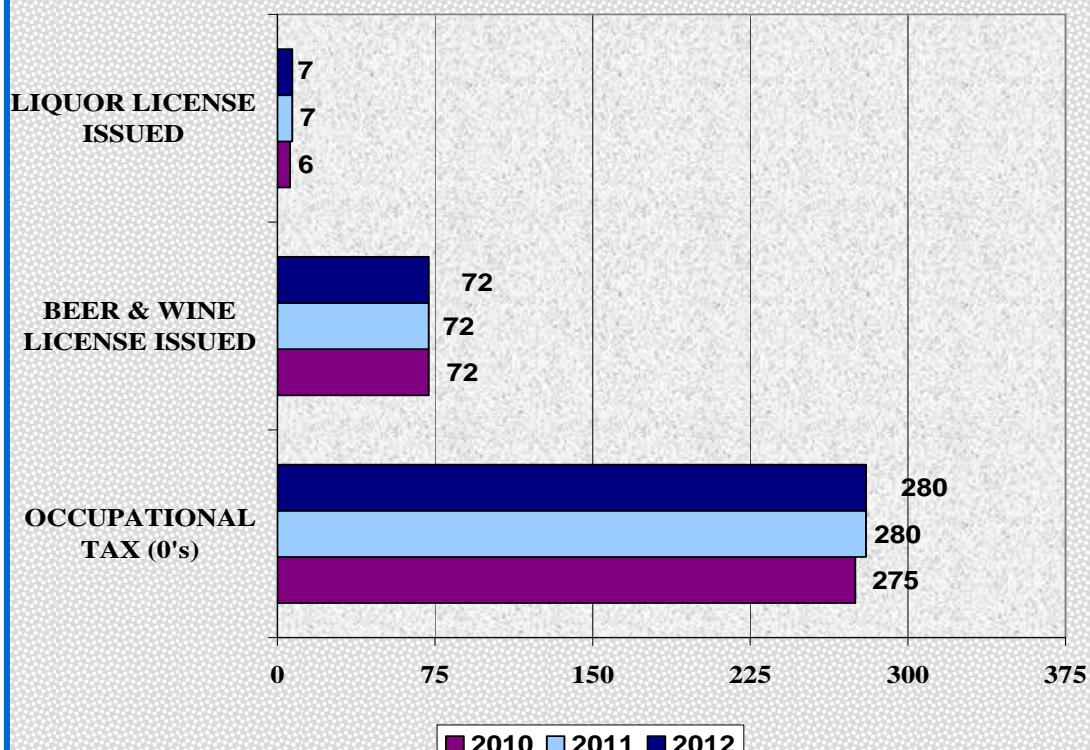
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>114,384</u>	<u>80,204</u>	<u>44,464</u>
<b>Total Funding Sources</b>	<u>114,384</u>	<u>80,204</u>	<u>44,464</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	87,928	62,219	62,939
Benefits	18,746	9,557	9,657
Advertising	196	0	0
Vehicle Expense	544	1,081	1,340
Dues and Subscriptions	154	192	204
Maintenance Charges	960	902	960
Supplies	5,307	4,888	4,724
Professional Services	0	0	0
Utilities	229	226	240
Travel & Training	320	301	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	120
<b>Budget Improvement Request</b>	<u>0</u>	<u>838</u>	<u>(35,720)</u>
<b>Total Appropriations</b>	<u>114,384</u>	<u>80,204</u>	<u>44,464</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2010 - 2012



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Occupational Tax Manager	24	1	0	1
Compliance Officer	22	1	1	1
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>2</b>	<b>3</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:**

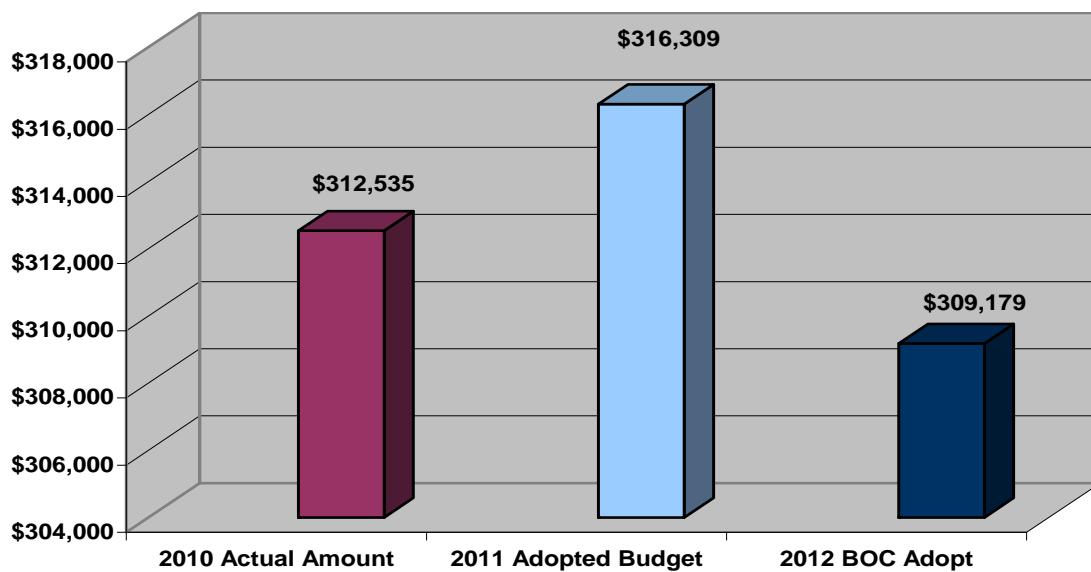
- Developing methods to plan for the future growth of Douglas County
- Investigate methods to obtain funding opportunities for Douglas County
- Identify awards available to Douglas County



## Planning and Zoning

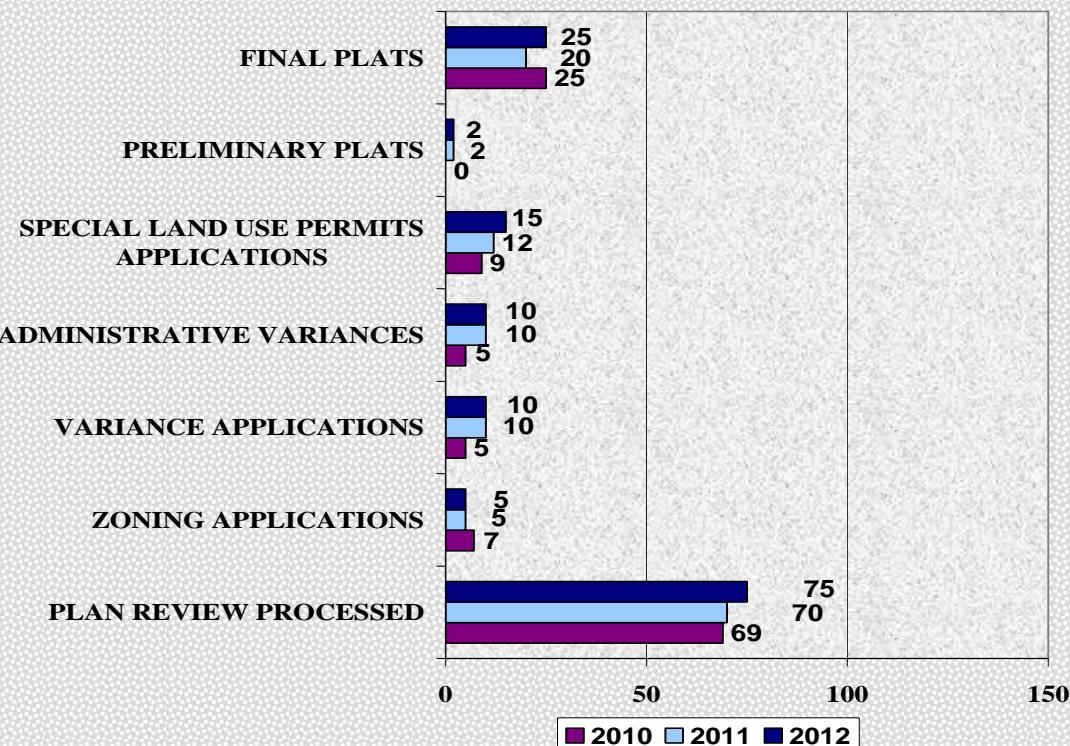
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>312,535</u>	<u>316,309</u>	<u>309,179</u>
<b>Total Funding Sources</b>	<b><u>312,535</u></b>	<b><u>316,309</u></b>	<b><u>309,179</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	236,902	234,040	245,693
Benefits	64,223	66,358	67,623
Advertising	622	1,222	1,600
Vehicle Expense	146	282	150
Dues and Subscriptions	779	846	900
Maintenance Charges	1,213	1,222	1,200
Supplies	1,340	1,692	2,200
Professional Services	4,391	6,557	1,176
Utilities	808	940	968
Travel & Training	2,112	0	0
Capital Outlay	0	0	0
Other	0	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>3,150</b>	<b>(12,331)</b>
<b>Total Appropriations</b>	<b><u>312,535</u></b>	<b><u>316,309</u></b>	<b><u>309,179</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2010 - 2012



## PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
Planning & Zoning Director	UNC	1	1	1
Senior Planner	28	1	1	1
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Senior Secretary	19	1	1	1
Planning & Zoning Board	PT	0	0	7
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>7</b>
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## 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

Secure Federal Transit Authority and Georgia Department of Transportation funding

Secure grant funds for a transit feasibility study

Increase vanpool routes by one third and have 80 active routes by year end

Complete construction of Douglas Boulevard park and rid lot

Identify data collection software to be purchased with grant money

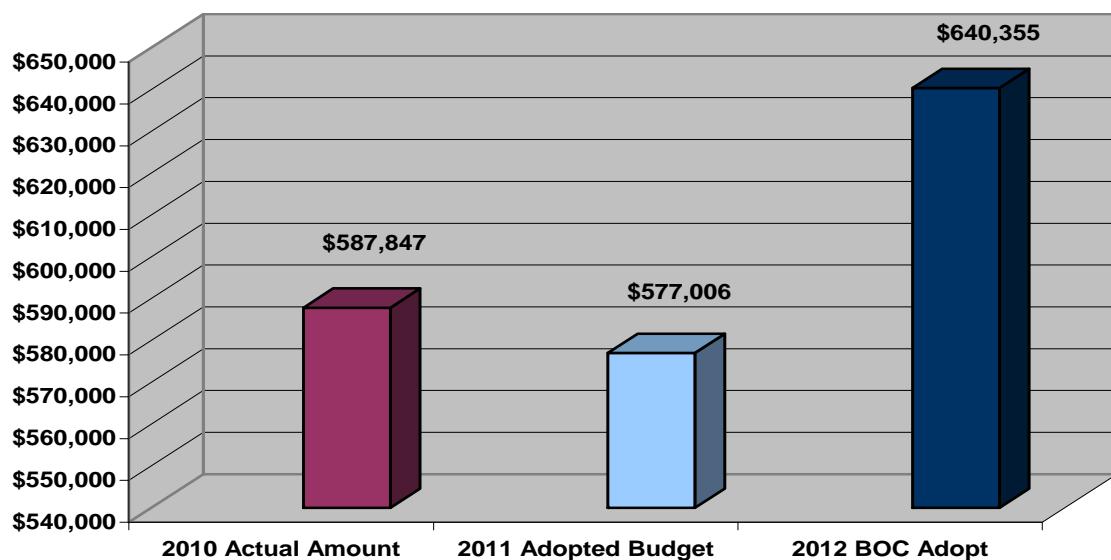
Replace all vans that have five years and 100,000 miles or more



## Rideshare

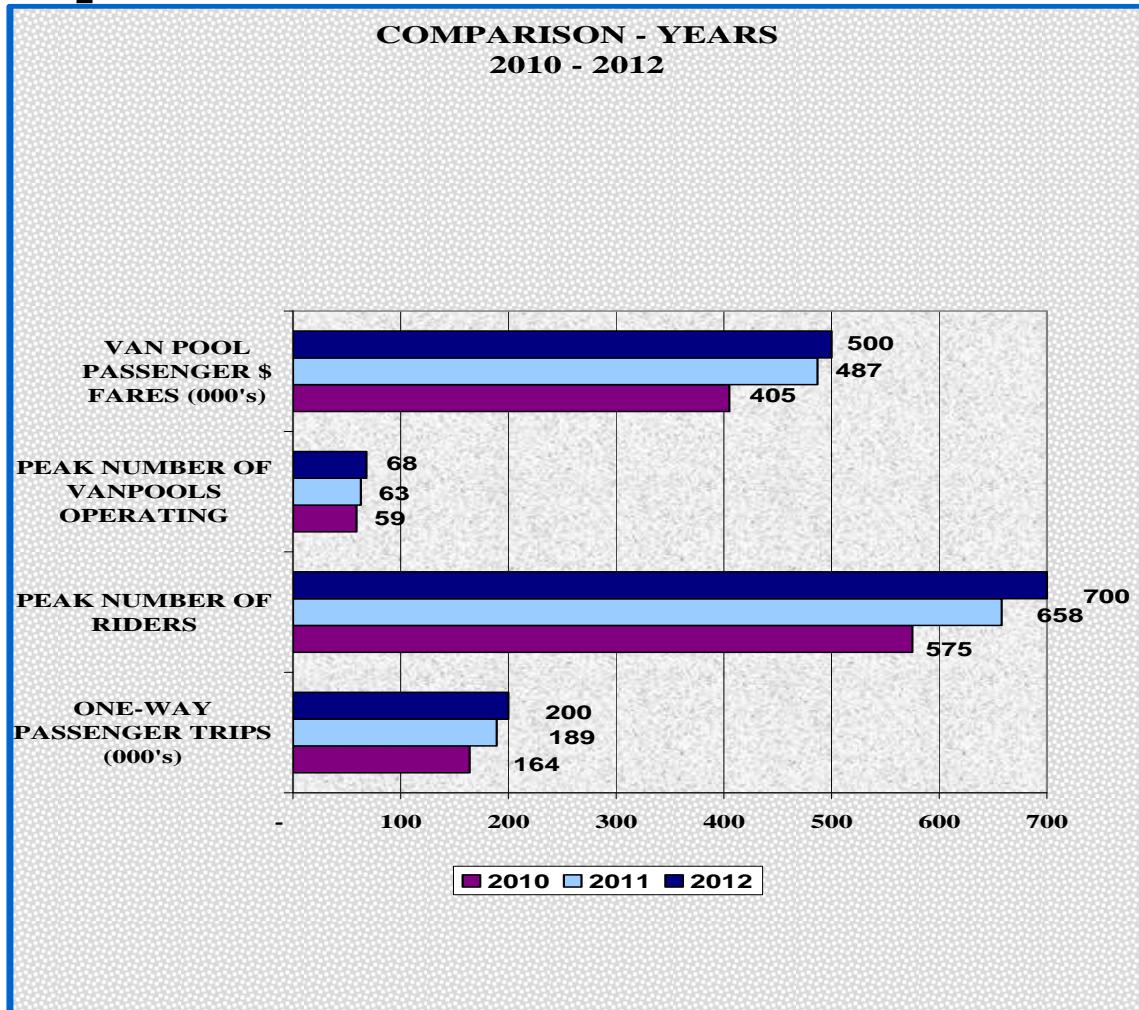
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>587,847</u>	<u>577,006</u>	<u>640,355</u>
<b>Total Funding Sources</b>	<b><u>587,847</u></b>	<b><u>577,006</u></b>	<b><u>640,355</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	196,770	180,881	183,601
Benefits	58,497	62,515	61,886
Advertising	1,713	2,350	2,700
Vehicle Expense	225,045	234,464	309,141
Dues and Subscriptions	1,474	940	1,152
Maintenance Charges	31,300	32,975	24,372
Supplies	7,982	6,260	5,976
Professional Services	13,371	14,570	15,300
Utilities	45,978	38,915	39,186
Travel & Training	922	940	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	4,794	0	0
Budget Improvement Request	0	2,196	(2,959)
<b>Total Appropriations</b>	<b><u>587,847</u></b>	<b><u>577,006</u></b>	<b><u>640,355</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Rideshare



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Multi-Modal Trans Service Manager	UNC	0	0	1
Coordinator	28	1	0	0
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
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>3</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</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

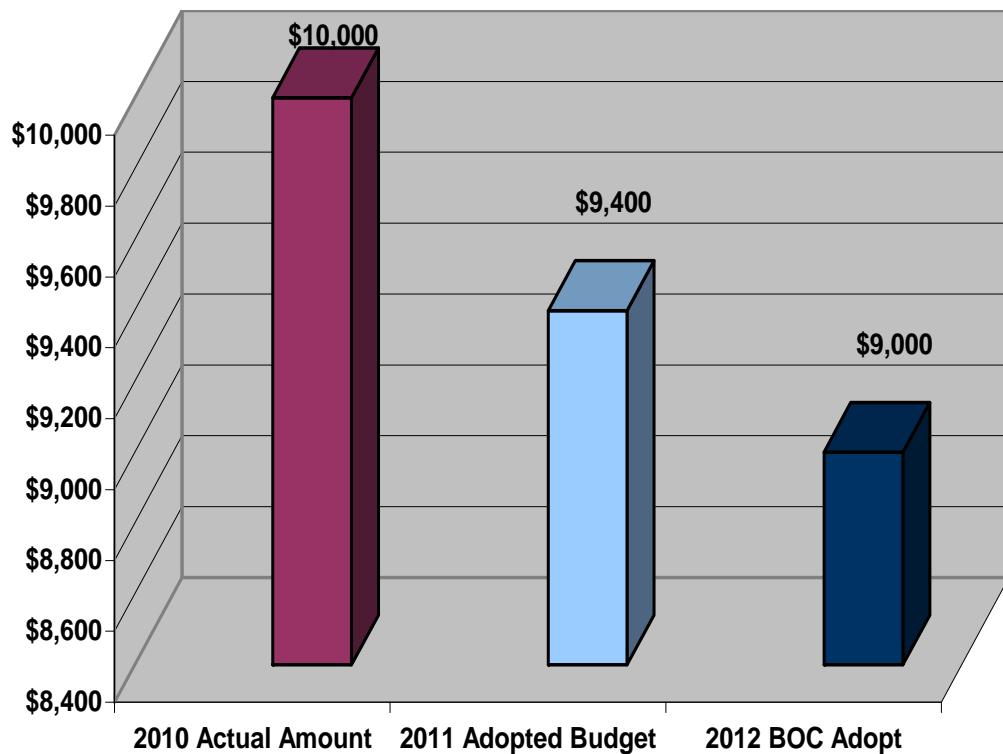
Continue needs assistance by providing the first five days of food to families coming into the shelter while they await food stamps

