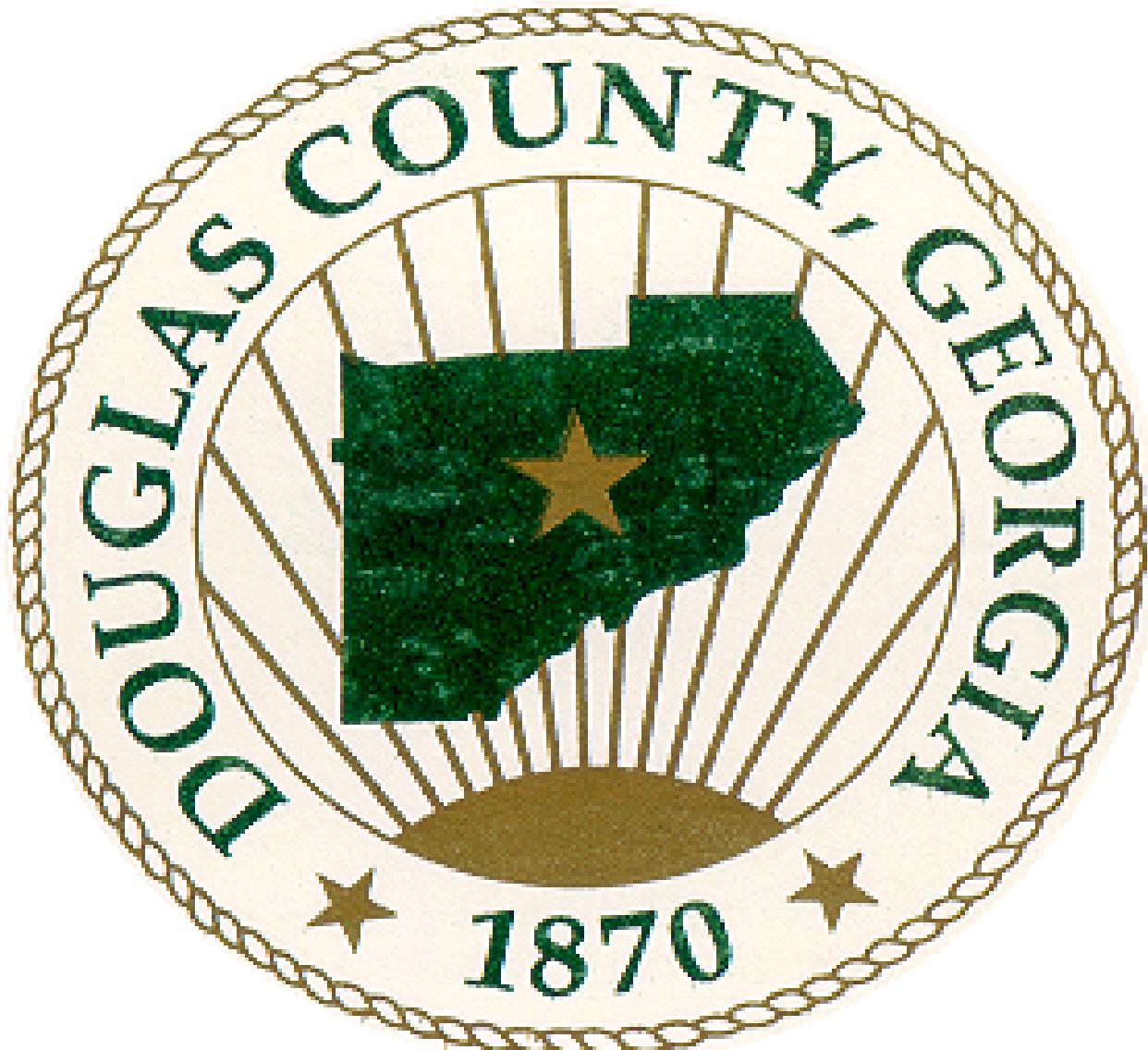


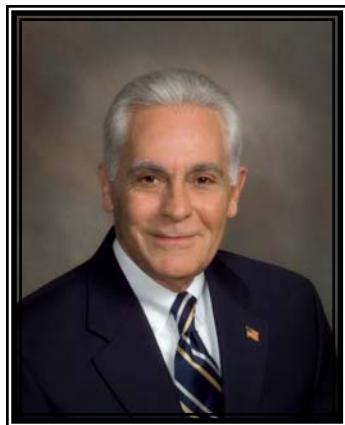
DOUGLAS COUNTY, GEORGIA



**2010
OPERATING
BUDGET**



DOUGLAS COUNTY BOARD OF COMMISSIONERS & COUNTY ADMINISTRATOR



Tom Worthan
Chairman



Freddie Ashmon, Jr.
District #1



Kelly Robinson
District #2



Mike Mulcare
District #3



David Latham
District #4



Eric Linton
County Administrator

2010 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

DOUGLAS COUNTY FINANCE DEPARTMENT



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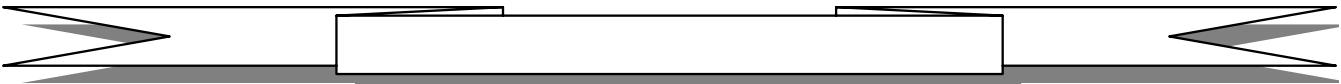
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The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:

**ERIC LINTON, COUNTY ADMINISTRATOR
WES TALLON, COMMUNICATIONS DIRECTOR
MARK COX, PRINTING**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

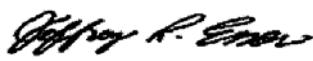
**Douglas County
Georgia**

For the Fiscal Year Beginning

January 1, 2009

A handwritten signature of the President, which appears to be "K. L. R.".

President

A handwritten signature of the Executive Director, which appears to be "Jeffrey P. Green".

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, 2009.

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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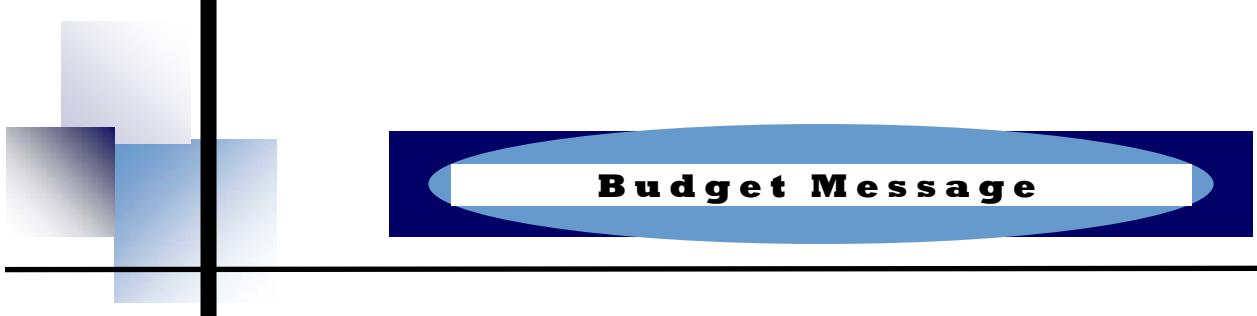
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Budget Message

2010 BUDGET SUMMARY

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

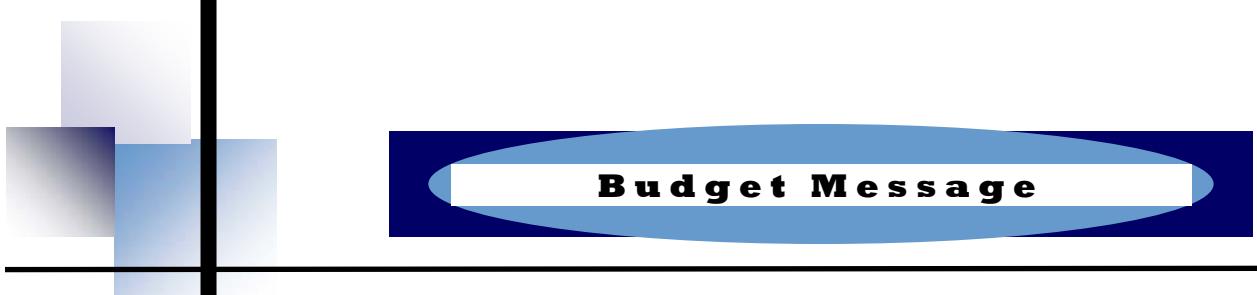
Submitted herewith are the Douglas County, Georgia 2010 annual operating and capital budgets totaling \$87,835,552. This amount includes the General Fund, Special Revenue Funds, Debt Service Fund, Enterprise Fund and Internal Service Funds. This budget reflects an expansion of service to adequately take care of the citizens of Douglas County.

GENERAL VIEW OF THE 2010 BUDGET

General Fund. The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Culture & Recreation and Housing & Development services. The 2010 budget totals \$79,002,550. \$1.9 million has been approved for road resurfacing, a sidewalk and preliminary engineering for the Chattahoochee Trail System. Of this \$1.1 million will be reimbursed with State funds. \$1.7 million is approved General Fund expenditures on the Lithia Springs Park. All other funds for improvements have been kept small as this budget year promises to be a challenge. One such improvement has \$232,500 in place for Pedestrian Access Improvements and replacing park and ride passenger shelters. These will be financed 90% with Federal and State funds. Sheriff Enforcement has approved vehicle purchases in the amount of \$100,000. \$65,000 is approved for various replacements of technology equipment (i.e. computer, printers, etc.). A new position for a Court Administrator was approved for one half of the 2010 budget year and the second a part-time clerk for the Magistrate Court was approved. Total increases to Salaries and Benefits are \$62,100. With the establishment of a second State Court for one quarter of the year a total of \$45,000 in expenditures are appropriated. A nominal \$28,000 is approved for vehicle replacement in the General Government. \$20,000 for the Superior Court Judges and their operations will cover the cost of a server for their State Sustain Software and increased court reporting services. Parks and Recreation can purchase \$6,375 of small equipment and Animal Control will purchase new software for \$5,300. Jail Annex debt service payments and fees totaling \$889,683 are also included in the General Fund budget. The projected 2010 ending unreserved fund balance is \$7,168,557 which is 9.07% of the total expenditures of \$79,002,550.

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 \$218,156. Estimated revenues are projected at \$155,000 and expenditures are budgeted at \$200,000 for operating costs of the fund. Projected ending fund balance is \$173,156.

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 \$354,966. Estimated fines and interest are projected at \$68,500. Expenditures for classes and testing are budgeted at \$111,880. Projected ending fund balance is \$311,586.



Budget Message

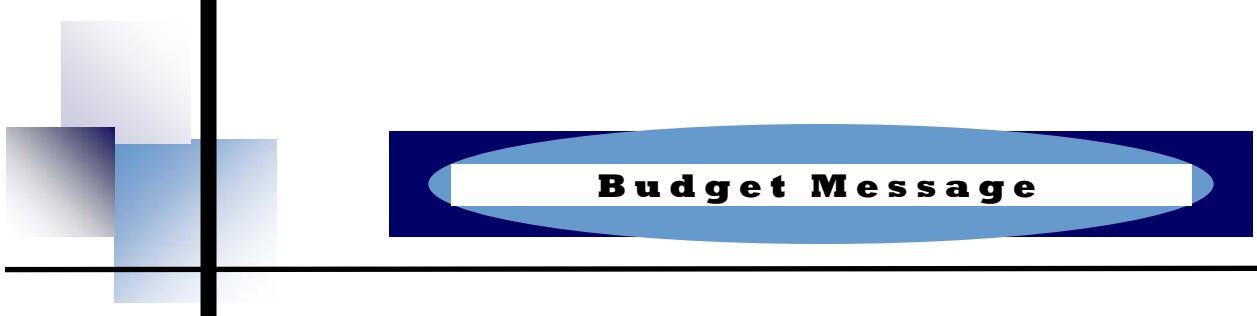
E-911 Dispatch Fund. This fund provides emergency dispatch services to the Douglas County Fire & Emergency Medical Department, the Douglas County Sheriff's Department, the City of Douglasville Police Department and the Georgia State Patrol. The projected beginning fund balance is \$1,578,693. Estimated revenues total \$2,530,000. Total operating expenses that include salary and benefits for 26 employees total \$2,905,379. The County also plans to construct a new E-911 Center; therefore, the budget will be amended once plans and costs are finalized.

Hotel-Motel Tax Fund. The \$30,000 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 Board. There is no fund balance in this fund because all receipts are transferred to the designated agencies and a portion to the General Fund. The small amount of income generated is because most of the fee generating facilities are located within the City of Douglasville.

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 2010 beginning fund balance is \$323,208. Estimated revenues from fines and earnings amount to \$92,450. Expenditures for operating expenses are budgeted at \$86,000. Ending fund balance should be \$329,658.

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 \$3,565,795. Estimated revenues are projected at \$261,000 and expenditures are budgeted at \$496,000 for operating and capital expenses. Projected ending fund balance is \$3,330,795.

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 \$36,300. Expenditures are estimated at \$56,000. There is a 2010 beginning fund balance of approximately \$347,908 and is projected to be \$328,208 at the end of 2010.



Budget Message

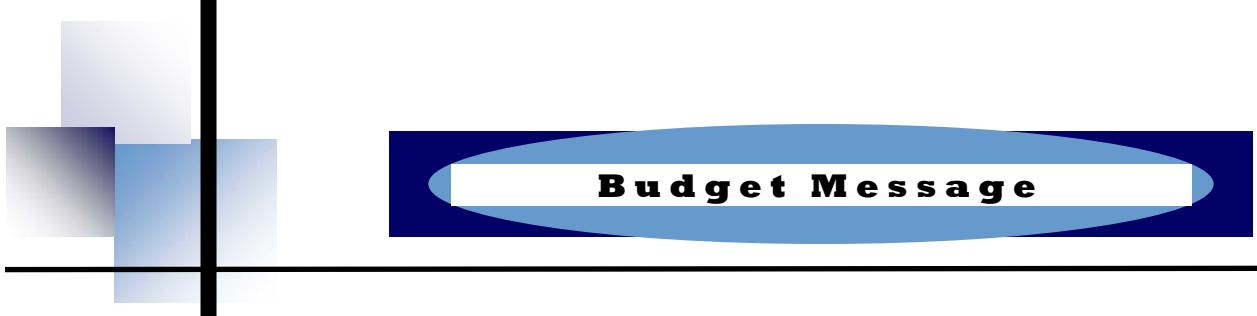
Special Tax District. This is a fund for debt service payments that are paid for improvements made in the Thornton Road area for water and sewer lines. They were installed in the Community Improvement District several years ago. The 2010 beginning fund balance is estimated at a negative \$61,520 and estimated revenues total \$115,000. Debt service payments and administrative costs of \$125,205 are budgeted for the year of 2010. The original debt for this fund was \$1,400,000. The debt outstanding at the end of 2010 will be \$127,620.

Victim Assistance Fund. This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$213,859. Revenues are projected at \$184,000 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$45,000. There is a 2010 beginning fund balance of \$261,292 and is projected to be \$231,433 at the end of 2010.

Jail Annex Debt Service Fund. This fund was created by borrowing \$6,785,000, to build an addition to the existing jail. The new facility houses approximately 150 prisoners. Debt Service payments of \$88,683 and administrative fees in the amount of \$4,000 are to be made in 2010. The debt service payments are being made by transfers from the General Fund. Outstanding debt at the end of 2010 is \$2,658,971 (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.

Landfill Enterprise Fund. This fund provides solid waste disposal services for the citizens of Douglas County. Services provided include a putricle waste transfer station, a construction & demolition landfill and a recycling facility. The estimated 2010 beginning retained earnings is \$89,672. Projected revenues are estimated at \$1,788,150. Expenditures are budgeted at \$1,881,809. The projected ending retained earnings are a negative \$3,987.



Budget Message

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 2010 are \$8,948,000 compared to \$8,970,000 for the year 2009. The beginning fund balance is a negative \$337,883. This year the County is funding approximately \$6,706,213 to this fund. The employees contribute based on a tier structure of coverage which equals approximately \$1,535,000. 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 the beginning 2010 beginning Retained Earnings at a negative \$583,948. Contributions will resume in 2010 and are estimated to be \$752,000. Total expenditures for 2010 are budgeted at \$778,000. The 2010 ending net assets for this fund will be a negative \$609,803.

ACCOMPLISHMENTS FOR 2009

Improved Finance, Purchasing and Human Resources by:

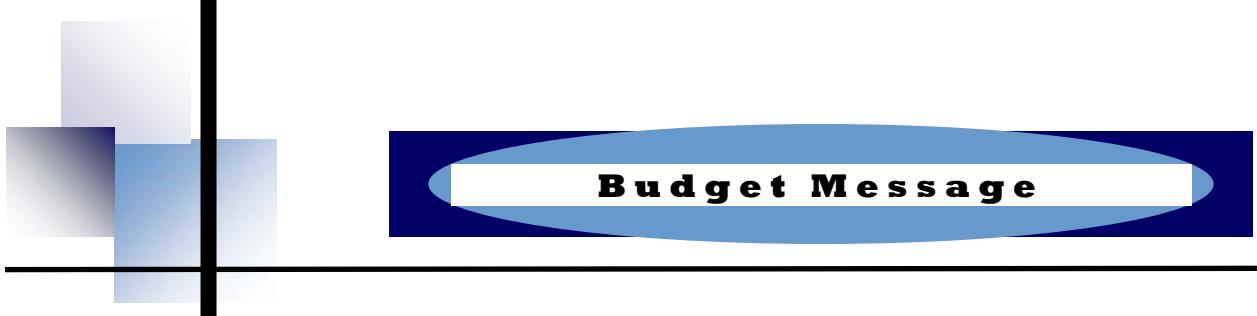
- Procuring new financial, purchasing and human resource software implemented in 2009

Improved the Department of Transportation by:

- The completion of the Comprehensive Transportation Plan
- Implementation of the first Safe Routes to School Program in the State of Georgia for Chapel Hill Elementary School
- Acquiring Stimulus funding for three transportation projects
- Responding to September flooding that closed 170 roads at the height of the storm with over \$11 million in repair costs; only eight roads closed at year end

Expanded Transportation Services by:

- Receiving \$640,000 in Federal grants used to purchase 20 vans for the Vanpool Program
- Constructing a new 600 vehicle Park and Ride Lot
- Operating 62 daily Vanpool routes serving 582 commuters



Budget Message

Improved the Courts and Legal System by:

- Disposing of 8,841 cases with 4,339 cases pending at year end by three Superior Court Judges
- Resolving cases with 36 jury trials and 1,583 guilty please in Superior Court

Improved Public Safety by:

- Completing of the New Fire Training Complex
- Answering 400 Fire and EMS calls during the September floods without injury to personnel
- Responding within 7.28 minutes to 13,729 Fire and EMS calls
- Lowering overall Crime Rate in 2009 with largest decreases in Motor Vehicle Thefts and Rapes
- Continuing to maintain County's position as one of the safest places to live in metro Atlanta with only four murders and six arsons in 2009
- Sheriff's Department evacuating over 300 persons and made 20 water rescues during September floods
- Emergency Management establishing an Emergency Operations Center/Joint Incident Command to coordinate and direct response to September flooding

Improved Animal Control Operations by:

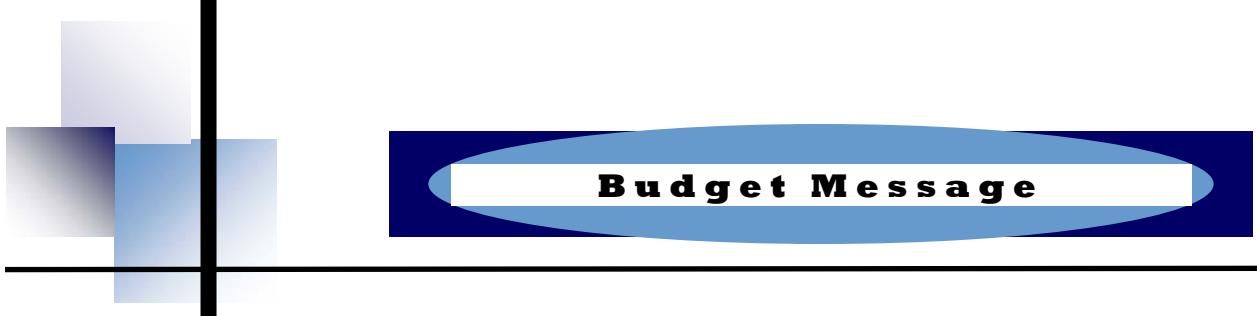
- Adopting out over 1,800 animals from the Shelter
- Conducting public education campaigns on animal care and owner responsibility

Improved Parks and Recreation Operations and Facilities by:

- Implementing Sports Manual for all Park Associations
- Opening Winston Park Expansion with 4 ball fields and amenities
- Expanding the Aquatic Center Programs to include in-house swimming classes

Improved Landfill Operations by:

- Accepting 968 tons of debris from 1,045 citizens after September flooding
- Diverting/recycling 3,341 tons of solid waste



Budget Message

PRIORITIES FOR 2010

Improve Public Safety by:

- Constructing a E-911 facility and Emergency Operations Center
- Replacing \$100,000 worth of Sheriff Enforcement vehicles
- Begin planning a new fire station in the Thornton Road and Riverside Parkway Industrial District
- Begin construction on a new Jail and law enforcement center to be funded with SPLOST

Improve the Department of Transportation by:

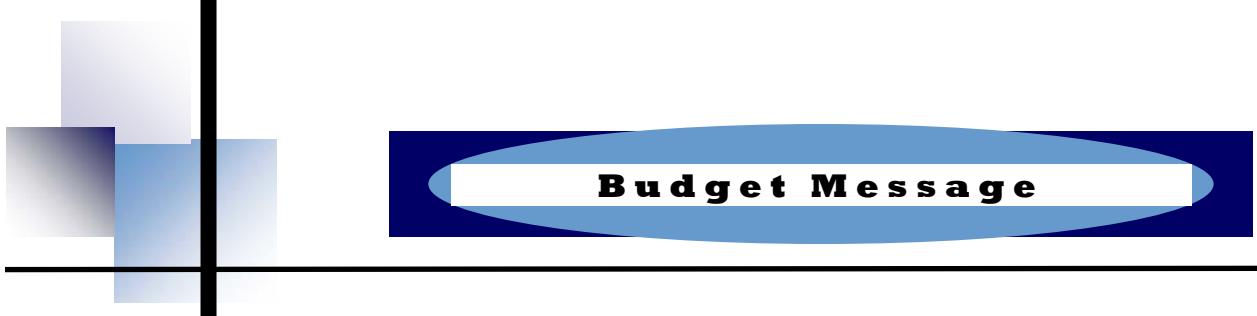
- Completing the following projects:
 - Stewarts Mill Road/Yancey Road
 - Stewarts Mill road at Reynolds Road
 - Anneewakee Road at James Street
 - Duralee Lane roadway extension
 - Interstate 20 westbound at Liberty Road intersection improvements
- Complete the Anneewakee Road bridge over Anneewakee Creek

Improve Parks and Recreation Operations and Facilities by:

- Construct the New Lithia Springs Park
- Construct a library in the south portion of the County – the Fairplay area
- Strive for record attendance in our parks

NEW PATHS TO FOLLOW

By any account, 2009 was a rough year. The declining National economy led to job losses and other hardships for families. Many properties were foreclosed upon. There were drastic cutbacks in spending. There were drastic cutbacks in budgets of businesses and families, as revenue and income greatly reduced for most people. The economic downturn began in September 2008 and continued in 2009, although late in the year, there seemed to be signs of positive growth in the National economy.



Budget Message

Douglas County's major industry – construction – was hard hit with few new buildings being constructed and many being vacated. Construction support services were also hard hit.

Then the September rains came. We had flash flooding in the western part of the County, and rising floodwaters in the eastern half. We lost seven citizens, hundreds of homes, and floods affected thousands of lives.

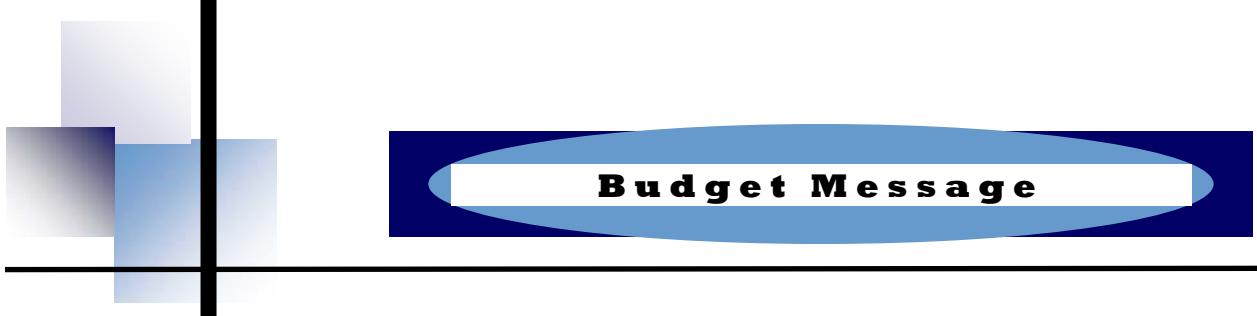
We learned from 2009 and its experiences and we will move forward with positive outlook and actions while recognizing that 2009 is now part of our history and experience.

In spite of this we are especially pleased that we were able to manage our budget without any long-term debt. The only debt that we carry is for the Blake Gammill Building of the Sheriff's Department, which will be paid off in 2013. The big hit on our 2009 budget was the flooding and the \$11 million of damage to County roads and bridges. FEMA and State assistance only cover a portion of the costs. Reserves built into the budget had to be used.

We are choosing to move positively into the future. 2010 will no doubt be a year of transition, a year that will find us reassessing our priorities. We will continue to provide services to our citizens at the highest level possible at the lowest cost. The National economy, and that of our County, is slowly rebounding, but we will continue to be very cautious with our budget and our spending, making every dollar as effective as possible.

We are using \$3.8 million in Neighborhood Stabilization Funds for the purchase and rehabilitation of foreclosed homes, making them more affordable and more livable for our citizens.

In 2010, we will open our new 911 and Emergency Operations Center that is currently under construction. This new state-of-the-art building will bring together every response and services agency in times of crisis into one room where coordination and communication can more easily be accomplished. The September floods revealed a strong need for this type of facility. In addition, the new 911 VIPER software will allow our citizens to text 911 when they may be unable to speak to them, and to send pictures and video to 911 that can be quickly transferred to law enforcement should these be able to help in crime solving.



Budget Message

The new jail and law enforcement center will begin construction this year and will be funded with SPLOST. In 2010, it is our goal to begin planning for a new fire station in the Thornton Road/Riverside Parkway Industrial District so that this vitally important area of our County is better protected.

We will also begin construction of a new library just south of the Dog River off Highway 5. The new 15,000-square foot facility is planned to be a “library in the woods” and take advantage of the natural surroundings of the 900-acre Dog River Park. This much needed facility will open in the fall of 2011.

The new Lithia Springs Park will start construction soon, replacing the Woodrow Wilson and Lithia Springs Girls Parks that were built decades ago and which are often flooded by Sweetwater Creek. The new park will be located on South Sweetwater Road at Mt. Vernon Road, and should open in late 2010. Programs in our Parks also are expected to have record attendance. All four high schools in Douglas County now have swim teams that use the Boundary Waters Aquatic Center, as do four private swim teams. The Aquatic Center was used by 7500 participants in 2009, and its popularity increases each year. The Woodie Fite Senior Center activities are at capacity, so we will start planning in 2010 for a future community center.

Using State, Federal and local funds, we plan on constructing eleven transportation improvement projects in 2010 in addition to the continuing repairs from the September floods and other projects begun in 2009.

We are using Federal stimulus money whenever and wherever we can qualify for its use, and we actively pursue State DOT funds for roadway paving and construction projects. We are also taking advantage of FEMA funds to purchase 17 flood-prone residential properties in the Austell Homes area of the County. All purchased houses will be torn down and the property will be returned to green space, deed-restricted so that no houses can ever again be built on the land, keeping these citizens from ever again having to face the fear of rising waters.

We are aggressively working to bring jobs to Douglas County. We work with the County Development Authority to attract industries, jobs and investments, but we will also focus on entrepreneurship and small businesses in 2010. To encourage growth in this sector, we will boost our efforts with the Chamber of Commerce and the City and County Development Authorities.

We will use higher education initiatives as a gateway to economic opportunity. Douglas County is now the home to West Georgia Technical College, Strayer University, and off-site classes of the University of West Georgia.

2010 finds Douglas County moving forward. We have learned from the past, but we are looking to the future. The State of our County is transitional - we are changing - changing the way we govern, changing the way we budget, changing the way we relate to citizens, but changing for the better.



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:

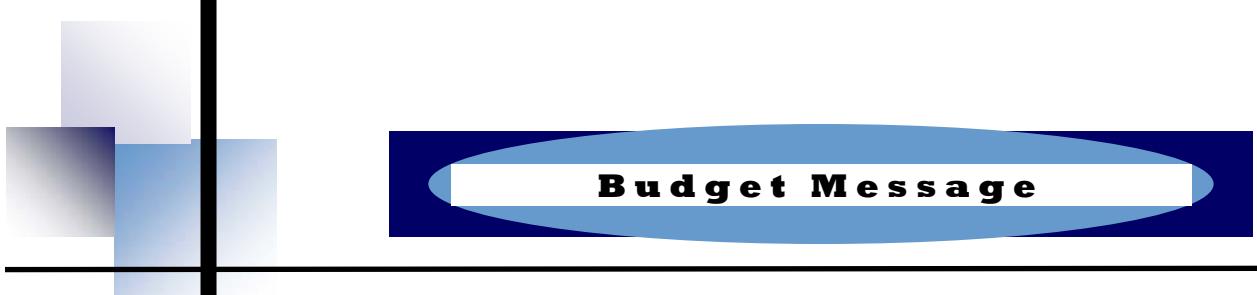
- Continuing to coordinate with, providing vital economic information to, and supporting the Douglas County Chamber of Commerce and Development Authority, its existing Industries Committee and local businesses and industries towards the retention of existing businesses and the attraction of new businesses
- 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

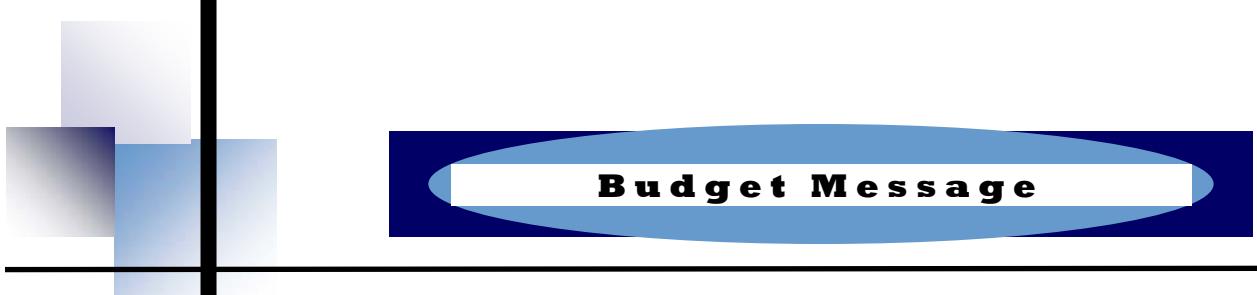
- Developing an overall countywide environmental improvement and maintenance effort coordinated with efforts at the regional level, State and Federal levels
- Actively reducing the solid waste stream within the County
- Ensuring the integrity of those historic and archaeological resources found in Douglas 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

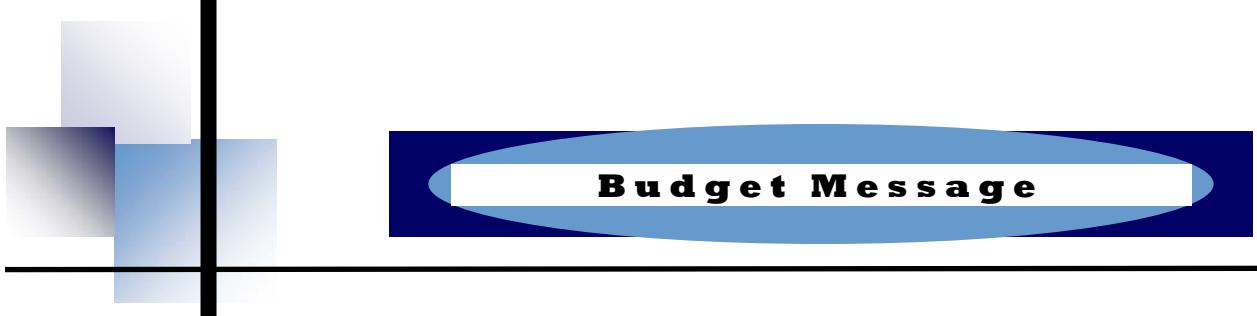
The *Public Facilities and Services Goal* is to provide for efficient, effective and high quality public facilities and services for the citizens and businesses of the County by:

- 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



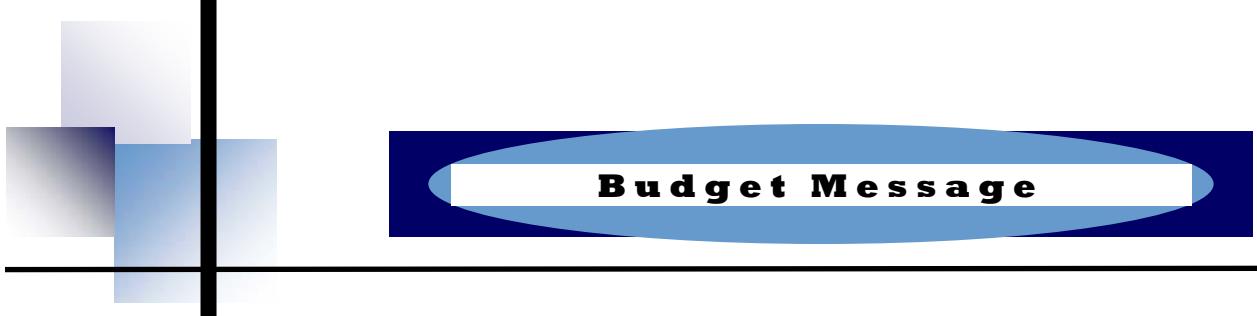
Budget Message

The Solid Waste Goals and Strategies are:

- 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



Budget Message

The *Cultural and Library Goals and Strategies* are:

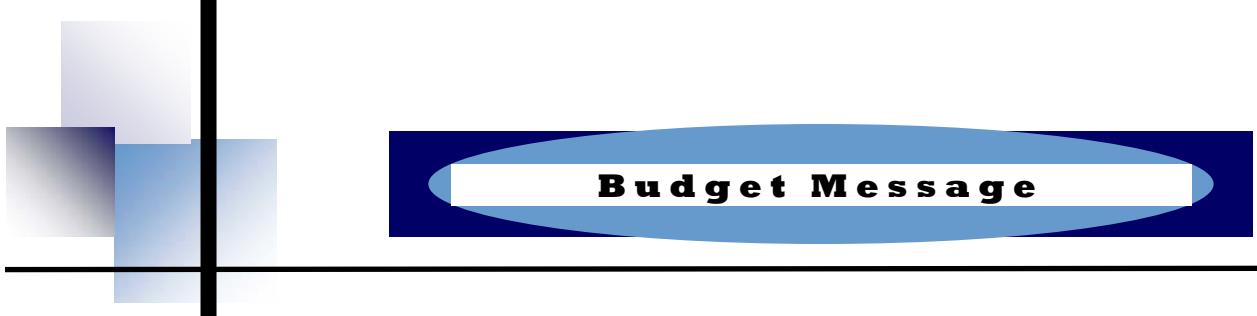
- Increasing the offering of, and participation in cultural events, programs, and organizations. Consider the development of cultural institutions in Douglas County such as a performing arts center, art museum, concert hall, history museum, and other institutions
- Completing a master parks plan to identify 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

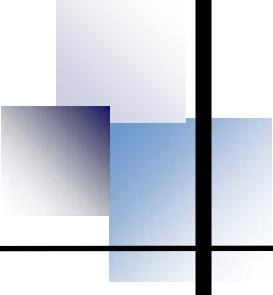


Budget Message

- 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

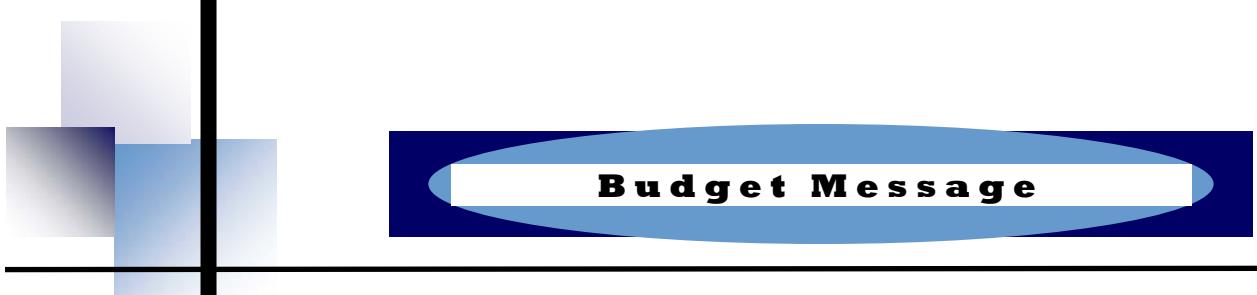


Budget Message

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 138th in size.