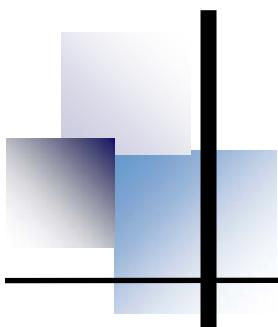
Continue the children and youth program by providing public education regarding violence and its effect on children and youth, and presentations to high school students on dating and domestic violence twice yearly at local high schools



**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>10,000</u>	<u>9,400</u>	<u>9,000</u>
<b>Total Funding Sources</b>	<b><u>10,000</u></b>	<b><u>9,400</u></b>	<b><u>9,000</u></b>
<b>APPROPRIATIONS:</b>			
Professional Services	10,000	9,400	9,000
Capital Outlay	0	0	0
<b>Total Appropriations</b>	<b><u>10,000</u></b>	<b><u>9,400</u></b>	<b><u>9,000</u></b>





# PLANNING & DEVELOPMENT

## MISSION

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

## FUNCTIONS

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

## GOALS

**Continue to distribute all materials throughout the community**

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

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

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

## ENTITIES

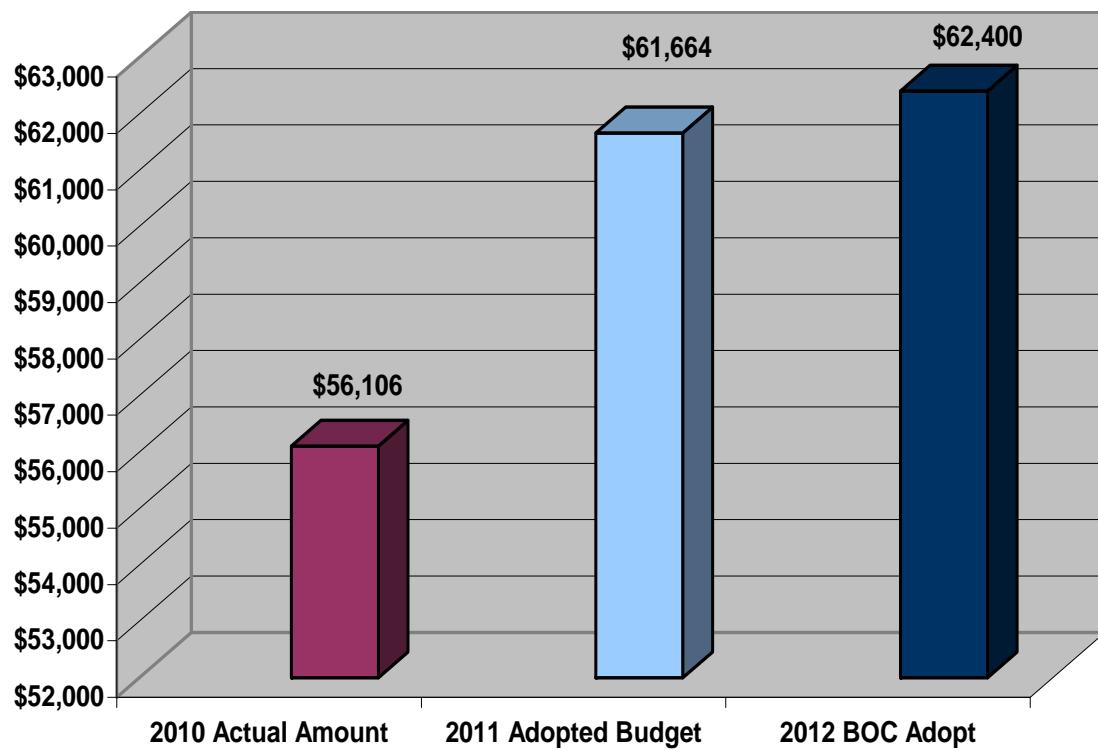
**Each of the entities below receive twenty-percent of the amount collected from Hotel/Motel Taxes**

- Chamber of Commerce
- Tourism & History Commission



## BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>56,106</u>	<u>61,664</u>	<u>62,400</u>
Total Funding Sources	<u>56,106</u>	<u>61,664</u>	<u>62,400</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>56,106</u>	<u>61,664</u>	<u>62,400</u>
Total Appropriations	<u>56,106</u>	<u>61,664</u>	<u>62,400</u>



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## Special Revenue Funds

**District Attorney Confiscated Funds**

SPECIAL REVENUE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>164,609</b>	<b>189,401</b>	<b>170,568</b>	<b>430,512</b>
<b>REVENUES</b>				
Courts and Law Enforcement	76,847	148,394	395,139	317,493
Use of Money and Property	1,758	1,073	5,904	10,625
Miscellaneous	5,000	-	-	-
<b>TOTAL REVENUES</b>	<b>83,605</b>	<b>149,467</b>	<b>401,043</b>	<b>328,118</b>
<b>EXPENDITURES</b>				
Operating	58,813	168,300	141,099	137,390
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>58,813</b>	<b>168,300</b>	<b>141,099</b>	<b>137,390</b>
<b>ENDING FUND BALANCE</b>	<b>189,401</b>	<b>170,568</b>	<b>430,512</b>	<b>621,240</b>

**TRENDS FOR THE YEAR ENDED December 31, 2012**

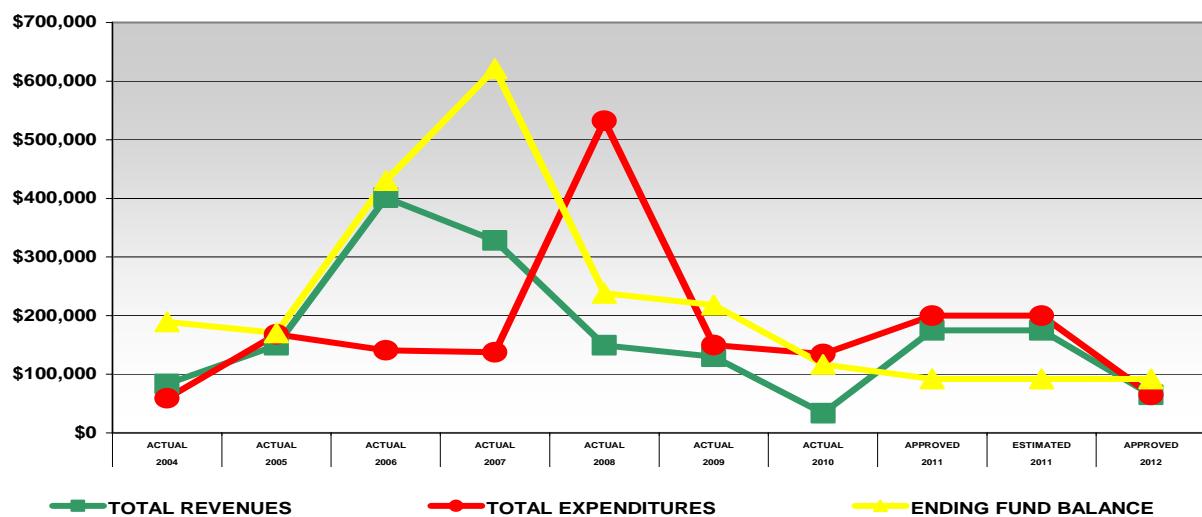
**REVENUES:** This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2012 is projected to be the lowest decrease seen yet of 63% from the 2011 year.

**EXPENDITURES:** Funds are expended 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. 2012 is projected to see a 68% decrease from 2011 Expenditures.

**FUND BALANCE:** Projected 2012 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

## District Attorney Confiscated Funds

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 APPROVED</u>	<u>2011 ESTIMATED</u>	<u>2012 APPROVED</u>	<b>2012 PERCENT OF TOTAL</b>
<u>621,240</u>	<u>238,156</u>	<u>218,156</u>	<u>116,936</u>	<u>116,936</u>	<u>91,936</u>	<u>100%</u>
139,977 9,276 -	125,000 5,000 -	30,481 2,915 -	170,000 5,000 -	170,000 5,000 -	65,000 - -	100% 0% 0%
149,253	130,000	33,396	175,000	175,000	65,000	100%
532,337 -	150,000 -	134,616 -	200,000 -	200,000 -	65,000 -	100% 0%
532,337	150,000	134,616	200,000	200,000	65,000	100%
<u>238,156</u>	<u>218,156</u>	<u>116,936</u>	<u>91,936</u>	<u>91,936</u>	<u>91,936</u>	<u>100%</u>



## Drug Abuse Treatment

### SPECIAL REVENUE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>246,787</b>	<b>276,945</b>	<b>277,750</b>	<b>316,697</b>
<b>REVENUES</b>				
Courts and Law Enforcement	130,090	96,599	128,204	121,736
Interest	3,097	7,985	13,046	14,441
Miscellaneous	-	-	-	-
<b>TOTAL REVENUES</b>	<b>133,187</b>	<b>104,584</b>	<b>141,250</b>	<b>136,177</b>
<b>EXPENDITURES</b>				
Other Professional Services	99,765	96,000	102,303	96,000
Supplies	3,264	7,779	-	3,600
Training	-	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>103,029</b>	<b>103,779</b>	<b>102,303</b>	<b>99,600</b>
<b>ENDING FUND BALANCE</b>	<b>276,945</b>	<b>277,750</b>	<b>316,697</b>	<b>353,274</b>

#### TRENDS FOR THE YEAR ENDED December 31, 2012

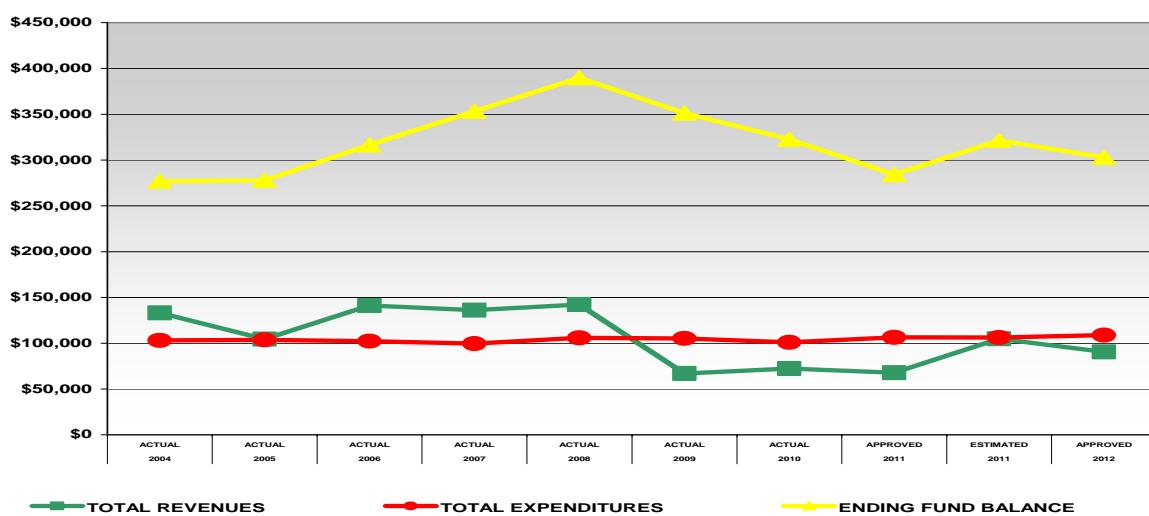
**REVENUES:** 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2012 Revenues are anticipated to be 14% less than those in 2011. The percentage change has varied over the years from a 53% decrease to a 51% 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% from the previous year and on the other have increased 112%. In recent years, however, these broad fluctuations have diminished. 2012 will increase a moderate 2% from the 2011 Estimated Expenditures.

**FUND BALANCE:** Projected 2012 Ending Fund Balance is expected to decrease to \$303,063. This is due to Projected 2012 Revenues being less than Expenditures.

## Drug Abuse Treatment

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGETED</u>	<u>2011 ESTIMATED</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>353,274</u>	<u>389,721</u>	<u>351,365</u>	<u>322,789</u>	<u>322,789</u>	<u>321,324</u>	<u>100%</u>
136,215 6,044	65,470 1,491	71,536 787	67,000 830	104,454 452	90,000 500	99% 1%
-	-	-	-	-	-	<u>0%</u>
142,259	66,961	72,323	67,830	104,906	90,500	100%
98,880 6,932	98,880 6,437	90,937 7,942 2,020	98,880 7,500	98,880 7,491	98,880 9,881	91% 9% 0% 0%
105,812	105,317	100,899	106,380	106,371	108,761	100%
<u>389,721</u>	<u>351,365</u>	<u>322,789</u>	<u>284,239</u>	<u>321,324</u>	<u>303,063</u>	<u>100%</u>



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

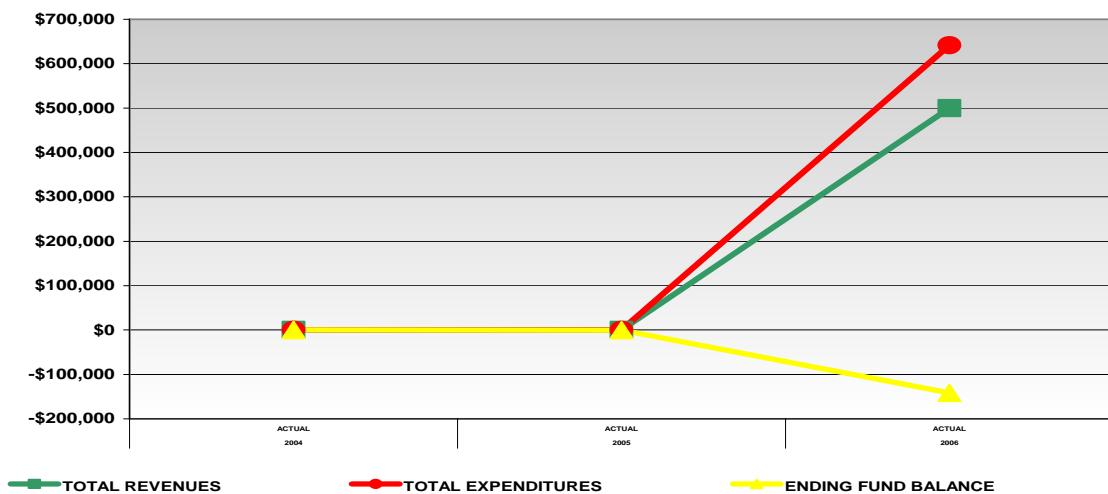
## TRENDS FOR THE YEAR ENDED December 31, 2012

**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 is expected to be completed in the year 2012 so the total funding of \$641,674 is the projected revenue, \$141,674 coming from the General Fund.

**EXPENDITURES:** The expenditures for this fund are to solely be the cost that goes into building the new Senior Center.

**FUND BALANCE:** Projected 2012 Ending Fund Balance is expected to end with a negative \$141,794. This is due to the 2011 cost associated with placing an ad in the newspaper to advertise the public hearing regarding the acceptance of the grant as well as the local match.

	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 BUDGET</u>	<u>2012 PERCENT OF TOTAL</u>
<b>BEGINNING FUND BALANCE</b>	—	—	(120)	<u>100%</u>
<b>REVENUES</b>				
Federal Government	—	—	<u>500,000</u>	24%
<b>TOTAL REVENUES</b>	—	—	<b>500,000</b>	<b>24%</b>
<b>EXPENDITURES</b>				
Professional Services	—	—	44,018	2%
Capital Outlay	—	120	<u>597,656</u>	<u>29%</u>
<b>TOTAL EXPENDITURES</b>	—	120	<b>641,674</b>	<b>31%</b>
<b>ENDING FUND BALANCE</b>	—	(120)	(141,794)	<u>100%</u>



## **E - 9 1 1 a n d W i r e l e s s**

### **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**

- **Ensure that all E-911, Fire, Police, and Sheriff radios are documented and covered for the up coming FCC 2013 Narrow Band Change Mandate.**
- **Meet all the new Georgia P.O.S.T. Database requirements and complete all the changes required in their new computer system.**



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SPECIAL REVENUE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>1,521,687</u>	<u>1,811,705</u>	<u>2,547,993</u>	<u>3,389,562</u>
<b>REVENUES</b>				
Wireless Charges	876,106	1,164,640	1,295,978	1,469,580
User Fees	955,475	940,926	941,739	951,731
Intergovernmental	-	-	-	-
Interest/Misc. Other	<u>27,238</u>	<u>95,705</u>	<u>144,736</u>	<u>173,697</u>
<b>TOTAL REVENUES</b>	<b>1,858,819</b>	<b>2,201,271</b>	<b>2,382,453</b>	<b>2,595,008</b>
<b>EXPENDITURES</b>				
Salaries and Related Costs	918,617	1,053,059	1,144,387	1,176,819
Other Expenses	631,196	380,563	358,233	464,007
Capital Outlay	<u>18,988</u>	<u>31,361</u>	<u>38,264</u>	<u>120,458</u>
<b>TOTAL EXPENDITURES</b>	<b>1,568,801</b>	<b>1,464,983</b>	<b>1,540,884</b>	<b>1,761,284</b>
<b>ENDING FUND BALANCE</b>	<b><u>1,811,705</u></b>	<b><u>2,547,993</u></b>	<b><u>3,389,562</u></b>	<b><u>4,223,286</u></b>

**TRENDS FOR THE YEAR ENDED December 31, 2012**

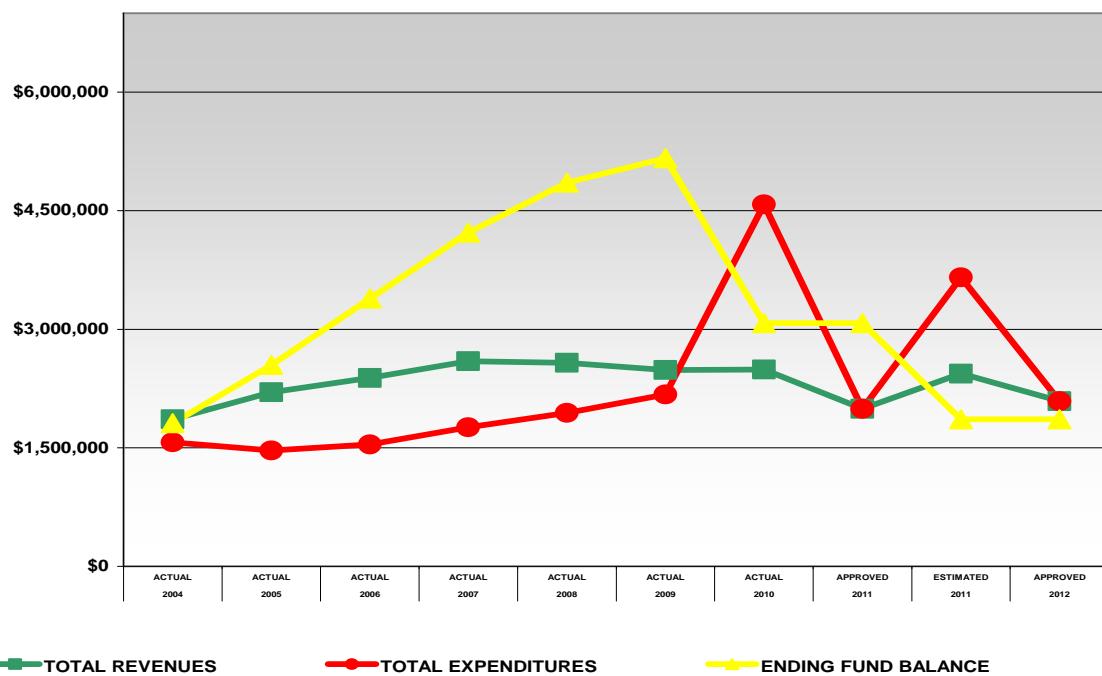
**REVENUES:** Wireless fees continue to increase slightly each year while Wireline user fees remain relatively constant and at times decline. 2011 Total Revenues for this Fund are projected to decrease by 14% from 2011.