DOUGLAS COUNTY MUNICIPALITIES

The largest City and County Seat is Douglasville—Population 30,098.

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 30,098 residents. The cities of Villa Rica and Austell are mainly located in other counties—Carroll and Cobb counties respectively. Both cities have a minute share of the population in Douglas County.



General Information

TRANSPORTATION

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

ECONOMY

The Retail Sector employment accounts for almost one-third of the jobs located in Douglas County followed by the Service Sector, Local Government, School Board included, followed closely by Manufacturing. According to the latest information available, Douglas County's unemployment rate of 8.2% is lower than the State's rate of 10.0%. Median household income of Douglas County residents is estimated at \$57,926 which is higher than the average for the State's 159 counties of \$50,834.

Douglas County's unemployment rate of 8.2% is lower than the State's rate of 10.0%.

POPULATION

According to the latest information available from the Atlanta Regional Commission, Douglas County's estimated population is 128,800 making it one of the metropolitan region's most populated counties. And according to ARC estimates, Douglas County has added an average of 5,399 residents per year since 2001, an increase of 21.6%. The average household size is 2.78 with about 82% of Douglas County houses being defined as single-family housing.

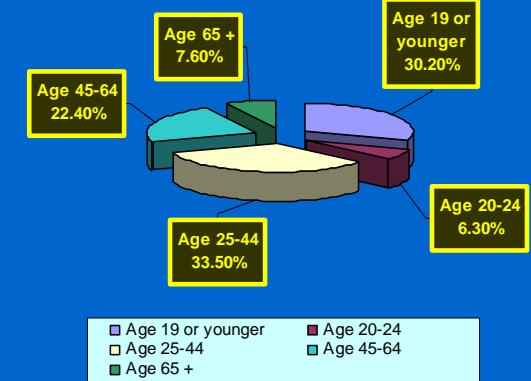


General Information

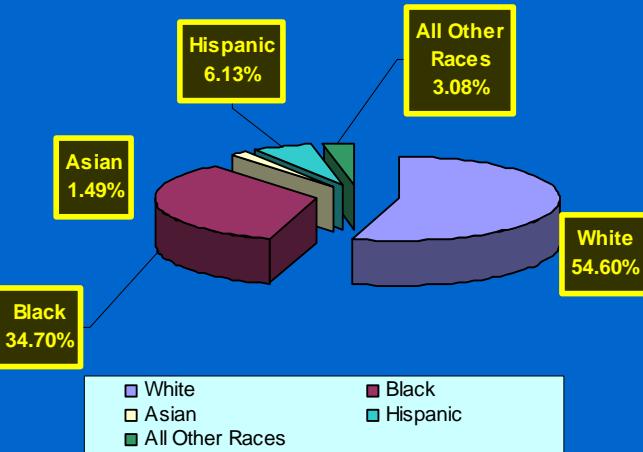
DOUGLAS COUNTY'S DEMOGRAPHICS AGE COMPOSITION

Age 19 or younger	30.20%
Age 20-24	6.30%
Age 25-44	33.50%
Age 45-64	22.40%
Age 65 +	7.60%

POPULATION BY AGE CATEGORY



POPULATION BY RACE COMPOSITION



DOUGLAS COUNTY'S DEMOGRAPHICS RACE COMPOSITION

White	54.60%
Black	34.70%
Asian	1.49%
Hispanic	6.13%
All Other Races	3.08%

DOUGLAS COUNTY'S DEMOGRAPHICS GENDER COMPOSITION

Males	48.90%
Females	51.10%

POPULATION BY GENDER



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.

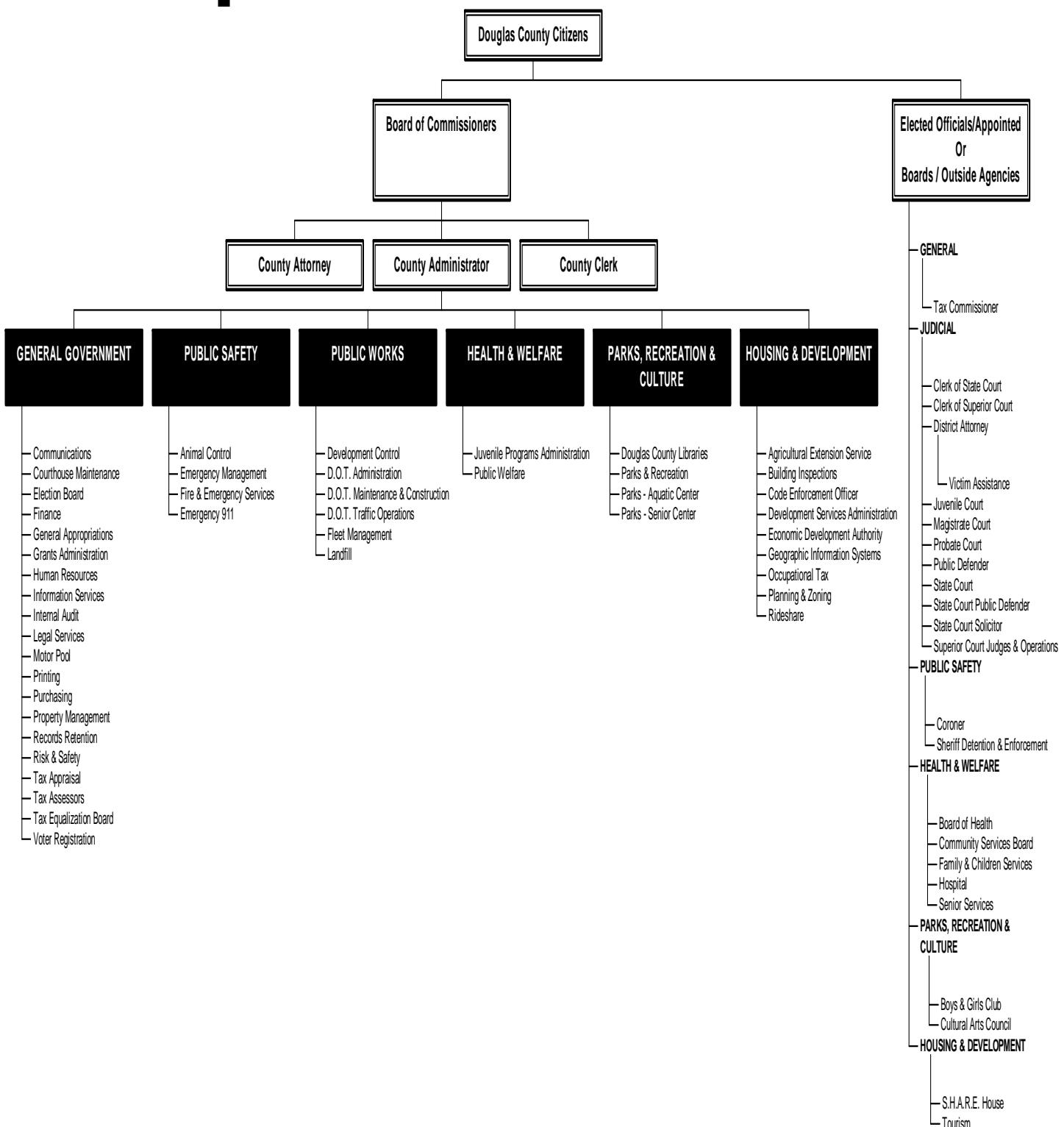
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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

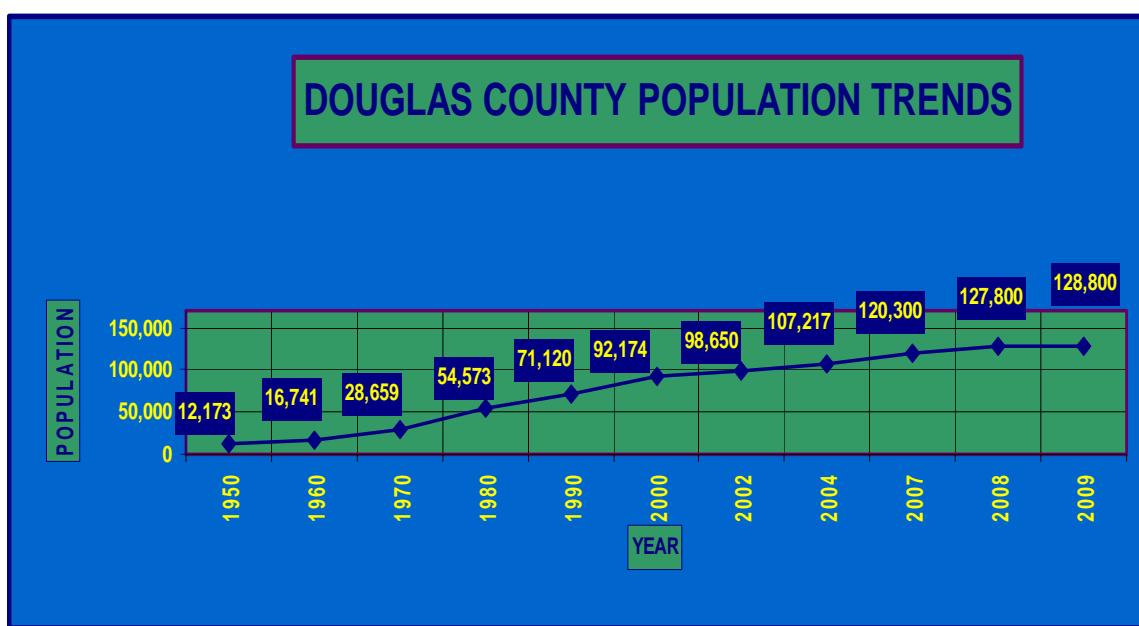


Organizational Chart



Aside from the current economic downturn, during the past few years, as part of the Metropolitan Atlanta region, Douglas County benefited from the economic boom that the entire Atlanta region enjoyed. Atlanta continues to be ranked at or near the top in every survey of the best cities to conduct business due to its continued preeminence as a strategic distribution, manufacturing, technology, education and financial center serving the entire Southeast as well as the nation. Douglas County is known as the “Western Gateway to Atlanta”. The “Atlanta’s West, Atlanta’s Best” logo was adopted as a part of the marketing and communications component of the Douglas Emerging campaign. This logo touts the strategic and geographic position of Douglas County as well as promoting its advantages. Many agencies and entities have incorporated the use of this logo in their promotional materials.

As a result of Douglas County’s geographic location and its pro-active measures to assure quality and sustained growth, the vitality and viability of the county has strengthened. First of all, the county population has grown significantly and is projected to continue to do so. According to the Atlanta Regional Commission, for the period of 2000—2009, the percentage change in population increased by 39.7% more than double the region’s 14.5% rate. The following chart demonstrates this growth pattern.



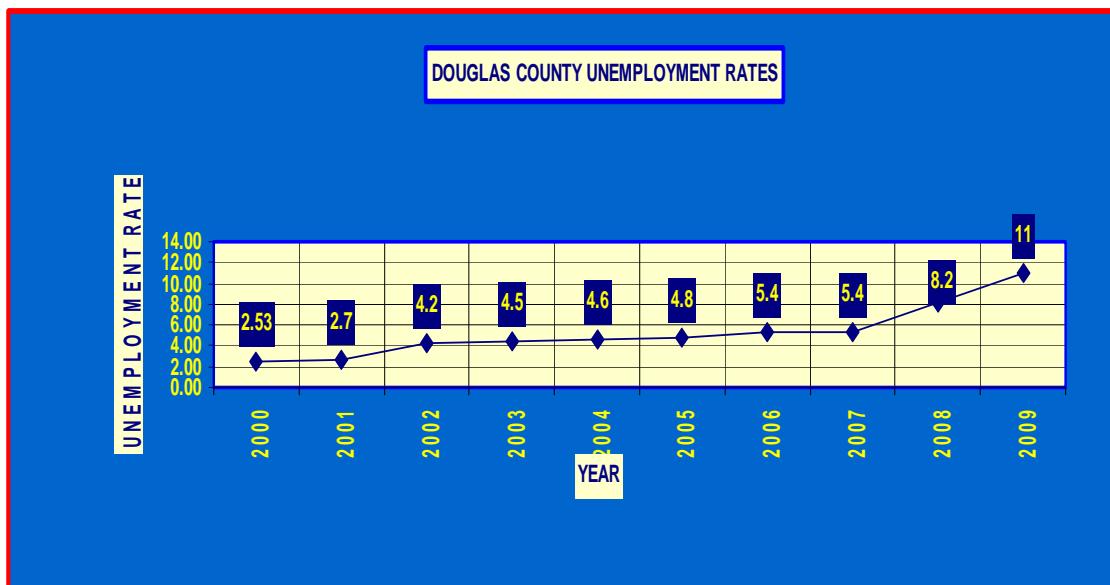
Local Economic Conditions

Douglas County is also poised to take advantage of many of the issues that are limiting growth in other areas of the Metropolitan Atlanta region. Many developers as well as individuals are seeking alternatives to the traditional growth areas around Atlanta. For many years, the I-75 and I-85 north corridors around Atlanta have seen the most dramatic growth. The opportunities in those areas are becoming more and more limited. Douglas County and its municipalities have acres of land that are developable for industrial/warehouse/distribution space. This bodes well for the future growth potential in Douglas County and for expanded employment opportunities for its citizens.

Douglas County and its Municipalities have acres of land that are developable for industrial/warehouse/distribution space.

The economic well being of the general population of Douglas County is good. The Per Capita Income in Douglas County is \$21,172. Georgia's average is \$21,154. The County poverty rate was 9.9%. This rate is lower than the State's rate of 14.7%.

The current Douglas County labor force is approximately 32,415. Due to the recent economy, the unemployment rate has increased from 2008 to 2009 by 2.8%. The County's unemployment rate of 11% slightly higher than the State's 10% unemployment rate. The unemployment rate trend is shown below.



Local Economic Conditions

Approximately 63% of the county's residents commute to employment outside of the county. Our Rideshare program has 62 daily vanpool routes taking 582 Douglas County commuters to work locations throughout the Atlanta region. The GRTA X-press bus system takes 450 more commuters into Atlanta. For 2010, Rideshare plans to add new van routes that will serve an additional 125 commuters. This will give Rideshare 80 routes serving 707 passengers. In late 2009, GRTA plans to start three new X-press bus routes to Atlanta from the new Douglas Boulevard park and ride facility. These new routes, added to the existing Atlanta routes from Douglas County Transportation Center, means GRTA now maintains 15 daily departures to Atlanta serving 600 daily riders.

We actively recruit business and industry to locate in Douglas County through our Development Authority. Recent projects include, a new International Data Center with 50 new jobs and a \$250 million in new investment. Tyco/Sensomatic opened in 2009 offering 60 new jobs saving 33 existing jobs with a \$6 million investment. In 2008 Alston and Bird Conflict Resolution Center Opened as well as the Turano Baking Company. These provided a total of 180 new jobs with a total investment of \$43.5 million. These provide high quality, high paying jobs for Douglas County citizens.

Other industries are constantly being contacted and recruited to be a part of Douglas County. It is investment of this nature that allows us to hold down our property taxes as much as possible, creates jobs for ourselves and our neighbors, and allows our residents to stay closer to home to work.

We also began an initiative to let people know of businesses and professional services available in Douglas County. The Douglas County web site, CelebrateDouglasCounty.com, now has a directory section where our business community can let others know of their existence and services. This free service has new registrations daily, and we hope this will become a resource that will be of benefit to our business community. In 2009, an average of 65,646 visitors per month accessed the County website looking for information with an average of 4.4 pages per visitor.

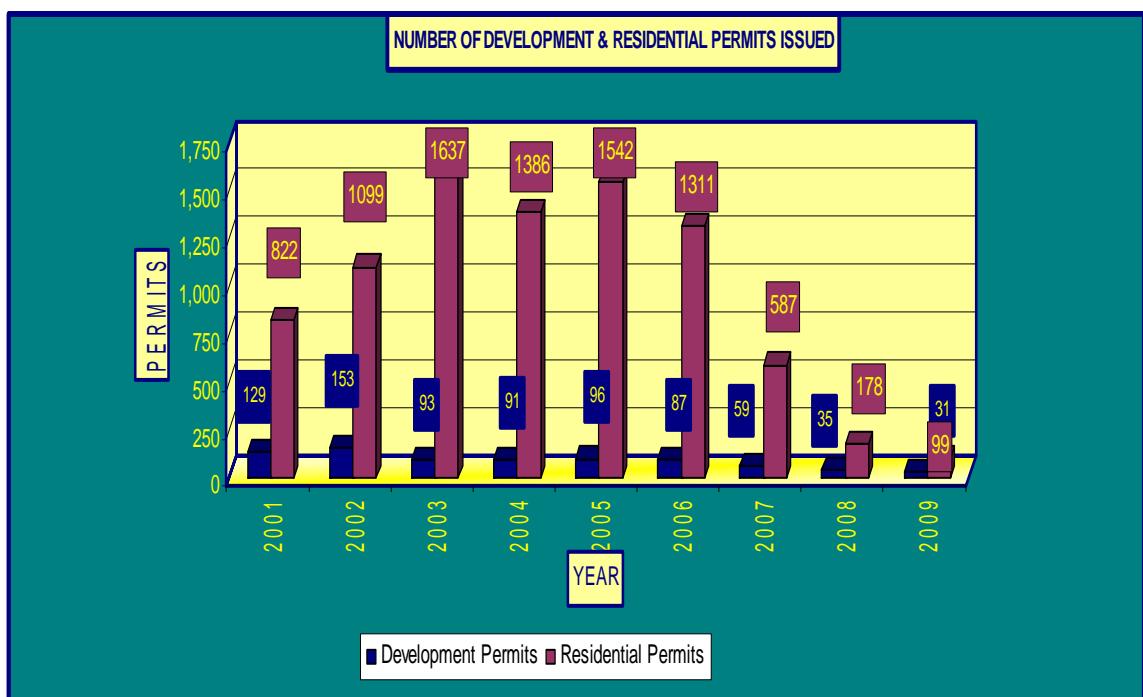
Local Economic Conditions

Below is a list of the five (5) largest private employers in Douglas County.

- Wal-Mart Associates, Inc.
- Silver Line Building Products Corp.
- Inner Harbour, Ltd.
- WellStar Health System Inc.
- Publix Supermarkets
- APL Logistic

According to the Georgia Department of Labor, the above list represents employment covered by unemployment insurance excluding all government agencies except correctional institutions, state and local hospitals, state colleges and universities.

From 2002 to 2005, the construction activity in Douglas County was increasing significantly. However, due to the recent economy, the construction activity has slowed down. The following chart shows the trends in the number of development and residential permits issued.



In 2009, gross taxable property values reflected an increase of over \$4,894,929,621. Growth amounted to a \$218,211,527 increase in the property values. Revaluation increased property values by \$24,705,779. The following chart illustrates this growth.

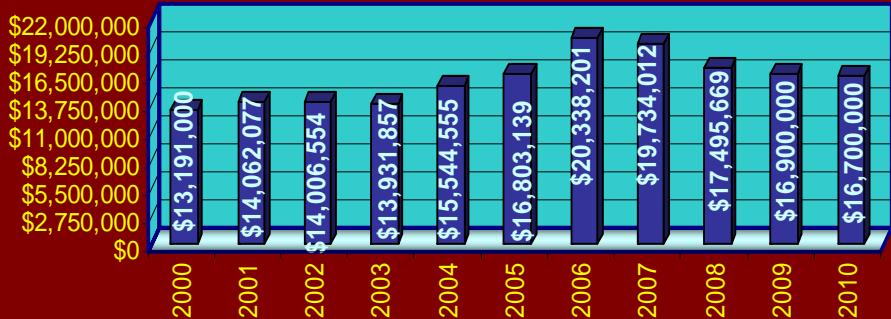


Even though the County has diverse retail establishments and less of a need to go outside of the County to purchase goods and services, sales tax revenue has experienced a decline. This revenue is very volatile to economic conditions; therefore, with the current recession, sales tax receipts have been impacted significantly. The 2010 projections are for sales taxes to be received at a 1.2% decrease over 2009 estimates. They are projected to be \$16,700,000. Depending on the economy, this projection may need to be adjusted. The chart on the following page shows the sales tax collections over the past few years.

GENERAL INFORMATION

Local Economic Conditions

LOCAL OPTION SALES TAX COLLECTIONS

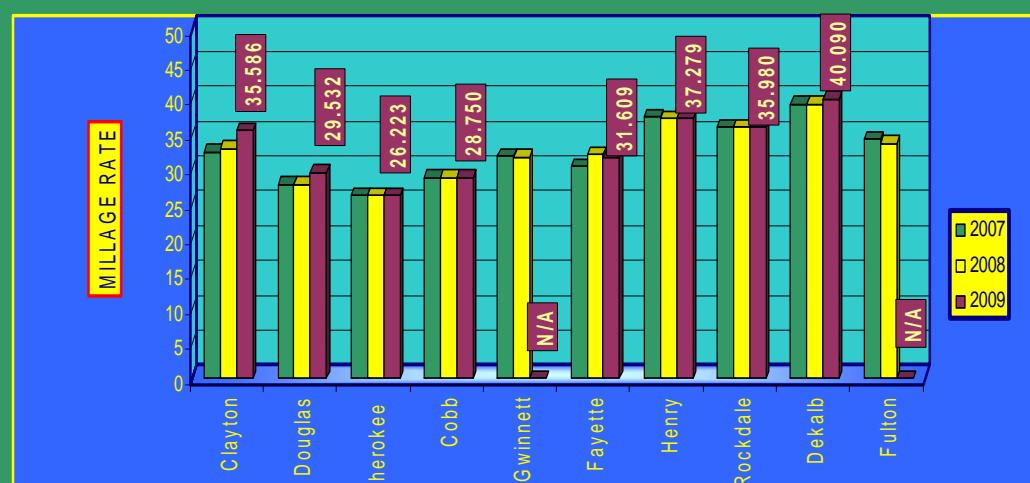


In 2009, Douglas County's millage rate was the third lowest in comparison to the other Metro-Atlanta Counties. The following chart shows the millage rates of the Metro-Atlanta counties. This contributes to making Douglas County very attractive for both residential and commercial growth.

METRO ATLANTA MILLAGE RATE COMPARISON

MILLAGE RATE

2007
2008
2009



Listed below is the top ten (10) tax payers, taxable values and tax bill amount.

	<u>Taxable Value</u>	<u>Tax Bill Amt.</u>
1. GREYSTONE POWER CO	43,899,798	1,303,841
2. GEORGIA POWER CO	16,408,280	504,636
3. BELLSOUTH TELECOMMUNICATION	14,888,200	475,757
4. GEORGIA TRANSMISSION CORPORATION	13,998,847	413,414
5. ARBOR PLACE II, LLC	11,424,073	395,867
6. BIRCH LANDING ATLANTA APARTMENTS, LLLP	12,495,057	369,004
7. DOUGLASSVILLE DEVELOPMENT, LLC	9,705,578	336,291
8. DDRTC DOUGLASSVILLE PAVILION, LLC	9,459,535	327,792
9. LYTOS-CREEKSIDE II, INC.	11,087,057	327,423
10. LYTOS-CREEKSIDE, INC.	10,377,974	306,482

The current economy is taking a financial toll on businesses, governments and individuals. Like every other government, Douglas County has challenges to face with the current economy. Douglas County is ready to face those challenges with conservative ideas and new strategies being developed and implemented. Douglas County will continue to operate efficiently and provide services to its citizens and businesses. Regardless of the current recession, what makes Douglas County a place to live, work and play?

- Population growth
- Increase in wealth of citizens
- Improved and diverse housing stock
- Retail opportunities and sales
- Low millage rates
- Growth in employment sectors
- Available land for future development

The factors above make Douglas County one of the new premier locations to conduct business or to call home in the Metro-Atlanta region as well as the nation.

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 July. During this time, a Budget Submission Package is prepared for each cost center (or department). This package contains information which is designed to assist each department in the preparation of their budget. It includes a calendar of budget events (due dates), a budget summary sheet for uniformity in presentation and more efficient compilation of information, worksheets providing historical information, instructions for using the forms provided, Budget Improvement Request forms and narrative forms for justifications and explanations.

Since Douglas County is a service organization, a significant portion of the budget consists of salaries. To assist with preparation of this portion of the budget, the Information Services Department is requested to provide salary information. Using the most current salary information a worksheet is prepared listing every employee in each department along with their annual salary and insurance information. Along with this information is a list of any authorized but vacant positions so that the salaries can be budgeted for those positions if they are going to be filled during the year. In addition a year-to-date overtime report by employee is provided to each department to assist with projections. Instructions are provided to aid in the calculation of F. I. C. A. and the pension codes.

Historical spending patterns are often a good indicator of future expenditures. Therefore, to assist in the preparation of the operating expenses we include a worksheet with historical information as a guide. Each department receives a worksheet which includes the line items that are normally used to record their expenditures. This worksheet shows the actual amount spent in the previous fiscal year, the actual budget for the current year, the current year-to-date amount expensed, and a column for projecting the budget for the next fiscal year. Along with this worksheet, narrative forms are provided which allow the department to give a detailed explanation for the amounts placed in each line item of the projected budget.



In addition to providing justification for their requests, it also provides useful information to the decision makers to allow them to make more informed decisions.

Also included in the package are Budget Improvement Request (B.I.R.s) Forms. These forms are to be used 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. Each B.I.R. 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 B.I.R. If an addition is not associated with a program or project, then it is to be recorded on a separate B.I.R. by itself. These B.I.R.s 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 B.I.R. and assists management in individually evaluating the merits of each request.

Included in the budget package is a Budget Revenue Worksheet. This worksheet again has the historical information designed to assist each department in projecting their revenues for the next fiscal year. This worksheet shows the actual amount of revenue in the previous fiscal year, the actual revenue budget for the current year, the current year-to-date revenue collected, and a column for projecting their portion of the revenue budget for the next fiscal year. 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. This provided information assists in determining those projections.

Once these worksheets and supplementary schedules have been prepared they are assembled into budget packages, for each department, and are delivered to the departments. This was done July 27, 2009.



Budget Process

Upon receipt of their budget packages, the departments review their goals for the coming year, determine their costs to achieve those goals, and record the costs on the budget worksheets. They first review the provided salary worksheets to see if there have been any changes since the schedule was prepared.

They make any changes and complete calculations and record the information on the Budget Summary Sheet.

Any requests for additional personnel will be done on a Budget Improvement Request (B.I.R.). The operational needs are then determined for each line item and recorded on their worksheets. Justifications or explanations for each line item are recorded on the Budget Narrative Sheets. Any new programs or projects, or any enhancements are then recorded on the B.I.R. Forms. If the department has any revenues, those projections are recorded on the Budget Revenue Worksheets. Once these schedules are completed they are turned in to the Finance Director along with the goals and performance indicators for the next year.

Once the Finance Department receives the completed packages the information is compiled, reviewed, and changes are made as necessary. They are then forwarded to the County Administrator. Mandatory budget hearings are scheduled with Department Heads. The County Administrator, Finance Director and Financial Analyst meet with Department Heads to discuss their budget submission and requests. After these are completed, the County Administrator reviews all budget documents and makes recommendations. Those recommendations are given to the Finance Director and Financial Analyst to prepare summary documents which detail the major changes in the budget by department, including 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.

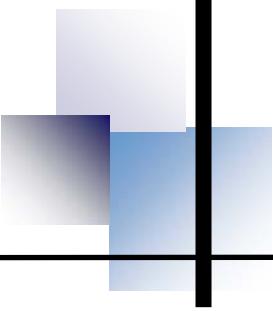


Budget Process

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

2010 Budget Calendar

July 27, 2009	Budget submission packages delivered to Elected Officials and Department Heads for their completion.
August 24, 2009	Budget packages completed and returned to the Finance Department.
Aug. 25 – Sept. 25, 2009	Finance Director & Financial Analyst record and summarize budget packages for presentation to County Administrator.
Sept. 28 – Oct. 9, 2009	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Oct. 12 – Nov. 11, 2009	Finance Director & Financial Analyst prepare budget summary documents.
November 5-6, 2009	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
November 22, 2009	Advertise for public hearing to review the budget.
December 1, 2009	Public hearing to review the budget.
December 15, 2009	Board of Commissioners adopts the 2010 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 24-25). 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 \$10,160,584. Therefore, with an expenditure budget of \$79,002,550, there would be a 12.86% reserve. Of the \$10.1 million Fund Balance, the Undesignated Unreserved Fund Balance is \$5,581,602 which is approximately 7.06% 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	\$4,300,264,819
Debt Limit – 10% of Assessed Value	\$ 430,026,481
Less General Obligation Bonds Outstanding	\$ 0
Legal Debt Margin	\$ 430,026,481

Douglas County presently does not have any outstanding general obligation bonded debt. The calculation above shows that we have a legal debt margin of \$430,026,481. 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. The County is looking into another SPLOST in the near future.