**EXPENDITURES:** Salaries and related cost are anticipated to increase by 6% over 2011 estimated expenditures. Non Salary related Operating Expenditures are expected to increase 45%. There are no Capital Expenditures planned for the 2012 Budget. Total Expenditures are projected to decrease 43% over 2011 estimates.

**FUND BALANCE:** The 2012 Fund Balance is projected to remain constant with that of 2011, leaving a Fund Balance of \$1,859,582.

## E - 9 1 1 and Wireless

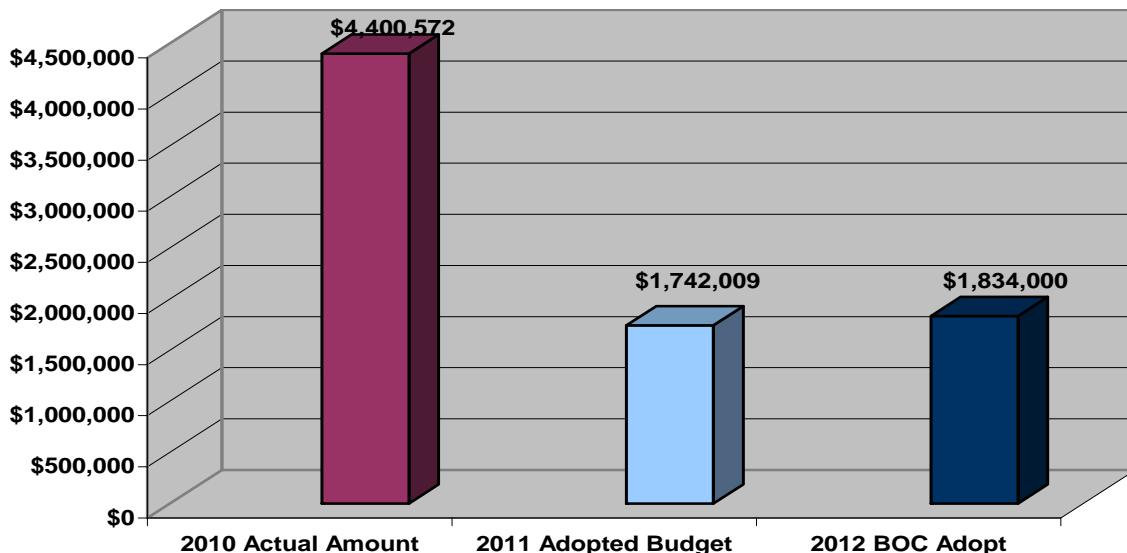
<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 BUDGET</u>	<u>2012 PERCENT OF TOTAL</u>
<u>4,223,286</u>	<u>4,856,541</u>	<u>5,164,990</u>	<u>3,076,338</u>	<u>3,076,338</u>	<u>1,859,582</u>	<u>100%</u>
1,601,962 896,053	1,510,534 952,994	1,650,620 828,286	1,239,809 748,000	1,425,883 914,660 93,592	1,369,674 716,526	66% 34% 0% 0%
<u>75,553</u>	<u>19,695</u>	<u>11,967</u>	<u>5,000</u>	<u>4,839</u>	<u>4,000</u>	
2,573,568	2,483,223	2,490,873	1,992,809	2,438,974	2,090,200	100%
1,286,240 473,857 180,216	1,288,056 422,683 464,035	1,319,813 432,599 2,827,113	1,391,607 593,202 8,000	1,283,830 501,855 1,870,045	1,363,533 726,667	65% 35% 0%
1,940,313	2,174,774	4,579,525	1,992,809	3,655,730	2,090,200	100%
<u>4,856,541</u>	<u>5,164,990</u>	<u>3,076,338</u>	<u>3,076,338</u>	<u>1,859,582</u>	<u>1,859,582</u>	<u>100%</u>



## E-911 Wireline

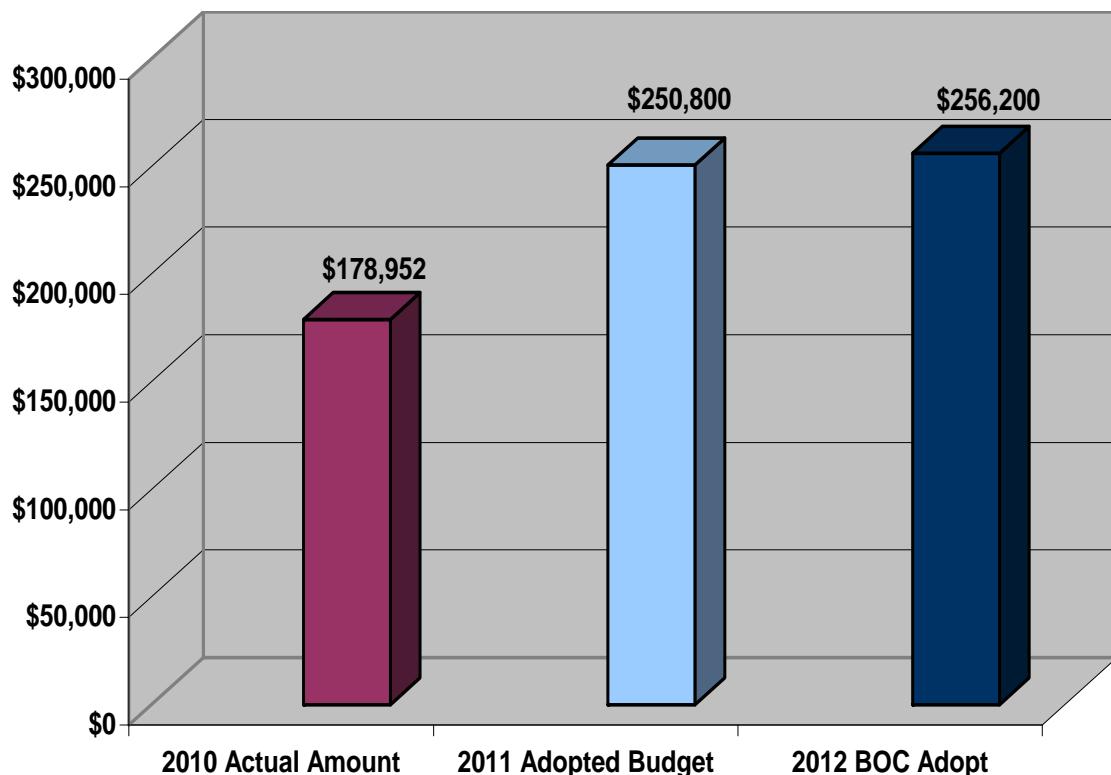
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>4,400,572</u>	<u>1,742,009</u>	<u>1,834,000</u>
<b>Total Funding Sources</b>	<b><u>4,400,572</u></b>	<b><u>1,742,009</u></b>	<b><u>1,834,000</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,004,299	1,056,930	1,094,966
Benefits	315,514	323,111	319,041
Advertising	657	500	500
Vehicle Expense	1,327	1,800	3,400
Dues and Subscriptions	720	1,250	1,250
Equipment Rental	180	150	150
Maintenance Charges	19,503	99,032	115,216
Supplies	10,142	8,100	8,000
Professional Services	38,238	0	0
Utilities	179,180	225,170	340,651
Travel & Training	2,082	5,400	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	2,827,113	8,000	0
Uniforms and Clothing	1,618	1,000	1,300
<b>Budget Improvement Request</b>	<b>0</b>	<b>11,566</b>	<b>(50,474)</b>
<b>Total Appropriations</b>	<b><u>4,400,572</u></b>	<b><u>1,742,009</u></b>	<b><u>1,834,000</u></b>



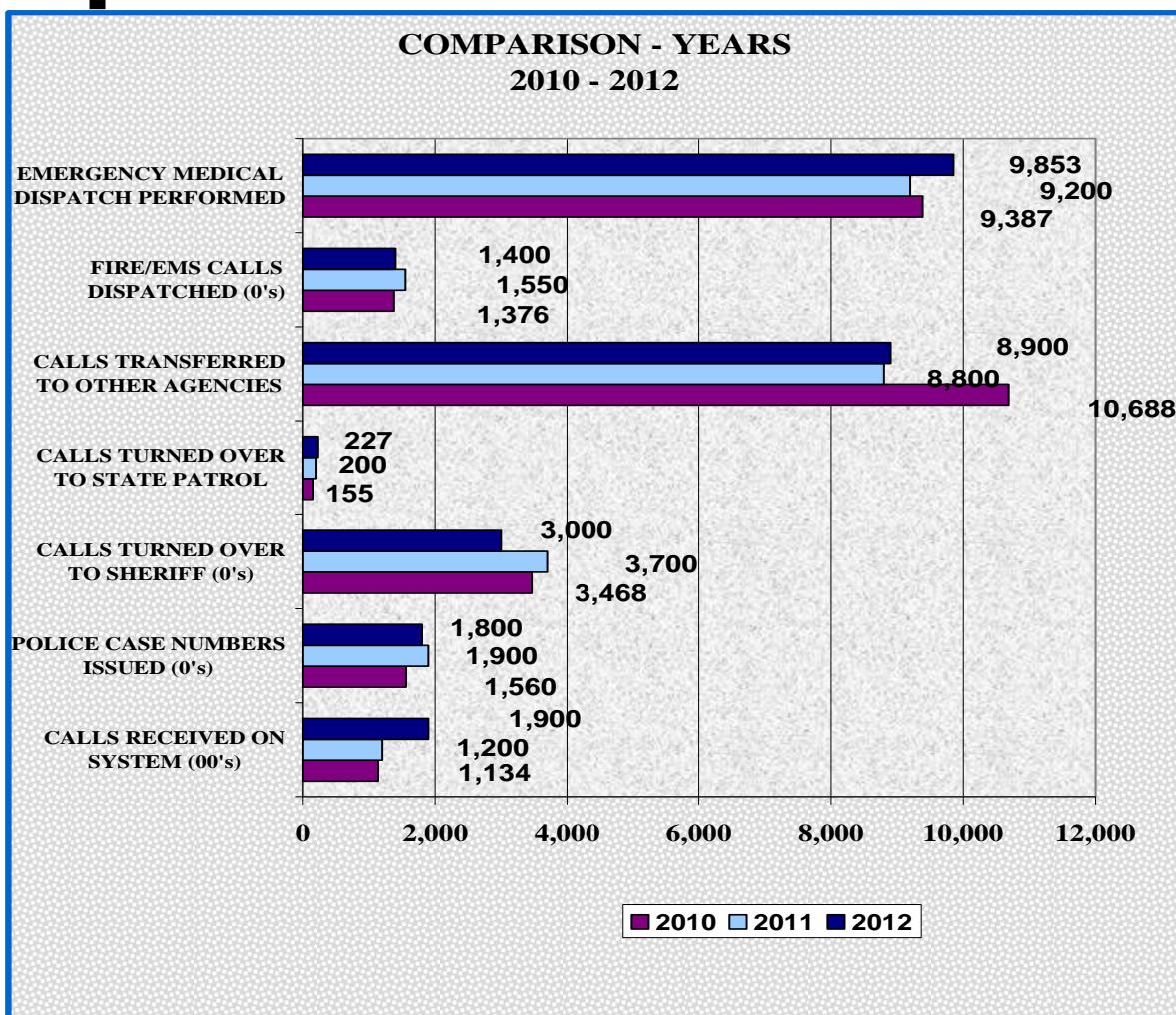
**BUDGET SUMMARY**

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>178,952</u>	<u>250,800</u>	<u>256,200</u>
Total Funding Sources	<u>178,952</u>	<u>250,800</u>	<u>256,200</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>178,952</u>	<u>250,800</u>	<u>256,200</u>
Total Appropriations	<u>178,952</u>	<u>250,800</u>	<u>256,200</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## E-911 and Wireless



### PERSONNEL SUMMARY

POSITION	GRADE	2010 ACTUAL	2011 BUDGET	2012 APPROVED
Director	33	1	1	1
Database Coordinator	27	1	1	1
Training Coordinator	27	1	1	1
Supervisor	25	5	5	5
Operator II	22	8	9	11
Operator I	21	5	3	7
Operator Trainee	20	4	3	2
Records Coordinator	20	0	0	0
Operator Trainee	PT	0	0	1
Operator I	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>25</b>	<b>23</b>	<b>28</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

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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

	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>	2007 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Hotel-Motel Taxes	<u>22,755</u>	<u>24,924</u>	<u>27,616</u>	<u>23,400</u>
<b>TOTAL REVENUES</b>	<b>22,755</b>	<b>24,924</b>	<b>27,616</b>	<b>23,400</b>
<b>EXPENDITURES</b>				
Transfers Out	<u>22,755</u>	<u>24,924</u>	<u>27,616</u>	<u>23,400</u>
<b>TOTAL EXPENDITURES</b>	<b>22,755</b>	<b>24,924</b>	<b>27,616</b>	<b>23,400</b>
<b>ENDING FUND BALANCE</b>	-	-	-	-

## TRENDS FOR THE YEAR ENDED December 31, 2012

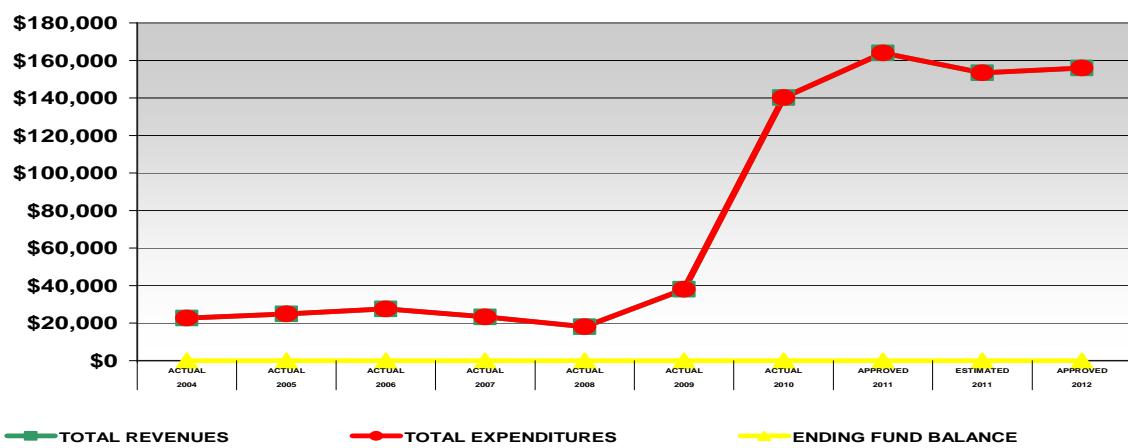
**REVENUES:** The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have remained fairly constant since that time with the exception of 2009. Revenues rose 110% with the addition of one new hotel. In 2010 this hotel and conference center had its first full year of operations, increasing 2010's revenue over 2009 by 268%. Excluding this new Hotel the number of Hotels and Motels in the County has remained the same, while new facilities in neighboring municipalities have emerged to prevent growth in business for the Hotels and Motels located in Douglas County. For 2012 a 1.6% growth in this revenue source is budgeted.

**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.

**FUND BALANCE:** The 2012 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>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
-	-	-	-	-	-	<u>0%</u>
<u>18,119</u>	<u>38,077</u>	<u>140,265</u>	<u>164,000</u>	<u>153,481</u>	<u>156,000</u>	<u>100%</u>
18,119	38,077	140,265	164,000	153,481	156,000	100%
<u>18,119</u>	<u>38,077</u>	<u>140,265</u>	<u>164,000</u>	<u>153,481</u>	<u>156,000</u>	<u>100%</u>
18,119	38,077	140,265	164,000	153,481	156,000	100%
-	-	-	-	-	-	<u>0%</u>



**SPECIAL REVENUE TRENDS**

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>137,781</u>	<u>135,415</u>	<u>135,180</u>	<u>172,747</u>
<b>REVENUES</b>				
Courts and Law Enforcement	99,653	88,733	123,984	156,550
Use of Money and Property	1,380	1,860	2,784	4,192
<b>TOTAL REVENUES</b>	<b>101,033</b>	<b>90,593</b>	<b>126,768</b>	<b>160,742</b>
<b>EXPENDITURES</b>				
Operating	103,399	90,828	89,201	99,524
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>103,399</b>	<b>90,828</b>	<b>89,201</b>	<b>99,524</b>
<b>ENDING FUND BALANCE</b>	<b><u>135,415</u></b>	<b><u>135,180</u></b>	<b><u>172,747</u></b>	<b><u>233,965</u></b>

**TRENDS FOR THE YEAR ENDED December 31, 2012**

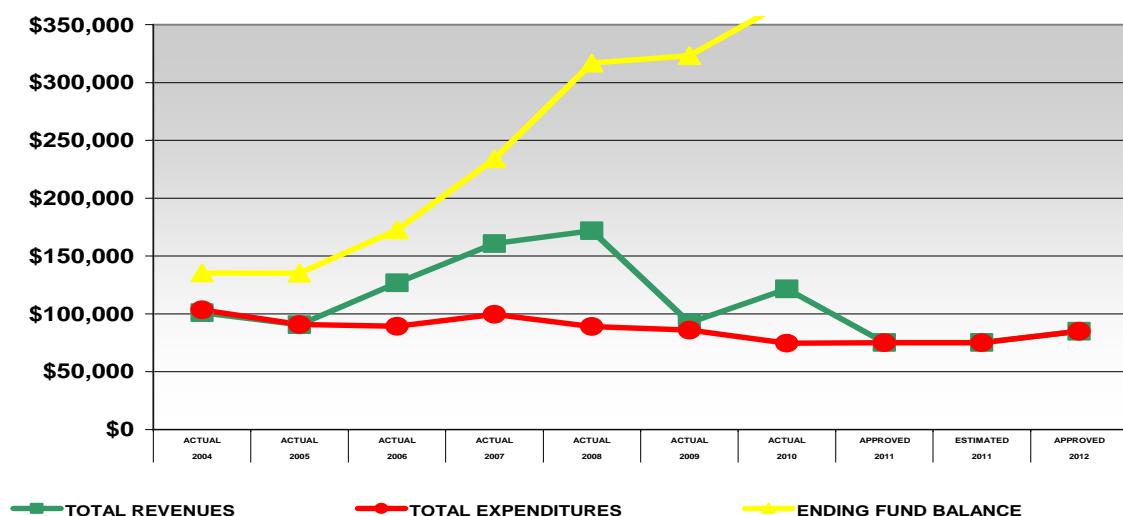
**REVENUES:** Revenues for this Fund are received from State Court, Superior Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal fees or filing fees include a Law Library fee. Because these fees vary, the Law Library Revenue varies from year to year. The variation in Revenues over the years has ranged from a negative 46% to positive 40%. For 2012 Revenues are expected to increase 13% from 2011.