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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, 2010**

	<u>PROJECTED REVENUE</u>	<u>TRANSFERS FROM RESERVES</u>	<u>TRANSFERS IN</u>	<u>BOND PROCEEDS</u>	<u>TOTAL FUNDING SOURCES</u>
BUDGETED FUNDS					
Governmental Fund:					
General Fund	<u>78,953,050</u>	-	49,500	-	<u>79,002,550</u>
Special Revenue Funds:					
District Atty Confiscated Funds	155,000	45,000	-	-	200,000
Drug Abuse Treatment	68,500	43,380	-	-	111,880
E-911	2,530,000	375,379	-	-	2,905,379
Hotel-Motel Tax Fund	30,000	-	-	-	30,000
Law Library	92,450	-	-	-	92,450
Red Light Enforcement System	-	-	-	-	-
Sheriff Inmate Commissary	36,300	19,700	-	-	56,000
Sheriff Confiscated Funds	261,000	235,000	-	-	496,000
Sheriff Other	6,000	-	-	-	6,000
Sidewalk Fund	200	-	-	-	200
Special Tax District	115,000	10,205	-	-	125,205
Victim Assistance	<u>184,000</u>	-	-	-	<u>184,000</u>
Total Special Revenue Fund	<u>3,478,450</u>	<u>728,664</u>	-	-	<u>4,207,114</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>1,788,150</u>	<u>93,659</u>	-	-	<u>1,881,809</u>
Total Enterprise Funds	<u>1,788,150</u>	<u>93,659</u>	-	-	<u>1,881,809</u>
Internal Service Funds:					
Employee Benefit	8,682,613	-	-	-	8,682,613
Worker's Compensation	<u>752,145</u>	-	-	-	<u>752,145</u>
Total Internal Service	<u>9,434,758</u>	-	-	-	<u>9,434,758</u>
Capital Project Funds:					
Courthouse Capital	-	-	-	-	-
Total Capital Project Funds	-	-	-	-	-
Debt Service Funds:					
Jail Annex	-	-	889,738	-	889,738
Parks & Recreation	-	-	-	-	-
Total Debt Service Funds	-	-	889,738	-	889,738
Total of All Budgeted Funds	<u>93,654,408</u>	<u>822,323</u>	<u>939,238</u>	-	<u>95,415,969</u>

Appropriations

BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF APPROPRIATIONS
YEAR ENDED DECEMBER 31, 2010**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
BUDGETED FUNDS			
Governmental Fund:			
General Fund	78,112,812	889,738	79,002,550
Special Revenue Funds:			
District Atty Confiscated Funds	200,000	-	200,000
Drug Abuse Treatment	111,880	-	111,880
E-911 Dispatch	2,905,379	-	2,905,379
Hotel-Motel Tax Fund	30,000	(30,000)	-
Law Library	86,000	-	86,000
Red Light Enforcement System	-	-	-
Sheriff Inmate Commissary	56,000	-	56,000
Sheriff Confiscated Funds	496,000	-	496,000
Sheriff Other	4,400	-	4,400
Sidewalk Fund	-	-	-
Special Tax District	125,205	-	125,205
Victim Assistance	213,859	(45,000)	168,859
Total Special Revenue Fund	4,228,723	(75,000)	4,153,723
Enterprise Funds:			
Landfill Enterprise Fund	1,881,809	-	1,881,809
Total Enterprise Funds	1,881,809	-	1,881,809
Internal Service Funds:			
Employee Benefit	8,948,000	(7,066,213)	1,881,787
Worker's Compensation	778,000	(752,000)	26,000
Total Internal Service	9,726,000	(7,818,213)	1,907,787
Capital Project Funds:			
Courthouse Capital	-	-	-
Total Capital Project Funds	-	-	-
Debt Service Funds:			
Jail Annex	889,683	-	889,683
Parks & Recreation	-	-	-
Total Debt Service Funds	889,683	-	889,683
Total of All Budgeted Funds	94,839,027	(7,003,475)	87,835,552

Financing Sources by Type

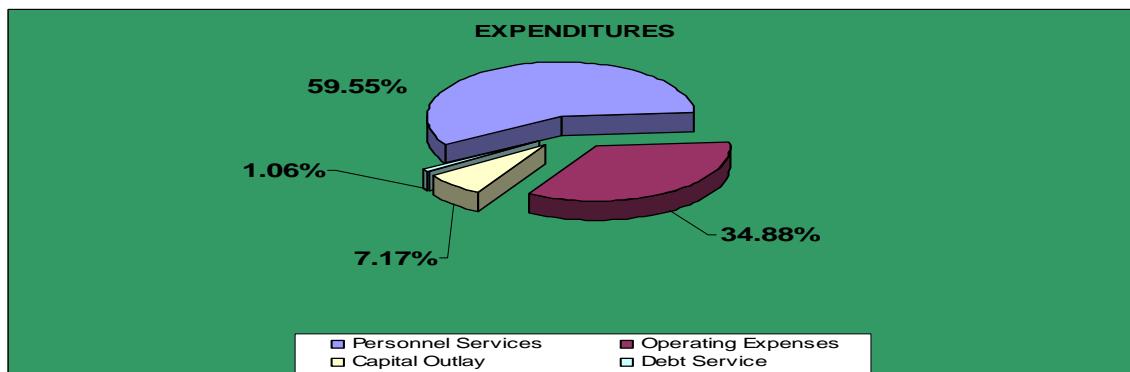
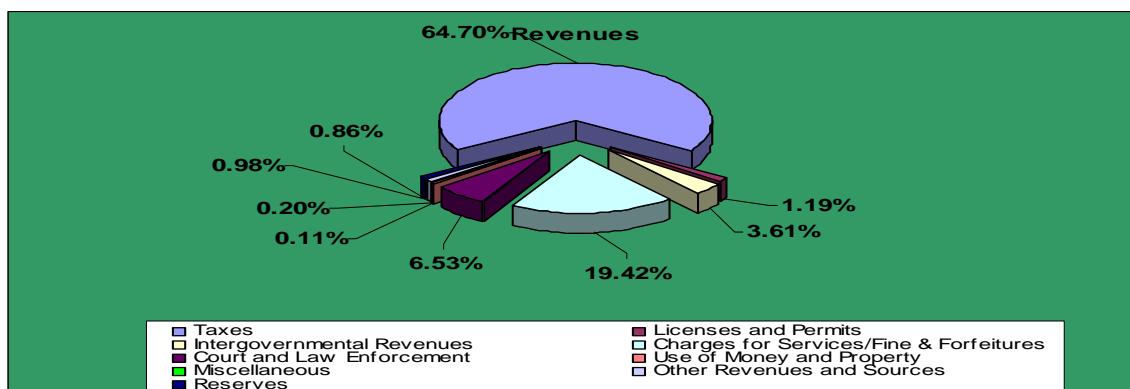
SPECIAL REVENUE FUNDS							
	TOTAL	GENERAL FUND	D.A. CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY
Revenues							
Taxes							
Real and Personal Property	\$ 39,855,000	\$ 39,740,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Use	16,700,000	16,700,000	-	-	-	-	-
Insurance Premium	3,650,000	3,650,000	-	-	-	-	-
Other Taxes / Penalties	3,812,600	3,782,600	-	-	-	30,000	-
Licenses and Permits							
Business Licenses	750,000	750,000	-	-	-	-	-
Trade Licenses	65,000	65,000	-	-	-	-	-
Inspection Fees	244,500	244,500	-	-	-	-	-
Alcohol License	80,000	80,000	-	-	-	-	-
Intergovernmental	3,447,250	3,447,250	-	-	-	-	-
Charges for Services/Fines							
Telephone	2,520,000	-	-	-	2,520,000	-	-
Landfill	1,788,000	-	-	-	-	-	-
Tax Commissions	890,000	890,000	-	-	-	-	-
Ambulance Charges	1,250,000	1,250,000	-	-	-	-	-
Sheriff's Fees	505,000	505,000	-	-	-	-	-
Streetlights	880,500	880,500	-	-	-	-	-
Rideshare Fees	444,000	444,000	-	-	-	-	-
Parks & Rec Fees	400,000	400,000	-	-	-	-	-
Other Charges	9,852,613	418,400	-	-	-	-	-
Courts and Law Enforcement							
Superior Court	717,000	625,000	-	-	-	-	92,000
State Court	2,990,000	2,990,000	-	-	-	-	-
Probate Court	215,000	215,000	-	-	-	-	-
Magistrate Court	400,000	400,000	-	-	-	-	-
Juvenile Court	23,500	23,500	-	-	-	-	-
Surcharges	350,000	350,000	-	-	-	-	-
Fees and Fines	1,090,500	840,500	-	67,000	-	-	-
Confiscated/Commissary	447,000	-	150,000	-	-	-	-
Use of Property and Money	100,245	79,300	5,000	1,500	10,000	-	450
Miscellaneous	186,700	182,500	-	-	-	-	-
Other Financing Sources							
Bond Proceeds	-	-	-	-	-	-	-
Sale of Assets	2,500	2,500	-	-	-	-	-
Transfers	936,738	47,000	-	-	-	-	-
Appropriated Fund Balance	822,323	-	45,000	43,380	375,379	-	-
Total Revenues & Other Financing Sources	\$ 95,415,969	\$ 79,002,550	\$ 200,000	\$ 111,880	\$ 2,905,379	\$ 30,000	\$ 92,450

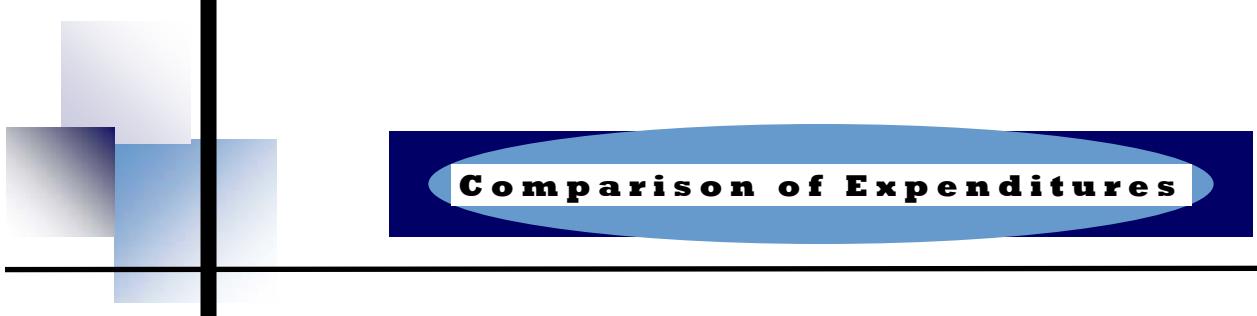
Financing Sources by Type

BUDGET SUMMARIES

Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
Revenues							
Taxes							
Real & Personal Property Taxes	39,855,000	39,740,000	115,000	-	-	-	-
Sales and Use Taxes	16,700,000	16,700,000	-	-	-	-	-
Insurance Premium Taxes	3,650,000	3,650,000	-	-	-	-	-
Other Taxes / Penalties	3,812,600	3,782,600	30,000	-	-	-	-
Licenses and Permits	1,139,500	1,139,500	-	-	-	-	-
Intergovernmental Revenues	3,447,250	3,447,250	-	-	-	-	-
Charges for Services/Fine & Forfeitures	18,530,113	4,787,900	2,520,000	1,788,000	9,434,213	-	-
Court and Law Enforcement	6,233,000	5,444,000	789,000	-	-	-	-
Use of Money and Property	100,245	79,300	20,250	150	545	-	-
Miscellaneous	186,700	182,500	4,200	-	-	-	-
Other Revenues and Sources	939,238	49,500	-	-	-	-	889,738
Reserves	822,323	-	728,664	93,659	-	-	-
	<u>95,415,969</u>	<u>79,002,550</u>	<u>4,207,114</u>	<u>1,881,809</u>	<u>9,434,758</u>	<u>-</u>	<u>889,738</u>
Expenditures							
Personnel Services	54,465,256	52,308,535	1,508,108	648,613	-	-	-
Operating Expenses	33,390,235	21,311,229	1,119,810	1,233,196	9,726,000	-	-
Capital Outlay	6,858,986	5,382,786	1,476,200	-	-	-	-
Debt Service	1,014,288	-	124,605	-	-	-	889,683
Transfers Out	(7,893,213)	-	(75,000)	-	(7,818,213)	-	-
	<u>87,835,552</u>	<u>79,002,550</u>	<u>4,153,723</u>	<u>1,881,809</u>	<u>1,907,787</u>	<u>-</u>	<u>889,683</u>





Comparison of Expenditures

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

- **General Government** increases \$1,056,483 over the prior year adopted budget. In 2009 the economy continued to decline. Cost containment measures were implemented. 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 2010 budget includes decreases over 2009 in all but a few General Government Departments. The largest area of increase is in the General Appropriations budget which includes \$1.2 million for contingencies. In light of recent emergencies within the County and the uncertainty of what lies ahead, it was felt that this was deemed necessary so that we would not be unprepared should we experience something in 2010 like the floods of 2009. The Election Board and Voter Registration will have increases to their budgets of \$173,190 and \$19,713 respectively. It is planned for 2010 to have more advanced voting locations to better accommodate the citizens and to encourage more citizens to turn out at the polls. Improvements are limited to \$65,000 for Information Services to implement a much needed backup recovery system. Even with this expenditure this department's overall budget will experience a 3% decrease from 2009. A vehicle was approved for the Chairman of the Board of Commissioners and his present vehicle will be transferred into the motor pool. The largest percentage of decrease will be experienced by the Board of Equalization with a 25% decrease. The total increase for the General Government is 8% over all.
- **Judicial** decreases an average of 2% for 2010. This equates to \$182,251. Five departments have anticipated increases. The Judicial functions continue to see increased case loads that make it difficult to decrease the overall budget even with constraints on spending. Magistrate's budget is planned to increase slightly in the coming year due to increased work load. Decreases for individual departments will range between 2% and 10% over the prior year. The State Court's budget will increase \$37,827. This 11% increase will come in the last quarter of 2010 when a second State Court is added and begins operations. Superior Court Judges and Superior Court Administration will see a combined 4% increase due to a increased software needs and the need for additional court reporting services. The District Attorney will cut expenditures again this year by \$50,969 while the Juvenile Court will experience the largest dollar decrease of \$122,733. Strict cost containment measures will be observed by all Judicial departments while they continue to strive to maintain a quality level of service.

- Public Safety decreases \$360,426. While the overall decrease in this function is 1%, individual departments decrease between 1% and 32%, with Emergency Management decreasing the largest percentage in 2010. The Sheriff Detention budget increased \$156,591. This is a slight 1% increase needed to continue to meet the needs of the increasing inmate population and upkeep of the aging jail facility. The Coroner's budget increased \$21,899. The majority of this was to increase the Coroner's salary to bring it to an amount that was commensurate with surrounding counties. This budget also increased to cover the increasing number of pauper funerals. Pauper funerals have previously been covered under Health and Welfare but are now a part of this department as these funds are administered by the Coroner. 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 increases \$3,026,046. Of this \$1,825,000 will be expended on Georgia Department of Transportation local match programs. Increased General Fund expenditures in Department of Transportation Administration and Maintenance and Construction will come as the 2002 SPLOST projects are completed and these funds depleted. These departments will continue to incur expenditures that stem from repairs needed as a result of the 2009 flooding. Fleet Management will have an increase of \$10,743 in their budget. This comes as the County chooses to maintain older vehicles rather than replace them in 2010. Development Control and Department of Transportation Traffic Operations will exercise cost constraints in 2010 that will result in decreases for both these departments in the coming year.
- Health and Welfare decreases \$21,270 as necessary cuts are implemented. These cuts were carefully considered as these agencies are also receiving budget cuts from the State and other funding sources. The Department of Family and Children Services' (DFACS) budget will be decreased by \$550,000. These funds will be shifted to the Senior Citizen Transportation budget. 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 the County included in the 2010 budget a new department and will begin to transition the name in all reporting from that of Senior Citizen Transportation to Senior Services. The funding removed from DFACS and given to Senior Services were funds that DFACS would have passed through to this organization. So in essence DFACS is receiving funds for their other operations that they have received in the past. The County will continue to contribute to these outside agencies who provide services to the Citizens of Douglas County.

Culture and Recreation increases \$2,583,340. 2010 will see the completion of a library in the south portion of the County with the County's contribution to the construction being \$1.3 million. The 2010 budget also includes \$1.7 million for the construction of a park in Lithia Springs. For operations within the department of Culture and Recreation cost constraints will be consistent with all other County departments. For 2010 the County will fund the outside agencies of the Boys and Girls Club and the Cultural Arts Council at the same level as in 2009.

- Housing and Development decreases \$1,597,242. For 2010 Rideshare will not have the Capital Expenditures as in 2009. In 2009 they were budgeted \$1.25 million for a new Park and Ride Facility. For 2010 they will spend \$232,500 in small improvements of which 80% will be reimbursed by the Federal Transit Authority and 10% by the Georgia Department of Transportation.. All other Housing and Development departments have tighter budgets in 2010. The largest decrease of 75% will be in the outside agency of the Development Authority. They have experienced growth in recent years and offered to take such a substantial cut for 2010. County Departments will exercise cost containment measures that will result in decreases from 2% to 63%.
- Special Revenue Funds increase \$709,010. As with General Government Departments most budgets within this category will decrease with the exceptions of the District Attorney Confiscated Fund and the Drug Abuse Treatment Fund. The E-911 Fund will also increase \$1 million with the plan to construct a new E-911 facility coming to pass in 2010. All other funds are projected to decrease, some as much as 84%.
- Enterprise Fund reflects a decrease of \$344,919. This is a 15% decrease. No capital expenditures are planned and tight constraints will be exercised in all areas of spending.
- Internal Service Funds increase by \$891,000 (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. 2010 is anticipated to experience an increase of 11% in expenditures. 2010 will be the third claim year a new vendor will be administering the County's healthcare claims. Rising healthcare costs will be offset by the fact that administrative fees will decrease and the greater savings assured by this vendor in the payment of claims. For the Worker's Compensation Fund costs are anticipated to have a decrease of \$5,000, which is a 1% decrease.
- Debt Service Funds will remain constant as the only outstanding debt is for the Jail Annex Debt Service which is funded with a transfer out from the General Fund in the amount of \$889,683.

BUDGET SUMMARIES

Comparison of Expenditures by Function

		2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIOR YEAR</u>
GENERAL FUND					
General Government					
Board of Commissioners		937,593	856,683	904,705	48,022
Communications		446,664	306,842	316,155	9,313
Courthouse Maintenance		1,025,549	963,795	807,520	(156,275)
Election Board		586,708	223,484	396,674	173,190
Finance		683,737	683,314	673,168	(10,146)
General Appropriations		3,995,058	4,149,504	5,155,657	1,006,153
Grants Administration		117,604	129,400	118,544	(10,856)
Human Resources		266,441	255,625	250,168	(5,457)
Information Services		1,194,433	991,606	961,548	(30,058)
Internal Audit		79,459	83,031	79,326	(3,705)
Legal Services		682,492	874,827	850,948	(23,879)
Motor Pool		9,623	1,000	1,139	139
Printing		156,464	154,484	152,622	(1,862)
Property Management		414,540	474,528	475,783	1,255
Purchasing		305,780	300,839	297,647	(3,192)
Records Retention		108,595	104,703	100,077	(4,626)
Risk & Safety		83,877	125,526	127,634	2,108
Tax Appraisal		1,043,774	1,063,504	1,030,099	(33,405)
Tax Assessor		155,342	161,856	151,527	(10,329)
Tax Commissioner		995,781	1,001,425	1,098,015	96,590
Tax Equalization Board		29,734	24,400	18,190	(6,210)
Voter Registration		153,463	98,420	118,133	19,713
TOTAL GENERAL GOVERNMENT		13,472,711	13,028,796	14,085,279	1,056,483

BUDGET SUMMARIES

Comparison of Expenditures by Function

				INCREASE/
	2008	2009	2010	DECREASE
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>	<u>FM PRIORITY</u>
Judicial				
Clerk of State Court	368,440	394,590	388,660	(5,930)
Clerk of Superior Court	1,669,119	1,620,247	1,642,287	22,040
District Attorney	1,744,590	1,712,597	1,661,628	(50,969)
Juvenile Court	1,270,364	1,197,532	1,074,799	(122,733)
Magistrate Court	566,163	573,091	578,534	5,443
Probate Court	375,008	379,709	340,820	(38,889)
Public Defender	1,525,310	1,428,283	1,384,987	(43,296)
Public Defender - Conflict Cases Indigent	-	-	-	-
Public Defender - Death Penalty Indigent	-	-	-	-
State Court Judges	327,083	354,614	392,441	37,827
State Court Public Defender	207,042	212,090	207,950	(4,140)
State Court Solicitor	767,135	765,239	764,532	(707)
Superior Court Judges	233,512	240,098	249,201	9,103
Superior Court Operations	229,117	204,480	214,480	10,000
TOTAL JUDICIAL	<u>9,282,883</u>	<u>9,082,570</u>	<u>8,900,319</u>	<u>(182,251)</u>
Public Safety				
Animal Control	603,782	567,285	517,188	(50,097)
Coroner	60,226	55,528	77,427	21,899
Emergency Management	185,197	216,801	146,781	(70,020)
Fire and Emergency Services	12,329,845	11,641,103	11,482,166	(158,937)
Sheriff Detention	12,428,167	12,658,476	12,815,067	156,591
Sheriff Enforcement	11,812,587	11,546,387	11,286,525	(259,862)
TOTAL PUBLIC SAFETY	<u>37,419,804</u>	<u>36,685,580</u>	<u>36,325,154</u>	<u>(360,426)</u>
Public Works				
Development Control	310,731	310,332	303,694	(6,638)
D.O.T. Administration	350,195	297,813	379,897	82,084
D.O.T. Maintenance & Construction	2,598,219	1,912,384	4,857,476	2,945,092
D.O.T. Traffic Operations	1,889,752	1,295,429	1,290,194	(5,235)
Fleet Management	802,806	732,461	743,204	10,743
TOTAL PUBLIC WORKS	<u>5,951,703</u>	<u>4,548,419</u>	<u>7,574,465</u>	<u>3,026,046</u>

BUDGET SUMMARIES

Comparison of Expenditures by Function

				INCREASE/ DECREASE
	2008 ACTUAL	2009 BUDGET	2010 APPROVED	FM PRIORITY YEAR
Health and Welfare				
Board of Health	630,000	475,000	400,000	(75,000)
Community Services Board	274,000	150,000	150,000	-
Family and Children Services	904,710	705,000	155,000	(550,000)
Hospital	-	-	-	-
Juvenile Programs Administration	771,675	770,148	757,788	(12,360)
Public Welfare	15,060	15,000	-	(15,000)
Senior Citizen Transportation	145,647	97,935	729,025	631,090
TOTAL HEALTH AND WELFARE	2,741,092	2,213,083	2,191,813	(21,270)
Culture/Recreation				
Boys & Girls Club	20,000	15,000	15,000	-
Cultural Arts Council	56,000	35,000	35,000	-
Douglas County Library	1,233,498	1,372,206	2,476,062	1,103,856
Parks and Recreation	4,466,425	2,533,457	4,007,534	1,474,077
Parks and Recreation Aquatic Center	720,179	678,675	704,892	26,217
Parks and Recreation Senior Center	319,108	297,795	276,985	(20,810)
TOTAL CULTURE/RECREATION	6,815,210	4,932,133	7,515,473	2,583,340
Housing and Development				
Cooperative Extension	154,556	149,851	147,899	(1,952)
Building Inspection	725,036	660,494	509,103	(151,391)
Code Enforcement Officer Division	159,536	153,419	149,574	(3,845)
Development Services Administration	128,119	126,388	123,977	(2,411)
Economic Development	166,000	100,000	25,000	(75,000)
Geographic Information Systems	241,478	204,762	196,697	(8,065)
Occupational Tax Division	146,429	143,089	141,634	(1,455)
Planning and Zoning	427,693	342,687	307,562	(35,125)
Rideshare Program	912,222	2,104,599	788,401	(1,316,198)
S.H.A.R.E. House	15,000	10,000	10,000	-
Tourism	7,248	12,000	10,200	(1,800)
TOTAL HOUSING AND DEVELOPMENT	3,083,317	4,007,289	2,410,047	(1,597,242)
TOTAL GENERAL FUND	78,766,720	74,497,870	79,002,550	4,504,680

BUDGET SUMMARIES

Comparison of Expenditures by Function

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
SPECIAL REVENUE FUNDS				
District Attorney Confiscated Funds	532,337	150,000	200,000	50,000
Drug Abuse Treatment	105,812	105,855	111,880	6,025
E-911 & Wireless	1,940,313	1,904,125	2,905,379	1,001,254
Hotel-Motel Tax Fund	18,119	30,000	30,000	-
Law Library	88,972	86,000	86,000	-
Red Light Enforcement System	-	-	-	-
Sheriff Confiscated Funds	793,930	504,000	496,000	(8,000)
Sheriff Inmate Commissary	258,845	350,000	56,000	(294,000)
Sheriff Other Programs	44,425	20,000	4,400	(15,600)
Sidewalk	-	-	-	-
Special Tax District Infrastructure	128,153	126,873	125,205	(1,668)
Victim Assistance	224,805	212,860	213,859	999
Transfers Out	(293,815)	(45,000)	(75,000)	(30,000)
TOTAL SPECIAL REVENUE	3,841,896	3,444,713	4,153,723	709,010
ENTERPRISE FUND				
Landfill	2,193,435	2,226,728	1,881,809	(344,919)
TOTAL ENTERPRISE	2,193,435	2,226,728	1,881,809	(344,919)
INTERNAL SERVICE FUNDS				
Health and Employee Benefits	8,091,128	8,052,000	8,948,000	896,000
Worker's Compensation	1,477,958	783,000	778,000	(5,000)
Transfers Out	(7,813,604)	(7,110,000)	(7,818,213)	(708,213)
TOTAL INTERNAL SERVICE	1,755,482	1,725,000	1,907,787	182,787
CAPITAL PROJECT FUND				
Courthouse Project	-	-	-	-
Transfers Out	-	-	-	-
TOTAL CAPITAL PROJECT	-	-	-	-
DEBT SERVICE FUND				
Jail Annex Project	904,624	890,373	889,683	(690)
Parks & Recreation Project	-	-	-	-
TOTAL DEBT SERVICE	904,624	890,373	889,683	(690)
TOTAL ALL FUNDS	87,462,157	82,784,684	87,835,552	5,050,868

BUDGET SUMMARIES

Three-Year Comparison of Revenue

		2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
General Fund	Taxes			
	Real & Personal Property	31,349,946	34,233,000	39,740,000
	Sales and Use Taxes	17,495,669	17,300,000	16,700,000
	Insurance Premium Taxes	3,565,937	3,700,000	3,650,000
	Other Taxes / Penalties	4,286,443	3,625,010	3,782,600
	Licenses and Permits	1,624,070	1,316,000	1,139,500
	Intergovernmental	2,689,744	3,129,760	3,447,250
	Charges for Services/Fines & Forfeitures	4,491,198	4,167,000	4,787,900
	Courts and Law Enforcement	5,686,367	6,243,400	5,444,000
	Use of Money and Property	233,689	228,700	79,300
	Other Financing Sources	813,409	350,000	49,500
	Miscellaneous	276,503	205,000	182,500
	TOTAL REVENUES	72,512,975	74,497,870	79,002,550
Special Revenue Funds				
District Attorney Confiscated Assets	Courts and Law Enforcement	139,977	125,000	150,000
	Use of Money and Property	9,276	5,000	5,000
	Miscellaneous	-	-	-
	TOTAL REVENUES	149,253	130,000	155,000
Drug Abuse Treatment Fund	Courts and Law Enforcement	136,215	130,000	67,000
	Interest	6,044	7,000	1,500
	TOTAL REVENUES	142,259	137,000	68,500
E-911 and Wireless Fund	Wireless Charges	1,601,962	1,550,000	1,620,000
	User Fees	896,053	935,000	900,000
	Intergovernmental	-	-	-
	Interest/Misc. Other	75,553	60,000	10,000
	TOTAL REVENUES	2,573,568	2,545,000	2,530,000
Hotel-Motel Tax Fund	Hotel-Motel Taxes	18,119	30,000	30,000
	TOTAL REVENUES	18,119	30,000	30,000
Law Library	Courts and Law Enforcement	169,896	91,623	92,000
	Use of Money and Property	1,896	800	450
	TOTAL REVENUES	171,792	92,423	92,450
Red Light Enforcement System	Intergovernmental	-	-	-
	Courts and Law Enforcement	-	-	-
	TOTAL REVENUES	-	-	-
Sheriff Confiscated Assets Fund	Intergovernmental	380,651	160,000	200,000
	Miscellaneous	171,166	88,000	61,000
	TOTAL REVENUES	551,817	248,000	261,000
Sheriff Inmate Commissary	Intergovernmental	-	-	-
	Use of Money and Property	1,249	1,600	300
	Miscellaneous	242,891	285,000	36,000
	TOTAL REVENUES	244,140	286,600	36,300
Sheriff Other Programs	Charges for Service	78,761	1,000	1,800
	Miscellaneous	122	14,000	4,200
	TOTAL REVENUES	78,883	15,000	6,000
Sidewalk Fund	Sidewalk Fees	-	-	-
	Use of Property & Money	471	-	200
	TOTAL REVENUES	471	-	200

BUDGET SUMMARIES

Three-Year Comparison of Revenue

		2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
Special Tax District	Taxes	114,387	115,000	115,000
	TOTAL REVENUES	114,387	115,000	115,000
Victim Assistance Fund	Victim Assistance Fines	238,361	247,000	184,000
	TOTAL REVENUES	238,361	247,000	184,000
Enterprise Funds				
Landfill Fund	Transfer Fees	889,635	985,000	920,000
	C & D Fees	846,296	990,000	630,000
	Camp Road Transfer	66,707	70,000	71,000
	Investments	1,568	2,000	150
	Insurance Claims	-	-	-
	Recycling Sales	210,387	256,000	166,000
	Other	1,446	2,000	1,000
	TOTAL REVENUES	2,016,039	2,305,000	1,788,150
Internal Service Funds				
Health and Employee Benefit Fund	Charges for Services	8,734,947	8,530,000	8,682,213
	Interest	1,424	-	400
	Transfer In	-	-	-
	TOTAL REVENUES	8,736,371	8,530,000	8,682,213
Worker's Compensation Fund	Charges for Services	724,580	-	752,000
	Interest Earned	3,856	-	145
	TOTAL REVENUES	728,436	-	752,145
Capital Projects Fund				
Courthouse Capital Project Fund	Interest	-	-	-
	TOTAL REVENUES	-	-	-
Debt Service Funds				
Jail Annex Debt Service	Miscellaneous	-	-	55
	TOTAL REVENUES	-	-	55
	OTHER FINANCING SOURCES			
	Transfers In / (Out)	833,539	890,373	889,738
Parks and Recreation Debt Service	Taxes	-	-	-
	Interest	-	-	-
	TOTAL REVENUES	-	-	-
	OTHER FINANCING SOURCES			
	TRANSFERS IN	-	-	-
	TOTAL REVENUES OF ALL FUNDS	89,110,410	90,069,266	94,593,701
	TOTAL APPROPRIATED FUND BALANCE	10,072,632	1,139,274	822,323
	TOTAL OF ALL FUNDING SOURCES	99,183,042	91,208,540	95,416,024

BUDGET SUMMARIES

Three-Year Comparison of Expenditures

		2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
General Fund	General Government	13,472,711	13,028,796	14,085,279
	Judicial System	9,282,883	9,082,570	8,900,319
	Public Safety	37,419,804	36,685,580	36,325,154
	Public Works	5,951,703	4,548,419	7,574,465
	Health and Welfare	2,741,092	2,213,083	2,191,813
	Culture/Recreation	6,815,210	4,932,133	7,515,473
	Housing and Development	3,083,317	4,007,289	2,410,047
	TOTAL EXPENDITURES	78,766,720	74,497,870	79,002,550
Special Revenue Funds				
District Attorney Confiscated Assets	Operating	532,337	150,000	200,000
	Fixed Assets			
	TOTAL EXPENDITURES	532,337	150,000	200,000
Drug Abuse Treatment Fund	Other Professional Services	98,880	98,880	98,880
	Supplies	6,932	6,975	13,000
	Training			
	Fixed Assets			
	TOTAL EXPENDITURES	105,812	105,855	111,880
E-911 and Wireless Fund	Salaries and Related Costs	1,286,240	1,312,848	1,344,549
	Other Expenses	473,857	591,277	560,830
	Capital Outlay	180,216	-	1,000,000
	TOTAL EXPENDITURES	1,940,313	1,904,125	2,905,379
Hotel-Motel Tax Fund	Operating Transfers	18,119	30,000	30,000
	TOTAL EXPENDITURES	18,119	30,000	30,000
Law Library	Operating	88,972	86,000	86,000
	Fixed Assets			
	TOTAL EXPENDITURES	88,972	86,000	86,000
Red Light Enforcement System	Operating	-	-	-
	Fixed Assets			
	TOTAL EXPENDITURES	-	-	-
Sheriff Confiscated Assets Fund	Operating	793,930	49,000	51,000
	Fixed Assets		455,000	445,000
	TOTAL EXPENDITURES	793,930	504,000	496,000
Sheriff Inmate Commissary	Operating	258,845	175,000	28,000
	Fixed Assets		175,000	28,000
	TOTAL EXPENDITURES	258,845	350,000	56,000
Sheriff Other Programs	Operating	44,425	10,000	1,200
	Fixed Assets		10,000	3,200
	TOTAL EXPENDITURES	44,425	20,000	4,400
Sidewalk Fund	Operating	-	-	-
	Fixed Assets			
	Miscellaneous			
	TOTAL EXPENDITURES	-	-	-
Special Tax District	Miscellaneous Expense	530	600	600
	Debt Service Principal	100,000	105,000	110,000
	Debt Service Interest	27,623	21,273	14,605
	TOTAL EXPENDITURES	128,153	126,873	125,205

BUDGET SUMMARIES

Three-Year Comparison of Expenditures

		2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
Victim Assistance Fund	Salaries and Related Costs	154,003	162,560	163,559
	Other Expenses	36,000	5,300	5,300
	Operating Transfers	34,802	45,000	45,000
	Capital Outlay	-	-	-
	TOTAL EXPENDITURES	224,805	212,860	213,859
Enterprise Funds				
Landfill Fund	Salary and Benefits	613,544	618,213	648,613
	Operating Expenses	1,449,485	1,508,515	1,111,196
	Fixed Assets	-	-	-
	Depreciation	130,406	100,000	122,000
	TOTAL EXPENDITURES	2,193,435	2,226,728	1,881,809
Internal Service Funds				
Health and Employee Benefit Fund	Claims	7,128,157	7,100,000	7,800,000
	Administrative	962,971	952,000	1,148,000
	TOTAL EXPENDITURES	8,091,128	8,052,000	8,948,000
Worker's Compensation Fund	Claims	1,300,514	550,000	550,000
	Administrative	177,444	233,000	228,000
	TOTAL EXPENDITURES	1,477,958	783,000	778,000
Capital Projects Fund				
Courthouse Capital Project Fund	Interest Expense	-	-	-
	Supplies	-	-	-
	Design	-	-	-
	Operating Transfers	-	-	-
	Fixed Assets	-	-	-
	TOTAL EXPENDITURES	-	-	-
Debt Service Funds				
Jail Annex Debt Service	Principal	720,000	740,000	760,000
	Interest and Fees	184,624	150,373	129,683
	TOTAL EXPENDITURES	904,624	890,373	889,683
Parks and Recreation Debt Service	Principal	-	-	-
	Interest and Fees	-	-	-
	TOTAL EXPENDITURES	-	-	-
	TOTAL EXPENDITURES OF ALL FUNDS	95,569,576	89,939,684	95,728,765
	LESS INTERNAL SERVICE FUNDS	(9,569,086)	(8,835,000)	(9,726,000)
	LESS TRANSFERS OUT	1,461,667	1,680,000	1,832,787
	TOTAL NET INTERNAL SERVICE FUNDS	87,462,157	82,784,684	87,835,552

BUDGET SUMMARIES

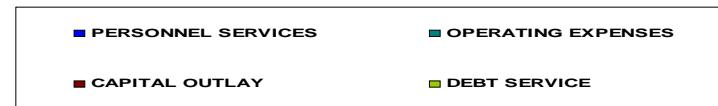
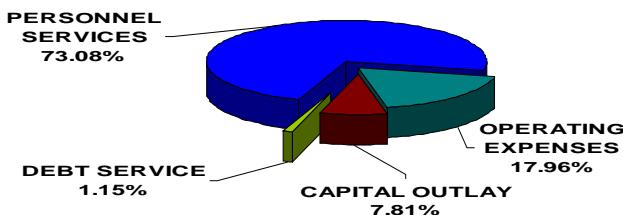
Appropriation Class Comparison

APPROPRIATION CLASSIFICATION	2008 ACTUAL	2009 BUDGET	2010 APPROVED
Salary and Wages	41,034,026	41,086,033	41,056,322
Benefits	13,302,620	12,478,283	13,408,934
Restitution	22,354	20,000	15,000
Advertising	239,697	140,200	125,830
Arrest Expense	26,131	32,000	22,100
Audit & Legal	1,506,375	1,516,500	1,394,947
Vehicle Expenses	2,600,106	2,589,351	1,814,072
Courthouse Usage	-	-	-
Control/Rabies	-	-	-
Dues and Subscriptions	249,080	237,686	214,723
Jurors, Bailiffs & Witness	251,830	250,600	255,360
Equipment Rental	32,259	32,060	26,904
Food Purchases	-	-	-
Insurance	1,097,768	1,200,000	1,020,000
Interest	200,414	221,273	157,519
Medical Services	21,895	17,800	14,705
Minor Equipment/Improvements	864,540	30,625	661,375
Miscellaneous Expense	122,015	567,805	1,216,923
Maintenance Charges	1,561,421	1,256,375	1,145,452
Supplies	3,181,941	1,810,129	1,567,690
Professional Services	4,824,058	4,113,775	3,572,904
Public Assistance	15,060	15,000	-
Prisoner Care	1,835,601	2,050,000	2,233,050
Rent	18,900	24,300	18,445
Utilities	3,845,989	3,986,692	3,568,292
Traffic Light Maintenance/Utilities	197,420	170,000	199,750
Operating Transfers	2,808,866	1,370,373	3,461,683
Pension	72,024	80,600	61,633
Travel and Training	417,019	317,050	333,999
User Fees	16,794	20,000	20,000
Uniforms	298,642	199,900	157,084
Grant Expenditures	604,766	440,000	277,400
Contributions	-	-	-
Fixed Assets	2,762,632	3,451,401	3,508,986
Depreciation	130,406	100,000	122,000
Bad Debts	100,012	110,000	110,000
Road and Bridge Materials	833,205	278,500	3,350,000
Debt Service Interest	184,624	150,373	129,683
Debt Service Principal	720,000	740,000	760,000
Transfers In/Out	1,461,667	1,680,000	1,832,787
TOTAL	\$ 87,462,157	\$ 82,784,684	\$ 87,835,552

BUDGET SUMMARIES

Appropriations by Type

	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Total</u>
General Fund	\$ 52,308,535	\$ 21,311,229	\$ 5,382,786	\$ -	\$ 79,002,550
Special Revenue Funds:					
District Attorney Confiscated Funds	-	200,000	-	-	200,000
Drug Abuse Treatment	-	111,880	-	-	111,880
E-911 & Wireless	1,344,549	560,830	1,000,000	-	2,905,379
Hotel-Motel Tax	-	30,000	-	-	30,000
Indigent Defense	-	-	-	-	-
Law Library	-	86,000	-	-	86,000
Red Light Enforcement System	-	-	-	-	-
Sheriff Confiscated Funds	-	51,000	445,000	-	496,000
Sheriff Inmate Commissary	-	28,000	28,000	-	56,000
Sheriff Other Programs	-	1,200	3,200	-	4,400
Special Tax District	-	600	-	124,605	125,205
Victim Assistance	163,559	50,300	-	-	213,859
Transfers Out	-	(75,000)	-	-	(75,000)
Enterprise Funds:					
Cafeteria	-	-	-	-	-
Landfill	648,613	1,233,196	-	-	1,881,809
Debt Service Fund:					
Jail Annex Project	-	-	-	889,683	889,683
Parks & Recreation Project	-	-	-	-	-
Capital Project Funds:					
Courthouse Project	-	-	-	-	-
Library Construction	-	-	-	-	-
Transfers Out	-	-	-	-	-
Internal Service Funds:					
Health and Employee Benefits	8,948,000	-	-	-	8,948,000
Worker's Compensation	778,000	-	-	-	778,000
Transfers Out	-	(7,818,213)	-	-	(7,818,213)
Total Appropriations	\$ 64,191,256	\$ 15,771,022	\$ 6,858,986	\$ 1,014,288	\$ 87,835,552



BUDGET SUMMARIES

Fund Balance Summary

	2010 BEGINNING <u>FUND BALANCE</u>	2010 APPROVED <u>REVENUES</u>	2010 APPROVED <u>EXPENDITURES</u>	2010 ENDING <u>FUND BALANCE</u>	% Change From Beginning Fund Balance To Ending Fund Balance
<u>BUDGETED FUNDS</u>					
Governmental Fund:					
General Fund	<u>10,160,584</u>	<u>79,002,550</u>	<u>79,002,550</u>	<u>10,160,584</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	218,156	155,000	200,000	173,156	-20.63%
Drug Abuse Treatment	354,966	68,500	111,880	311,586	-12.22%
E-911	1,578,693	2,530,000	2,905,379	1,203,314	-23.78%
Hotel-Motel Tax Fund	-	30,000	30,000	-	0.00%
Law Library	323,208	92,450	86,000	329,658	2.00%
Red Light Enforcement System	-	-	-	-	0.00%
Sheriff Inmate Commissary	102,708	36,300	56,000	83,008	-19.18%
Sheriff Confiscated Funds	3,565,795	261,000	496,000	3,330,795	-6.59%
Sheriff Other	73,150	6,000	4,400	74,750	2.19%
Sidewalk Fund	80,433	200	-	80,633	0.25%
Special Tax District	(61,520)	115,000	125,205	(71,725)	16.59%
Victim Assistance	<u>261,292</u>	<u>184,000</u>	<u>213,859</u>	<u>231,433</u>	<u>-11.43%</u>
Total Special Revenue Fund	<u>6,496,881</u>	<u>3,478,450</u>	<u>4,228,723</u>	<u>5,746,608</u>	<u>-11.55%</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>89,672</u>	<u>1,788,150</u>	<u>1,881,809</u>	<u>(3,987)</u>	<u>-104.45%</u>
Total Enterprise Funds	<u>89,672</u>	<u>1,788,150</u>	<u>1,881,809</u>	<u>(3,987)</u>	<u>-104.45%</u>
Internal Service Funds:					
Employee Benefit	(337,883)	8,682,613	8,948,000	(603,270)	78.54%
Worker's Compensation	(583,948)	752,145	778,000	(609,803)	4.43%
Total Internal Service	(921,831)	9,434,758	9,726,000	(1,213,073)	31.59%
Capital Project Fund Courthouse Capital	-	-	-	-	0.00%
Total Capital Project Funds	-	-	-	-	0.00%
Debt Service					
Jail Annex	83,369	889,793	889,683	83,479	0.13%
Parks & Recreation	-	-	-	-	0.00%
Total Debt Service Funds	<u>83,369</u>	<u>889,793</u>	<u>889,683</u>	<u>83,479</u>	<u>0.13%</u>
Total of All Budgeted Funds	<u>15,908,675</u>	<u>94,593,701</u>	<u>95,728,765</u>	<u>14,773,611</u>	<u>-7.13%</u>

Fund Balance Summary

As reflected on the adjacent page, the following funds reflect at least a ten-percent (10%) increase or decrease in the 2010 Ending Fund Balance:

Emergency (E-911) Fund. This fund has experienced a significant increase in revenue over the last few years and the expenditures have remained consistent. The results were an increasingly strong fund balance. For 2010 there is a projected decrease in fund balance of 24%. This is due to the 2010 plans to construct a new E-911 facility. The budget will be amended once official decisions and costs have been made. This capital expenditure will definitely reduce the fund balance significantly.

Sheriff Inmate Commissary. The ending fund balance is estimated at \$83,800, which reflects a decrease of \$19,700 (19%). Trends show this fund's expenditures usually remain consistent with prior years and revenues usually exceed expenditures. However, for 2010, expenditures exceed revenues due to the additional items needed for the inmate population. The fund balance will continue to decline but should remain stable and continue to be self-sufficient.

Sheriff Other Fund. The ending fund balance is estimated at \$74,750, which reflects an increase of \$1,600 (2%). The expenditures have slowly increased each year due to different programs. Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts and other public relations materials. Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Educational (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs.

Special Tax District Fund. The ending fund balance is a negative \$71,725 or an increase of 17%. This source of taxes is paid by a special property tax levy on taxpayers of Community Improvement District I. Tax collection on certain properties will need to be enforced and collected. This will bring the fund balance back to zero.

Victim Assistance Fund. The ending fund balance is estimated at \$231,433, which reflects a 11% decrease. This fine is collected in the court system for the District Attorney's Office to assist/aid victims of crime. Due to the increased caseload in the judicial system, the revenues have and will continue to increase. The expenditures of this fund are increasing with the caseload as well.

Landfill Fund. This fund has an ending fund balance of a negative \$3,987, which reflects a decrease of 104%. Both the expenditures and revenues have increased over the last several years; however, revenues increased slightly more due to various changes in landfill fee structure. Revenues and expenditures will continue to increase and hopefully fund balance will turn positive again in the near future.

Employee Benefit Fund. This fund has an ending fund balance of negative \$603,270, which reflects a decrease of 79%. It is estimated that expenditures will exceed revenues by \$265,387. In 2009, this fund had a negative fund balance. It is anticipated that changes to the healthcare plan will continue to provide larger discounts for healthcare claims. This coupled with lower plan administration costs should assist in stabilizing the expenditures. Revenues (contributions from the County & the employee) have increased as well. This fund is reviewed by the Benefits Committee to make the necessary adjustments to the health plan and/or contributions in order to keep it solvent.

Workers Compensation Fund. The ending fund balance is estimated at a negative \$609,803, which reflects a decrease of 4%. The General Fund, E-911 Fund, Victim Assistance Fund and Landfill Fund had postponed contributions to this fund for 2009 since it has enough reserves to cover one year of claim and plan administration costs. Contributions will resume in 2010.

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 53.73% of the total. They also have 15.86% of the total part-time County employees.

The Judicial function is the second largest employer of the Douglas County Government full-time workforce with 14.01%. Also, 3.66% of the total part-time employees belongs to the Judicial function.

The General Government has 10.77% of full-time workforce. Also, this function makes up 24.40% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 5.69% of the total full-time workforce. This function encompasses 47.52% 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 15.80% full-time and 8.56% of the part-time workforce. These functions are as follows:

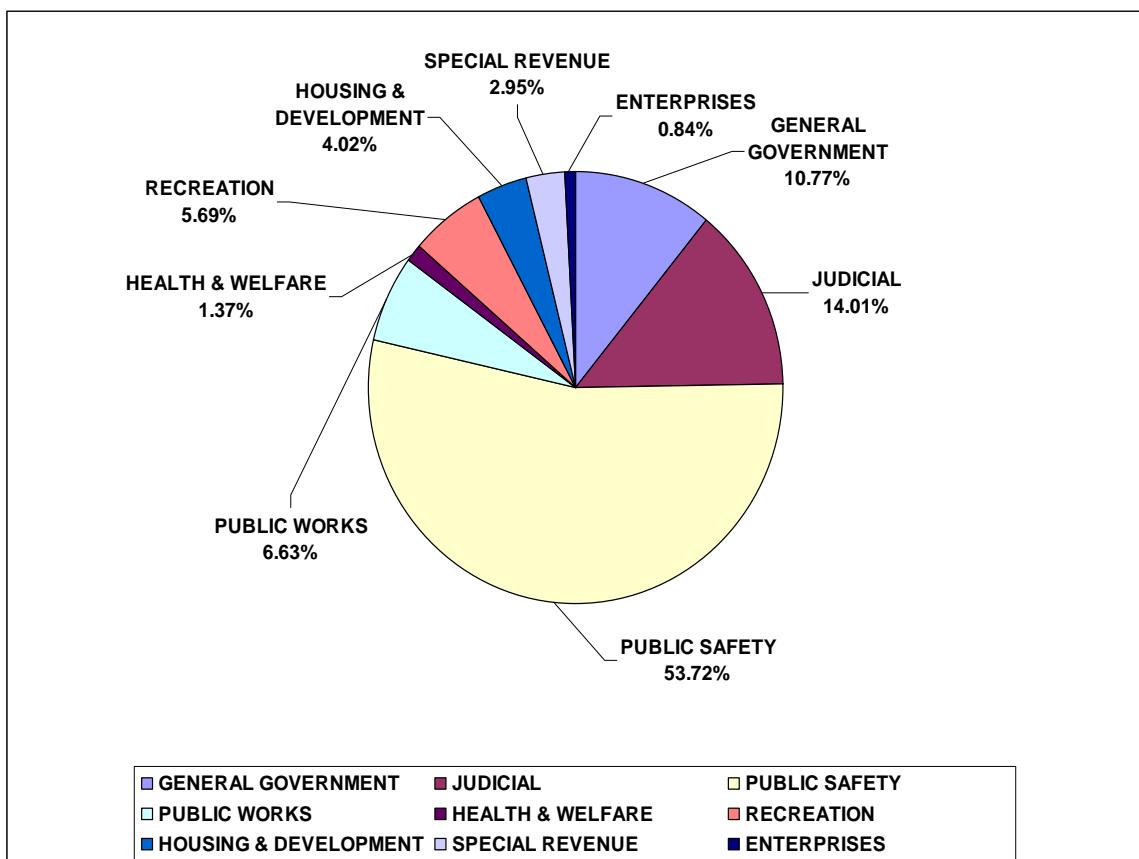
Function	Percentage Of Total Full-Time	Percentage Of Total Part-Time	Increase (Decrease) In Full-Time Positions	Increase (Decrease) In Part-Time Positions
Public Works	6.63	2.44	0	0
Health & Welfare	1.37	0.00	0	0
Housing/Development	4.02	1.22	0	0
Special Revenue	2.95	1.22	0	0
Enterprise Funds	.83	3.68	0	0

BUDGET SUMMARIES

Full-Time Personnel

	2008 ACTUAL	2009 BUDGET	2010 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	7	7	7	0.74%	-
Communications & Community Relations	3	3	3	0.32%	-
Courthouse Maintenance	1	1	1	0.11%	-
Election Board	2	2	2	0.21%	-
Finance	11	11	11	1.16%	-
Human Resources	4	4	4	0.42%	-
Information Services	11	11	11	1.16%	-
Internal Audit	1	1	1	0.11%	-
Legal Services	2	2	2	0.21%	-
Printing & Mail	3	3	3	0.32%	-
Property Management	7	7	7	0.74%	-
Purchasing	5	5	5	0.53%	-
Records Retention	2	2	2	0.21%	-
Risk & Safety	2	2	2	0.21%	-
Tax Appraisal	21	19	19	2.00%	-
Tax Commissioner	19	20	20	2.11%	-
Voter Registration	2	2	2	0.21%	-
TOTAL GENERAL GOVERNMENT	103	102	102	10.77%	-
<i>Judicial</i>					
Clerk of State Court	10	10	10	1.05%	-
Clerk of Superior Court	30	30	31	3.27%	1
District Attorney	32	32	32	3.37%	-
Juvenile Court	7	7	7	0.74%	-
Magistrate Court	8	8	8	0.84%	-
Probate Court	7	7	7	0.74%	-
Public Defender	15	15	15	1.58%	-
State Court Judges	2	2	2	0.21%	-
State Court Public Defender	3	3	3	0.32%	-
State Court Solicitor	11	12	12	1.26%	-
Superior Court Judges	6	6	6	0.63%	-
TOTAL JUDICIAL	131	132	133	14.01%	1

BUDGET SUMMARIES



BUDGET SUMMARIES

Part-Time Personnel

	2008 ACTUAL	2009 BUDGET	2010 APPROVED	2010 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	6	6	3.66%	-
Election Board	5	5	5	3.05%	-
Property Management	1	1	1	0.61%	-
Tax Appraisal	2	1	1	0.61%	-
Tax Assessor	5	5	5	3.05%	-
Tax Commissioner	19	20	20	12.20%	-
Voter Registration	2	2	2	1.22%	-
TOTAL GENERAL GOVERNMENT	40	40	40	24.40%	-
<i>Judicial</i>					
Clerk of Superior Court	3	2	2	1.22%	-
Magistrate Court	2	2	2	1.22%	-
State Court	2	2	2	1.22%	-
TOTAL JUDICIAL	7	6	6	3.66%	-
<i>Public Safety</i>					
Animal Control	2	2	2	1.22%	-
Sheriff Detention	22	20	20	12.20%	-
Sheriff Enforcement	4	4	4	2.44%	-
TOTAL PUBLIC SAFETY	28	26	26	15.86%	-
<i>Public Works</i>					
Development Control	1	1	1	0.61%	-
Rideshare Program	2	2	2	1.22%	-
Fleet Management	2	1	1	0.61%	-
TOTAL PUBLIC WORKS	5	4	4	2.44%	-
<i>Culture/Recreation</i>					
Douglas County Library	10	10	10	6.10%	-
Parks & Recreation	35	34	34	20.73%	-
Parks & Recreation Aquatic Center	37	34	34	20.69%	-
TOTAL CULTURE/RECREATION	82	78	78	47.52%	-

BUDGET SUMMARIES

Full-Time Personnel

	2008 ACTUAL	2009 BUDGET	2010 APPROVED	2010 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd)					
<i>Public Safety</i>					
Animal Control	10	10	10	1.05%	-
Coroner	1	1	1	0.11%	-
Emergency Management	2	2	2	0.21%	-
Fire and Emergency Services	172	172	172	18.11%	-
Sheriff Detention	165	160	160	16.86%	-
Sheriff Enforcement	162	165	165	17.39%	-
TOTAL PUBLIC SAFETY	512	510	510	53.73%	-
<i>Public Works</i>					
Development Control	4	4	4	0.42%	-
D.O.T - Administration	5	4	4	0.42%	-
D.O.T - Maintenance & Construction	30	30	30	3.16%	-
D.O.T - Traffic Operations	12	13	13	1.37%	-
Fleet Management	13	12	12	1.26%	-
TOTAL PUBLIC WORKS	64	63	63	6.63%	-
<i>Health and Welfare</i>					
Juvenile Programs Administration	13	13	13	1.37%	-
TOTAL HEALTH AND WELFARE	13	13	13	1.37%	-
<i>Culture/Recreation</i>					
Douglas County Library	15	15	15	1.58%	-
Parks and Recreation	31	31	31	3.27%	-
Parks and Recreation Aquatic Center	3	4	4	0.42%	-
Parks and Recreation Senior Center	4	4	4	0.42%	-
TOTAL CULTURE/RECREATION	53	54	54	5.69%	-
<i>Housing and Development</i>					
Agriculture Extension	6	6	6	0.63%	-
Building Inspection	14	13	13	1.37%	-
Code Enforcement Officers Division	3	3	3	0.32%	-
Development Services Administration	1	1	1	0.11%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.32%	-
Occupational Tax Division	3	3	3	0.32%	-
Planning and Zoning	5	5	5	0.53%	-
Rideshare Program	4	4	4	0.42%	-
TOTAL HOUSING AND DEVELOPMENT	39	38	38	4.02%	-
TOTAL GENERAL FUND	915	912	913	96.22%	1

BUDGET SUMMARIES

Full-Time Personnel

	2008 ACTUAL	2009 BUDGET	2010 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
SPECIAL REVENUE FUNDS					
<i>E-911</i>	27	25	25	2.63%	-
<i>Victim Assistance</i>	4	3	3	0.32%	-
TOTAL SPECIAL REVENUE	31	28	28	2.95%	-
ENTERPRISE FUNDS					
<i>Landfill</i>	8	8	8	0.84%	-
TOTAL ENTERPRISES	8	8	8	0.84%	-
TOTAL ALL FUNDS	954	948	949	100.01%	1

BUDGET SUMMARIES

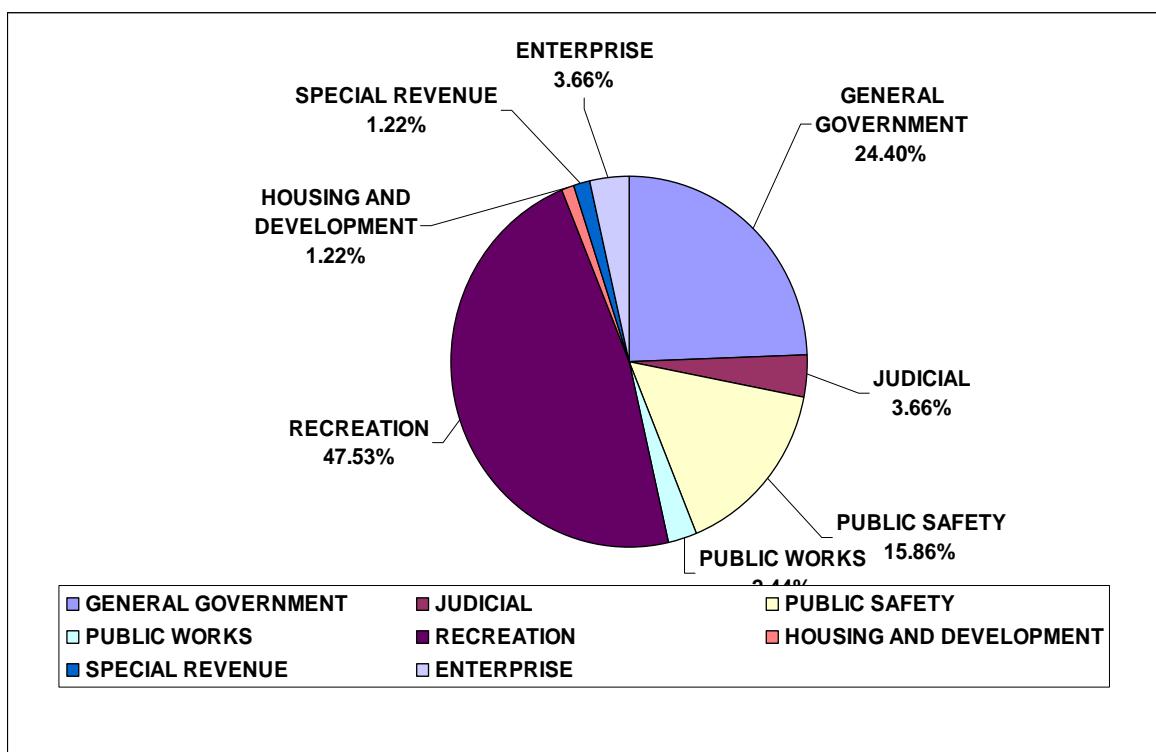
Part-Time Personnel

	2008 ACTUAL	2009 BUDGET	2010 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd.)					
<i>Housing and Development</i>					
Agriculture Extension	2	2	2	1.22%	-
TOTAL HOUSING AND DEVELOPMENT	2	2	2	1.22%	-
TOTAL GENERAL FUND	164	156	156	95.10%	-
SPECIAL REVENUE FUNDS					
<i>E-911</i>	2	1	1	0.61%	-
<i>Victim Assistance</i>	1	1	1	0.61%	-
TOTAL SPECIAL REVENUE	3	2	2	1.22%	-
ENTERPRISE FUND					
<i>Landfill</i>	7	6	6	3.66%	-
TOTAL ENTERPRISE	7	6	6	3.66%	-
TOTAL ALL FUNDS	174	164	164	99.98%	-

SEE CHART ON NEXT PAGE

BUDGET SUMMARIES

Part-Time Personnel



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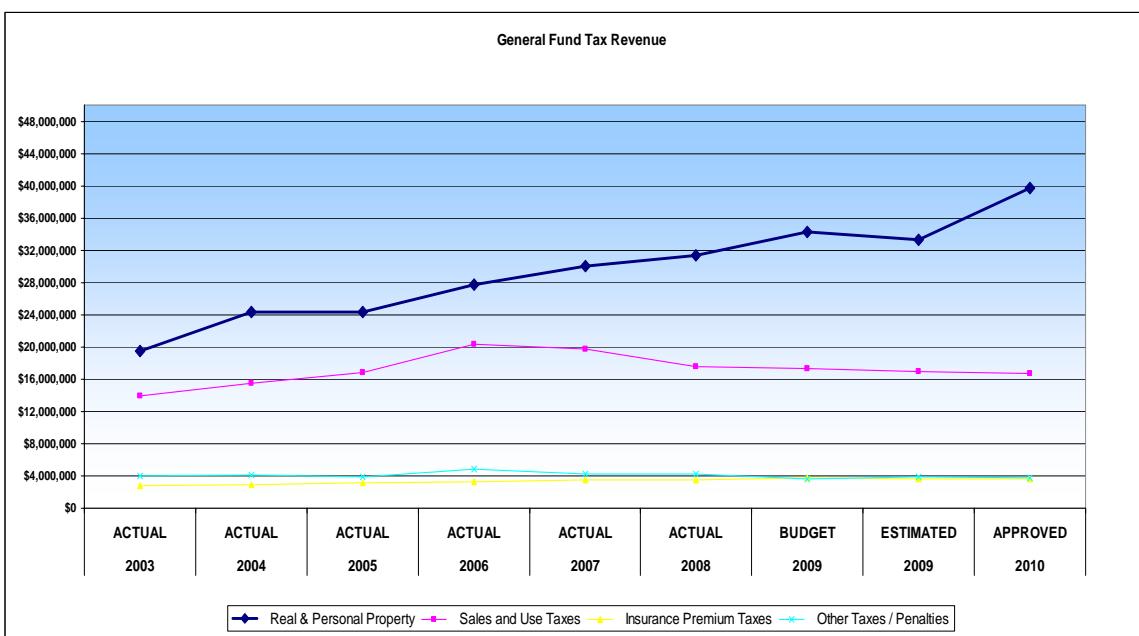
GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 71.44% of all General Fund revenues. The remaining 28.56% are from other revenue sources. Over all, the 2009 estimated General Fund Revenue decreased approximately .47% compared to 2008 actual. The 2010 approved General Fund revenues are \$79,002,550, which is an increase of \$6,831,101 compared to the 2009 estimated revenues totaling \$72,171,449.

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 2003.

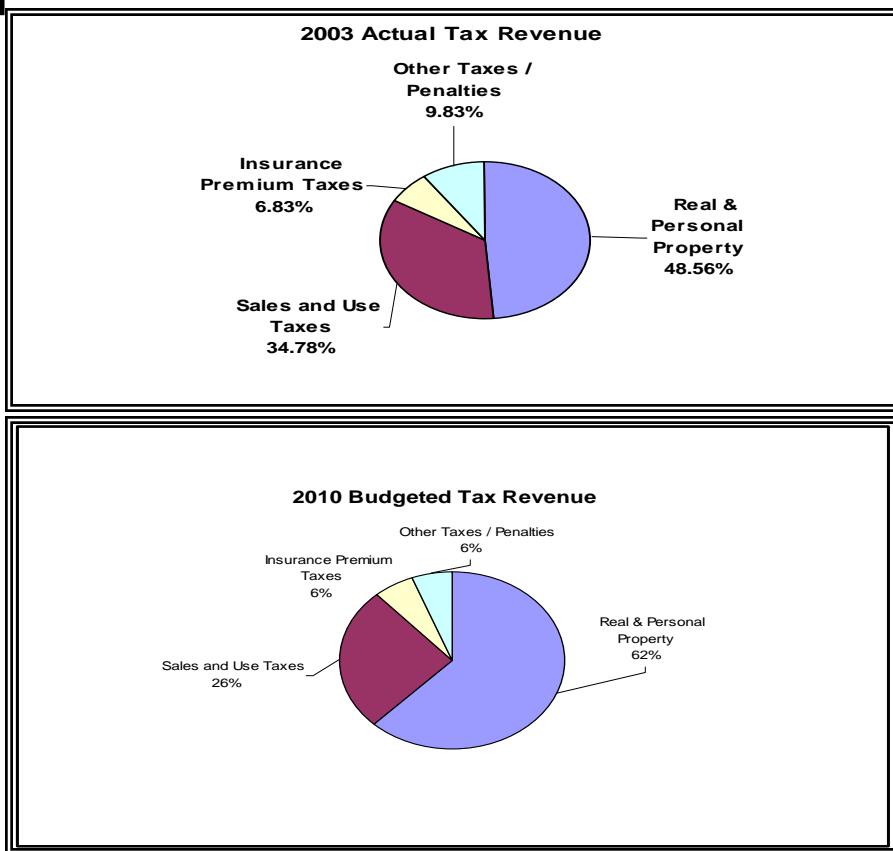
T R E N D S



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 2003 and 2010.

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, there has been an unusual year or two in the past and 2010 will fall into this category as well due to the current economy and housing market. No growth in the digest is projected but an increase in the millage rate is projected for 2010. However, revenue is estimated at \$33,290,000 which is a decrease of \$943,000 (2.75%) over 2009's estimate. This decrease is anticipated because of the current economy and the uncertainty what lies ahead for property values in Douglas County. The chart on the next page reflects the changes in the digest from 2004 to 2009.

General Fund

CURRENT 2009 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY (In Thousands)						
COUNTY WIDE	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Real & Personal	2,932,228	3,408,082	3,821,013	4,361,404	4,587,767	4,558,272
Motor Vehicles	261,591	259,763	255,953	280,208	297,452	313,853
Mobile Homes	9,192	8,429	10,394	9,632	9,128	8,810
Timber-100%	284	99	224	339	527	143
Heavy Duty Equipment	346	331	509	429	56	285
 Gross Digest	 3,203,641	 3,676,704	 4,088,093	 4,652,012	 4,894,930	 4,881,363
Less M & O Exemptions	(234,262)	(381,584)	(452,518)	(572,956)	(594,665)	(567,630)
Net M & O Digest	2,969,379	3,295,120	3,635,575	4,079,056	4,300,265	4,313,733
 State of Georgia Forest Land	 Assistance Grant Value	 0	 0	 0	 0	 0
Adjusted Net M & O Digest	2,969,379	3,295,120	3,635,575	4,079,056	4,300,265	4,313,733
 Gross M & O Millage Rate	 12.420	 12.224	 12.813	 13.160	 12.497	 11.934
Less Millage Rate Rollbacks	(4.692)	(4.593)	(4.557)	(4.920)	(4.636)	(4.108)
Less Revaluation Rollback	(0.097)	(0.282)	(0.016)	(0.379)	(0.035)	0.106
Net M & O Millage Rate	7.631	7.349	8.240	7.861	7.826	7.932
Net Taxes \$ Levied	22,659,331	24,215,837	29,957,138	32,065,459	33,653,874	34,216,530
 Net Taxes \$ Increase	 1,298,861	 1,556,506	 5,741,301	 2,108,321	 1,588,415	 562,656
Net Taxes % Increase	6.08%	6.87%	23.71%	7.04%	4.95%	1.67%

TRENDS

Sales and Use Taxes:

This source of income is projected at **\$16,700,000** (21.14% of total revenue) which is the lower than the prior year estimated. Fiscal year 2009 is estimated to be **\$595,669** lower than 2008's actual of **\$17,495,669**. 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 the economic condition during the current year and forecasting the economic condition for the new budget year. As stated before, the current economy is in a recession; therefore, this revenue is experiencing a decline. The chart below shows the percentage (increase or decrease) from the next.

(increase or
one year to

Year	Sales Tax Revenue	% Change from Prior Year
2003	\$ 13,931,857	
2004	15,544,556	11.58%
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*	16,900,000	-3.40%
2010*	16,700,000	-1.18%

*Estimated

Insurance Premium Taxes:

This anticipated tax revenue is \$3,650,000. Fiscal year 2009 estimated revenues were \$3,600,000 while 2008 actual revenues were \$3,565,937. This demonstrates a 2010 budgeted increase of \$50,000 compared to 2009's estimated. It has increased 2-4% for the past few years. However, giving consideration to the current economy the 2010 estimate is conservative and represents an approximate 1.4% increase over the 2009 estimate.

Other Taxes:

This category consist mainly of alcohol taxes, franchise taxes and intangible taxes. Alcohol taxes are estimated at \$5900,000. This revenue has remained fairly consistent over the past few years. Franchise taxes are estimated at \$940,000; which is the same as 2009's estimate and is based on historical trends. Intangible Taxes are projected at \$720,000 for 2010. 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). Other tax revenue comprises 5.94% of the total tax revenue and includes the following major categories:

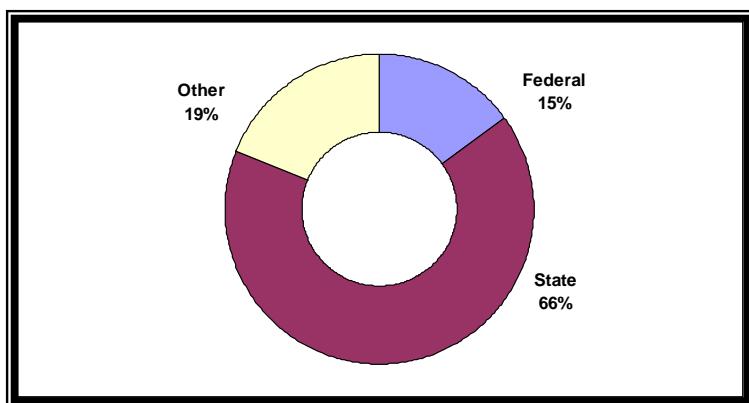
Alcohol Taxes:	0.92%
Franchise Taxes:	1.47%
Intangible Taxes:	1.13%
Tax Panalties:	0.67%

OTHER REVENUES CATEGORIES:**Licenses and Permits:**

These revenues are 1.44% of 2010 revenues and reflect a decrease from the 2009 estimated amount of \$43,500. Due to the recent economy, it has experienced a decrease compared to previous years (i.e. 2003 & 2005). There has been a decline in the issuance of permits (i.e. building, plumbing, electrical, etc.). For instance, 2009 estimate reflects a 27% decrease compared to 2008.

Intergovernmental Revenues:

These revenues are estimated at approximately \$3.4 million for 2010, which is an increase of 37.6% (\$942,610) compared to 2009 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 2010, the Rideshare Department will be receiving \$ 658,983 in grant funds for new/replacement vans and construction of shelters at park-n-ride lots, pedestrian access improvements and software. Funds are also received from the State to assist in the Public Defender's operations in the amount of \$208,500. Funds in the amount of \$550,000 are received from the Atlanta Regional Commission and passed through to Senior Services. The graph below shows the percentage of intergovernmental revenue estimated to be received from Federal, State or Other (Local) governments in 2010.

**Charges for Services:**

These revenues are estimated at \$4.7 million and reflect a small increase of .3% (\$14,500); therefore, this revenue category remains fairly consistent with prior year estimated. Real & personal property tax commission and street light revenue comprise \$1.7 million of the 2010 total. Emergency Medical Service revenue is estimated at \$1.25 million. Historical trend data is most commonly used to estimate this revenue source.

General Fund

Court and Law Enforcement:

These revenues consist of approximately \$5.4 million (6.89%) of the current year's budgeted revenues. 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. The following statistics and historical collections for State Court support this estimate.

	<u>2007</u>	<u>2009</u>	
Court Documents filed	118,230	112,036	5.24% decrease
Court Events scheduled	17,918	17,050	4.84% decrease
Civil Cases filed	1,855	2,000	6.95% decrease
Civil Cases disposed	1,873	1,714	8.49% decrease
Misdemeanor Cases filed	1,790	1,842	2.91% increase
Misdemeanor Cases disposed	1,312	1,438	9.60% increase
Traffic Cases filed	13,354	13,911	4.17% increase
Traffic Cases disposed	13,216	12,850	2.77% decrease

<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
\$ 1,485,252	\$ 1,724,424	\$ 1,518,352	\$ 1,835,277	\$ 3,004,646	\$ 3,150,000	\$ 2,700,000	\$ 2,700,000

TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2010, \$1,177,500 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 2009 estimate. However, Magistrate Court revenue in recent years has experienced a slight upward trend due to an increase in caseloads/filings. The Magistrate Court handles small claims and dispossessory actions. It also issues most criminal arrest warrants and handles daily criminal bond hearings. Although this revenue has experienced increases of 10-15% in the past, 2010 reflects revenues level with those of 2009. Below are statistics and historical collections that support the Magistrate Court estimate.