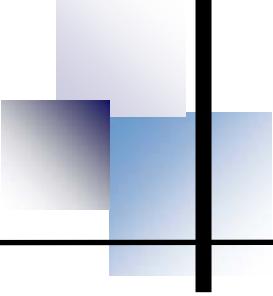
**EXPENDITURES:** Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years. Expenditures are anticipated to increase in 2012 as compared to 2011's estimated Expenditures. The reasoning behind this is the opening of the new Dog River Library.

**FUND BALANCE:** Revenues have exceeded Expenditures in most years; therefore, Fund Balance continues to increase. In 2012 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2012 Ending Fund Balance of \$370,405.

## Law Library

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATED</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>233,965</u>	<u>316,785</u>	<u>323,208</u>	<u>370,105</u>	<u>370,105</u>	<u>370,405</u>	<u>100%</u>
169,896 1,896	91,623 800	119,813 1,718	75,000 300	75,000 300	85,000 -	100% 0%
171,792	92,423	121,531	75,300	75,300	85,000	100%
88,972 -	86,000 -	74,634 -	75,000 -	75,000 -	85,000 -	100% 0%
88,972	86,000	74,634	75,000	75,000	85,000	100%
<u>316,785</u>	<u>323,208</u>	<u>370,105</u>	<u>370,405</u>	<u>370,405</u>	<u>370,405</u>	<u>100%</u>





**Sheriff Confiscated Funds**

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# SPECIAL REVENUE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>1,106,766</u>	<u>1,183,479</u>	<u>1,742,618</u>	<u>3,417,584</u>
<b>REVENUES</b>				
Intergovernmental	439,681	966,002	2,276,237	1,764,841
Miscellaneous	<u>891</u>	<u>11,806</u>	<u>73,313</u>	<u>136,249</u>
<b>TOTAL REVENUES</b>	<b>440,572</b>	<b>977,808</b>	<b>2,349,550</b>	<b>1,901,090</b>
<b>EXPENDITURES</b>				
Operating	363,859	418,669	674,584	947,766
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>363,859</b>	<b>418,669</b>	<b>674,584</b>	<b>947,766</b>
<b>ENDING FUND BALANCE</b>	<b><u>1,183,479</u></b>	<b><u>1,742,618</u></b>	<b><u>3,417,584</u></b>	<b><u>4,370,908</u></b>

## TRENDS FOR THE YEAR ENDED December 31, 2012

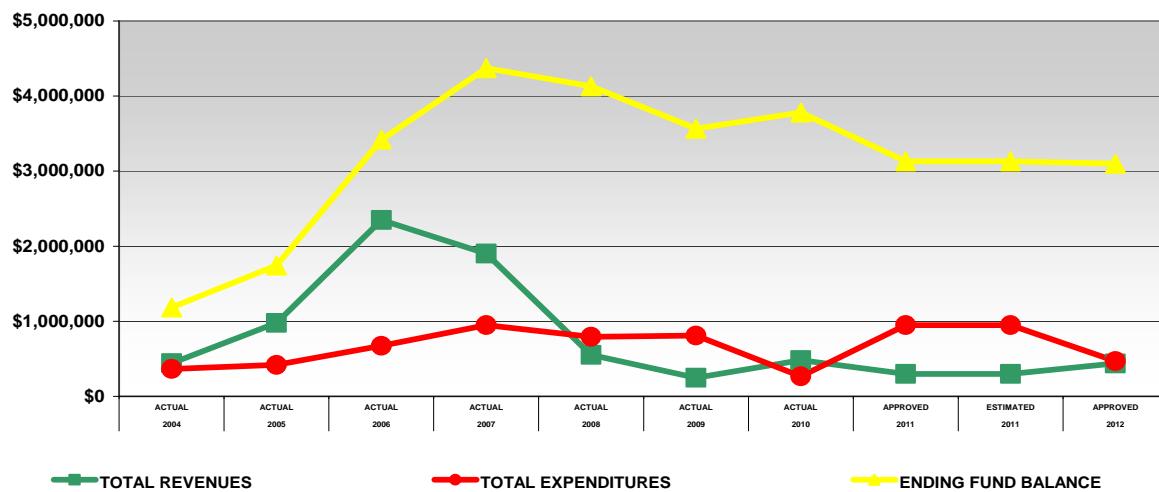
**REVENUES:** This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues can be difficult to forecast. There is projected to be an approximate 46% increase is estimated 2012 Revenues over 2011 estimated Revenues. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high at 140% of a prior year.

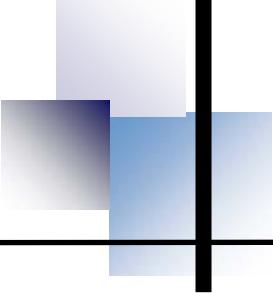
**EXPENDITURES:** Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2012 Expenditures are estimated to decrease 51%.

**FUND BALANCE:** The Ending Fund Balance for 2012 is \$3,098,250. The Fund Balance in this fund has increased every year until 2008. Since then the fund balance has fluctuated. This year it is projected to decrease compared to the 2011 Estimated Ending Fund Balance. These slight increases and decreases, when matched against years when the Fund Balance saw an 82% increase such as 2003 or a 96% increase in 2006 are nominal. The Fund Balance still remains strong and stable.

## Sheriff Confiscated Funds

2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>APPROVED</u>	2011 <u>ESTIMATED</u>	2012 <u>APPROVED</u>	2012 <u>PERCENT OF TOTAL</u>
<u>4,370,908</u>	<u>4,128,795</u>	<u>3,565,795</u>	<u>3,780,250</u>	<u>3,780,250</u>	<u>3,130,250</u>	<u>100%</u>
380,651	160,000	373,657	231,000	231,000	438,000	100%
<u>171,166</u>	<u>88,000</u>	<u>107,714</u>	<u>69,000</u>	<u>69,000</u>	<u>-</u>	<u>0%</u>
551,817	248,000	481,371	300,000	300,000	438,000	100%
793,930	11,000	266,916	95,000	95,000	470,000	100%
<u>-</u>	<u>800,000</u>	<u>-</u>	<u>855,000</u>	<u>855,000</u>	<u>-</u>	<u>0%</u>
793,930	811,000	266,916	950,000	950,000	470,000	100%
<u>4,128,795</u>	<u>3,565,795</u>	<u>3,780,250</u>	<u>3,130,250</u>	<u>3,130,250</u>	<u>3,098,250</u>	<u>100%</u>





**Sheriff Inmate Commissary**

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# SPECIAL REVENUE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>672,804</b>	<b>144,091</b>	<b>149,317</b>	<b>177,625</b>
<b>REVENUES</b>				
Intergovernmental	367,912	-	-	-
Use of Money and Property	1,457	630	743	1,362
Miscellaneous	-	378,579	292,300	310,654
<b>TOTAL REVENUES</b>	<b>369,369</b>	<b>379,209</b>	<b>293,043</b>	<b>312,016</b>
<b>EXPENDITURES</b>				
Operating	898,082	208,983	264,735	241,528
Capital Outlay	-	165,000	-	-
<b>TOTAL EXPENDITURES</b>	<b>898,082</b>	<b>373,983</b>	<b>264,735</b>	<b>241,528</b>
<b>ENDING FUND BALANCE</b>	<b>144,091</b>	<b>149,317</b>	<b>177,625</b>	<b>248,113</b>

## TRENDS FOR THE YEAR ENDED December 31, 2012

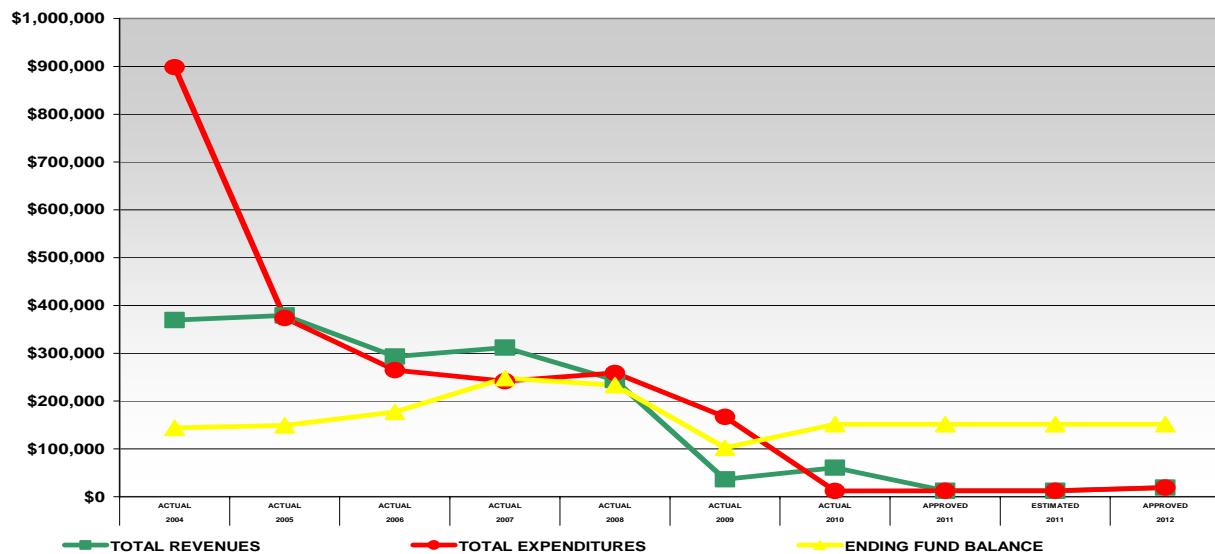
**REVENUES:** Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2012 Revenues are projected to increase slightly as compared to 2011's estimate. Revenues fluctuate from year to year as the inmate population 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:** 2012 Expenditures are \$6,500 more than estimated Expenditures for 2011. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$19,000 for 2012 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

**FUND BALANCE:** Expenditures as well as Revenues have increased. The Expenditures are budgeted to be the same as the Revenues resulting in no change in the Ending Fund Balance \$151,648 from 2011 to 2012.

## Sheriff Inmate Commissary

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>248,113</u>	<u>233,408</u>	<u>102,708</u>	<u>151,648</u>	<u>151,648</u>	<u>151,648</u>	<u>100%</u>
-	-	-	-	-	-	0%
1,249	300	-	300	300	-	0%
<u>242,891</u>	<u>36,000</u>	<u>60,834</u>	<u>12,200</u>	<u>12,200</u>	<u>19,000</u>	<u>100%</u>
244,140	36,300	60,834	12,500	12,500	19,000	100%
<u>258,845</u>	<u>167,000</u>	<u>11,894</u>	<u>12,500</u>	<u>12,500</u>	<u>19,000</u>	<u>100%</u>
-	-	-	-	-	-	0%
258,845	167,000	11,894	12,500	12,500	19,000	100%
<u>233,408</u>	<u>102,708</u>	<u>151,648</u>	<u>151,648</u>	<u>151,648</u>	<u>151,648</u>	<u>100%</u>



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

SPECIAL REVENUE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>22,344</b>	<b>28,155</b>	<b>35,724</b>	<b>36,851</b>
<b>REVENUES</b>				
Charges for Service	29,208	15,401	7,949	25,316
Miscellaneous	-	-	-	-
<b>TOTAL REVENUES</b>	<b>29,208</b>	<b>15,401</b>	<b>7,949</b>	<b>25,316</b>
<b>EXPENDITURES</b>				
Operating	23,397	7,832	6,822	28,975
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>23,397</b>	<b>7,832</b>	<b>6,822</b>	<b>28,975</b>
<b>ENDING FUND BALANCE</b>	<b>28,155</b>	<b>35,724</b>	<b>36,851</b>	<b>33,192</b>

**TRENDS FOR THE YEAR ENDED December 31, 2012**

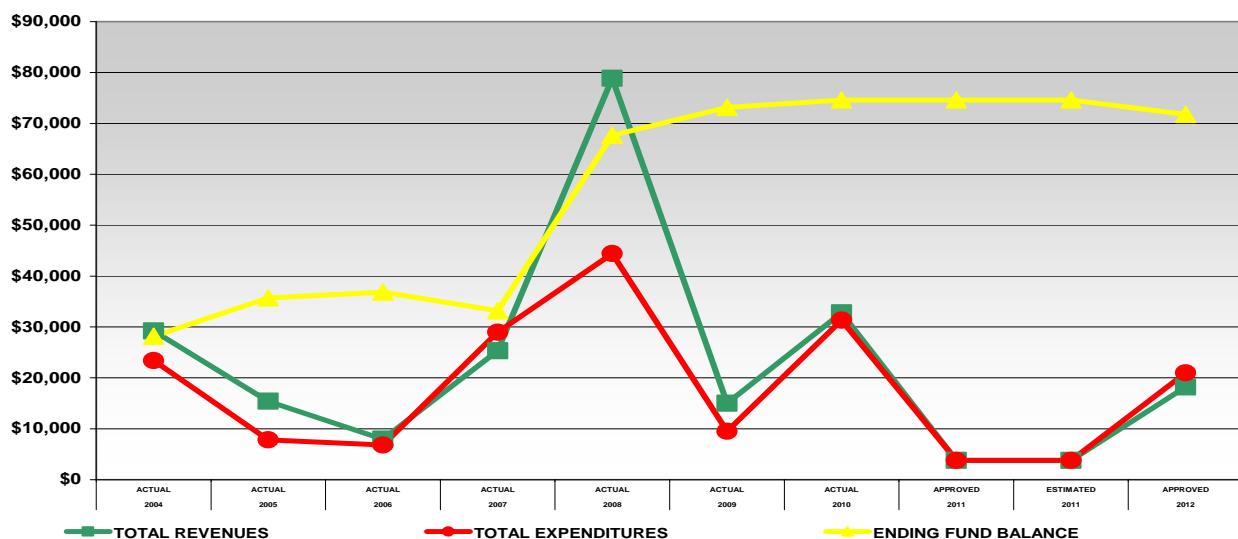
**REVENUES:** Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2012 are estimated to be \$18,200. This is an increase of \$14,400 from the 2011 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and in 2008 they were the highest they've ever been.

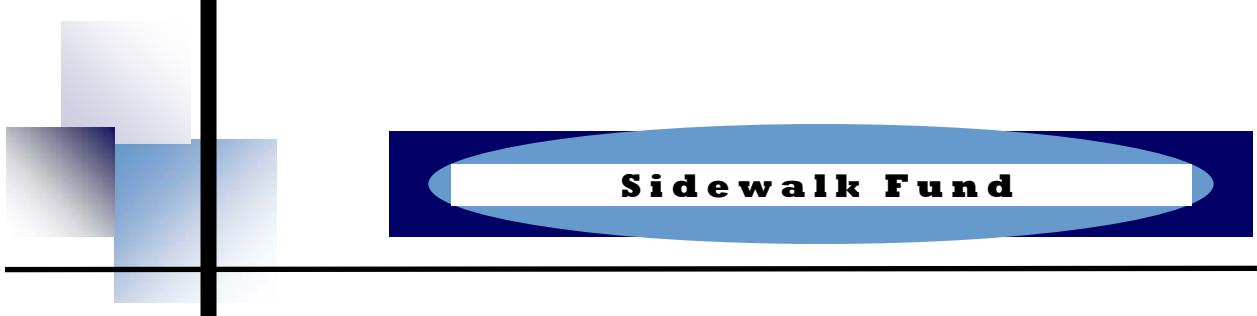
**EXPENDITURES:** Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures will be approximately \$17,200 more than the Expenditures for 2011. Expenditures have fluctuated between \$6,822 and \$44,425 in recent years.

**FUND BALANCE:** Fund Balance has grown steadily since 2002. However, 2007 experience the first decrease, but the trend of increasing Fund Balance resumed in 2008 until 2012. The Ending Fund Balance is projected to decrease by about 4%.

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

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>33,192</u>	<u>67,650</u>	<u>73,150</u>	<u>74,591</u>	<u>74,591</u>	<u>74,591</u>	<u>100%</u>
<u>78,761</u>	<u>-</u>	<u>34</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>122</u>	<u>15,000</u>	<u>32,744</u>	<u>3,800</u>	<u>3,800</u>	<u>18,200</u>	<u>100%</u>
<u>78,883</u>	<u>15,000</u>	<u>32,778</u>	<u>3,800</u>	<u>3,800</u>	<u>18,200</u>	<u>100%</u>
<u>44,425</u>	<u>9,500</u>	<u>31,337</u>	<u>3,800</u>	<u>3,800</u>	<u>21,000</u>	<u>100%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>44,425</u>	<u>9,500</u>	<u>31,337</u>	<u>3,800</u>	<u>3,800</u>	<u>21,000</u>	<u>100%</u>
<u>67,650</u>	<u>73,150</u>	<u>74,591</u>	<u>74,591</u>	<u>74,591</u>	<u>71,791</u>	<u>100%</u>





## Sidewalk Fund

### SPECIAL REVENUE TRENDS

	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>	2007 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>20,004</b>	<b>20,258</b>	<b>(9,478)</b>	<b>26,361</b>
<b>REVENUES</b>				
Fees	-	-	35,275	-
Use of Property & Money	<u>254</u>	<u>264</u>	<u>564</u>	<u>1,221</u>
<b>TOTAL REVENUES</b>	<b>254</b>	<b>264</b>	<b>35,839</b>	<b>1,221</b>
<b>EXPENDITURES</b>				
Operating	-	30,000	-	-
Capital Outlay	-	-	-	-
Miscellaneous	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<b><u>20,258</u></b>	<b><u>(9,478)</u></b>	<b><u>26,361</u></b>	<b><u>27,582</u></b>

#### TRENDS FOR THE YEAR ENDED December 31, 2012

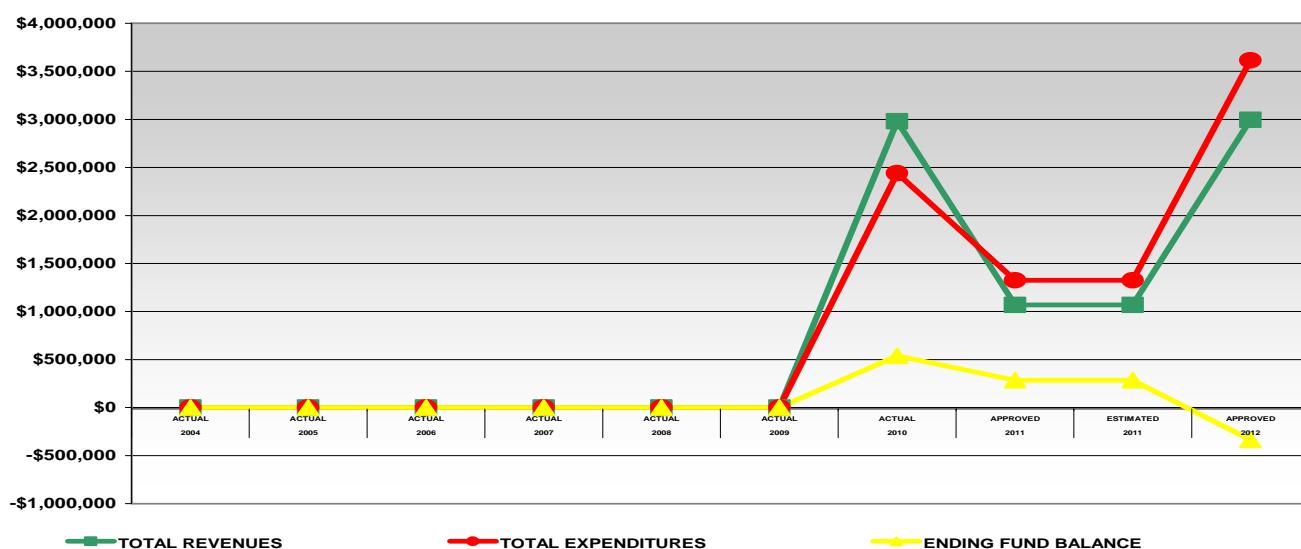
**REVENUES:** Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are totally received by developers/builders. No Revenue other than interest was budgeted for 2012.