	<u>2006</u>	<u>2007</u>	
Court Documents filed	56,836	61,706	8.57% increase
Court Events scheduled	6,707	7,300	8.84% increase
Civil Cases filed	8,019	8,597	7.21% increase
Civil Cases disposed	7,147	8,316	16.36% increase
Arrest Warrants issued	6,810	6,351	6.74% decrease
Search Warrants issued	107	99	7.48% decrease
Ordinance cases	149	184	23.49% increase
Bond Hearings	4,207	4,516	7.34% increase
Preliminary Hearings	1,008	873	13.39% decrease

<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
\$ 292,388	\$ 330,075	\$ 347,428	\$ 378,899	\$ 414,162	\$ 650,000	\$ 550,000	\$ 550,000

General Fund

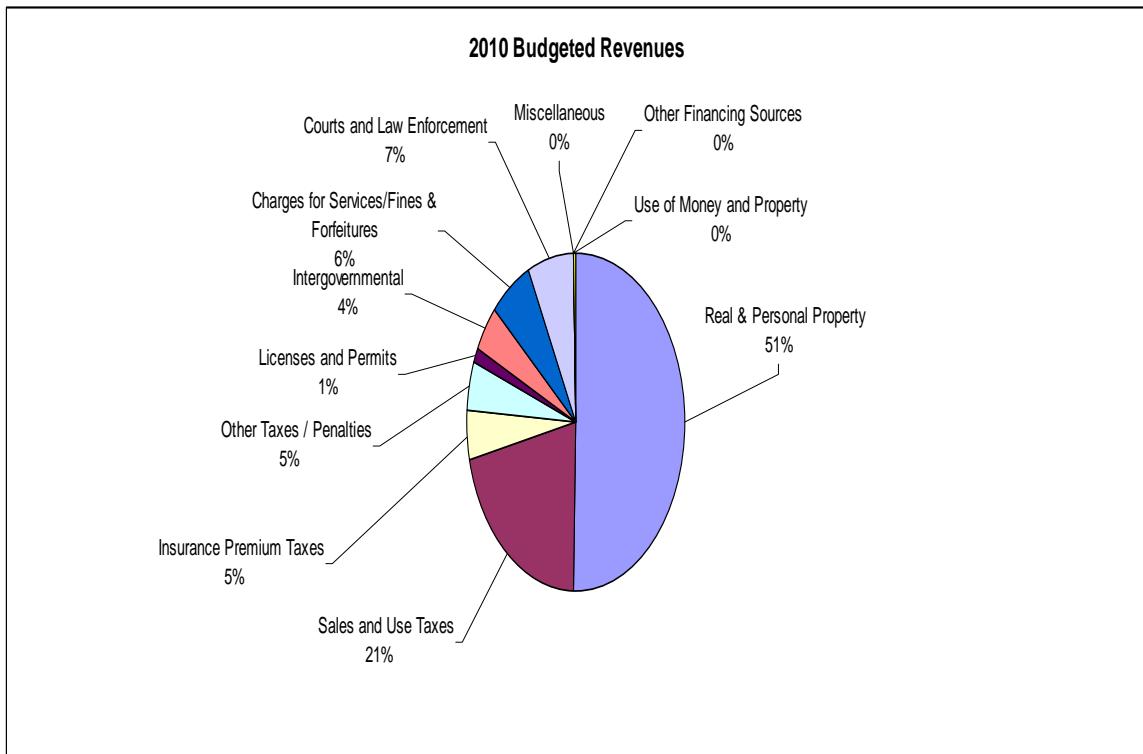
Use of Money & Property:

This revenue will remain stable and consistent with 2009 estimate with a .31% decrease. Investments (interest earnings) comprise \$60,000 of the \$79,300 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect only 0.29% (\$232,000) of the total budgeted revenues for 2010. The major revenue sources transfers in and charges between funds. Transfers in from other funds are reimbursements from 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.

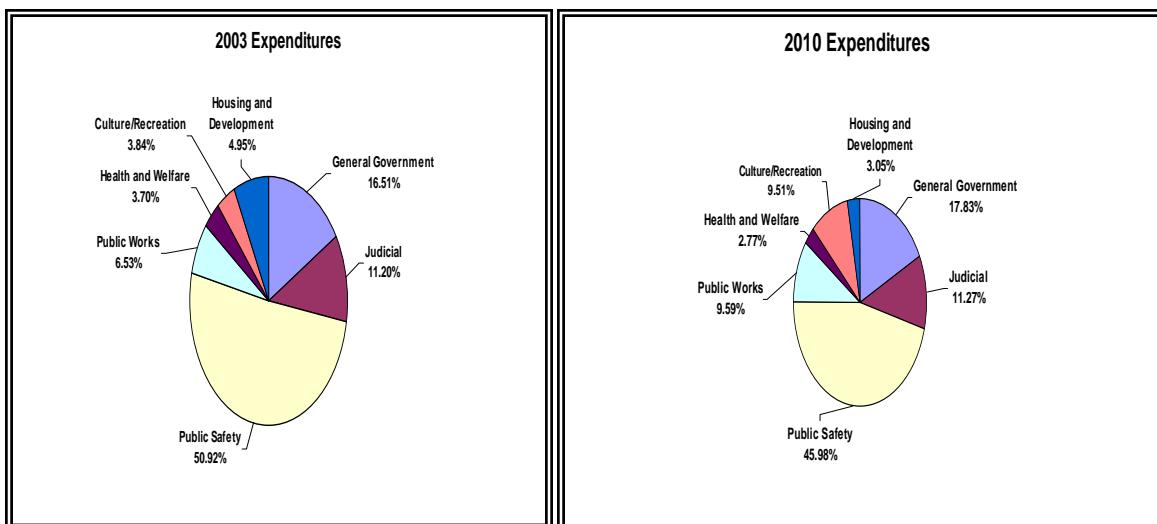
Below is a summary of 2010 General Fund Budgeted Revenues:

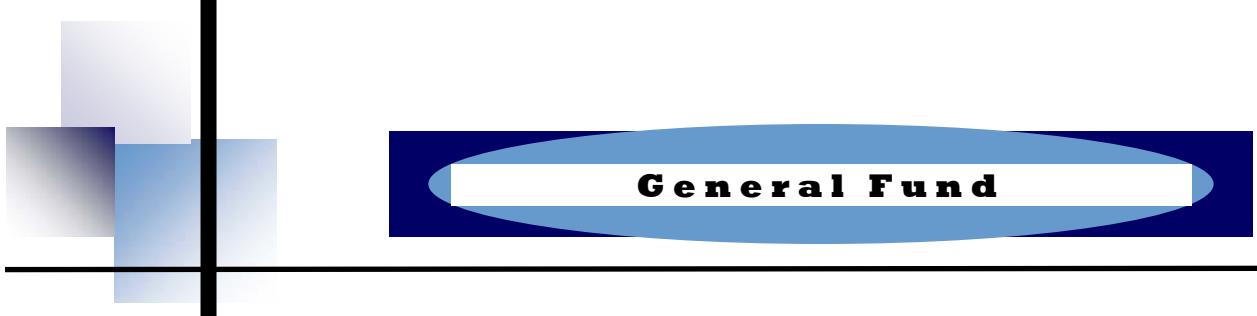


TRENDS

EXPENDITURES

The approved 2010 General Fund expenditures are \$79,002,550, which amounts to \$5,859,535 more than the 2009 estimated budget of \$73,143,015. This increase can be attributed to several factors. Though minimal capital items/projects were approved in the 2010 budget as compared to earlier years, there are two major projects included in the 2010 budget that were not in 2009. For 2010 plans are for the General Fund to contribute \$1.35 million for the construction of a library in the south portion of the County and \$1.7 million for the construction of a park in Lithia Springs. In 2009 road projects were still being funded by the 2002 SPLOST Capital Project Fund. As these funds are depleted and more State funding becomes available the General Fund will spend \$1.9 million in 2010 on road resurfacing, preliminary engineering for the Chattahoochee Trail System, and the transportation center sidewalk. Just as 2009, the Jail Annex debt service payments and fees (\$889,738); Sheriff Enforcement vehicles in the amount of \$100,000; \$65,000 for various replacements of technology equipment (i.e. computer, printers, etc.) are included in the 2010 budget. For several years, the trend of General Fund expenditures remained fairly constant; however, the current economy has made for a no frills budget for 2010 that will be even tighter than that of 2009. Hence, most departmental budgets reflect a decrease from the 2009 budget. For instance, each department's training budget has been reduced and training is only allowed for mandatory continuing professional education credits. The graphs below represent both 2003 and 2010 expenditures by function. The percentages allocated to each function have only changed slightly.





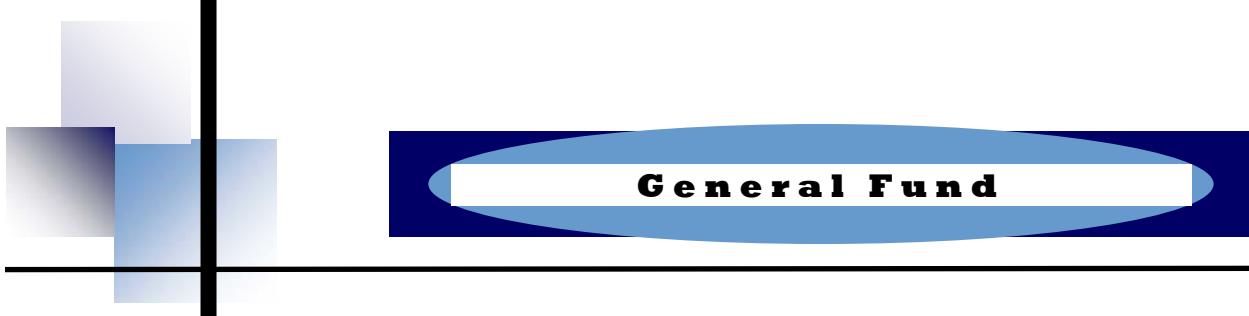
General Fund

FUND BALANCE

The beginning Fund Balance for 2010 is \$10,160,584. This beginning balance is \$971,566 less than the 2009 estimated beginning Fund Balance of \$11,132,150. This can mainly be attributed to the major factor of the current economy being in a recession. Other Taxes & Penalties, Charges for Services and Miscellaneous are the only revenues that meet their projections. Property Tax, Sales Tax and permit revenue did not meet original projections. Hence, overall estimated revenues were 3% less than the original adopted revenues. The 2010 estimated ending Fund Balance is \$10,160,584; which is 12.86% of the General Fund budget. However, of the \$10.1 million Fund Balance, the Undesignated Unreserved Fund Balance is \$7,168,577 which is approximately 9.07% 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



TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	9,451,766	7,157,170	11,559,846	15,358,628
REVENUES				
Taxes				
Real & Personal Property	19,452,698	24,314,900	24,347,214	27,702,877
Sales and Use Taxes	13,931,857	15,544,556	16,803,139	20,338,201
Insurance Premium Taxes	2,733,979	2,958,219	3,159,014	3,310,551
Other Taxes / Penalties	3,936,269	4,111,679	3,848,261	4,789,201
Licenses and Permits	2,281,472	2,168,316	2,706,658	2,283,273
Intergovernmental	1,516,850	2,190,655	1,925,251	4,271,973
Charges for Services/Fines & Forfeit	2,737,173	3,541,933	3,900,054	3,935,106
Courts and Law Enforcement	4,235,842	5,622,867	4,171,611	5,040,178
Use of Money and Property	114,784	154,109	248,304	527,831
Other Financing Sources	1,009,779	1,390,717	611,063	568,740
Miscellaneous	462,127	538,182	1,178,597	622,830
TOTAL REVENUES	52,412,830	62,536,133	62,899,166	73,390,761
EXPENDITURES				
General Government	9,030,455	9,270,948	9,122,662	10,131,156
Judicial System	6,129,273	6,689,871	6,845,489	7,507,098
Public Safety	27,857,286	30,700,362	30,698,898	33,532,265
Public Works	3,573,269	3,831,965	4,193,615	4,840,743
Health and Welfare	2,021,725	2,094,856	2,653,374	2,567,990
Culture/Recreation	2,102,446	2,368,337	3,029,994	4,059,816
Housing & Development	3,992,972	3,177,118	2,556,352	3,831,937
TOTAL EXPENDITURES	54,707,426	58,133,457	59,100,384	66,471,005
ENDING FUND BALANCE *	7,157,170	11,559,846	15,358,628	22,278,384

* This is total fund balance.

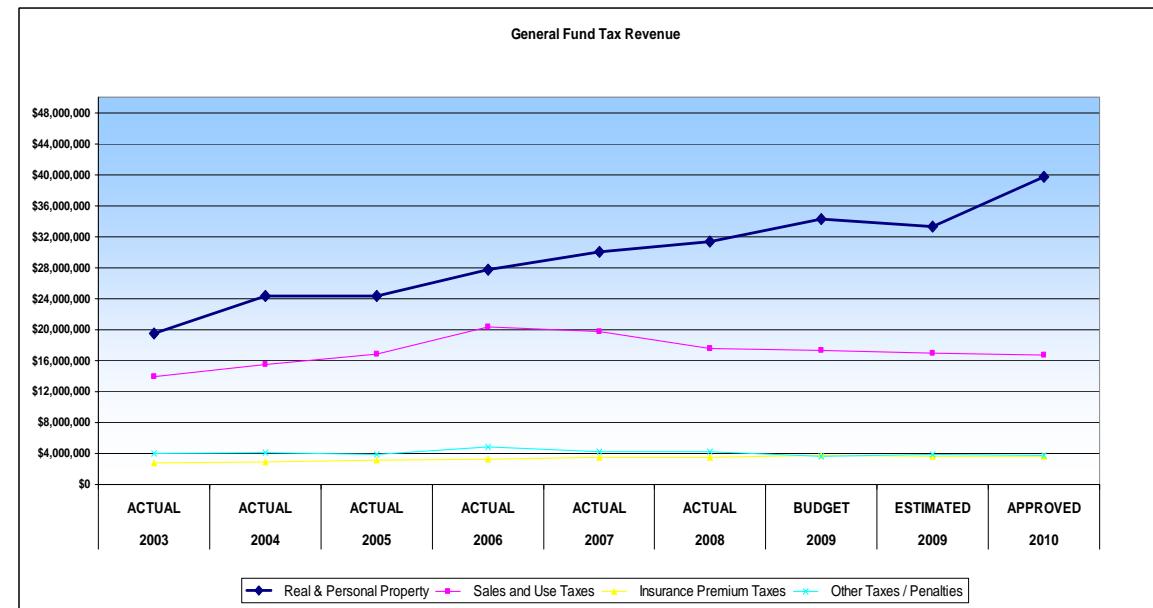
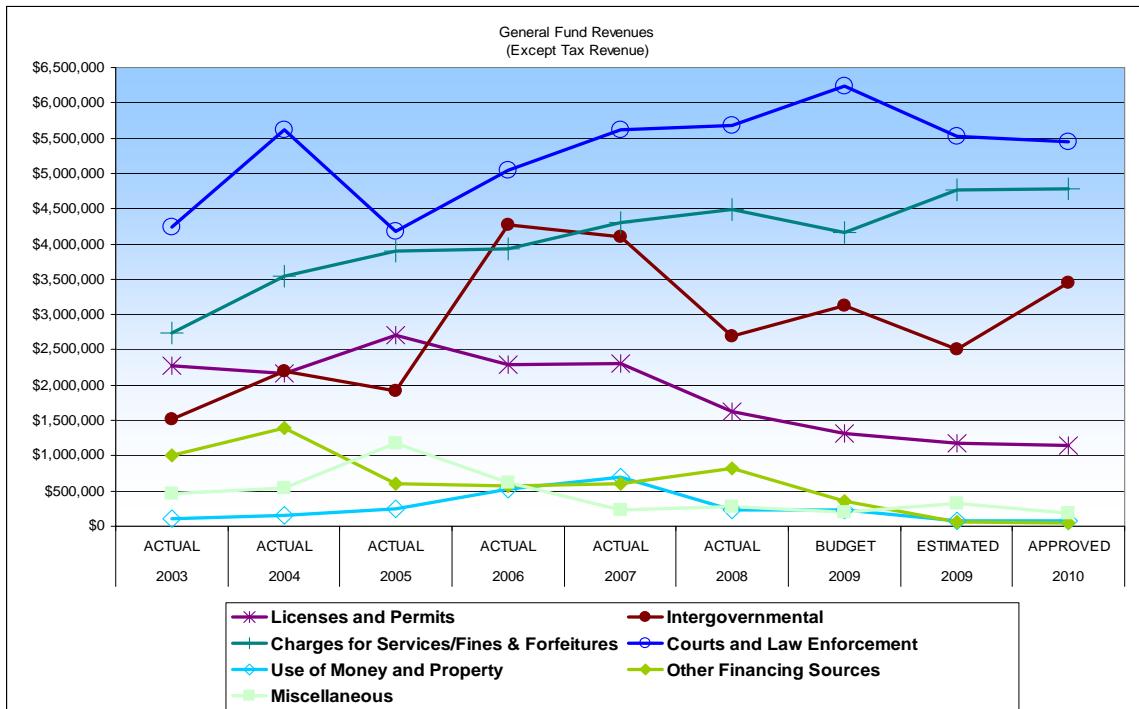
General Fund

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>22,278,384</u>	<u>17,385,895</u>	<u>11,132,150</u>	<u>11,132,150</u>	<u>10,160,584</u>	<u>100.00%</u>
30,046,541	31,349,946	34,233,000	33,290,000	39,740,000	50.30%
19,734,012	17,495,669	17,300,000	16,900,000	16,700,000	21.14%
3,481,087	3,565,937	3,700,000	3,600,000	3,650,000	4.62%
4,242,416	4,286,443	3,625,010	3,929,765	3,782,600	4.79%
2,299,969	1,624,070	1,316,000	1,183,000	1,139,500	1.44%
4,099,909	2,689,744	3,129,760	2,504,640	3,447,250	4.36%
4,299,353	4,491,198	4,167,000	4,773,400	4,787,900	6.06%
5,616,038	5,686,367	6,243,400	5,522,800	5,444,000	6.89%
694,128	233,689	228,700	79,550	79,300	0.10%
610,580	813,409	350,000	63,000	49,500	0.06%
227,917	276,503	205,000	325,294	182,500	0.23%
75,351,950	72,512,975	74,497,870	72,171,449	79,002,550	100.00%
20,742,870	13,472,711	13,028,796	12,268,933	14,085,279	17.83%
8,246,180	9,282,883	9,082,570	9,117,826	8,900,319	11.27%
34,273,976	37,419,804	36,685,580	36,459,123	36,325,154	45.98%
4,938,616	5,951,703	4,548,419	5,079,866	7,574,465	9.59%
2,581,045	2,741,092	2,213,083	4,611,848	2,191,813	2.77%
6,563,270	6,815,210	4,932,133	3,464,056	7,515,473	9.51%
2,898,482	3,083,317	4,007,289	2,141,363	2,410,047	3.05%
80,244,439	78,766,720	74,497,870	73,143,015	79,002,550	100.00%
<u>17,385,895</u>	<u>11,132,150</u>	<u>11,132,150</u>	<u>10,160,584</u>	<u>10,160,584</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

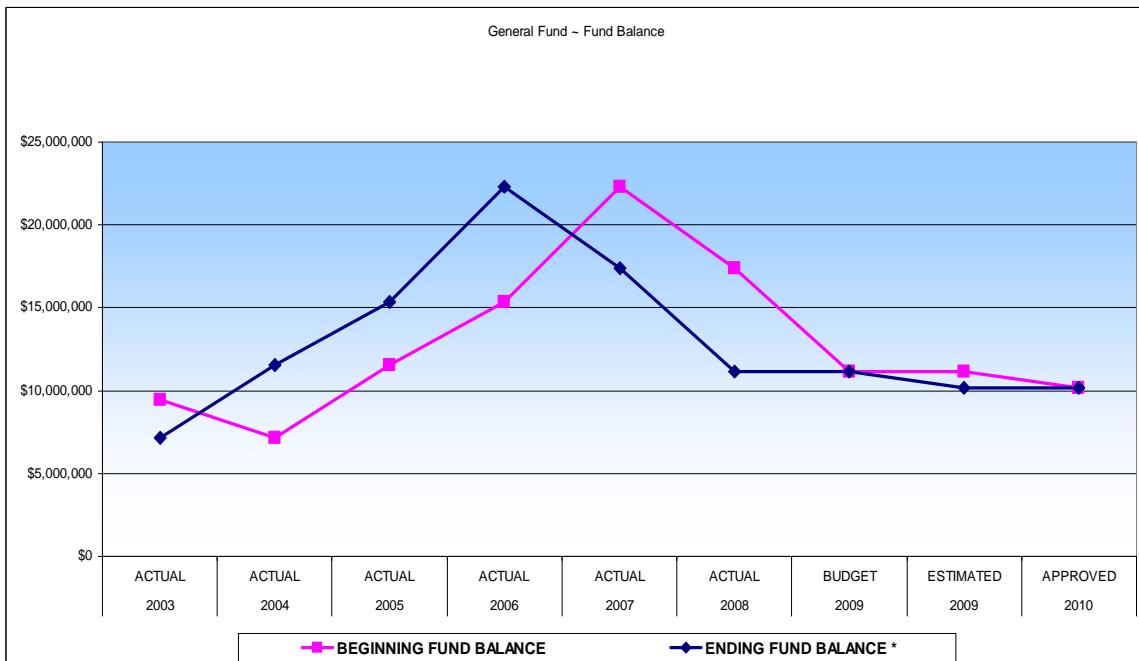
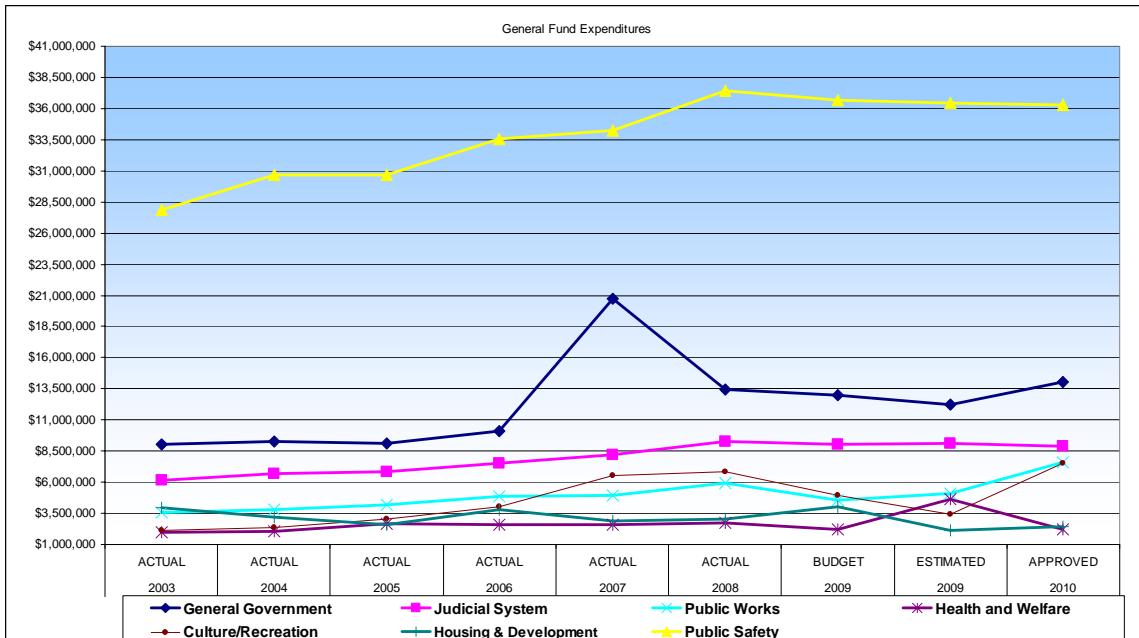
TRENDS



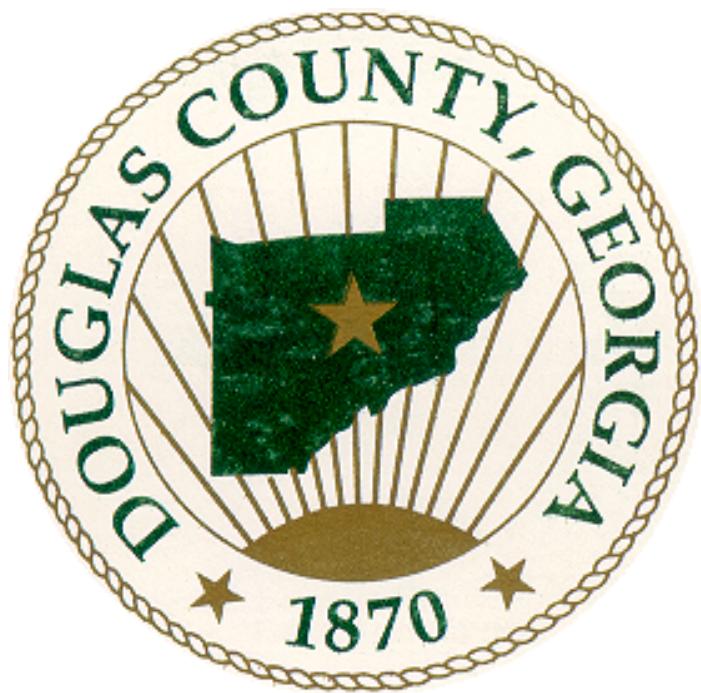
General Fund

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

TRENDS



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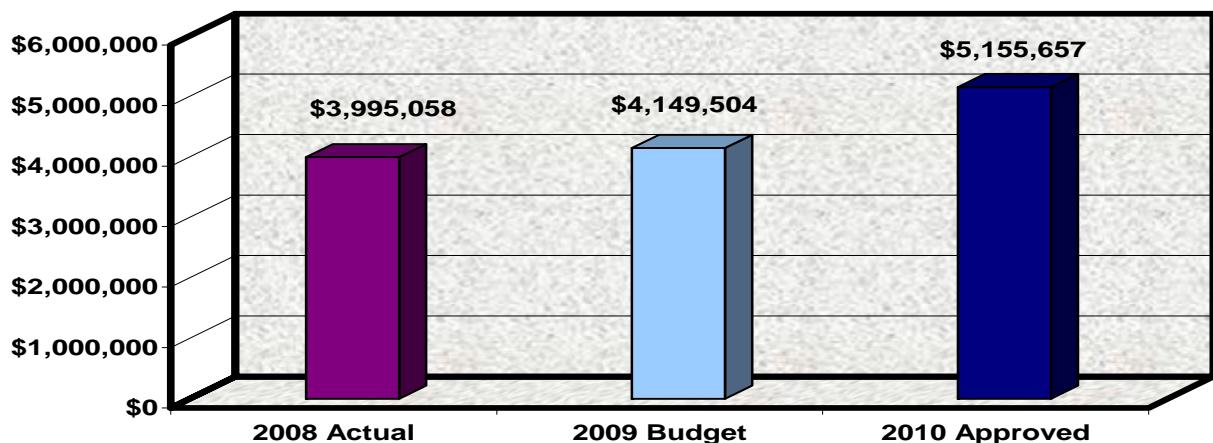
GENERAL GOVERNMENT

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Appropriations (General)

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>3,995,058</u>	<u>4,149,504</u>	<u>5,155,657</u>
Total Funding Sources	<u>3,995,058</u>	<u>4,149,504</u>	<u>5,155,657</u>
APPROPRIATIONS:			
Benefits	18,551	19,377	11,304
Advertising	109,114	20,000	17,000
Audit & Legal	85,693	83,000	68,000
Vehicle Expenses	-	-	-
Courthouse Usage	-	-	-
Dues and Subscriptions	138,586	140,000	119,000
Insurance	1,097,768	1,200,000	1,020,000
Interest	171,403	200,000	142,914
Miscellaneous Expense	4,138	361,134	1,215,473
Supplies	16,315	6,000	5,100
Professional Services	307,801	200,000	75,000
Utilities	775,835	873,020	731,000
Travel and Training	16	15,000	1,700
Operating Transfers	805,713	890,373	1,686,683
Bad Debts	1,075	1,000	850
Pension	72,024	80,600	61,633
Minor Equipment/Improvements	6,900	-	-
Fixed Assets	<u>384,126</u>	<u>60,000</u>	<u>-</u>
Total Appropriations	<u>3,995,058</u>	<u>4,149,504</u>	<u>5,155,657</u>



GENERAL GOVERNMENT

MISSION

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
- Schedule meeting times and locations by the end of February 2008

Work with the Sheriff to develop a long-term solution to the Jail

- Develop a master plan for the County Complex
- Determine funding source

Update Performance Appraisal System

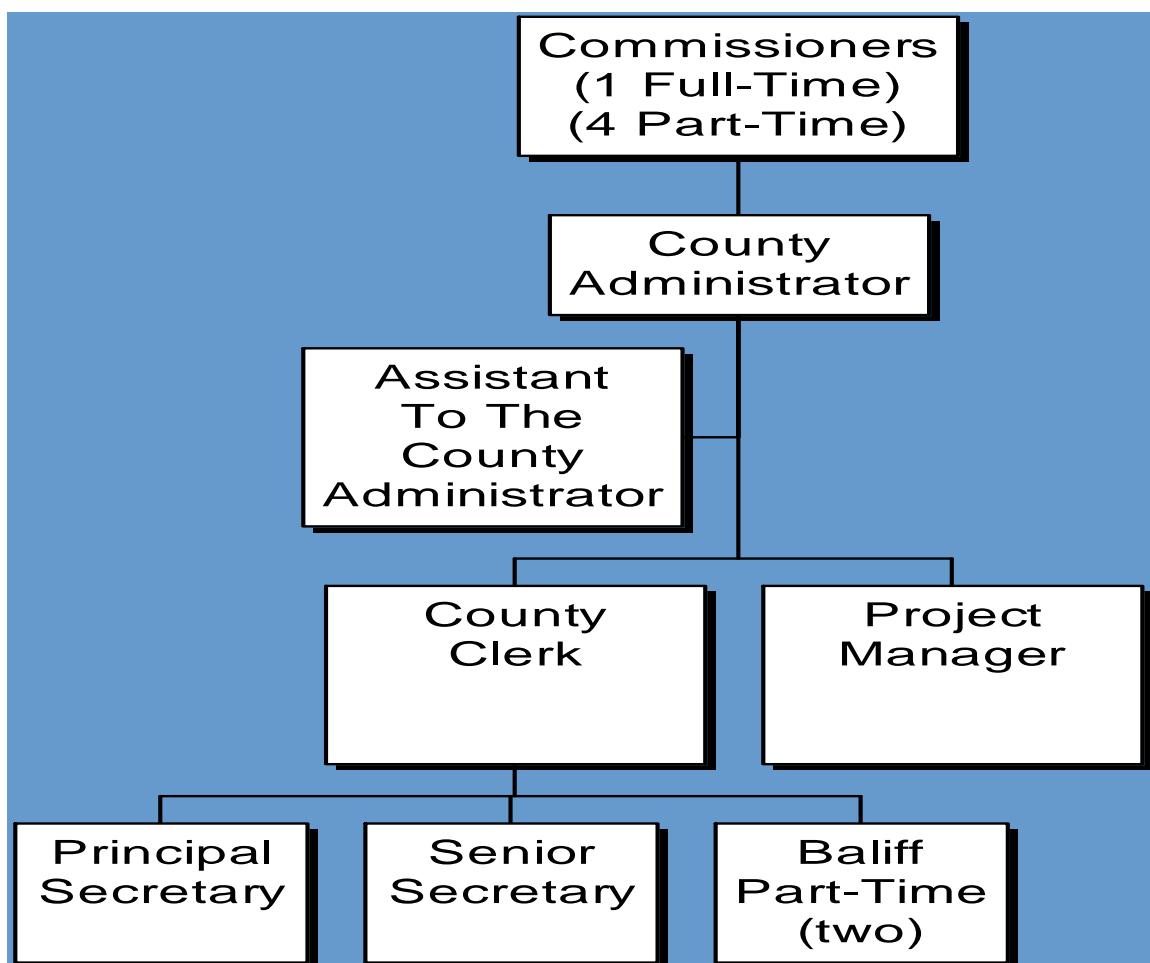
- Compare our system with other local governments
- Utilize models from the private sector
- Reward outstanding employees through performance incentives

Improve Efficiency

- Implement new Countywide Systems for Finance, Purchasing, Human Resources and Asset Management and Tracking
- Develop in-house programs for Electrical, HVAC, Water Conservation, Energy Audit, and Automation in all departments

PERSONNEL SUMMARY AND ORGANIZATION

Board of Commissioners

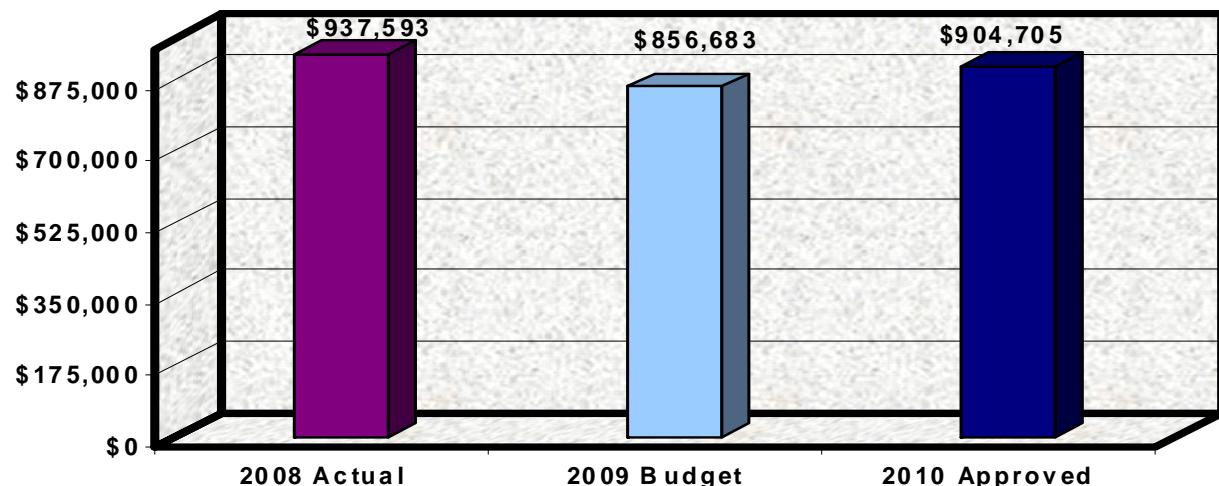


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Commission Chairman	UNC	1	1	1
Commissioner	UNC PT	4	4	4
County Clerk	UNC	1	1	1
County Administrator	UNC	1	1	1
Project Manager	UNC	1	1	1
Asst to County Administrator	UNC	1	1	1
Principal Secretary	21	1	1	1
Senior Secretary	19	1	1	1
Bailiff	PT	2	2	2
TOTAL FULL TIME		7	7	7
TOTAL PART TIME		6	6	6

Board of Commissioners

BUDGET SUMMARY

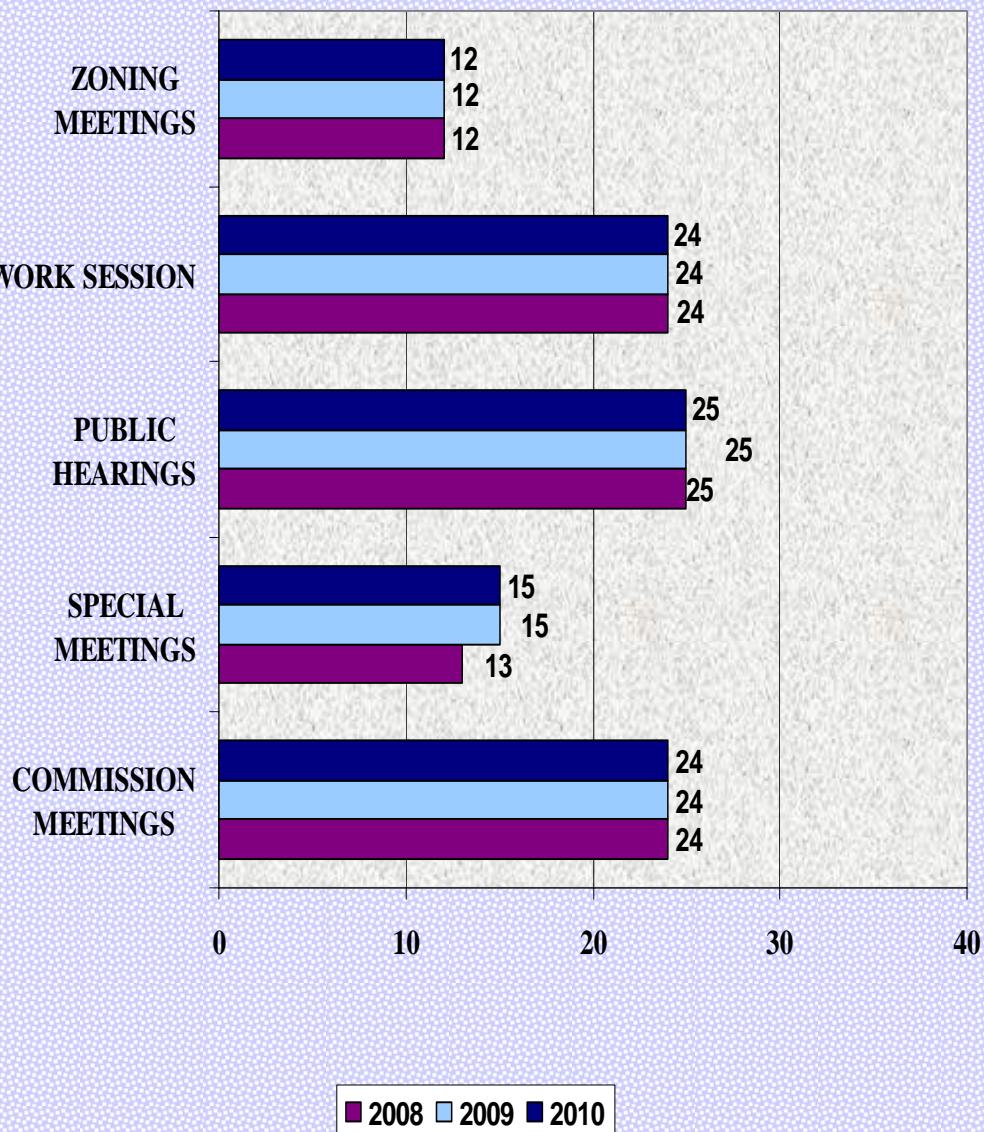
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>937,593</u>	<u>856,683</u>	<u>904,705</u>
Total Funding Sources	937,593	856,683	904,705
APPROPRIATIONS:			
Salary and Wages	619,264	565,168	593,745
Benefits	164,187	162,761	169,864
Advertising	32,288	20,000	31,365
Audit & Legal	-	-	-
Vehicle Expenses	8,008	7,454	6,200
Dues and Subscriptions	3,829	2,300	5,100
Equipment Rental	-	-	-
Maintenance Charges	1,200	1,200	1,020
Supplies	7,888	10,300	9,486
Professional Services	36,165	25,000	8,500
Utilities	4,226	5,000	3,910
Travel and Training	60,538	57,500	47,515
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	28,000
Total Appropriations	<u>937,593</u>	<u>856,683</u>	<u>904,705</u>



WORKLOAD INDICATORS

COMPARISON - YEARS

2008 - 2010



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

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 continue to use innovative marketing and advertising campaigns to:

- Increase web site traffic Increase subscriptions to “Douglas County Happenings”

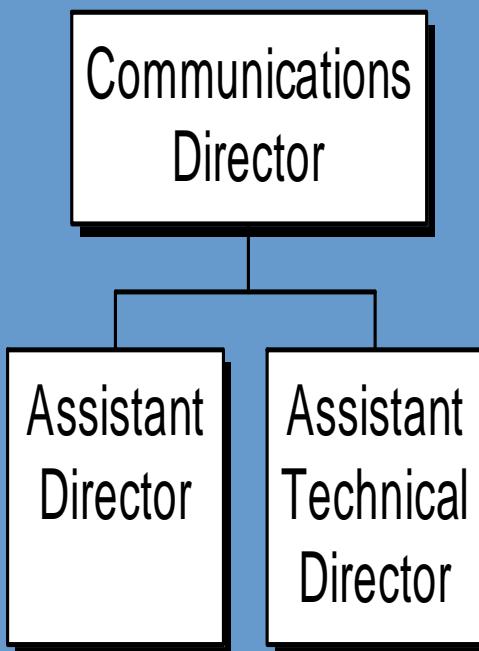
Create initiatives and events to bring citizens together, and to increase spirit and pride in the County.

Continue to communicate the County’s message and programs to our citizens through the County website, television station dctv23, eventis and Douglas County Happenings



PERSONNEL SUMMARY AND ORGANIZATION

Communications

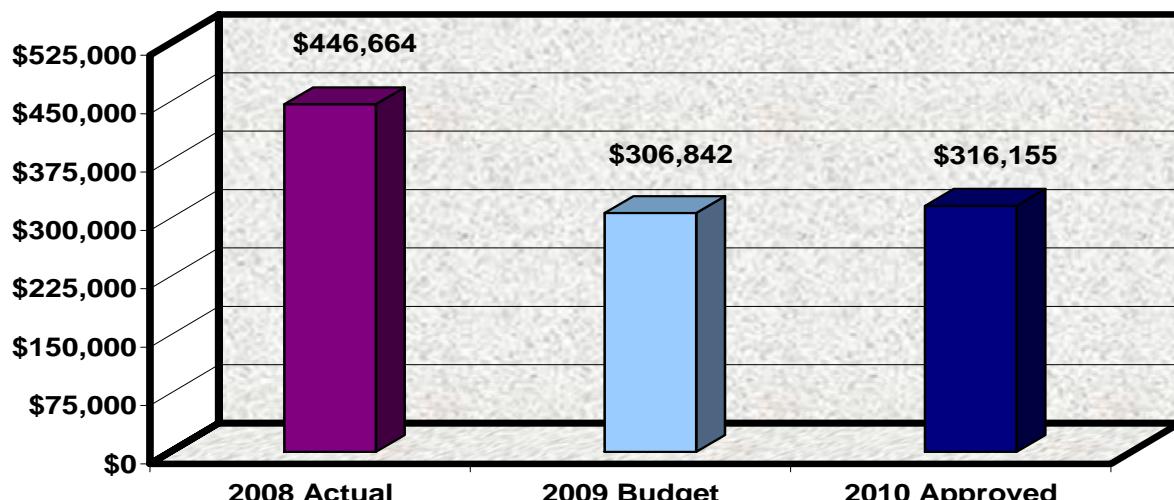


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
TOTAL FULL TIME		3	3	3

Communications

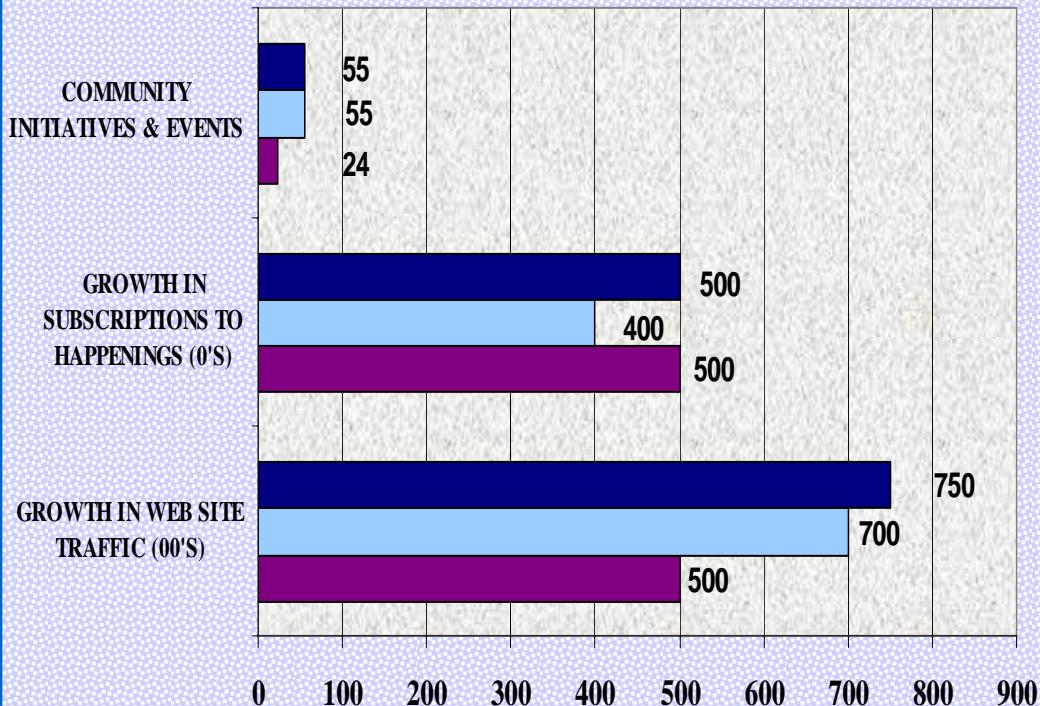
BUDGET SUMMARY

	2008 ACTUAL	2009 BUDGET	2010 APPROVED
FUNDING SOURCES:			
General Fund Contribution	<u>446,664</u>	<u>306,842</u>	<u>316,155</u>
Total Funding Sources	<u>446,664</u>	<u>306,842</u>	<u>316,155</u>
APPROPRIATIONS:			
Salary and Wages	165,342	165,419	197,419
Benefits	48,038	48,073	49,587
Advertising	15,166	19,000	12,750
Vehicle Expenses	1,049	2,200	1,170
Dues and Subscriptions	5,397	5,700	3,570
Maintenance Charges	-	-	-
Supplies	21,807	23,000	17,850
Professional Services	66,181	38,500	31,174
Utilities	2,546	2,950	2,635
Travel and Training	2,111	2,000	-
Minor Equipment/Improvements	12,472	-	-
Fixed Assets	<u>106,555</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>446,664</u>	<u>306,842</u>	<u>316,155</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2008- 2010



■ 2008 ■ 2009 ■ 2010

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, and security systems
- 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 and wood maintenance contracts
- Introduce and implement new preventative maintenance and work order program to provide improved efficiency and record keeping

To reduce the number of cleaning complaints by:

- Retaining new night janitorial company
- 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



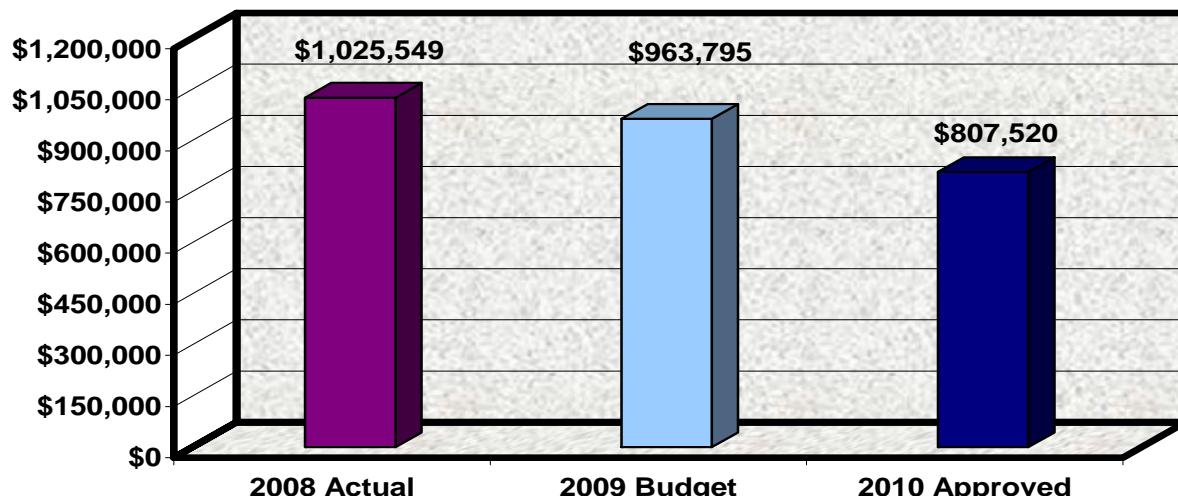
Custodian

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Custodian	11	1	1	1
TOTAL FULL TIME		<hr/> 1	<hr/> 1	<hr/> 1

Courthouse Maintenance

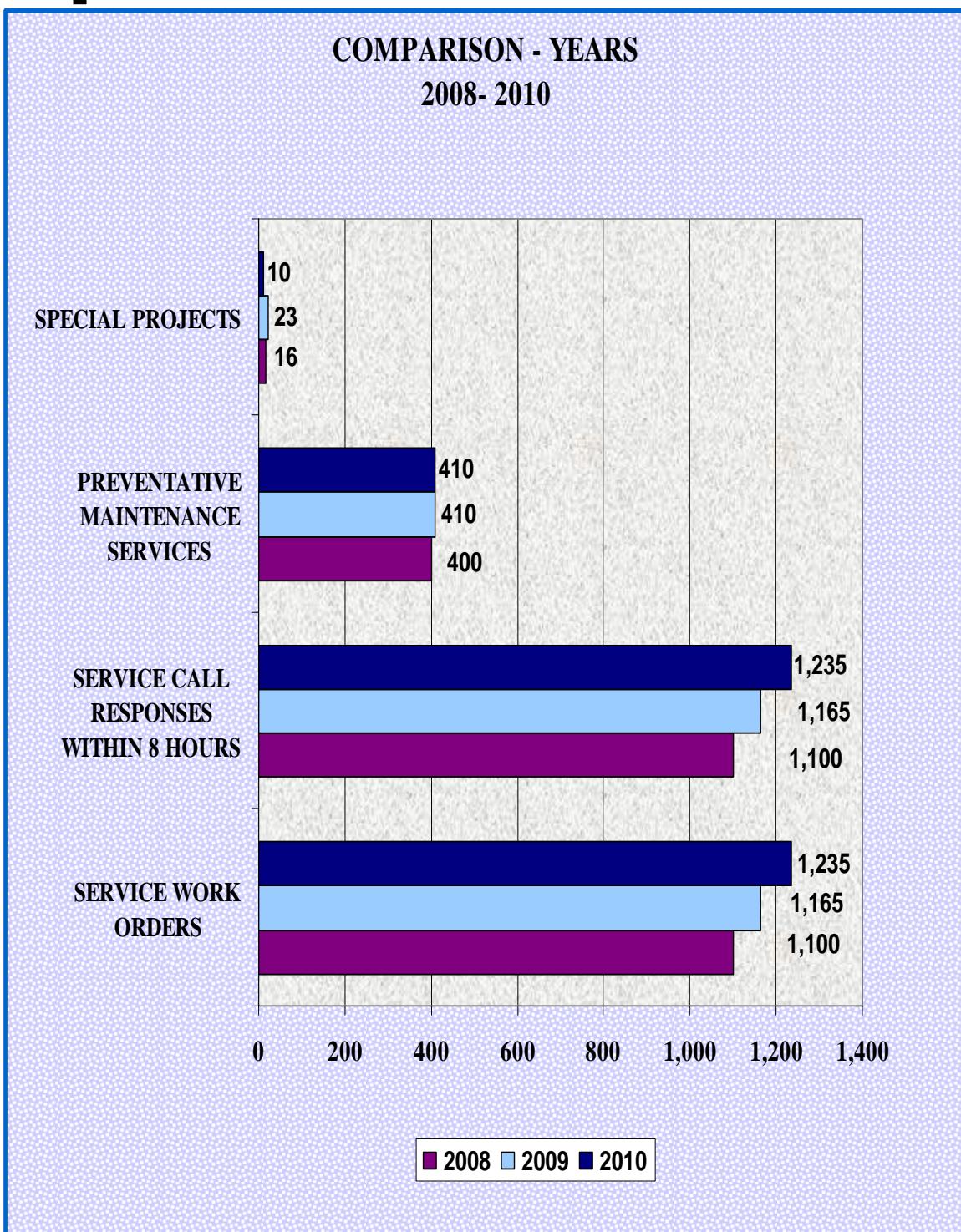
BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>1,025,549</u>	<u>963,795</u>	<u>807,520</u>
Total Funding Sources	<u>1,025,549</u>	<u>963,795</u>	<u>807,520</u>
APPROPRIATIONS:			
Salary and Wages	20,668	20,506	20,506
Benefits	11,494	10,889	11,389
Vehicle Expenses	186	-	-
Maintenance Charges	72,193	66,200	55,250
Supplies	26,527	25,100	21,760
Professional Services	535,993	525,000	439,705
Utilities	299,326	314,100	257,465
Uniforms	1,986	2,000	1,445
Minor Equipment/Improvements	-	-	-
Fixed Assets	<u>57,176</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>1,025,549</u>	<u>963,795</u>	<u>807,520</u>



Courthouse Maintenance

WORKLOAD INDICATORS



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 the General Primary and Run-off elections in July and August 2010

Conduct the General Election in November 2010

Create and conduct training for designated poll managers and workers in all phases of elections including changes in Federal and Georgia law, Provisional Balloting and Express Poll processes

Rewrite the 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

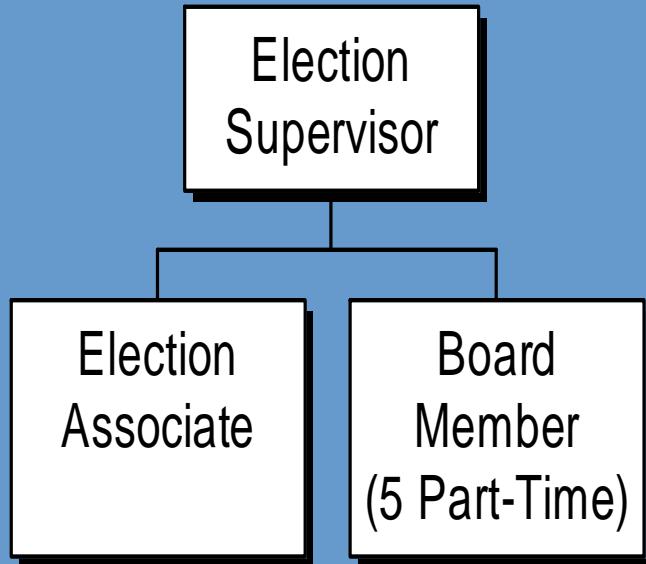
Attend training sessions related to Elections when offered by Kennesaw State University, the Office of the Secretary of State and the Election Center to attain national certification

Be more visible in the Douglas County community



PERSONNEL SUMMARY AND ORGANIZATION

Election Board

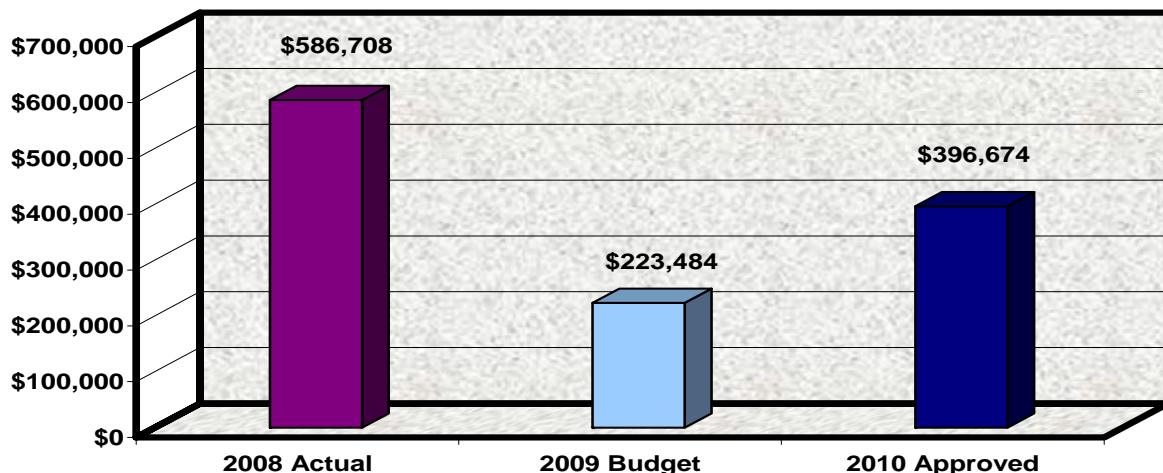


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Assoc.	19	1	1	1
Board Member	UNC PT	5	5	5
TOTAL FULL TIME		2	2	2
TOTAL PART TIME		5	5	5

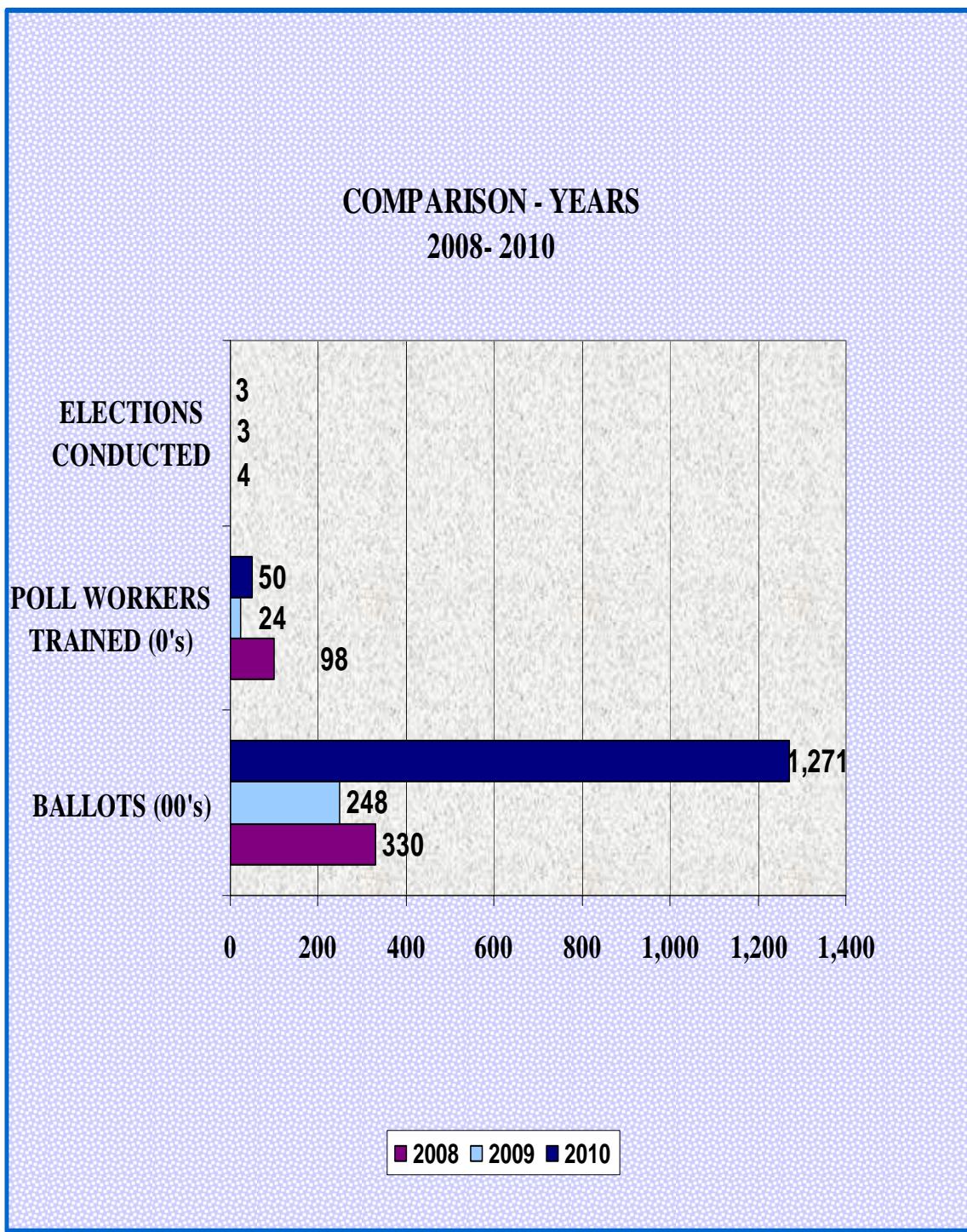
Election Board

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	546,956	213,484	386,674
Election Fees and Charges	39,752	10,000	10,000
Total Funding Sources	586,708	223,484	396,674
APPROPRIATIONS:			
Salary and Wages	281,367	123,081	256,151
Benefits	21,015	30,554	40,287
Advertising	176	500	425
Audit & Legal	-	-	-
Dues and Subscriptions	180	360	242
Equipment Rental	1,980	900	850
Maintenance Charges	28,618	34,290	34,459
Supplies	13,670	7,194	10,285
Professional Services	75,937	24,205	51,000
Utilities	-	-	-
Travel and Training	2,231	2,400	2,975
Minor Equipment/Improvements	161,534	-	-
Fixed Assets	-	-	-
Total Appropriations	586,708	223,484	396,674



WORKLOAD INDICATORS



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

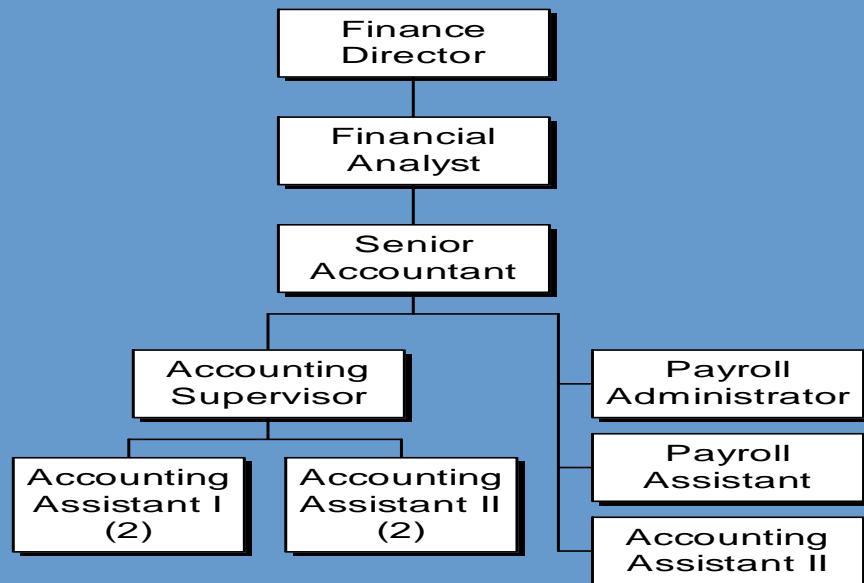
Continue the Certified Public Finance Officer Program

Continue monitoring revenues and expenditures and issue quarterly reports



PERSONNEL SUMMARY AND ORGANIZATION

Finance

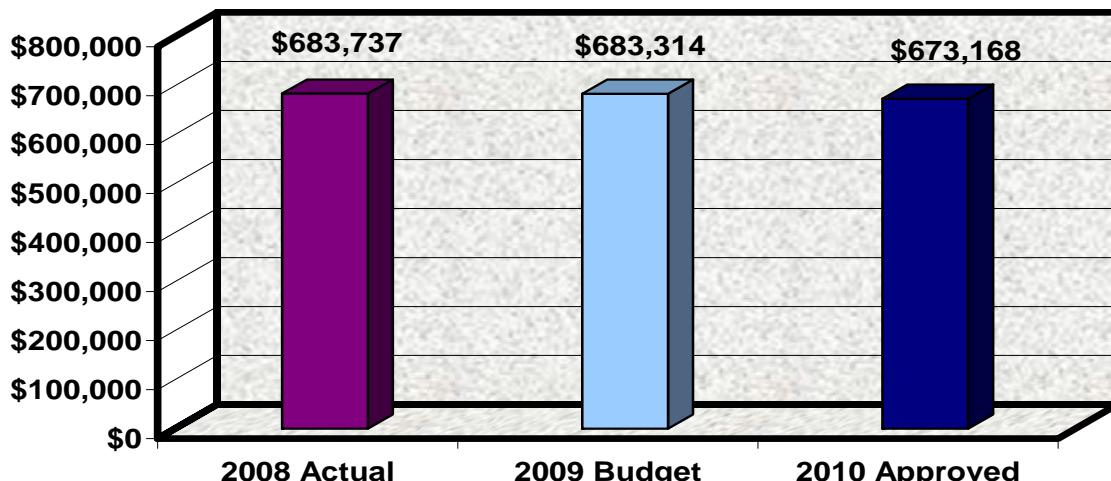


<u>POSITION</u>	<u>GRADE</u>	2008	2009	2010
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director	UNC	1	1	1
Financial Analyst	32	1	1	1
Senior Accountant	30	1	1	1
Accounting Supervisor	26	1	1	1
Payroll Administrator	25	1	1	1
Payroll Assistant	24	1	1	1
Accounting Assistant II	23	3	3	3
Accounting Assistant I	21	2	2	2
TOTAL FULL TIME		11	11	11

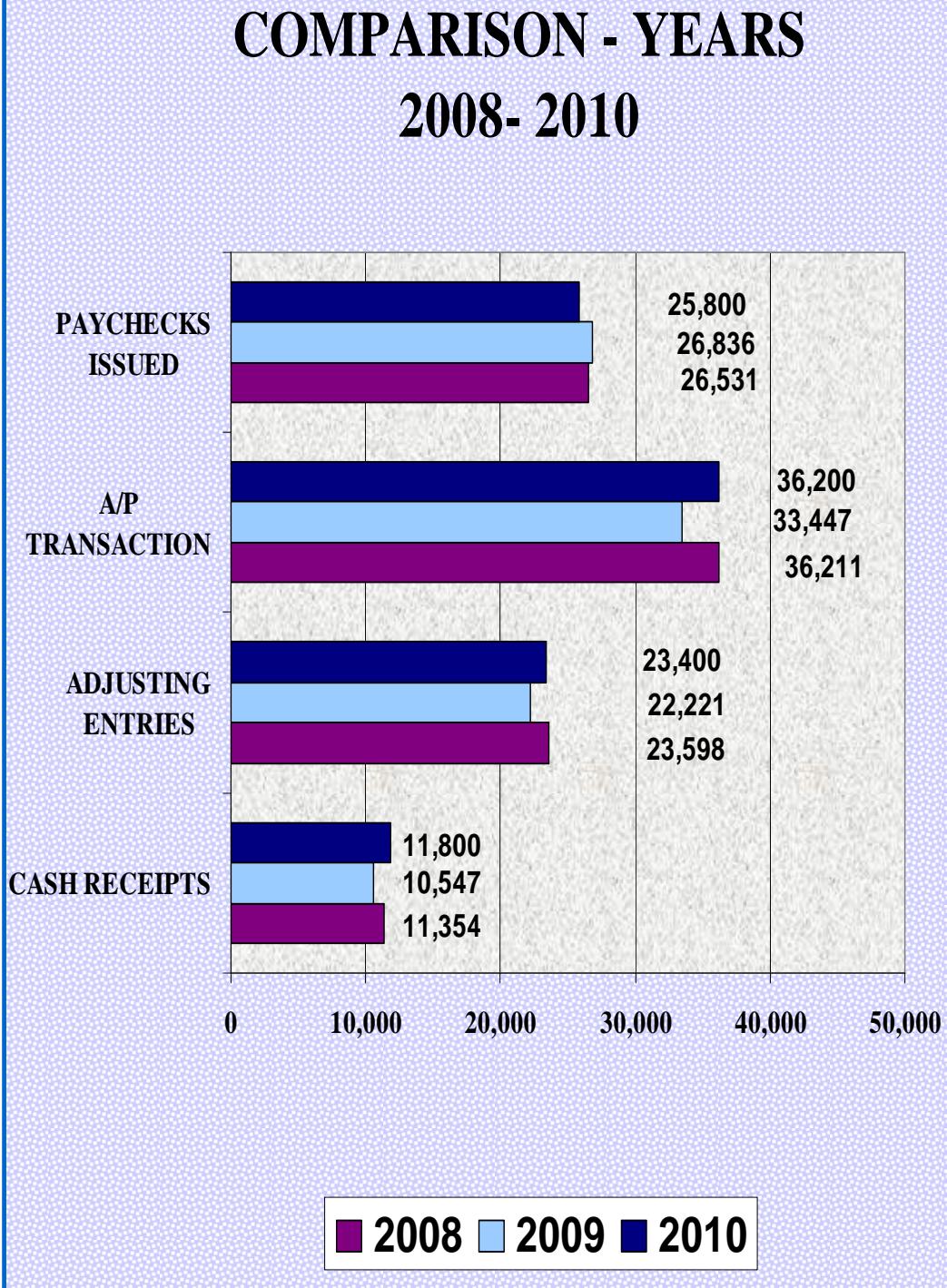
Finance

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>683,737</u>	<u>683,314</u>	<u>673,168</u>
Total Funding Sources	<u>683,737</u>	<u>683,314</u>	<u>673,168</u>
APPROPRIATIONS:			
Salary and Wages	490,593	489,408	489,406
Benefits	157,658	158,106	155,287
Advertising	-	-	-
Dues and Subscriptions	1,578	1,500	1,360
Maintenance Charges	4,659	3,000	2,210
Supplies	25,618	27,300	22,355
Professional Services	-	-	-
Utilities	5	-	-
Travel and Training	2,276	4,000	2,550
Minor Equipment/Improvements	1,350	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>683,737</u>	<u>683,314</u>	<u>673,168</u>