**EXPENDITURES:** Only \$100.00 of expenditures was budgeted for 2012. 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 2012 the fund balance is projected to remain the same due to Revenue and Expenditures being equal.

## Sidewalk Fund

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>27,582</u>	<u>28,053</u>	<u>28,258</u>	<u>33,349</u>	<u>33,349</u>	<u>169,207</u>	<u>100%</u>
-	7,550	5,000	-	162,900	-	0%
471	205	91	100	174	100	0%
471	7,755	5,091	100	163,074	100	0%
-	-	-	-	-	-	0%
-	7,550	-	-	27,216	100	0%
-	-	-	-	-	-	0%
-	7,550	-	-	27,216	100	0%
<u>28,053</u>	<u>28,258</u>	<u>33,349</u>	<u>33,449</u>	<u>169,207</u>	<u>169,207</u>	<u>100%</u>



**TRENDS FOR THE YEAR ENDED December 31, 2012**

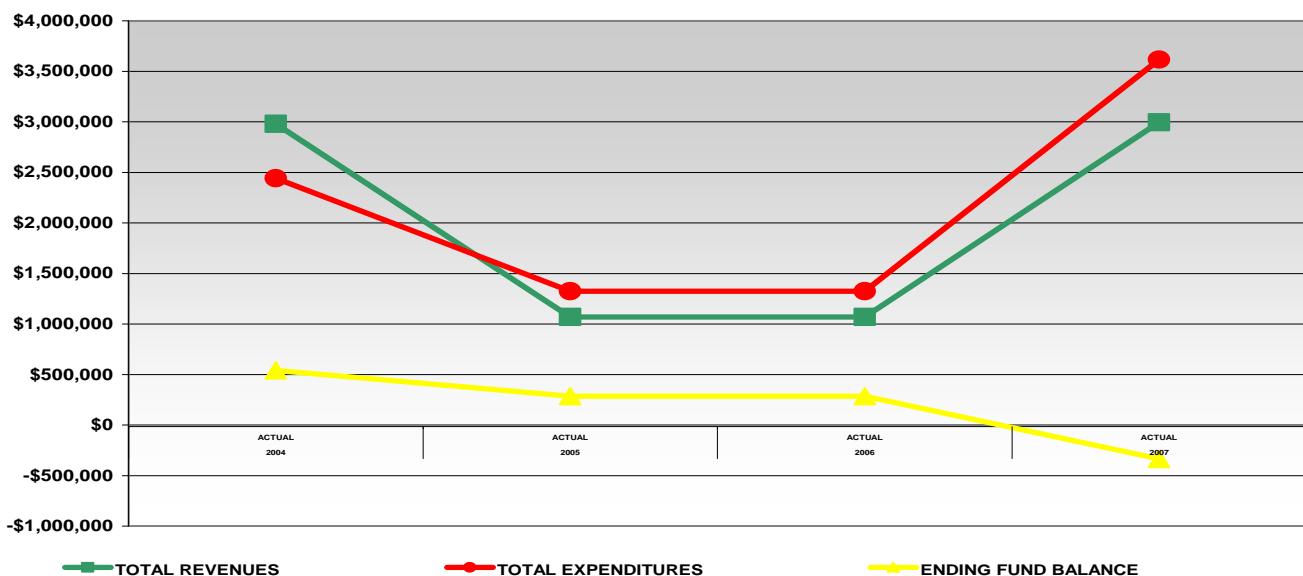
**REVENUES:** This fund is used to account for grant monies received under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment, through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Projected Revenues for 2012 have increased 180% compared to 2011. This is due to receiving grant money in 2012, but not in 2011.

**EXPENDITURES:** With the influx of grant money the expenditures have increased as well. The 2012 Projected Expenditures are \$3,616,112, which is a 173% increase compared to last year.

**FUND BALANCE:** Fund Balance has decreased and is ending with a negative \$334,897. This is due to the expenditures being more than revenue for 2012. 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>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>PERCENT OF TOTAL</u>
<b>BEGINNING FUND BALANCE</b>	-	<u>539,224</u>	<u>539,224</u>	<u>284,736</u>	<u>100%</u>
<b>REVENUES</b>					
Intergovernmental	2,441,518	-	-	2,996,479	0%
Other	<u>539,224</u>	<u>1,069,622</u>	<u>1,069,622</u>	-	<u>0%</u>
<b>TOTAL REVENUES</b>	<b>2,980,742</b>	<b>1,069,622</b>	<b>1,069,622</b>	<b>2,996,479</b>	<b>0%</b>
<b>EXPENDITURES</b>					
Other Professional Services	2,441,518	1,300,238	1,300,238	3,616,112	0%
Transfers Out	-	<u>23,872</u>	<u>23,872</u>	-	<u>0%</u>
<b>TOTAL EXPENDITURES</b>	<b>2,441,518</b>	<b>1,324,110</b>	<b>1,324,110</b>	<b>3,616,112</b>	<b>0%</b>
<b>ENDING FUND BALANCE</b>	<b><u>539,224</u></b>	<b><u>284,736</u></b>	<b><u>284,736</u></b>	<b><u>(334,897)</u></b>	<b><u>100%</u></b>



## MISSION

To meet the needs of every Victim of misdemeanor crime, making certain they completely understand their rights and can participate fully in the criminal justice process

## FUNCTIONS

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

- Aid victims of crime by supporting them throughout the entire prosecution of their case
- Accompanying Victims to court appearances and ensure they have an opportunity to offer input
- Provide Victims' rights information, referrals, and court accompaniment
- Provide crime prevention education and information to citizens

## GOALS

To continue to meet the needs of all Victims of crime with professional service and assistance by:

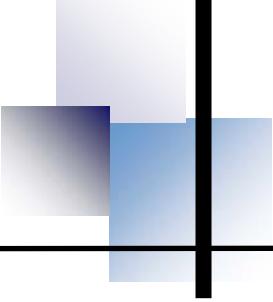
- Giving Victims information to help them understand their rights
- Giving Encouragement to exercise all their rights under the law
- Giving eligible Victims information necessary to apply for and receive restitution for their loss
- Giving complete support when they participate in the criminal justice process
- Give comfort in a professional and caring manner

## WORKLOAD INDICATORS

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



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## Victim Assistance

# SPECIAL REVENUE TRENDS

	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>	2007 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>287,124</b>	<b>282,603</b>	<b>261,194</b>	<b>272,492</b>
<b>REVENUES</b>				
Victim Assistance Fines	169,597	148,977	195,752	240,361
Interest	292	283	247	9,974
<b>TOTAL REVENUES</b>	<b>169,889</b>	<b>149,260</b>	<b>195,999</b>	<b>250,335</b>
<b>EXPENDITURES</b>				
Salaries and Related Costs	133,930	136,488	143,000	137,170
Other Expenses	605	561	185	65
Transfers Out	34,789	33,620	41,516	101,786
Capital Outlay	5,086	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>174,410</b>	<b>170,669</b>	<b>184,701</b>	<b>239,021</b>
<b>ENDING FUND BALANCE</b>	<b>282,603</b>	<b>261,194</b>	<b>272,492</b>	<b>283,806</b>

### TRENDS FOR THE YEAR ENDED December 31, 2012

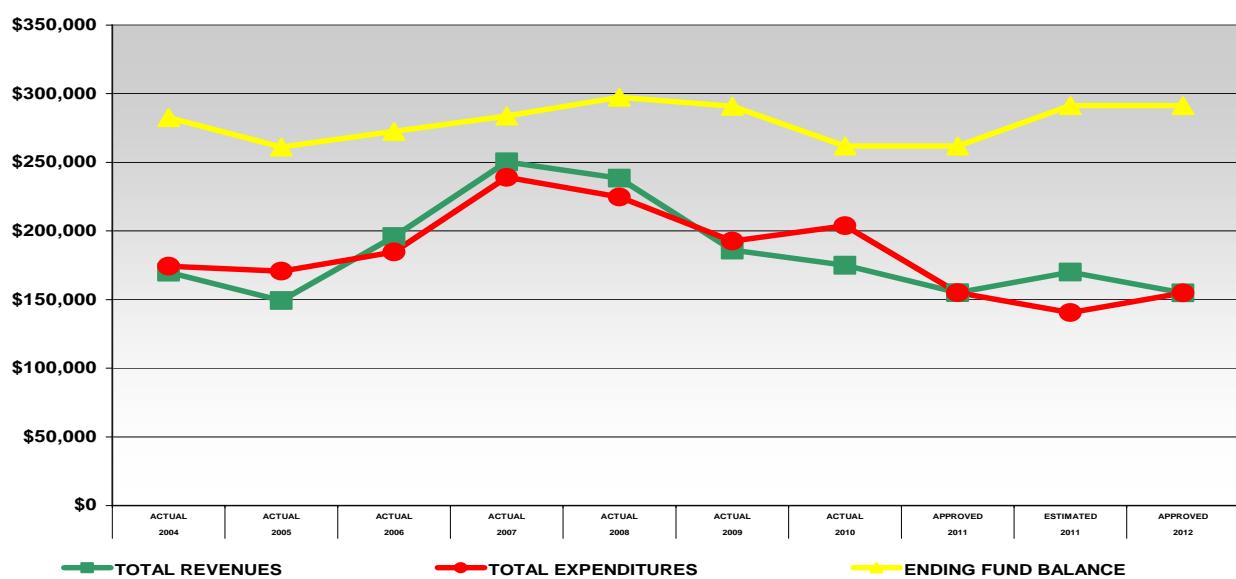
**REVENUES:** 2012 Revenues in this fund are projected to have a 9% decrease compared to 2011's Estimated Revenue. The trend in fluctuation of Revenue has varied. 2006 was the first year in several years that saw an increase in Revenue. In 2008 this trend reversed with a 5% decrease and has declined since that time.

**EXPENDITURES:** Expenditures for 2012 are expected to increase by \$14,304 compared to 2011's Estimated Expenditures. This is a 10% increase. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years until 2010, and this decline will end in 2012 with a 9% increase. Other Expenses for 2012 increase as well by \$4,301. Expenditures continue to fluctuate. 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. These costs have risen in most years, with the exception of 2010 and 2011. Transfers out have varied over the years.

**FUND BALANCE:** Projected 2012 ending Fund Balance reflects no change from the prior year. Prior year's activity show a slowing trend that caused this Fund to be evaluated in 2005. Since then the fund balance has risen approximately \$30,000. But for 2012 it is remaining constant.

## Victim Assistance

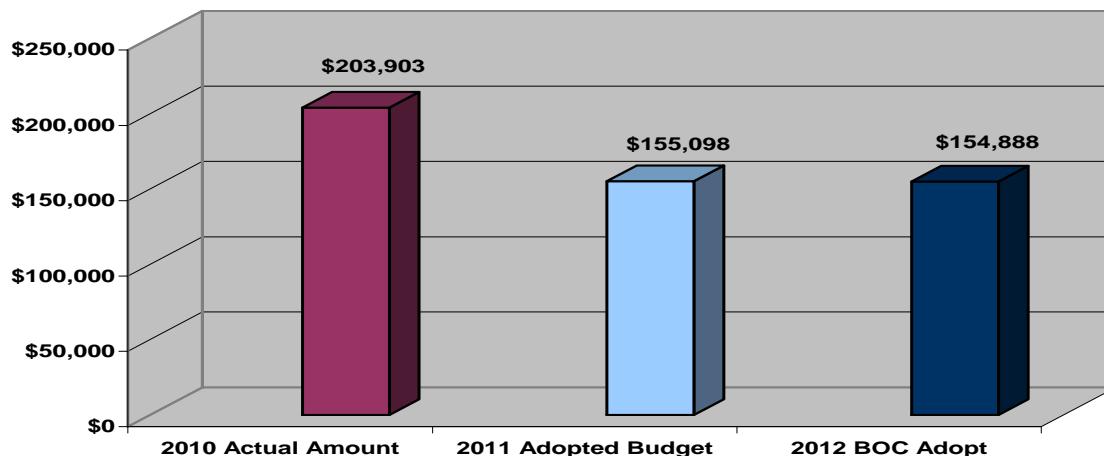
<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>283,806</u>	<u>297,362</u>	<u>290,796</u>	<u>261,897</u>	<u>261,897</u>	<u>291,322</u>	<u>100%</u>
<u>233,699</u> <u>4,662</u>	<u>184,900</u> <u>1,110</u>	<u>174,421</u> <u>583</u>	<u>153,948</u> <u>1,150</u>	<u>169,651</u> <u>358</u>	<u>154,513</u> <u>375</u>	<u>100%</u> <u>0%</u>
<u>238,361</u>	<u>186,010</u>	<u>175,004</u>	<u>155,098</u>	<u>170,009</u>	<u>154,888</u>	<u>100%</u>
<u>154,003</u> <u>36,000</u> <u>34,802</u>	<u>159,930</u> <u>65</u> <u>32,581</u>	<u>140,306</u> <u>20,952</u> <u>42,645</u>	<u>126,512</u> <u>4,300</u> <u>24,286</u>	<u>112,760</u> <u>2,999</u> <u>24,825</u>	<u>123,288</u> <u>7,300</u> <u>24,300</u>	<u>80%</u> <u>5%</u> <u>16%</u> <u>0%</u>
<u>224,805</u>	<u>192,576</u>	<u>203,903</u>	<u>155,098</u>	<u>140,584</u>	<u>154,888</u>	<u>100%</u>
<u>297,362</u>	<u>290,796</u>	<u>261,897</u>	<u>261,897</u>	<u>291,322</u>	<u>291,322</u>	<u>100%</u>



## Victim Assistance

### BUDGET SUMMARY

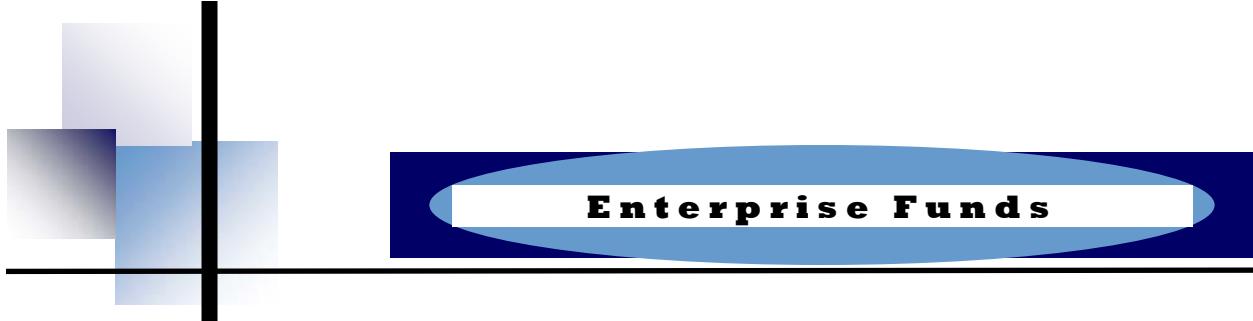
	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>203,903</u>	<u>155,098</u>	<u>154,888</u>
<b>Total Funding Sources</b>	<b><u>203,903</u></b>	<b><u>155,098</u></b>	<b><u>154,888</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	103,241	94,863	97,817
Benefits	37,065	30,557	30,515
Advertising	0	100	100
Supplies	0	1,200	1,200
Professional Services	20,593	0	5,000
Utilities	0	1,000	1,000
Travel & Training	360	2,000	0
Other Financing Sources	42,645	24,286	24,300
Budget Improvement Request	<u>0</u>	<u>1,092</u>	<u>(5,044)</u>
<b>Total Appropriations</b>	<b><u>203,903</u></b>	<b><u>155,098</u></b>	<b><u>154,888</u></b>



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Senior Victim Investigator	UNC	1	1	1
Legal Staff Assistant	21	1	1	1
Victim Staff Assistant	21	1	0	1
Secretary	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>2</b>	<b>3</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

# DIRECTORY



**Landfill Fund..... 308**

## 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:

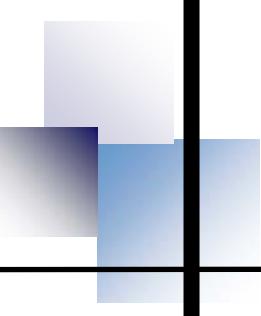
- Offering educational - promotional campaigns for recycling.
- Removal of the highest volume possible of recyclable, reuse, and waste diversion material from the waste stream.

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”.