WORKLOAD INDICATORS



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 and federal grants for Douglas County
- Monitor and insure that all approved grants are accounted for properly

GOALS

With assistance from consultant, submit at least 20 grant applications on behalf of various county government departments

Generate at least \$4 million in grant revenue

PERSONNEL

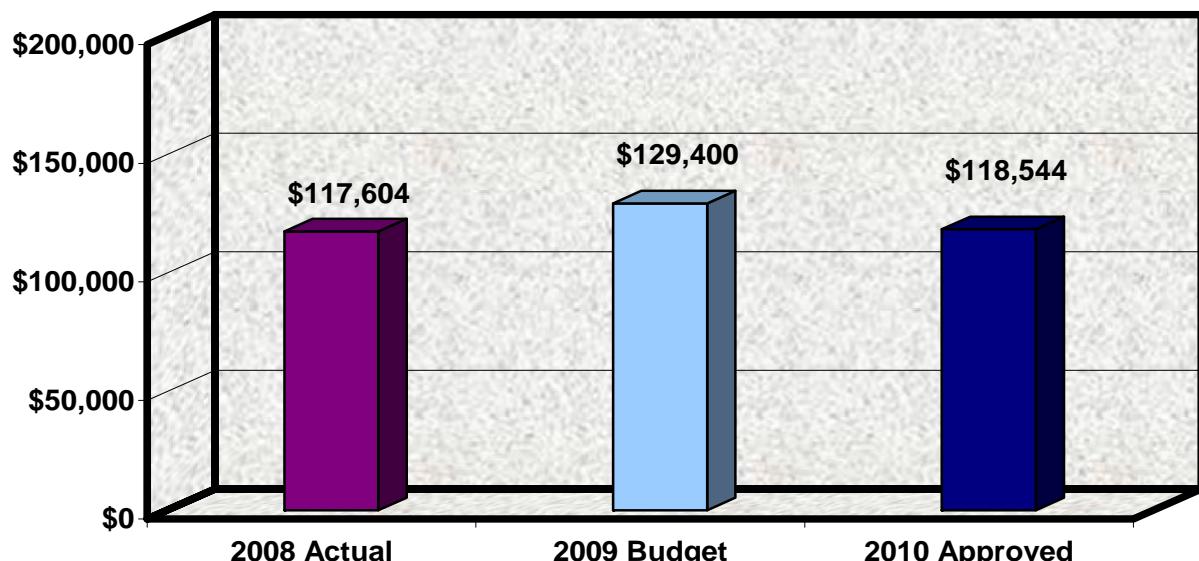
The Rideshare Director administers this department. There are no other employees in the grant department



Grants

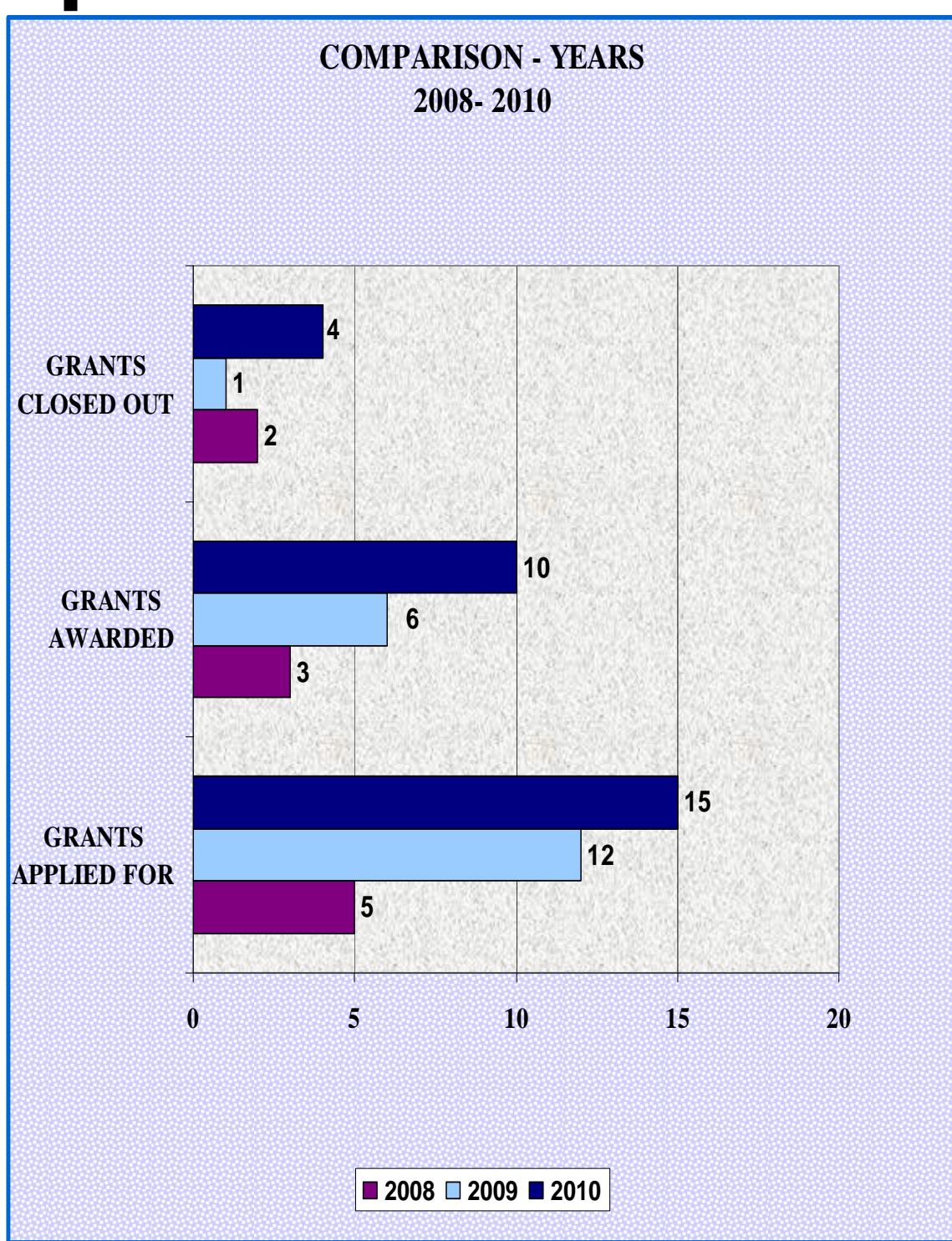
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
Grants Received	<u>117,604</u>	<u>129,400</u>	<u>118,544</u>
<hr/>			
Total Funding Sources	<u>117,604</u>	<u>129,400</u>	<u>118,544</u>
<hr/>			
APPROPRIATIONS:			
Advertising	-	200	595
Dues and Subscriptions	-	-	-
Supplies	296	500	510
Professional Services	22,750	23,500	29,784
Travel and Training	270	200	255
Grant Expenditures	<u>94,288</u>	<u>105,000</u>	<u>87,400</u>
<hr/>			
Total Appropriations	<u>117,604</u>	<u>129,400</u>	<u>118,544</u>



Grants

WORKLOAD INDICATORS



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

GOALS

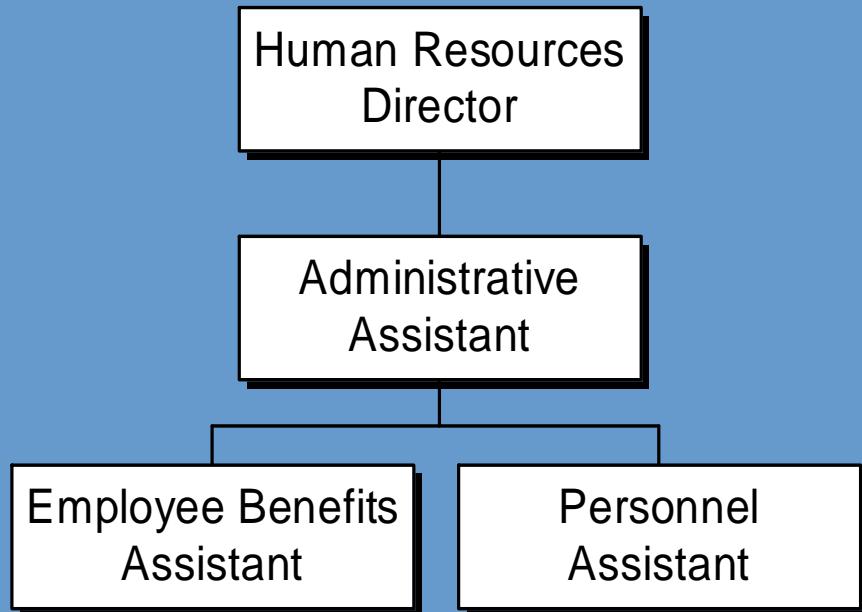
Improve efficiency in all areas by fully utilizing the County's new software capabilities as related to Human Resources

Establish a Healthcare Flexible Spending Account for County employees and monitor progress throughout the year



Human Resources

PERSONNEL SUMMARY AND ORGANIZATION

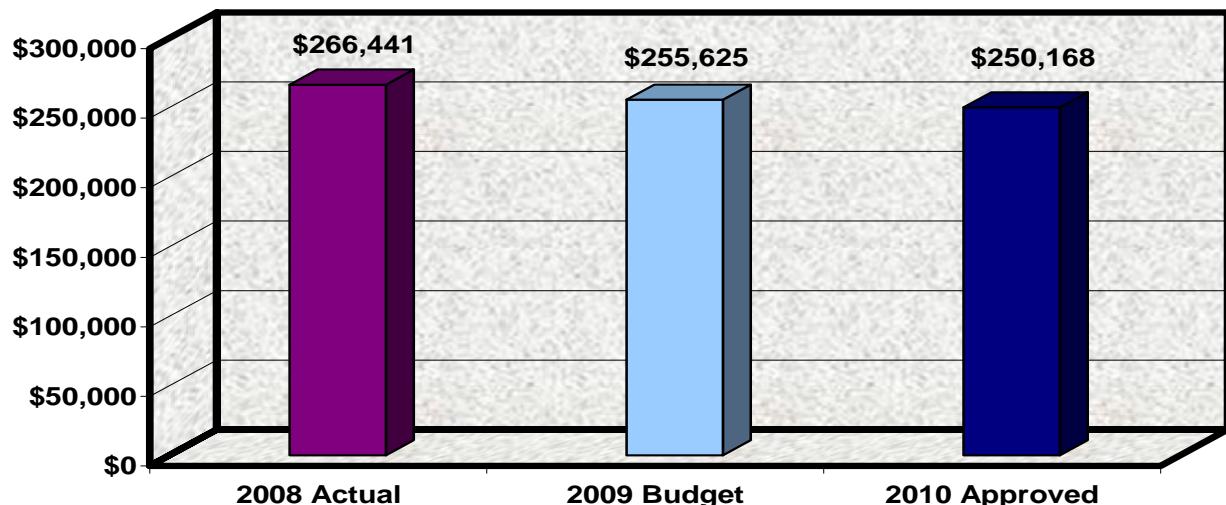


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Employee Benefits Assistant	20	1	1	1
Personnel Assistant	19	1	1	1
TOTAL FULL TIME		4	4	4

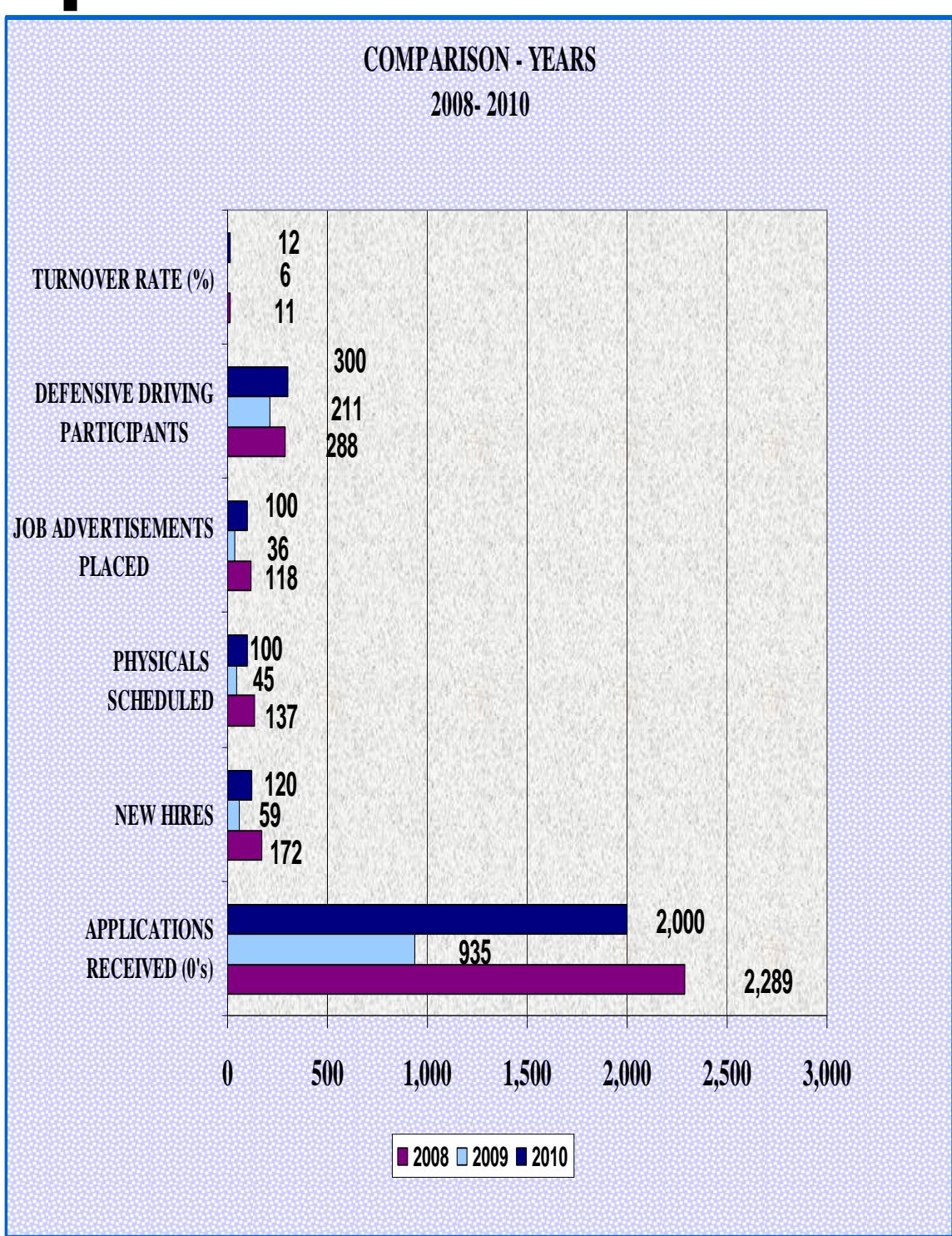
Human Resources

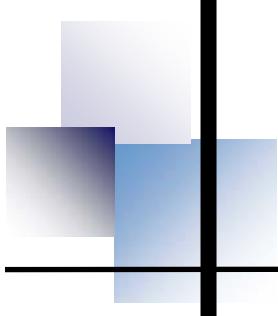
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>266,441</u>	<u>255,625</u>	<u>250,168</u>
Total Funding Sources	<u>266,441</u>	<u>255,625</u>	<u>250,168</u>
APPROPRIATIONS:			
Salary and Wages	179,218	167,039	167,039
Benefits	57,281	56,476	55,440
Advertising	22,615	24,200	20,485
Dues and Subscriptions	297	400	340
Maintenance Charges	986	1,100	935
Supplies	3,363	3,160	2,210
Professional Services	1,644	2,250	2,869
Utilities	-	-	-
Travel and Training	1,037	1,000	850
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>266,441</u>	<u>255,625</u>	<u>250,168</u>



WORKLOAD INDICATORS





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 design, development and technical support
- Network and server support
- Telephony
- Desktop and peripheral support
- Project management

GOALS

Establish a county-wide Governance Committee for technology investments

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

Complete implementation of New World Systems initial modules

Complete implementation of new Fleet Work Order system

Formalize recommendation for Technology Project Management Office

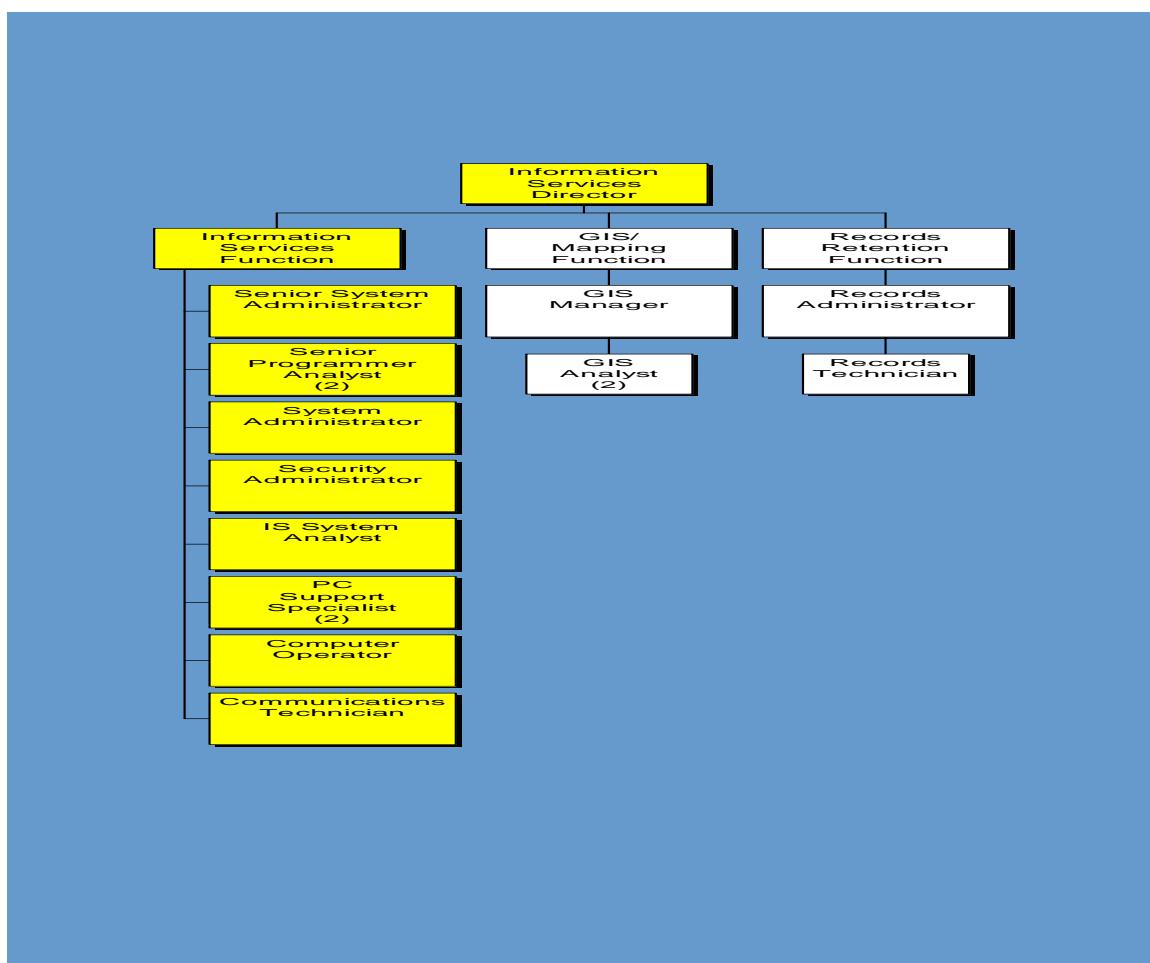
Continue the deployment of Document Imaging Projects

Initiate first phase of disaster recovery by implementing disk backup of critical data



PERSONNEL SUMMARY AND ORGANIZATION

Information Services

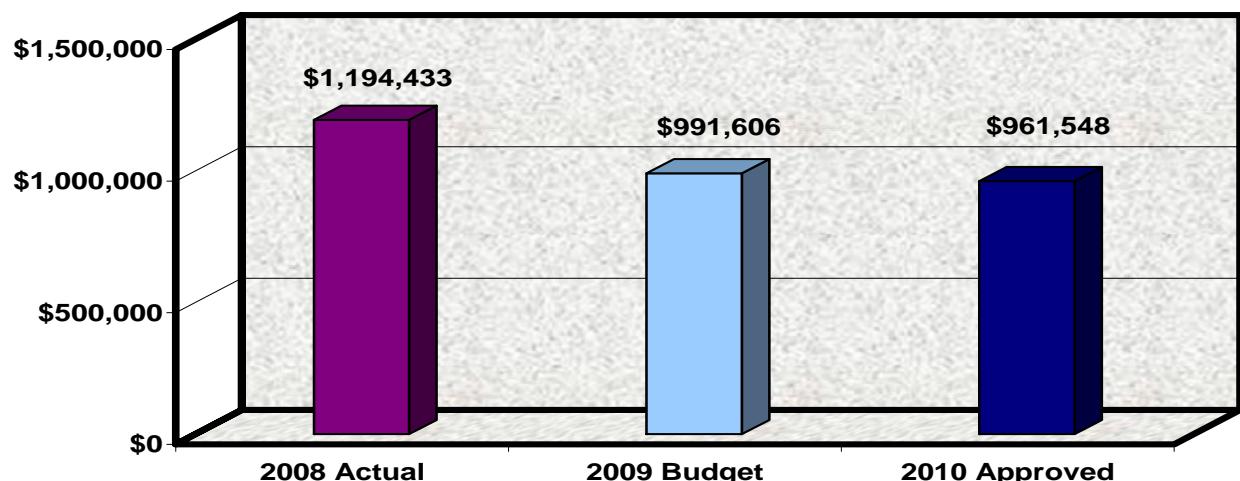


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	UNC	1	1	1
Senior System Administrator	34	1	1	1
Senior Programmer Analyst	32	2	2	2
System Administrator	32	1	1	1
Senior Security Administrator	34	1	1	1
IS System Analyst	30	1	1	1
PC Support Specialist	25	2	2	2
Computer Operator	22	1	1	1
Communications Technician	22	1	1	1
TOTAL FULL TIME		11	11	11

Information Services

BUDGET SUMMARY

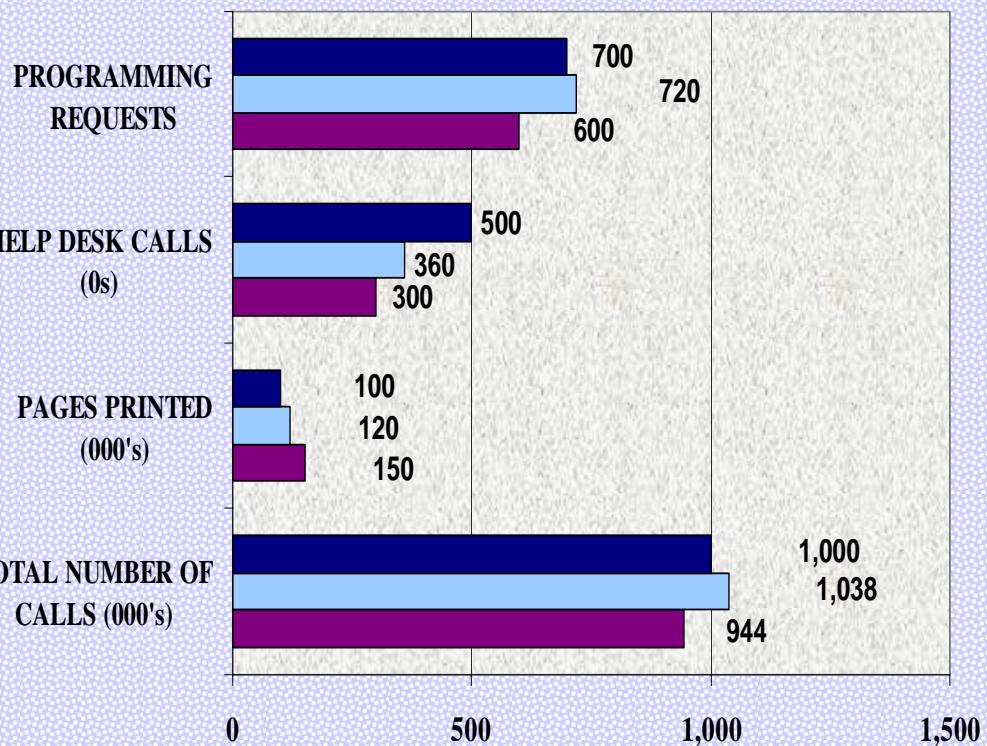
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>1,194,433</u>	<u>991,606</u>	<u>961,548</u>
Total Funding Sources	<u>1,194,433</u>	<u>991,606</u>	<u>961,548</u>
APPROPRIATIONS:			
Salary and Wages	536,907	534,432	477,686
Benefits	136,801	136,288	125,311
Advertising	1,217	1,000	340
Vehicle Expenses	3,549	3,536	2,213
Dues and Subscriptions	300	300	255
Maintenance Charges	237,060	220,000	195,500
Supplies	10,371	11,050	6,843
Professional Services	16,204	15,000	17,000
Utilities	63,513	65,000	59,500
Travel and Training	4,308	5,000	11,900
Minor Equipment/Improvements	96,170	-	-
Fixed Assets	<u>88,033</u>	<u>-</u>	<u>65,000</u>
Total Appropriations	<u>1,194,433</u>	<u>991,606</u>	<u>961,548</u>



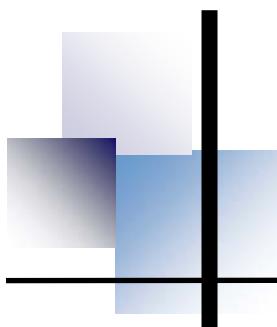
WORKLOAD INDICATORS

COMPARISON - YEARS

2008- 2010



■ 2008 ■ 2009 ■ 2010



GENERAL GOVERNMENT

MISSION

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

GOALS

Continue documentation of processes and working toward the development of a policies and procedure manual at the departmental level

Continue to evaluate processes for efficiency and effectiveness, i.e. taking a fresh look at the way we operate

More utilization of technology for information gathering and dissemination

Continue movement of consistency between departmental operations

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

Completion of at least six audits a year

Assist with the training and implementation of a new general ledger, purchasing, asset management and human resources software package

Begin the accumulation of data to track sensitive/traceable non capital assets the County holds



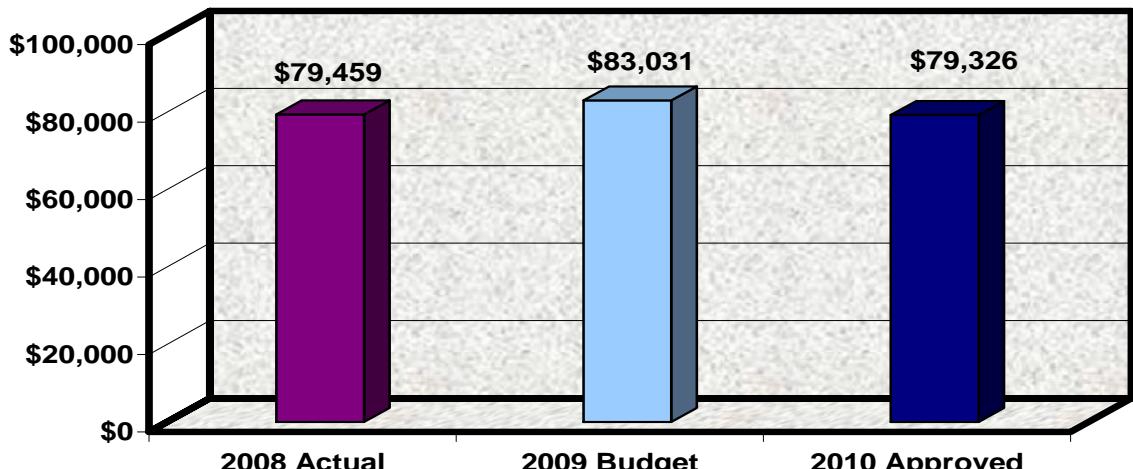
Internal Auditor

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Internal Auditor	UNC	1	1	1
TOTAL FULL TIME		<hr/> 1	<hr/> 1	<hr/> 1

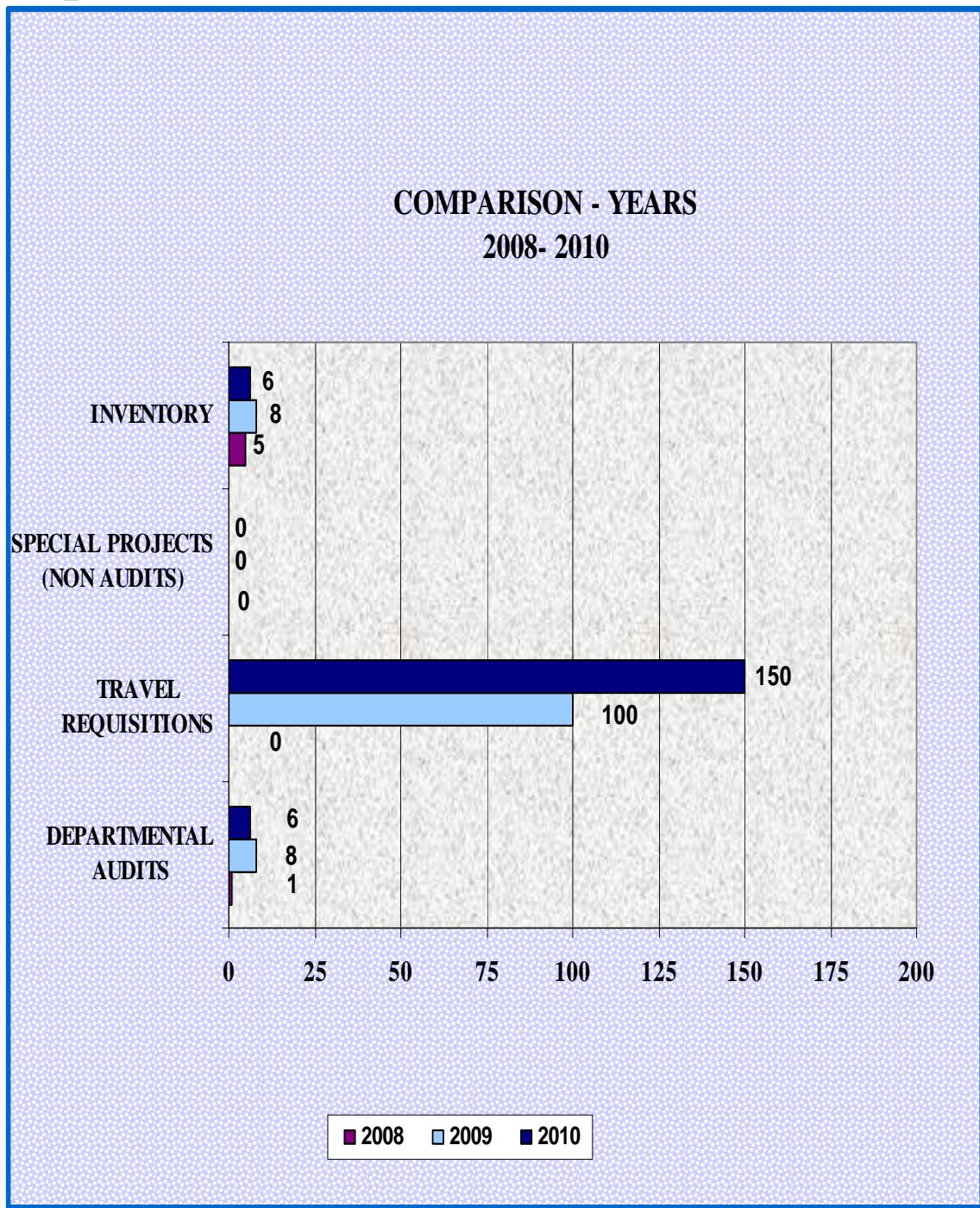
Internal Audit

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>79,459</u>	<u>83,031</u>	<u>79,326</u>
Total Funding Sources	<u>79,459</u>	<u>83,031</u>	<u>79,326</u>
APPROPRIATIONS:			
Salary and Wages	67,686	66,914	66,914
Benefits	10,181	10,242	9,802
Advertising	-	-	-
Audit & Legal	-	-	-
Vehicle Expenses	-	-	-
Dues and Subscriptions	450	450	400
Supplies	18	425	85
Professional Services	-	-	-
Travel and Training	1,124	5,000	2,125
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	79,459	83,031	79,326



WORKLOAD INDICATORS



Legal Services

MISSION

To provide Legal guidance to the Douglas County Board of Commissioners, County Department Heads, and Employees to assist in providing services to the Citizens of Douglas County

FUNCTIONS

- **Provide legal service**
- **Defend County in lawsuits**
- **Review all legislation**
- **County Attorney Services are contracted out.**



Staff
Attorney

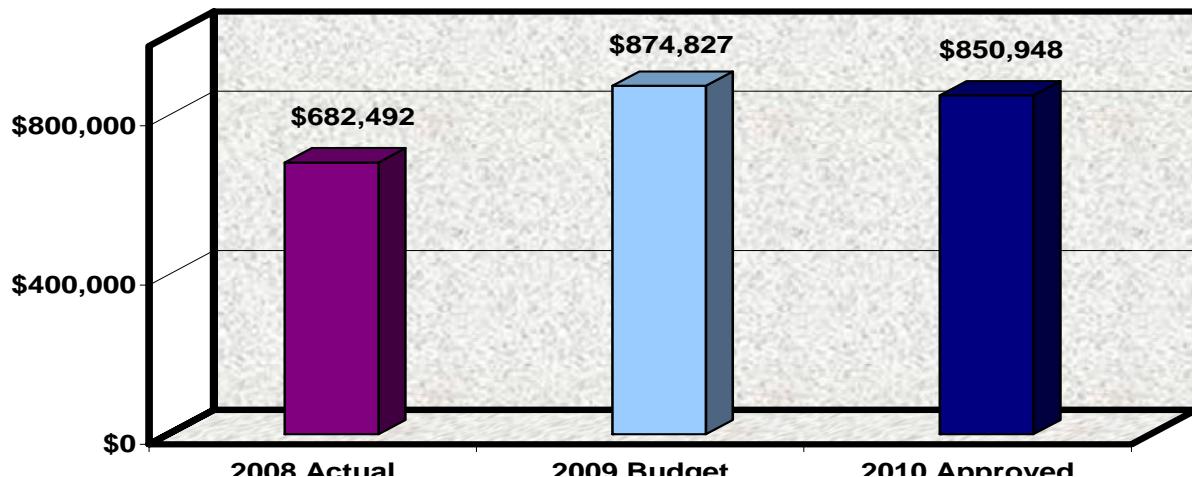
Principal
Secretary

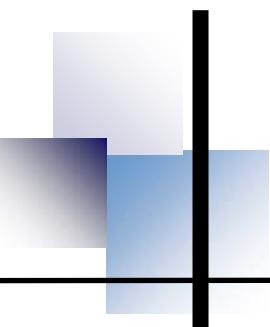
<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Staff Attorney	UNC	1	1	1
Principal Secretary	21	1	1	1
TOTAL FULL TIME		2	2	2