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## Landfill Fund

# ENTERPRISE TRENDS

	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>	2007 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>399,938</b>	<b>472,549</b>	<b>240,444</b>	<b>521,537</b>
<b>REVENUES</b>				
Transfer Fees	585,626	724,287	801,644	851,952
C & D Fees	1,010,297	862,320	922,900	983,098
Camp Road Transfer Fees	-	45,412	64,435	66,389
Investments	6,246	12,064	24,056	3,559
Insurance Claims	-	-	-	-
Recycling Sales	294,253	162,713	193,762	174,229
Charges b/w Funds	-	-	-	-
Intergovernmental	-	-	-	-
Other	70,032	1,496	155,149	10,166
<b>TOTAL REVENUES</b>	<b>1,966,454</b>	<b>1,808,292</b>	<b>2,161,946</b>	<b>2,089,393</b>
<b>EXPENDITURES</b>				
Salary and Benefits	473,679	512,573	527,910	592,301
Operating Expenses	1,302,524	1,442,514	1,221,285	1,212,663
Capital Outlay	-	-	-	-
Depreciation	117,640	85,310	131,658	137,029
<b>TOTAL EXPENDITURES</b>	<b>1,893,843</b>	<b>2,040,397</b>	<b>1,880,853</b>	<b>1,941,993</b>
<b>ENDING FUND BALANCE</b>	<b>472,549</b>	<b>240,444</b>	<b>521,537</b>	<b>668,937</b>

### TRENDS FOR THE YEAR ENDED December 31, 2012

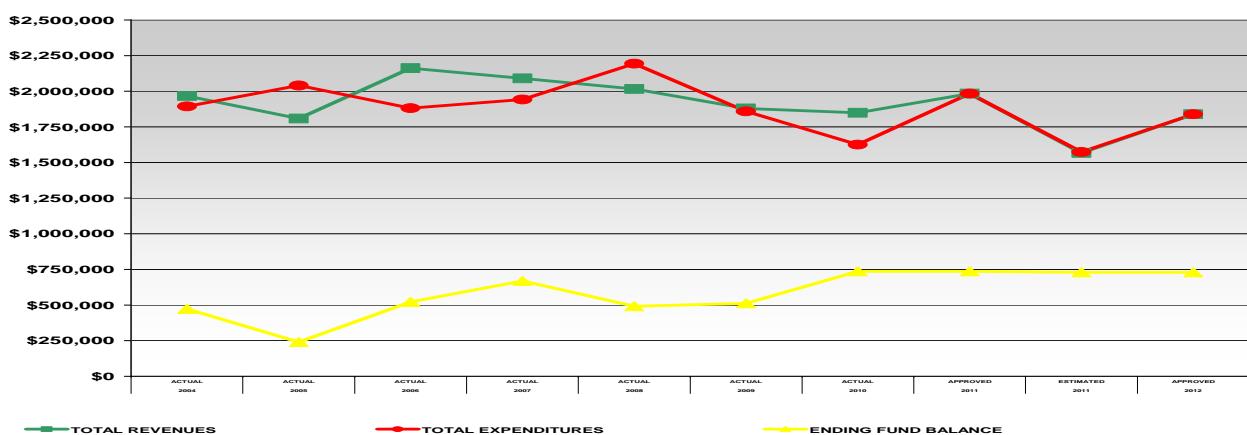
**REVENUES:** The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2012 are projected to experience a 17% increase over those of 2011.

**EXPENDITURES:** Expenditures are anticipated to increase by \$265,479 compared to 2011's estimate. Operating Expenses are increasing for 2012. Some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, there will be an overall increase.

**FUND BALANCE:** The projected fund balance for 2012 is expected to remain the same with Revenues and Expenditures being equal.

## Landfill

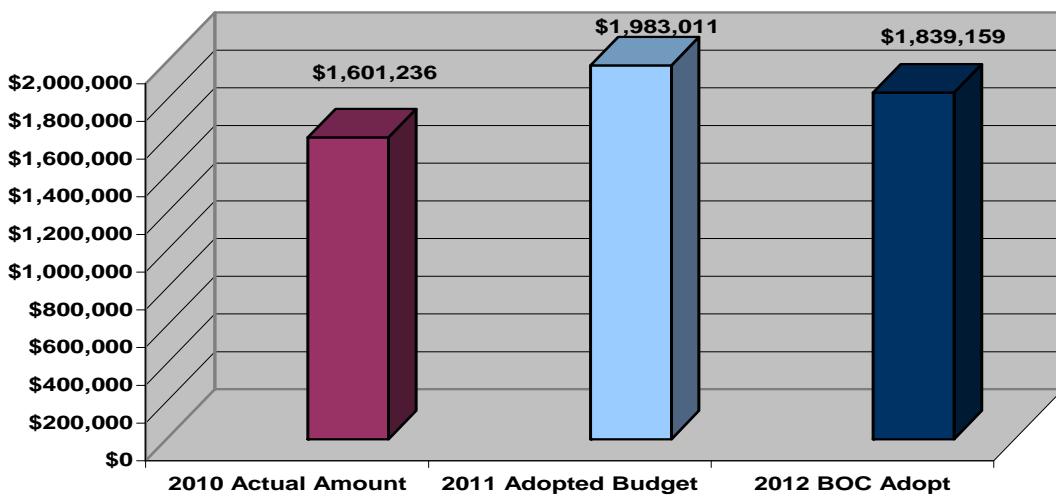
<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>668,937</u>	<u>491,541</u>	<u>512,021</u>	<u>735,924</u>	<u>735,924</u>	<u>729,842</u>	<u>100%</u>
889,635	920,164	879,673	881,000	818,076	935,970	51%
846,296	638,583	595,596	603,000	395,160	521,114	28%
66,707	70,274	62,165	62,000	59,657	63,189	3%
1,568	151	290	100	161	-	0%
-	-	-	-	-	-	0%
210,387	163,489	248,056	244,000	237,420	318,886	17%
-	-	8,398	-	24,291	-	0%
-	-	54,383	-	26,446	-	0%
<u>1,446</u>	<u>86,268</u>	<u>578</u>	<u>192,911</u>	<u>6,387</u>	<u>-</u>	<u>0%</u>
2,016,039	1,878,930	1,849,139	1,983,011	1,567,598	1,839,159	100%
613,544	572,045	594,269	587,432	573,479	580,226	32%
1,449,485	1,162,639	907,257	1,295,579	882,746	1,158,933	63%
-	(2,440)	-	-	-	-	0%
<u>130,406</u>	<u>126,206</u>	<u>123,710</u>	<u>100,000</u>	<u>117,455</u>	<u>100,000</u>	<u>5%</u>
2,193,435	1,858,450	1,625,236	1,983,011	1,573,680	1,839,159	100%
<u>491,541</u>	<u>512,021</u>	<u>735,924</u>	<u>735,924</u>	<u>729,842</u>	<u>729,842</u>	<u>100%</u>



## Landfill

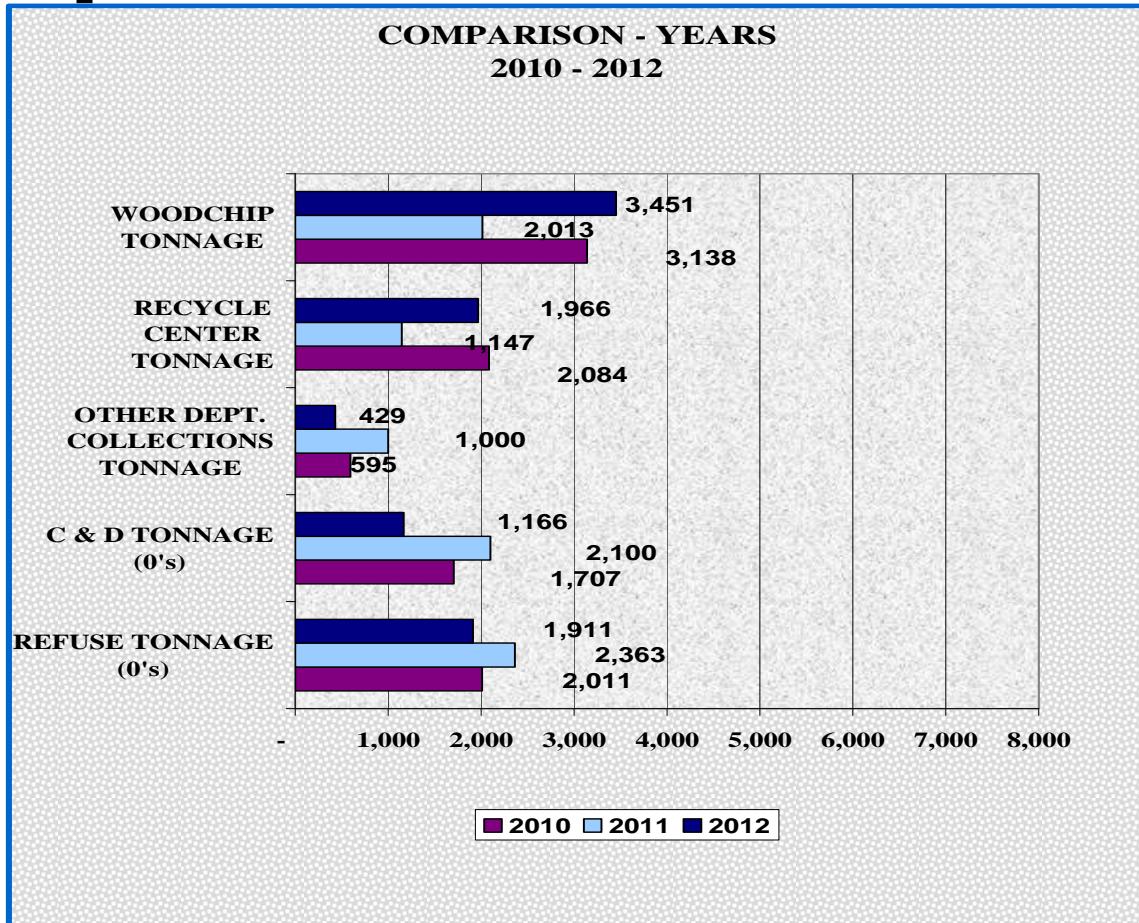
### BUDGET SUMMARY

	2010 Actual Amount	2011 Adopted Budget	2012 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,601,236</u>	<u>1,983,011</u>	<u>1,839,159</u>
<b>Total Funding Sources</b>	<b><u>1,601,236</u></b>	<b><u>1,983,011</u></b>	<b><u>1,839,159</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	459,991	453,923	467,543
Benefits	134,278	128,964	133,266
Advertising	1,503	2,500	2,500
Vehicle Expense	116,259	130,000	187,000
Dues and Subscriptions	987	1,400	1,400
Equipment Rental	280	400	10,400
Rentals	600	600	600
Maintenance Charges	26,883	46,380	46,860
Supplies	11,799	14,090	35,253
Professional Services	155,059	224,474	224,474
Utilities	588,302	623,725	645,335
Travel & Training	2,204	3,260	360
Minor Equipment and Improvements	559	0	0
Capital Outlay	(24,000)	0	0
Other	123,710	100,000	100,000
Debt Service	252	0	0
Uniforms and Clothing	1,455	3,750	3,750
Closure and Post Closure	0	225,000	1
Other	1,115	20,000	1,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>4,545</b>	<b>(20,583)</b>
<b>Total Appropriations</b>	<b><u>1,601,236</u></b>	<b><u>1,983,011</u></b>	<b><u>1,839,159</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

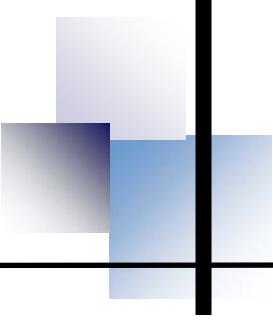
## Landfill



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2012 APPROVED</u>
Government Services Director	35	1	1	1
Solid Waste Manager	UNC	1	1	1
Landfill Superintendent	28	1	1	1
Administrative Assistant	24	1	1	1
Landfill Supervisor	22	1	1	1
Senior Equipment Operator	20	1	1	1
Equipment Operator	19	1	1	1
Attendant	17	1	1	1
Scale Operator	PT	3	3	3
Equipment Operator	PT	1	1	1
Laborer I	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

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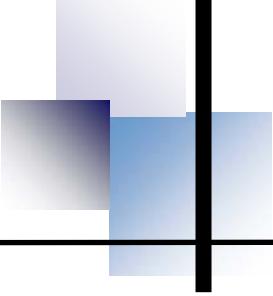


## **Internal Service Funds**

**Health and Employee Benefits..... 316**

**Workers' Compensation ..... 318**

# **DIRECTORY**



**Health/Employee Benefits**

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# INTERNAL SERVICE TRENDS

	<b>2004 <u>ACTUAL</u></b>	<b>2005 <u>ACTUAL</u></b>	<b>2006 <u>ACTUAL</u></b>	<b>2007 <u>ACTUAL</u></b>
<b>BEGINNING FUND BALANCE</b>	<b>(408,176)</b>	<b>(474,620)</b>	<b>(831,179)</b>	<b>(589,484)</b>
<b>REVENUES</b>				
Charges for Services	5,929,031	6,524,068	7,689,360	8,301,277
Interest	2,044	4,289	230	12,366
Transfer In	-	-	-	500,000
<b>TOTAL REVENUES</b>	<b>5,931,075</b>	<b>6,528,357</b>	<b>7,689,590</b>	<b>8,813,643</b>
<b>EXPENDITURES</b>				
Claims	5,414,430	6,103,692	7,227,937	7,080,730
Administrative	583,089	781,224	219,958	1,234,316
<b>TOTAL EXPENDITURES</b>	<b>5,997,519</b>	<b>6,884,916</b>	<b>7,447,895</b>	<b>8,315,046</b>
<b>ENDING FUND BALANCE</b>	<b>(474,620)</b>	<b>(831,179)</b>	<b>(589,484)</b>	<b>(90,887)</b>

**TRENDS FOR THE YEAR ENDED December 31, 2012**

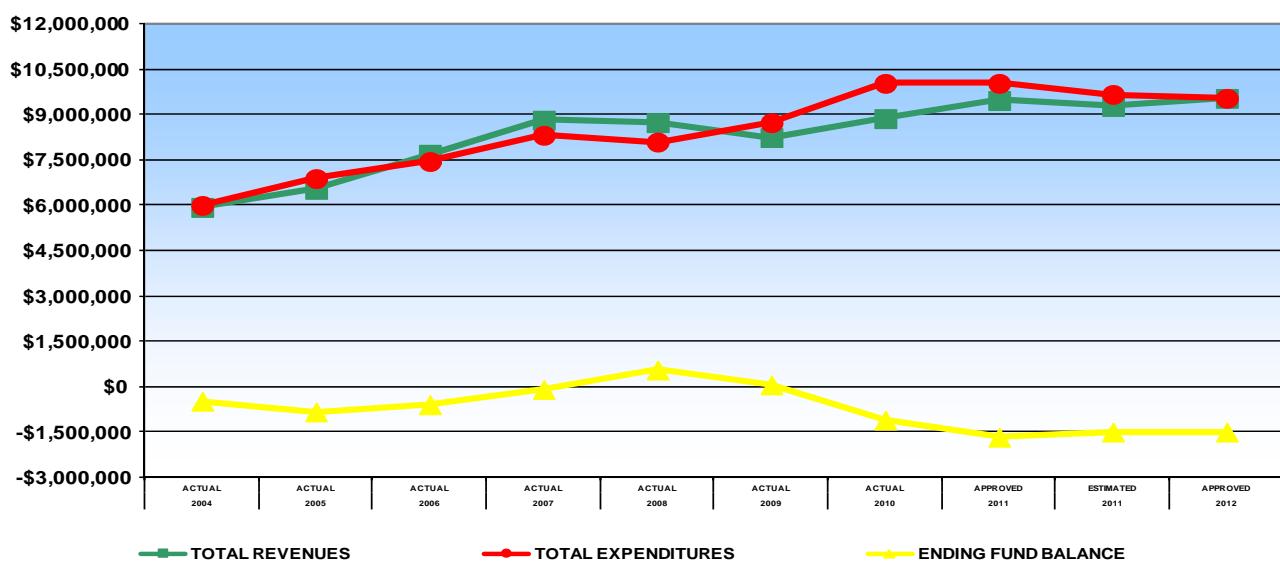
**REVENUES:** Revenues are anticipated to increase by \$265,697 compared to 2011's Estimated Revenue. The General Fund and the employees are contributing to this Fund to offset the increase cost of Healthcare claims. The trend in prior years has been for Revenue in this Fund to experience between a 6% decrease and 18% increase over the prior year. 2008 experienced the first decrease since 2003, though just a slight 1%. 2009 followed with a 8% decrease. In 2010 and 2011 the trend moved back to an increase and next years increase will continue this trend.

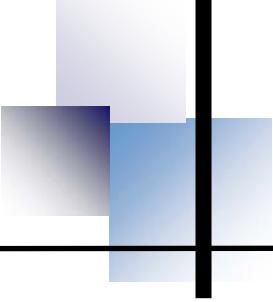
**EXPENDITURES:** Expenditures are estimated to decrease over the prior year. The benefits and coverage are revised annually in an effort to keep costs down while still providing employees with quality coverage. Administrative fees show a slight decrease of 1%. This savings began the year a new vendor began administering the County's healthcare claims. Rising healthcare costs will be offset by cost containment measures exercised by this new vendor in the payment of claims. They will also be offset by raising the charges for services to the employees.

**FUND BALANCE:** The 2012 Estimated Ending Fund Balance is a negative \$1.5 million. 2010 and 2011 also ended with a negative Fund Balance. For 2012 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

2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2011 <u>ESTIMATE</u>	2012 <u>APPROVED</u>	2012 PERCENT OF TOTAL
<u>(90,887)</u>	<u>554,356</u>	<u>63,806</u>	<u>(1,102,313)</u>	<u>(1,102,313)</u>	<u>(1,498,515)</u>	<u>100%</u>
8,734,947	8,239,774	8,866,088	8,935,197	8,738,685	9,536,560	100%
1,424	364	296	255	130	100	0%
-	-	-	532,148	532,148	-	0%
8,736,371	8,240,138	8,866,384	9,467,600	9,270,963	9,536,660	100%
7,128,157	8,305,018	9,633,450	9,069,600	9,253,348	9,126,660	96%
962,971	425,669	399,053	398,000	413,817	410,000	4%
8,091,128	8,730,688	10,032,503	9,467,600	9,667,165	9,536,660	100%
<u>554,356</u>	<u>63,806</u>	<u>(1,102,313)</u>	<u>(1,102,313)</u>	<u>(1,498,515)</u>	<u>(1,498,515)</u>	<u>0%</u>





**Workers' Compensation**

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INTERNAL SERVICE TRENDS	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>	2007 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>1,869,706</u>	<u>1,752,857</u>	<u>1,610,318</u>	<u>1,617,134</u>
<b>REVENUES</b>				
Charges for Services	556,422	594,299	622,019	735,428
Interest Earned	8,513	17,127	66,016	49,068
<b>TOTAL REVENUES</b>	<b>564,935</b>	<b>611,426</b>	<b>688,035</b>	<b>784,496</b>
<b>EXPENDITURES</b>				
Claims	521,899	512,094	661,280	534,602
Administrative	159,885	241,871	19,939	193,128
Transfer Out	-	-	-	500,000
<b>TOTAL EXPENDITURES</b>	<b>681,784</b>	<b>753,965</b>	<b>681,219</b>	<b>1,227,730</b>
<b>ENDING FUND BALANCE</b>	<u><b>1,752,857</b></u>	<u><b>1,610,318</b></u>	<u><b>1,617,134</b></u>	<u><b>1,173,900</b></u>

#### TRENDS FOR THE YEAR ENDED December 31, 2012

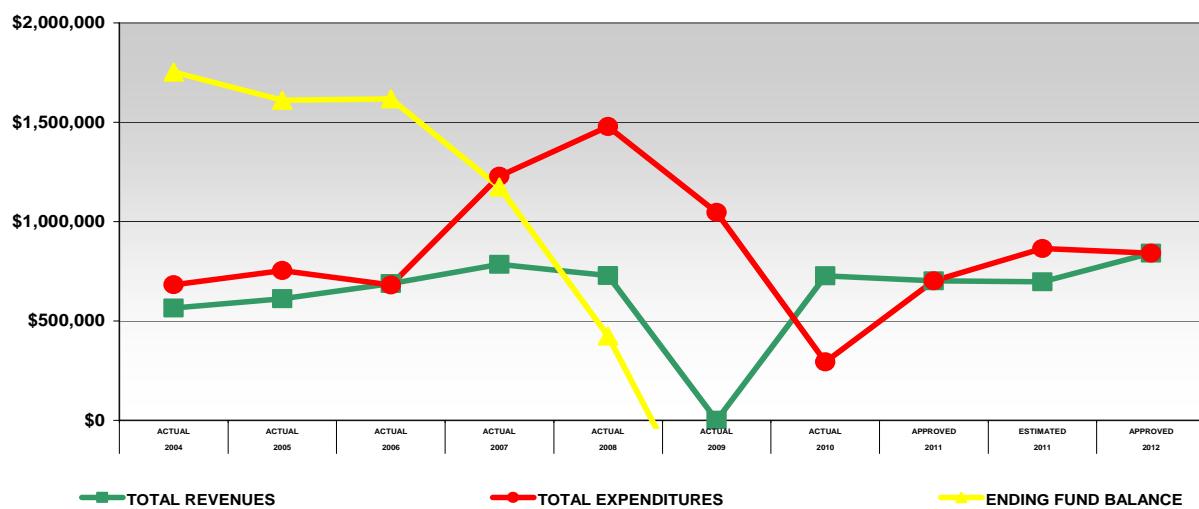
**REVENUES:** Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010. Estimated Revenues are lower than budgeted, but projected Revenues for 2012 show an increase of 21%.

**EXPENDITURES:** Costs are anticipated to decrease 3% in 2012. 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 2012.

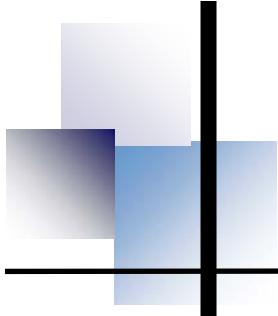
**FUND BALANCE:** Fund Balance will remain the same as compared to 2011 Estimated Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. With there being no change in the Ending Fund Balance, though negative, it 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

2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>BUDGET</u>	2011 <u>ESTIMATE</u>	2012 <u>APPROVED</u>	2012 <u>PERCENT OF TOTAL</u>
1,173,900	424,378	(621,693)	(188,654)	(188,654)	(355,716)	100%
724,580 3,856	- 140	727,166 127	701,428 120	697,037 58	841,050 50	0% 0%
728,436	140	727,293	701,548	697,095	841,100	0%
1,300,514 177,444	940,989 105,222	204,858 89,397	596,048 105,500	795,010 69,147	769,600 71,500	91% 9% 0%
1,477,958	1,046,211	294,254	701,548	864,157	841,100	100%
424,378	(621,693)	(188,654)	(188,654)	(355,716)	(355,716)	100%



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## **Debt Service Funds**

**Jail Annex Debt Service Fund ..... 322**

**2010 Jail Special Local Option Sales Tax ..... 324**

## **DIRECTORY**

## Jail Annex Debt Service

# DEBT SERVICE TRENDS

	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>137,810</b>	<b>139,148</b>	<b>140,534</b>	<b>148,709</b>
<b>REVENUES</b>				
Miscellaneous	1,376	4,933	8,175	7,910
<b>TOTAL REVENUES</b>	<b>1,376</b>	<b>4,933</b>	<b>8,175</b>	<b>7,910</b>
<b>EXPENDITURES</b>				
Principal	-	680,000	700,000	705,000
Interest and Fees	205,908	209,455	199,254	185,208
<b>TOTAL EXPENDITURES</b>	<b>205,908</b>	<b>889,455</b>	<b>899,254</b>	<b>890,208</b>
<b>OTHER FINANCING SOURCES</b>				
Transfers In / (Out)	205,870	885,908	899,254	886,708
<b>ENDING FUND BALANCE</b>	<b>139,148</b>	<b>140,534</b>	<b>148,709</b>	<b>153,119</b>
	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>BALANCE</u>	
	\$	\$	\$	
2003	-	137,272	8,191,150	
2004	-	205,908	7,985,242	
2005	680,000	205,908	7,099,334	
2006	700,000	195,708	6,203,626	
2007	705,000	181,707	5,316,919	
2008	720,000	165,493	4,431,426	
2009	740,000	146,772	3,544,654	
2010	760,000	125,683	2,658,971	
2011	800,000	87,682	1,771,289	
2012	825,000	60,082	886,207	
2013	855,000	31,207	-	
	<b>\$ 6,785,000</b>	<b>\$ 1,543,422</b>	<b>\$ 8,328,422</b>	

### TRENDS FOR THE YEAR ENDED December 31, 2011

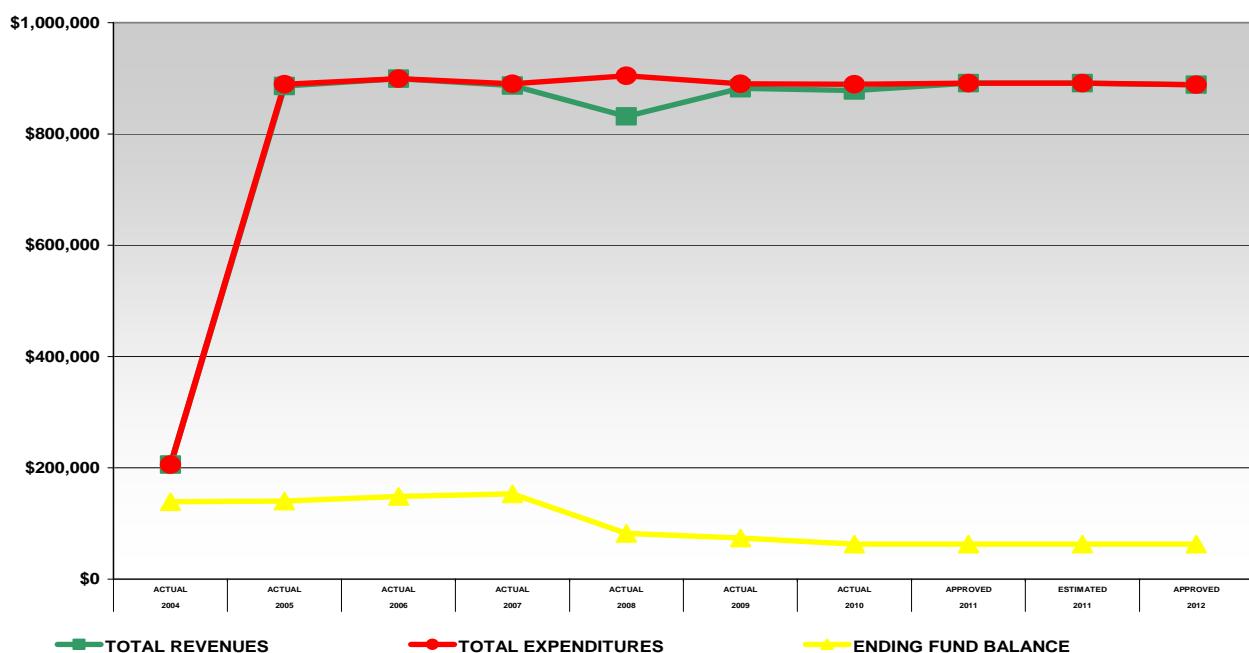
**REVENUES:** For 2012 there will only be a transfer in from the General Fund to cover the debt service payment.

**EXPENDITURES:** For 2012 there will be expenditures to pay bond debt service. Payments are due May and November each year. Funds to pay debt service will come from the General Fund.

**FUND BALANCE:** The fund balance will remain fairly constant because that is the amount we must keep in our reserve account.

## Jail Annex Debt Service

<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 BUDGET</u>	<u>2011 ESTIMATE</u>	<u>2012 APPROVED</u>	<u>2012 PERCENT OF TOTAL</u>
<u>153,119</u>	<u>82,034</u>	<u>73,935</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>100%</u>
<u>1,857</u>	<u>53</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100%</u>
<u>1,857</u>	<u>53</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>100%</u>
<u>720,000</u> <u>184,624</u>	<u>740,000</u> <u>150,273</u>	<u>760,000</u> <u>129,183</u>	<u>800,000</u> <u>91,183</u>	<u>800,000</u> <u>91,183</u>	<u>825,000</u> <u>63,583</u>	<u>93%</u> <u>7%</u>
<u>904,624</u>	<u>890,273</u>	<u>889,183</u>	<u>891,183</u>	<u>891,183</u>	<u>888,583</u>	<u>100%</u>
<u>831,682</u>	<u>882,121</u>	<u>878,090</u>	<u>891,183</u>	<u>891,183</u>	<u>888,583</u>	<u>100%</u>
<u>82,034</u>	<u>73,935</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>100%</u>



## 2010 JAIL SPLOST

# DEBT SERVICE TRENDS

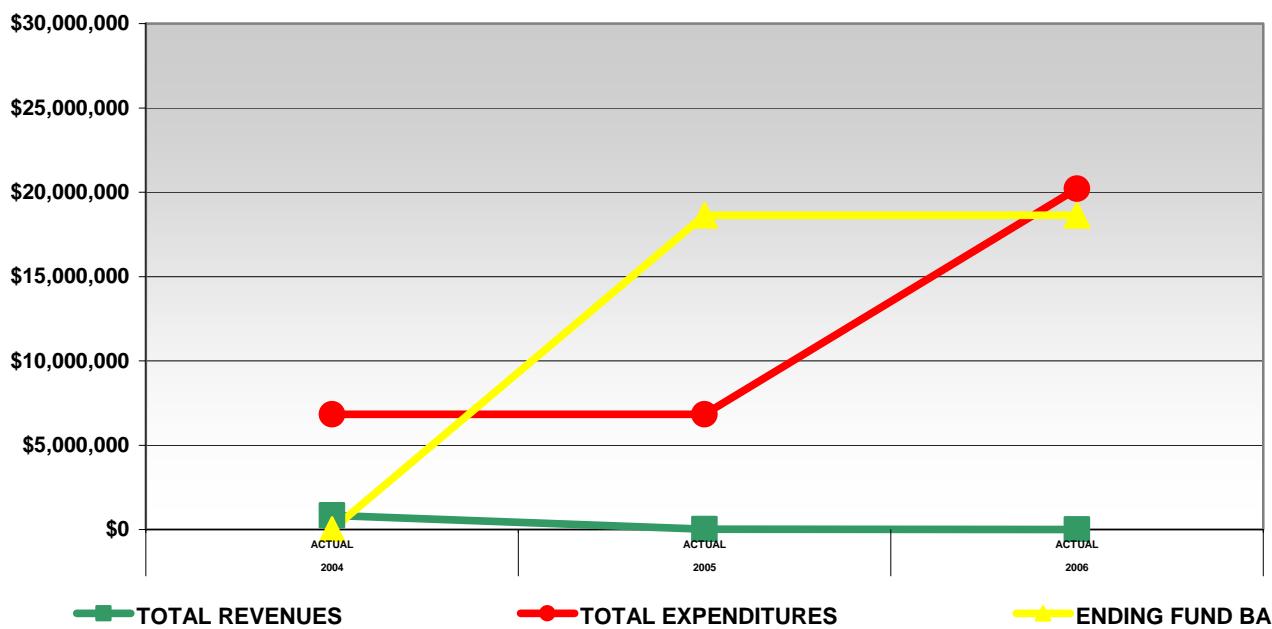
	2011 BUDGET	2011 ESTIMATE	2012 APPROVED	2012 PERCENT OF TOTAL
<b>BEGINNING FUND BALANCE</b>	-	-	<u>18,626,470</u>	<u>100%</u>
<b>REVENUES</b>				
Taxes	835,117		-	0%
Transfers In	-	<u>13,938</u>	-	<u>0%</u>
<b>TOTAL REVENUES</b>	<b>835,117</b>	<b>13,938</b>	-	0%
<b>EXPENDITURES</b>				
Principal	4,840,000	4,840,000	<u>16,000,000</u>	79%
Interest and Fees	1,985,430	<u>1,985,429</u>	<u>4,208,950</u>	<u>21%</u>
<b>TOTAL EXPENDITURES</b>	<b>6,825,430</b>	<b>6,825,429</b>	<b>20,208,950</b>	<b>100%</b>
<b>OTHER FINANCING SOURCES</b>				
OPERATING TRANSFERS IN	5,990,313	25,437,961	20,208,950	100%
<b>ENDING FUND BALANCE</b>	<b>-</b>	<b><u>18,626,470</u></b>	<b><u>18,626,470</u></b>	<b><u>100%</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2012

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

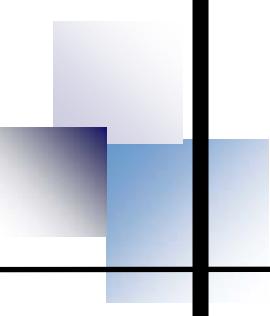


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Policies that are utilized in making decisions regarding the time frame for and funding of Capital Outlay or Capital Projects are as follows:

- 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 prior years that increase 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**

**C A P I T A L B U D G E T I N G**

<b>DEPARTMENT</b>	<b>DESCRIPTION</b>	<b>TOTAL</b>
<b>General Fund JUDICIAL SYSTEM</b>		
JUVENILE COURT	Juvenile Court Digital Recording System	\$ 15,088
		\$ 15,088
<b>General Fund PLANNING AND COMMUNITY DEVELOPMENT</b>		
GIS MAPPING	GIS Aerial Photo and Topography (LiDAR) Update	\$ 90,000
		\$ 90,000
<b>Fund Total: General Fund <u>\$ 105,088</u></b>		
<b>CDBG Senior Center Fund</b>		
SENIOR SERVICES	New Senior Center Building	\$ 597,656
		\$ 597,656
<b>Fund Total: CDBG Senior Center Fund <u>\$ 597,656</u></b>		
<b>GRANT TOTALS <u>\$ 702,744</u></b>		

## Capital Impact on Operating Budget

The 2012 Budget is a very lean one due to the current economic crisis. This has caused for a tremendous decrease in the capital projects the County is undertaking. The most costly capital project planned for 2012 is mainly being funded with Federal Funds through our Special Revenue fund.

2011 was the first year of existence for CDBG Senior Center fund. This Fund accounts for a grant funded by the 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 enhance the Senior Center to provide additional space for educational and recreational activities for our senior citizens. The Senior Center is expected to be completed in the year 2012.

Other approved capital purchases include the purchase of new aerial photography and topographic data. The current data that the County has is outdated. The aerial photography is over four years old and the topographic data is over eight years old. The budgeted cost for this new data is \$90,000.

The 2010 Jail SPLOST Capital Project funds will go towards building the new Law Enforcement Center and Jail. The construction is projected to cost \$117 million. It is scheduled to be substantially complete, and usher in a new era for our Sheriff's Department by the end of 2012. It will be a safer environment for our law enforcement officers, and a safer environment for the inmates who are housed there. It will also be completely paid for in 4 years.

Capital purchases and construction completed last year that will raise operating cost. This is due to increased utility and salary costs. The completed projects that will be attributed to these costs are the completion of the Dog River Library, the new E-911 Facility, as well as the completed construction to Lithia Springs park.

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

# CAPITAL BUDGETING

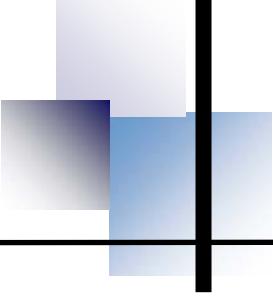
The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements began in 2009 and were mostly completed in 2011. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower rate than originally scheduled for the 2011 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 early 2012.

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.

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.

The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2012.



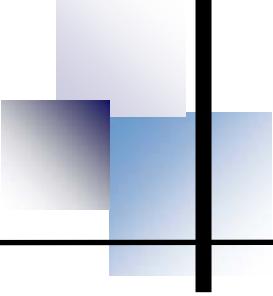


**S.P.L.O.S.T. Budget by Projects**

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# CAPITAL BUDGETING

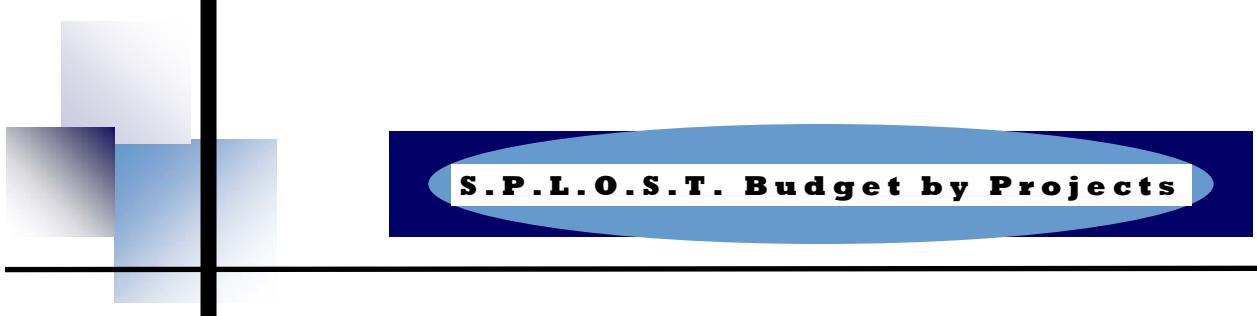
Project File Summary - Parks	CURRENT BUDGET	TOTAL SPENT TO DATE	REMAINING BALANCE
Administrative Professional Services	\$ 336,854	\$ 336,854	\$ 0
Bond Issuance Cost	531,750	498,189	33,561
Bond Interest Cost	6,075,714	6,068,149	7,565
Boundary Waters Sports Complex	7,547,757	7,557,803	(10,046)
Equipment	392,224	392,224	0
Woodrow Wilson Park Renovation	84,863	84,424	439
Buleah Ruritan Park Renovation	240,142	239,965	177
Deer Lick Park Renovation	826,207	826,383	(176)
Mt Carmel Park Renovation	83,986	83,986	0
Lithia Springs Park	646,272	656,262	(9,638)
Lithia Springs Park 2010	2,241,000	2,247,048	(6,400)
Bill Arp Park Renovation	671,559	671,559	0
Dog River Park Renovation	232,250	222,926	9,324
Winston Park Renovation	3,109,168	3,109,169	(1)
Post Road Park Renovation	498,948	498,948	(0)
Fairplay Park Renovation	232,656	232,656	0
Land	8,373,864	8,373,864	-
Boundary Waters Multi Purpose Stadium	145,264	145,264	-
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 Soccer/Football Complex	163,252	163,251	1
Senior Center	1,995,554	1,995,554	-
Aquatic Center	8,207,553	8,207,553	-
Deer Lick Tennis Center	231,485	231,485	-
Lithia Springs Park Renovation	37,956	37,957	(1)
Project Manager	1,300,128	1,300,128	-
Clinton Estates Park Renovation	115,139	115,139	-
Deer Lick Dam Replacement & Drainage	668,758	668,758	-
<b>TOTAL DOUGLAS COUNTY PARKS PROJECTS</b>	<b>\$ 46,034,904</b>	<b>\$ 46,010,096</b>	<b>\$ 24,808</b>



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

# CAPITAL BUDGETING

Project File Summary - Roads	CURRENT BUDGET	TOTAL SPENT TO DATE	REMAINING BALANCE
Project Manager Cost	\$ 1,518,618	\$ 1,611,219	\$ (92,601)
Contingency Interest	2,357	-	2,357
Resurfaced Roads	17,949,585	17,662,544	(143,268)
Resurfacing Prep and Shoulder Work	93,137	93,136	1
Unpaved Roads	2,311,986	1,624,328	687,658
Unincorporated Roads Projects	2,800,479	2,604,785	121,468
Sidewalks Junior High Drive	400,000	309,804	79,615
Chapel Hill- Stewart Mill Rd Improvement	633,984	598,481	(73,704)
Intersection Imprv Chapel Hill @ Dorsett Shoals	4,191,523	3,897,807	(32,654)
Intersection Imprv Chapel Hill @ Central Church	2,855,375	1,969,694	773,880
Intersection Imprv Stewart mill @ Yancy	1,180,000	180,775	999,225
Intersection Imprv Central Church @ Kings Hwy	514,727	514,726	(1,082)
Intersection Imprv Timber Ridge @ Presley Mill	1,431,851	1,351,130	(161,439)
Bridge at Anneewakee Creek	77,100	77,100	-
Bridge Stewarts Mill @ Reynolds	868,615	117,910	726,660
Mt Vernon Culvert	36,605	36,605	0
Intersection Impv SR5 @ Bright Star	320,601	320,601	0
Bridge Post Road @ Dog River	21,000	-	21,000
Bridge Stockmar Road @ MudCreek	62,062	62,062	0
Bridge Mason Creek @ Mobley	79,575	79,575	-
Sidewalks on Wenona Road SR5	38,319	-	38,319
Sidewalks on West Stewarts Mill to Wenona	32,343	-	32,343
Sidewalks Stewarts Mill - Chapel Hill - Central	50,309	-	50,309
Mason Creek at Post Road Intersection Impr	-	418,256	(418,256)
Administrative/Professional Services	38,000	38,000	-
Transportation Modeling	688,771	688,771	-
Intersection Imprv Mt Vernon @ Skyview Drive	74,163	74,163	-
Chapel Hill Blvd	198,152	198,152	-
Bridge Tyree @ Hurricane Creek	98,600	98,600	-
Bridge Brewer @ Town Branch	81,046	81,046	-
Bridge N Sweetwater @ Mill Branch	165,535	165,534	1
Bridge Cedar Mt @ Gothards Creek	37,104	37,104	-
Bridge Cedar Mt @ Gothards Creek	161,710	161,709	-
Bridge N Flat Rock @ Gothards Creek	213,754	213,754	-
Safety Action Project	1,484,899	1,484,898	-
<b>TOTAL DOUGLAS COUNTY ROADS PROJECTS</b>	<b>\$ 40,711,885</b>	<b>\$ 36,772,268</b>	<b>\$ 2,609,833</b>



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

		<b>CURRENT BUDGET</b>	<b>TOTAL SPENT TO DATE</b>	<b>REMAINING BALANCE</b>
	<b>Project File Summary - Fire</b>			
	Contingency from Reduced Interest	\$ 69,291	\$ (2)	\$ 59,981
<b>C</b>	Training Facility	1,510,180	1,517,101	(6,921)
<b>A</b>	Administrative Building	106,121	-	106,121
<b>P</b>	Equipment	1,983,202	1,895,382	96,177
<b>I</b>	8 Specialized Trucks	1,237,580	421,954	506,695
<b>T</b>	8 Ambulances	558,325	557,659	666
<b>C</b>	16 Administrative Units	347,620	288,532	59,088
<b>A</b>	General Renovations to Other Stations	108,551	95,748	12,803
<b>P</b>	Station 11 Dallas Hwy Renovation	148,673	150,616	(1,943)
<b>I</b>	Station 5 Chapel Hill Renovation	272,699	111,159	161,540
<b>C</b>	Station 9 Eastside	1,000,000	235,666	759,334
<b>A</b>	Administrative Professional Services	11,400	11,400	-
<b>T</b>	8 Pumper Trucks	2,048,392	2,048,392	-
<b>E</b>	2 Ariel Trucks	1,167,759	1,167,755	4
<b>U</b>	Station 8 Westside/Mirror Lake	1,366,904	1,366,903	1
<b>D</b>	Station 6 Riverside Renovation	109,899	109,899	3
<b>L</b>	Station 1 Lithia Springs Groovers Lake Road	1,254,195	1,254,194	1
<b>U</b>	<b>TOTAL DOUGLAS COUNTY FIRE PROJECTS</b>	<b>\$ 13,300,791</b>	<b>\$ 11,232,356</b>	<b>\$ 1,753,551</b>

# CAPITAL BUDGETING

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:

Project	CURRENT BUDGET	TOTAL SPENT TO DATE	REMAINING BALANCE
Duralee Lane Extension	\$ 2,100,000	\$ 2,323,690	\$ (417,412)
Lee Road/South Sweetwater Road	7,284,000	490,623	6,980,370
Lee Road Phase II	10,335,000	830,171	7,347,795
Total:	\$ 19,719,000	\$3,644,484.60	\$ 13,910,753

DOUGLAS COUNTY, GEORGIA GRTA ARTERIAL ROADS SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2012				
	PROJECT AUTHORIZATION	PRIOR YEARS	2012 ESTIMATED	TOTAL AT END OF 2012
<b>REVENUES:</b>				
Intergovernmental Interest	\$ 19,719,000	\$ 3,517,755	\$ 1,000,000	\$ 4,517,755
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL REVENUES	\$ 19,719,000	\$ 3,522,104	\$ 1,000,000	\$ 4,522,104
<b>EXPENDITURES:</b>				
Capital Outlay - Public Works	\$ 19,719,000	\$ 3,606,428	\$ 1,000,000	\$ 4,606,428
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TOTAL EXPENDITURES	\$ 19,719,000	\$ 3,606,428	\$ 1,000,000	\$ 4,606,428
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>				
	\$ -	\$ (84,324)	\$ -	\$ (84,324)
	<hr/>	<hr/>	<hr/>	<hr/>
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer In		\$ 450,000		\$ 450,000
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL OTHER FINANCING SOURCES	\$ -	\$ 450,000	\$ -	\$ 450,000
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>				
	\$ -	\$ 365,676	\$ -	
	<hr/>	<hr/>	<hr/>	
<b>FUND BALANCE BEGINNING OF YEAR</b>			\$ 365,676	
	<hr/>	<hr/>	<hr/>	
<b>FUND BALANCE END OF YEAR</b>		\$ 365,676	\$ 365,676	
	<hr/>	<hr/>	<hr/>	

## 2010 JAIL SPLOST CAPITAL PROJECT FUND

Construction on the \$117 million facility began in the last quarter of 2010.

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 2012					
	PROJECT AUTHORIZATION	PRIOR YEARS	2012 ESTIMATED	TOTAL AT END OF 2012	
<b>REVENUES:</b>					
Special Local Option Sales Tax Interest	\$ 122,240,471 280,000	\$ 37,031,977 214,883	\$ 20,640,000 65,117	\$ 57,671,977 280,000	
<b>TOTAL REVENUES</b>	<b>\$ 122,520,471</b>	<b>\$ 37,246,860</b>	<b>\$ 20,705,117</b>	<b>\$ 57,951,977</b>	
<b>EXPENDITURES:</b>					
Capital Outlay - Public Safety	\$ 116,240,580	\$ 105,590,770	\$ 10,649,810	\$ 116,240,580	
<b>TOTAL EXPENDITURES</b>	<b>\$ 116,240,580</b>	<b>\$ 105,590,770</b>	<b>\$ 10,649,810</b>	<b>\$ 116,240,580</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 6,279,891</b>	<b>\$ (68,343,910)</b>	<b>\$ 10,055,307</b>	<b>\$ (58,288,603)</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 Out	(112,615,430)	(25,437,961)	(20,640,000)	(46,077,961)	
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ (6,279,891)</b>	<b>\$ 80,897,578</b>	<b>\$ (20,640,000)</b>	<b>\$ 60,257,578</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ 12,553,668</b>	<b>\$ (10,584,693)</b>		
<b>FUND BALANCE BEGINNING OF YEAR</b>		<b>\$ -</b>	<b>\$ 12,553,668</b>		
<b>FUND BALANCE END OF YEAR</b>		<b>\$ 12,553,668</b>	<b>\$ 1,968,975</b>		

## Capital Transportation

# CAPITAL BUDGETING

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 are no planned contributions from the General Fund for 2012.

<b>DOUGLAS COUNTY, GEORGIA</b> <b>CAPITAL TRANSPORTATION FUND</b> <b>SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE</b> <b>FROM INCEPTION AND FOR THE YEAR 2012</b>				
	<u>PROJECT AUTHORIZATION</u>	<u>PRIOR YEARS</u>	<u>2012 ESTIMATED</u>	<u>TOTAL AT END OF 2012</u>
<b>REVENUES:</b>				
Intergovernmental	\$ 583,568	\$ 583,568	\$ -	\$ 583,568
<b>TOTAL REVENUES</b>	<b>\$ 583,568</b>	<b>\$ 583,568</b>	<b>\$ -</b>	<b>\$ 583,568</b>
<b>EXPENDITURES:</b>				
Captial Outlay - Public Works	2,878,116	1,826,890	\$ 1,051,226	\$ 2,878,116
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,878,116</b>	<b>\$ 1,826,890</b>	<b>\$ 1,051,226</b>	<b>\$ 2,878,116</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (2,294,548)</b>	<b>\$ (1,243,322)</b>	<b>\$ (1,051,226)</b>	<b>\$ (2,294,548)</b>
<b>OTHER FINANCING SOURCES:</b>				
Transfers In	2,744,548	2,744,548	\$ -	\$ 2,744,548
Transfers Out	(450,000)	(450,000)	-	\$ (450,000)
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ 2,294,548</b>	<b>\$ 2,294,548</b>	<b>\$ -</b>	<b>\$ 2,294,548</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ 1,051,226</b>	<b>\$ (1,051,226)</b>	
<b>FUND BALANCE BEGINNING OF YEAR</b>		\$ -	\$ 1,051,226	
<b>FUND BALANCE END OF YEAR</b>		<b>\$ 1,051,226</b>	<b>\$ -</b>	

# 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.

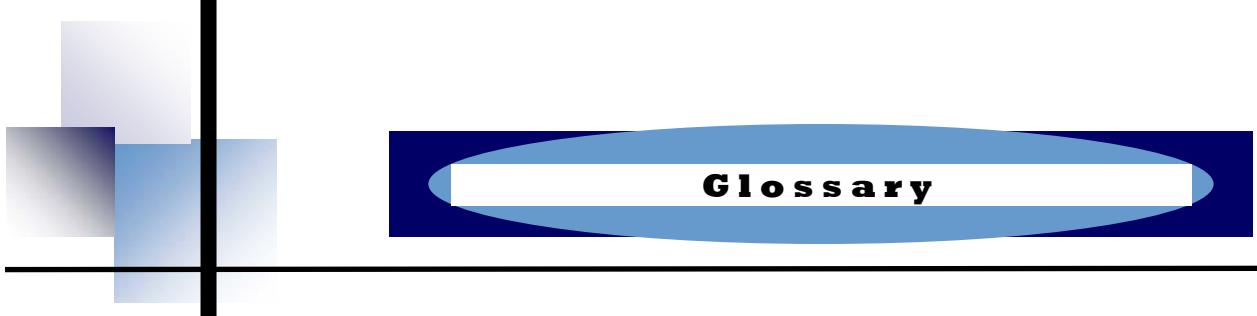
**Election Fees** – Fees levied on the qualifying candidates for the cost of the election process.

**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.



## 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.

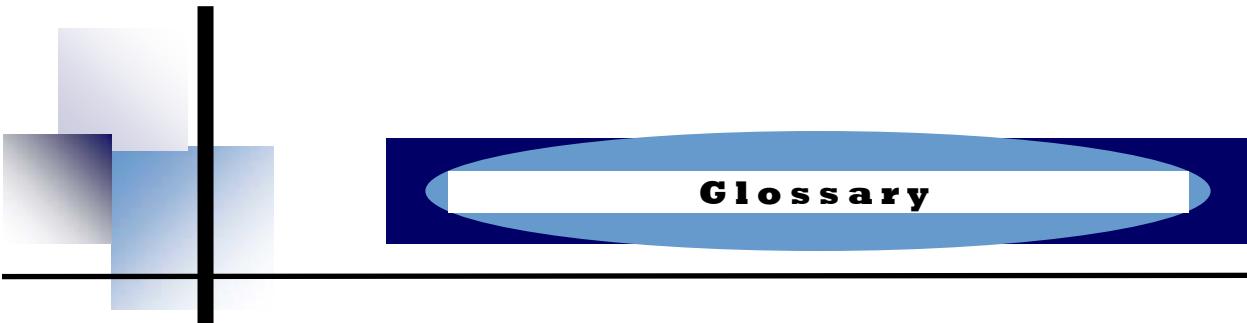
**Franchise Taxes** – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

**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.



# APPENDIX

**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.

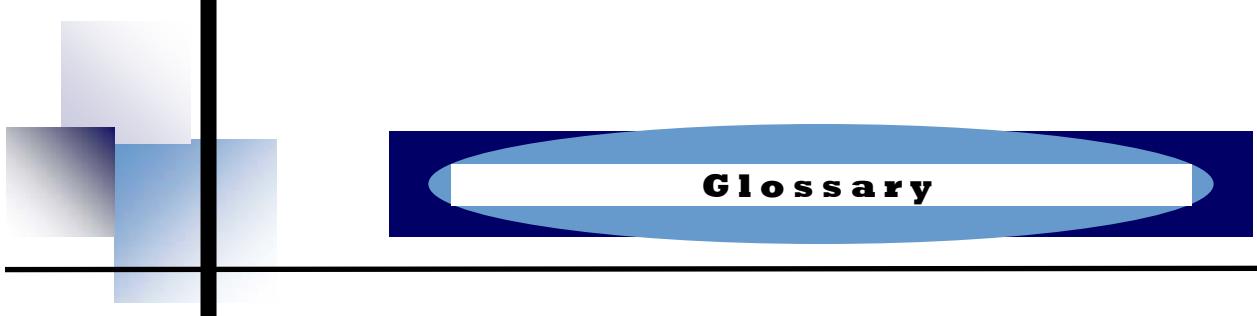
**Revenue** – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

**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.



## Glossary

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

**Supplies** – Includes articles and commodities purchased by the County to aid the departments in accomplishing its mission and which are consumed or materially altered when used.

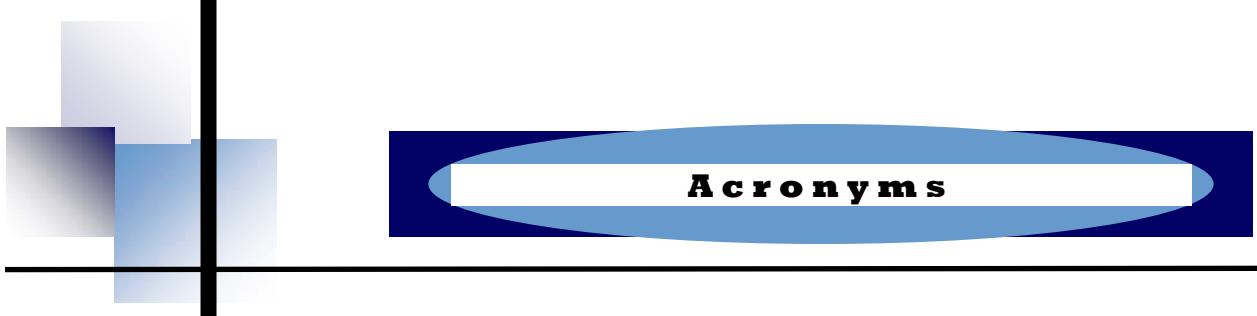
**Tax Cost** – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

**Taxes** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by Douglas County are approved by the County Commission and are within limits determined by the State.

**Tax Not on Digest** – Property located or identified after the digest is approved by Douglas County for submission to the State.

**Working Reserve**—Fund balance less any reserves of fund balance such as reserves for encumbrances, capital outlay, debt service, prepaid items, etc. Also known as unreserved/undesignated fund balance.

**Zero-Based Budgeting**— A budget approach that requires each department to submit a budget request and justify all expenditures rather than justifying only the expenditures with proposed changes from the prior year budget.



## Acronyms

# APPENDIX

**A.R.C.**—Atlanta Regional Commission

**B.I.R.**—Budget Improvement Request

**B.O.C.**—Board of Commissioners

**C.A.R.E.**—Combined Accident Reduction Effort

**C.D.B.G.** — Community Development Block Grant Program

**D.A.R.E.**—Drug Abuse Resistance Education

**D.O.T.**—Department Of Transportation

**F.I.C.A.**—Federal Insurance Contribution Act

**G.A.A.P.**—Generally Accepted Accounting Principles

**G.A.S.B.**—Governmental Accounting Standards Board

**G.F.O.A.**—Government Finance Officers Association

**G.R.T.A.**—Georgia Regional Transportation Authority

**L.O.S.T.**—Local Option Sales Tax

**N.P.D.E.S. II**—National Pollutant Discharge Elimination System

**N.S.P.** — Neighborhood Stabilization Program

**O.C.G.A.**—Official Code of Georgia Annotated

**S.H.A.R.E. House**—Someone Helping Another through Resources and Education House is a private, non-profit, grass roots organization in Douglas County, Georgia with a satellite office in Paulding County. They provide services and shelter for battered and homeless women and children.

**S.P.L.O.S.T.**—Special Local Option Sales Tax



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