Legal Services

BUDGET SUMMARY

	2008 ACTUAL	2009 BUDGET	2010 APPROVED
FUNDING SOURCES:			
General Fund Contribution	<u>682,492</u>	<u>874,827</u>	<u>850,948</u>
Total Funding Sources	<u>682,492</u>	<u>874,827</u>	<u>850,948</u>
APPROPRIATIONS:			
Salary and Wages	79,490	129,312	114,521
Benefits	28,271	28,037	30,429
Advertising	-	-	-
Audit & Legal	274,998	405,000	438,502
Dues and Subscriptions	10,886	7,256	6,631
Equipment Rental	-	-	-
Supplies	434	370	850
Professional Services	285,613	300,000	255,000
Utilities	760	852	765
Travel and Training	2,040	4,000	4,250
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>682,492</u>	<u>874,827</u>	<u>850,948</u>





MISSION

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

FUNCTIONS

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

GOALS

Continue to enhance motor pool usage through the addition of new and dependable, used vehicles in order to provide efficient centralized transportation for departments requiring occasional use of vehicles

Refine day-to-day administration of Motor Pool policies and procedures to meet the needs of the motor Pool by requiring accountability from users

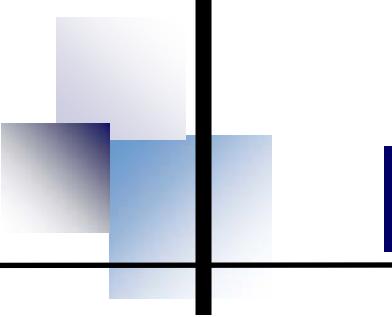
Develop a website for online scheduling with downloadable forms, policies, procedures and “easy to follow” instructions to reserve Motor Pool vehicles

Promote County conservation measures and schedule disposition of underutilized vehicles

PERSONNEL

Administered by the Fleet Management Department and Government Services

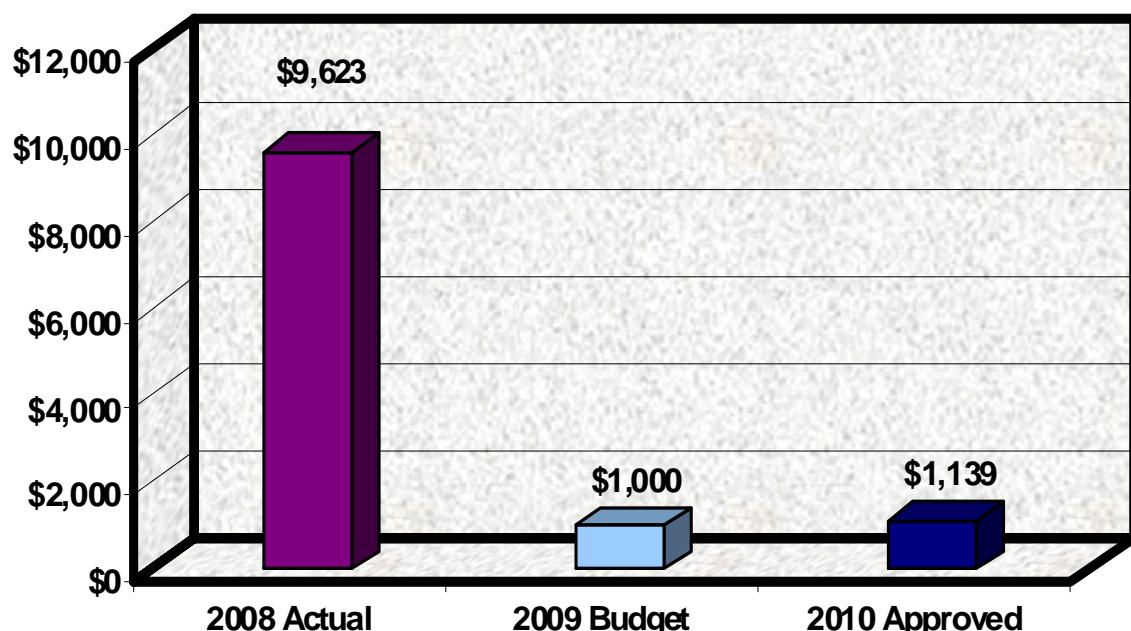




Motor Pool

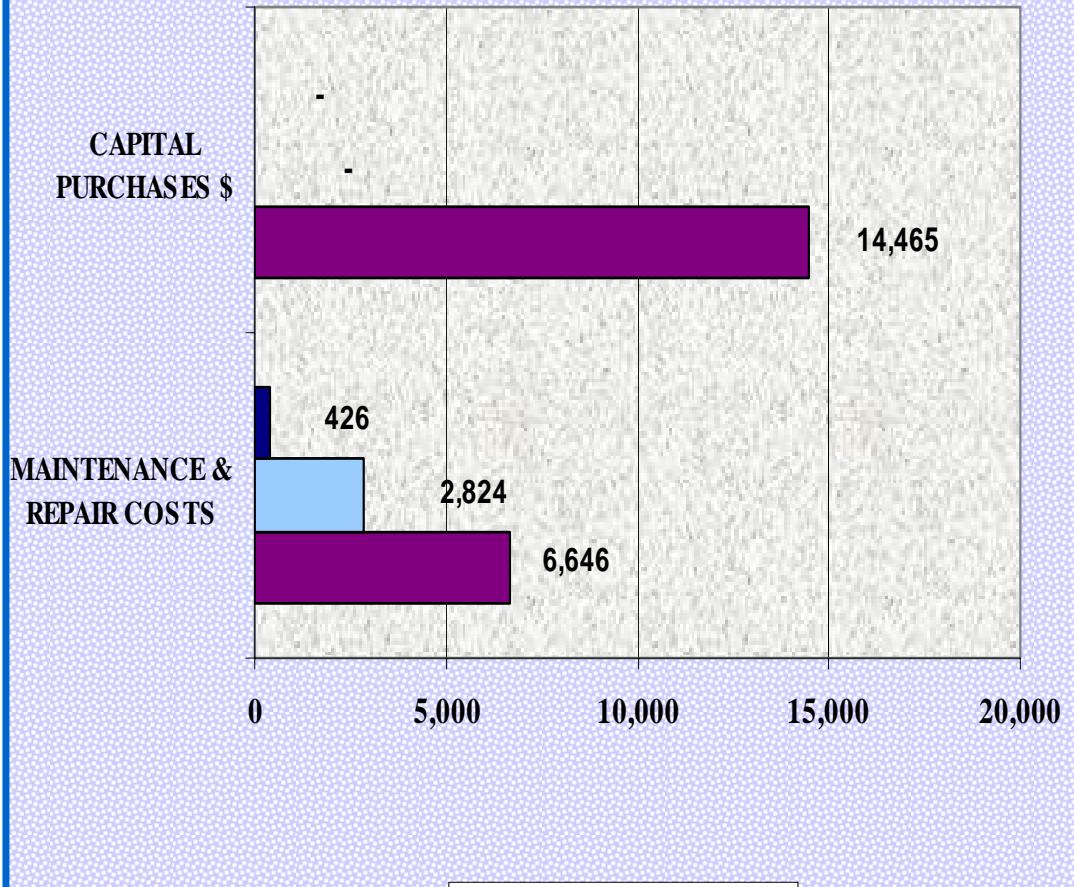
BUDGET SUMMARY

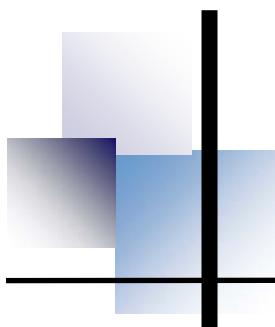
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>9,623</u>	<u>1,000</u>	<u>1,139</u>
Total Funding Sources	9,623	1,000	1,139
APPROPRIATIONS:			
Vehicle Expenses	(5,517)	750	926
Supplies	675	250	213
Fixed Assets	<u>14,465</u>	-	-
Total Appropriations	9,623	1,000	1,139



WORKLOAD INDICATORS

COMPARISON - YEARS 2008- 2010





Printing & Mail

GENERAL GOVERNMENT

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

FUNCTIONS

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

GOALS

Improve the efficiency of processing printing work orders by providing on-line order submittal

Improve the quality of printing work for all departments by acquiring new technology for improved imaging appearance

Provide timely delivery of all printed materials through the use of technology for greater productivity without sacrificing quality

Encourage communications with departments and working with them to meet critical needs

Provide efficient mail processing for all departments by adhering to an established time schedule

Be responsive to all departments with sensitive and accountable mail



PERSONNEL SUMMARY AND ORGANIZATION

Printing & Mail

Printing Supervisor

Printer

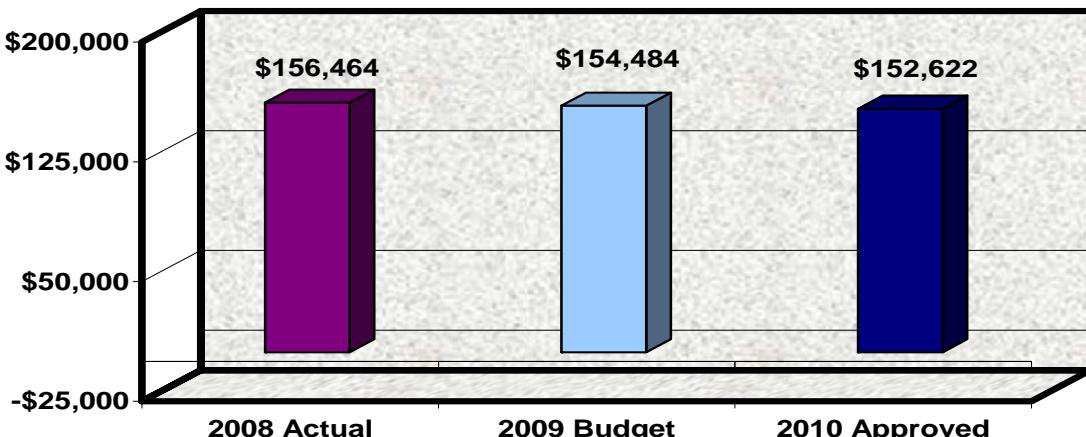
Mail Clerk

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Supervisor	22	1	1	1
Printer	20	1	1	1
Mail Clerk	16	1	1	1
TOTAL FULL TIME		3	3	3

Printing & Mail

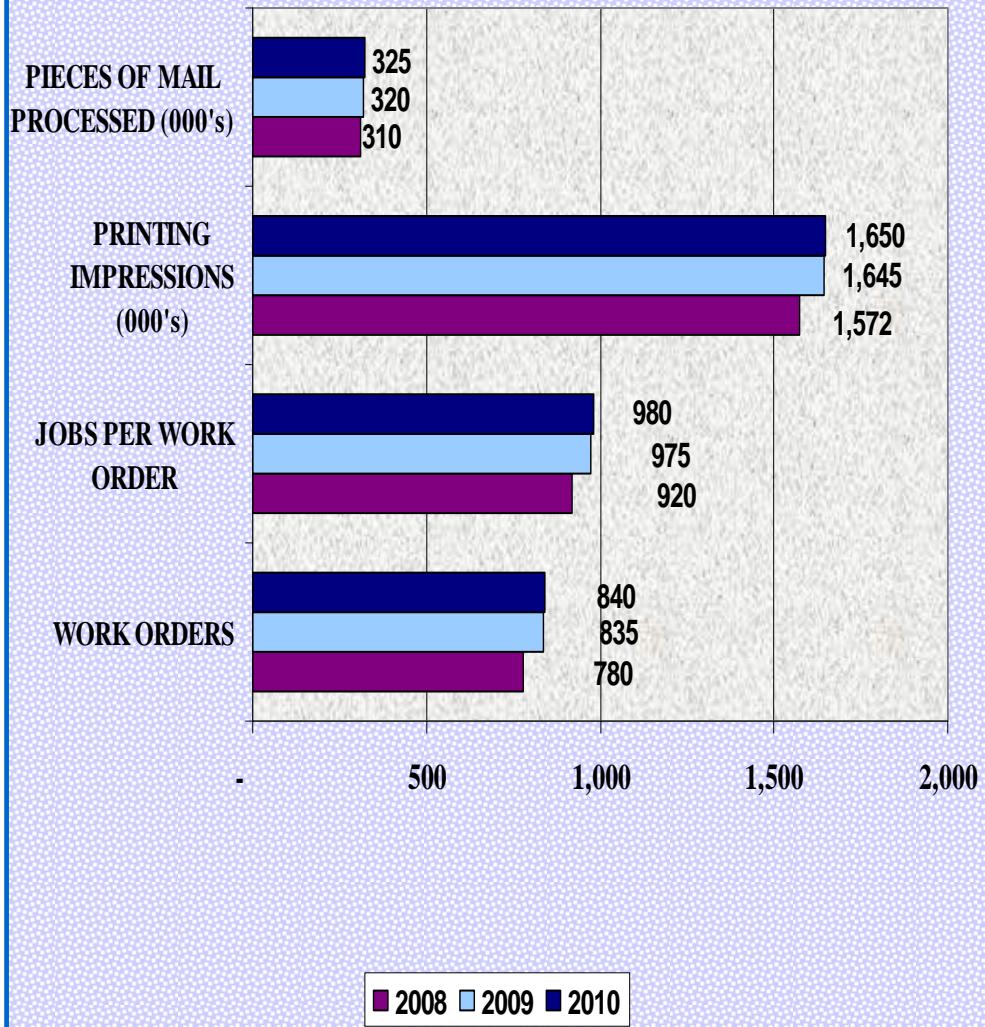
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>156,464</u>	<u>154,484</u>	<u>152,622</u>
Total Funding Sources	<u>156,464</u>	<u>154,484</u>	<u>152,622</u>
APPROPRIATIONS:			
Salary and Wages	102,459	101,728	101,946
Benefits	40,437	38,685	40,314
Advertising	-	-	-
Vehicle Expenses	1,993	2,071	1,470
Equipment Rental	1,530	2,000	1,063
Maintenance Charges	5,722	5,000	5,950
Supplies	3,113	4,250	1,709
Professional Services	-	-	-
Utilities	-	100	-
Travel and Training	49	650	-
Uniforms	1,161	-	170
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>156,464</u>	<u>154,484</u>	<u>152,622</u>



WORKLOAD INDICATORS

COMPARISON - YEARS 2008- 2010



MISSION

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

FUNCTIONS

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

GOALS

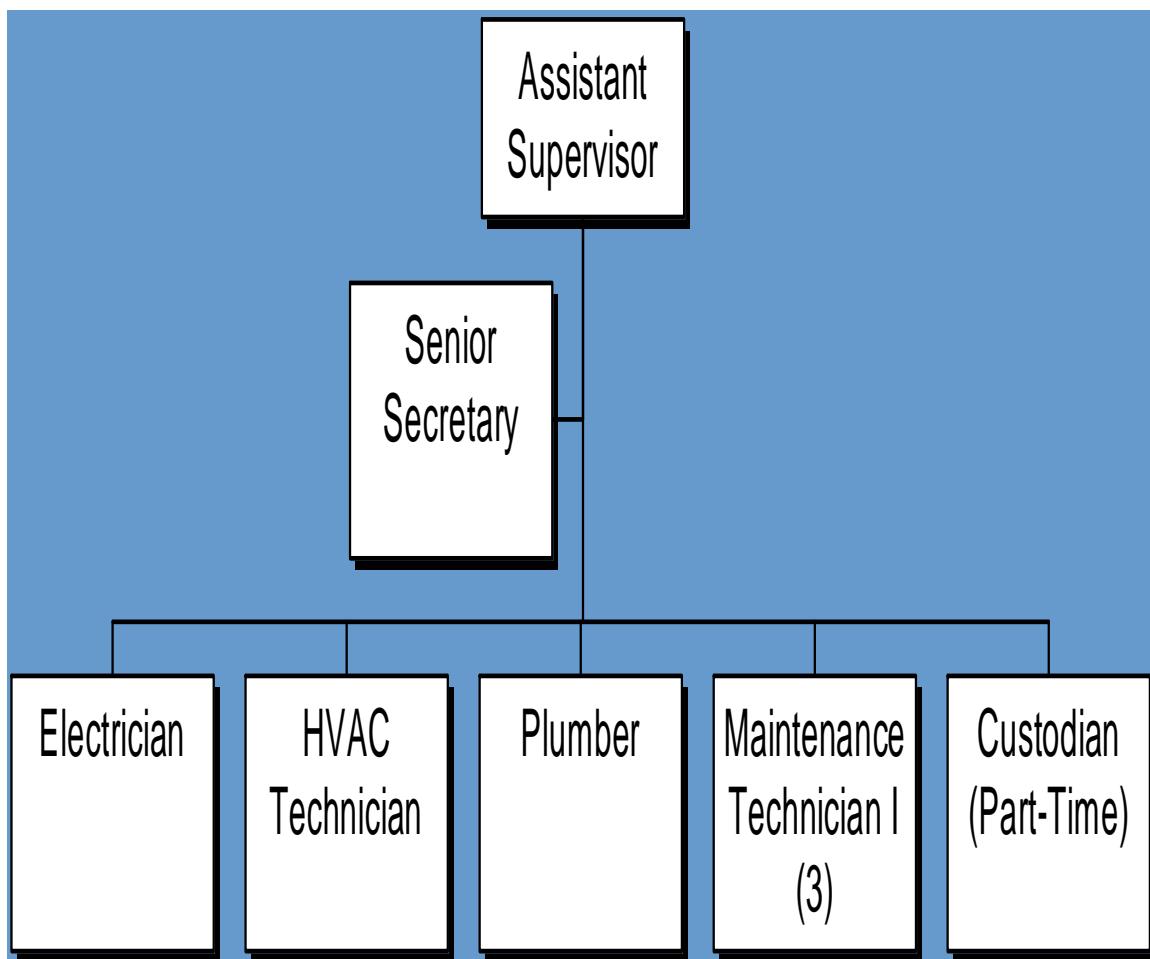
Maintain each County building to the same degree of maintenance by continuing to accumulate information on the buildings and manage the property maintenance budget for each building

Continue to seek the lowest price for maintenance materials and labor for the best quality of work

Create a long range maintenance plan to over come emergency repairs and day to day maintenance costs



PERSONNEL SUMMARY AND ORGANIZATION

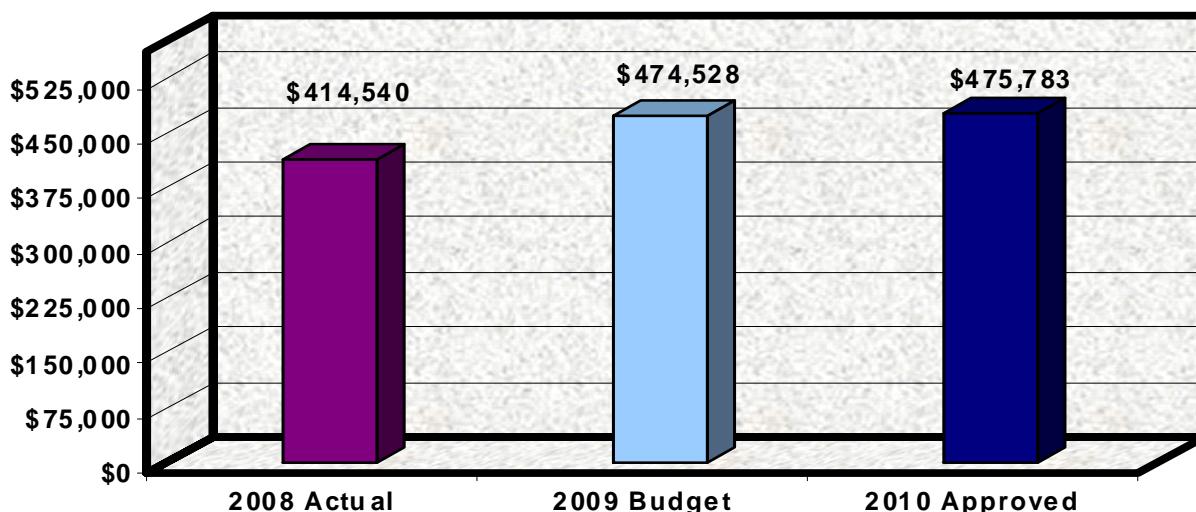


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Assistant Maintenance Super.	24	1	1	1
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Plumber	23	1	1	1
Maintenance Technician I	18	2	2	2
Senior Secretary	19	1	1	1
Custodian	PT	1	1	1
TOTAL FULL TIME		7	7	7
TOTAL PART TIME		1	1	1

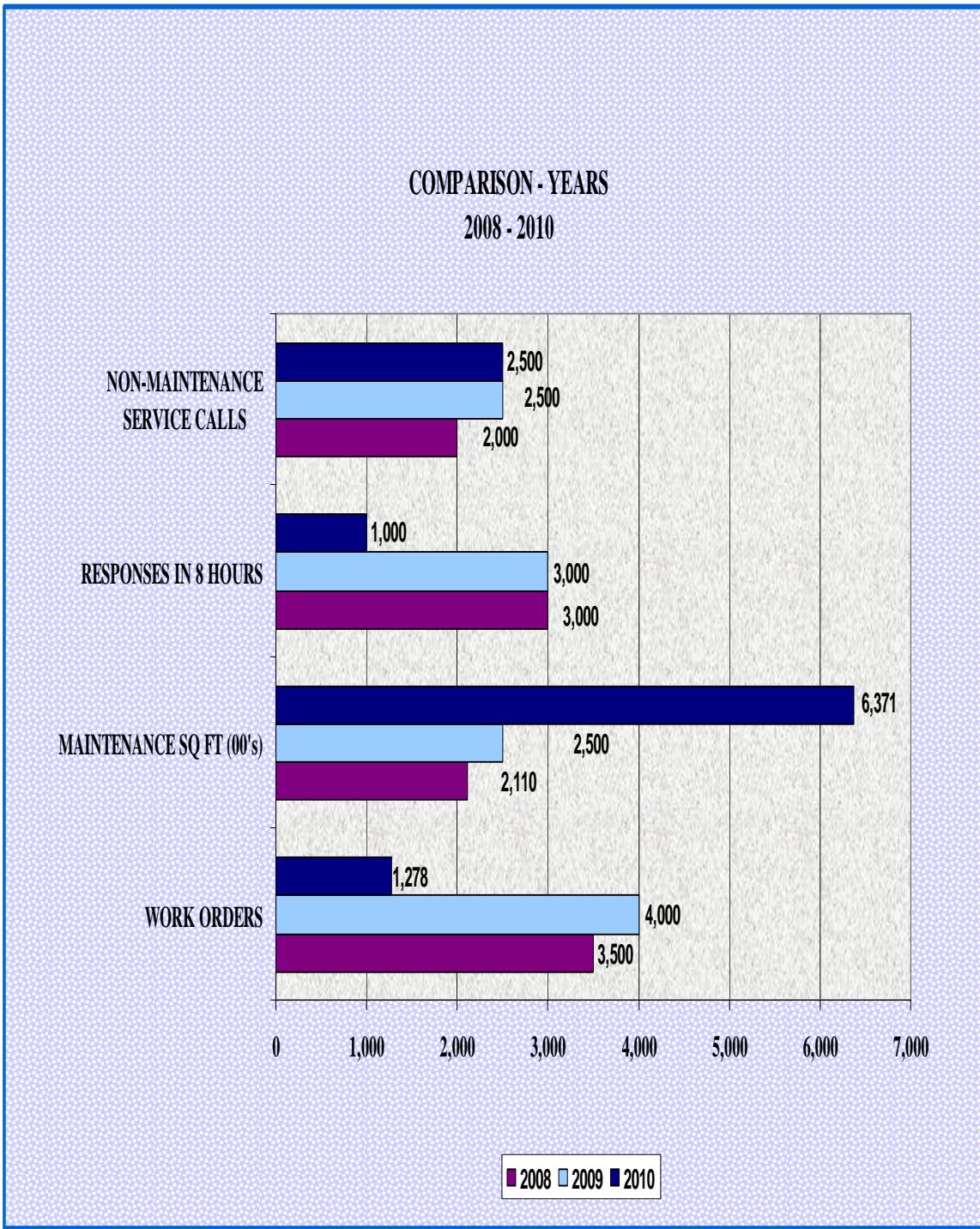
Property Management

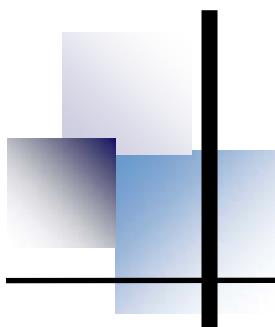
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>414,540</u>	<u>474,528</u>	<u>475,783</u>
Total Funding Sources			
	414,540	474,528	475,783
APPROPRIATIONS:			
Salary and Wages	203,025	249,461	248,961
Benefits	85,787	79,052	81,499
Advertising	-	-	-
Vehicle Expenses	15,190	14,140	14,825
Equipment Rental	1,249	2,000	425
Maintenance Charges	34,198	25,800	96,094
Supplies	5,578	6,575	7,289
Professional Services	400	1,500	4,250
Utilities	19,892	19,000	17,850
Travel and Training	2,213	1,000	2,550
Uniforms	4,453	1,000	2,040
Minor Equipment/Improvements	12,511	-	-
Fixed Assets	<u>30,044</u>	<u>75,000</u>	<u>-</u>
Total Appropriations			
	414,540	474,528	475,783



WORKLOAD INDICATORS





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

Continue to support all efforts towards the implementation of the New World software and train County personal on the Purchasing function of the software

Continue to improve upon 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

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

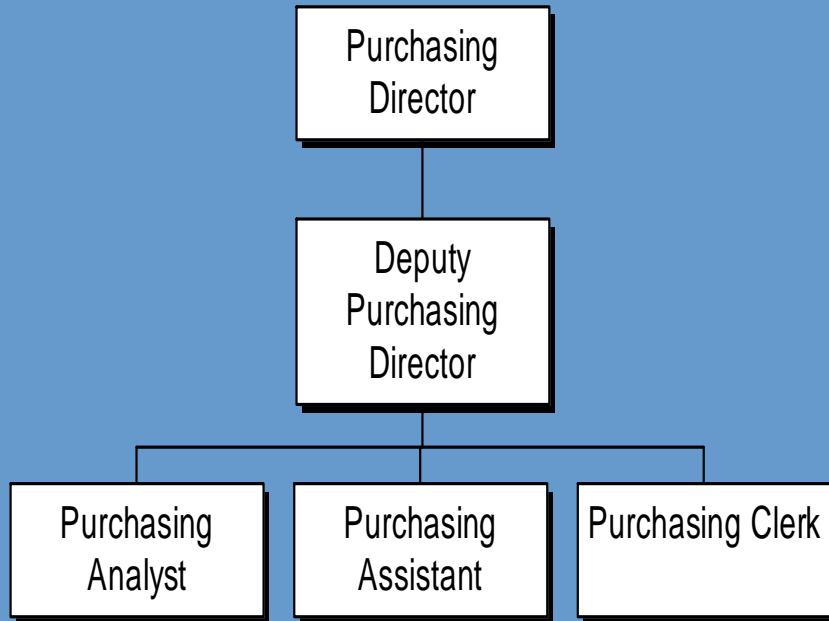
Continue to train and encourage staff to pursue continuing education in the field of Purchasing

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



Purchasing

PERSONNEL SUMMARY AND ORGANIZATION

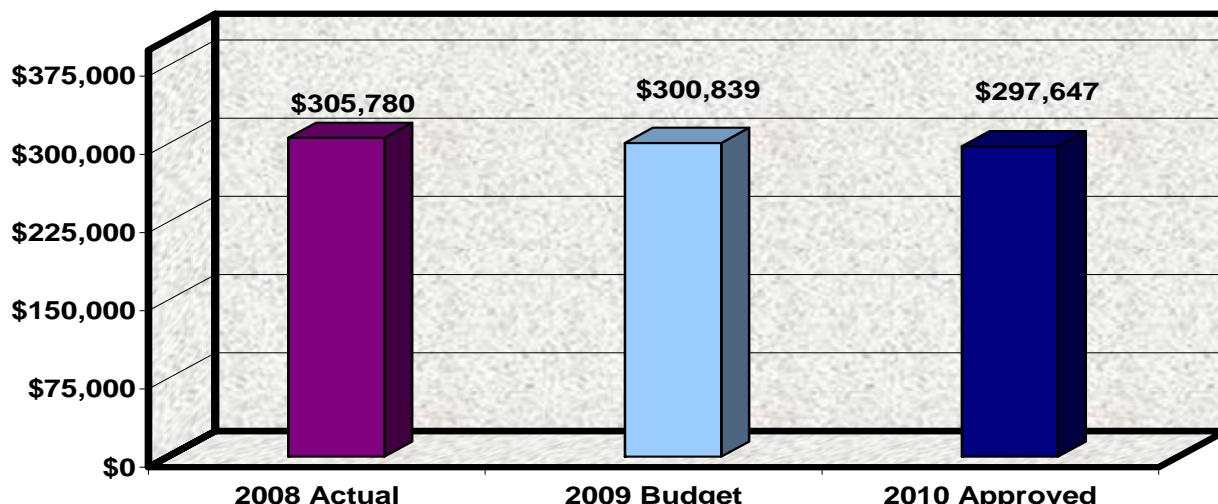


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	34	1	1	1
Deputy Purchasing Director	30	1	1	1
Purchasing Analyst	25	1	1	1
Buyer I / Purchasing Asst.	22	1	1	1
Purchasing Clerk	16	1	1	1
TOTAL FULL TIME		5	5	5

Purchasing

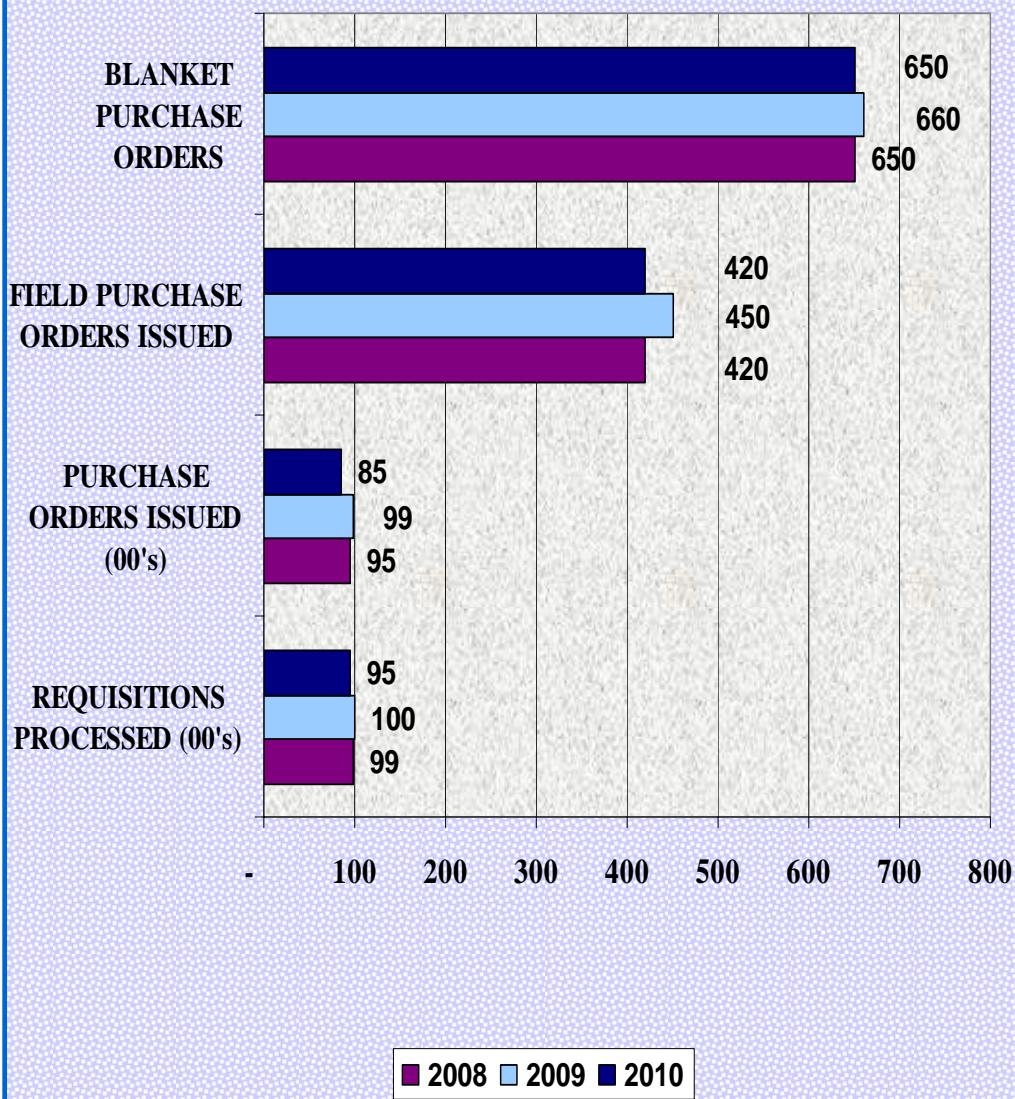
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>305,780</u>	<u>300,839</u>	<u>297,647</u>
Total Funding Sources	<u>305,780</u>	<u>300,839</u>	<u>297,647</u>
APPROPRIATIONS:			
Salary and Wages	217,501	220,569	221,828
Benefits	71,154	63,820	62,635
Advertising	200	350	298
Dues and Subscriptions	950	2,000	2,125
Maintenance Charges	1,179	1,300	816
Supplies	8,811	9,000	6,375
Professional Services	2,288	1,000	1,275
Utilities	1,377	1,300	1,020
Travel and Training	2,320	1,500	1,275
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>305,780</u>	<u>300,839</u>	<u>297,647</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2008- 2010



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

Complete the Clerk of Superior Court's civil case files from the late 1800s to present for historic preservation and better accessibility (2-3 year project):

- The Clerk of Superior Court civil case files range from the late 1800s to present and encompass 1,392 cubic feet or approximately 69,600 cases
- Flatten case files, place in acid-free folders and boxes, and label by dead file number. Re-folder approximately 250 boxes and re-box all older case files
- Inventory all case files and enter by either dead file number or by case number
- Record missing numbers, the content descriptions, and new locations of each box
- Inventory transcripts, motions, and updates. Interfile when appropriate
- Conduct civil case files database inventory check
- Create civil case file guide

Process and image building permits (1998-2002) and index by permit number to increase retrievability

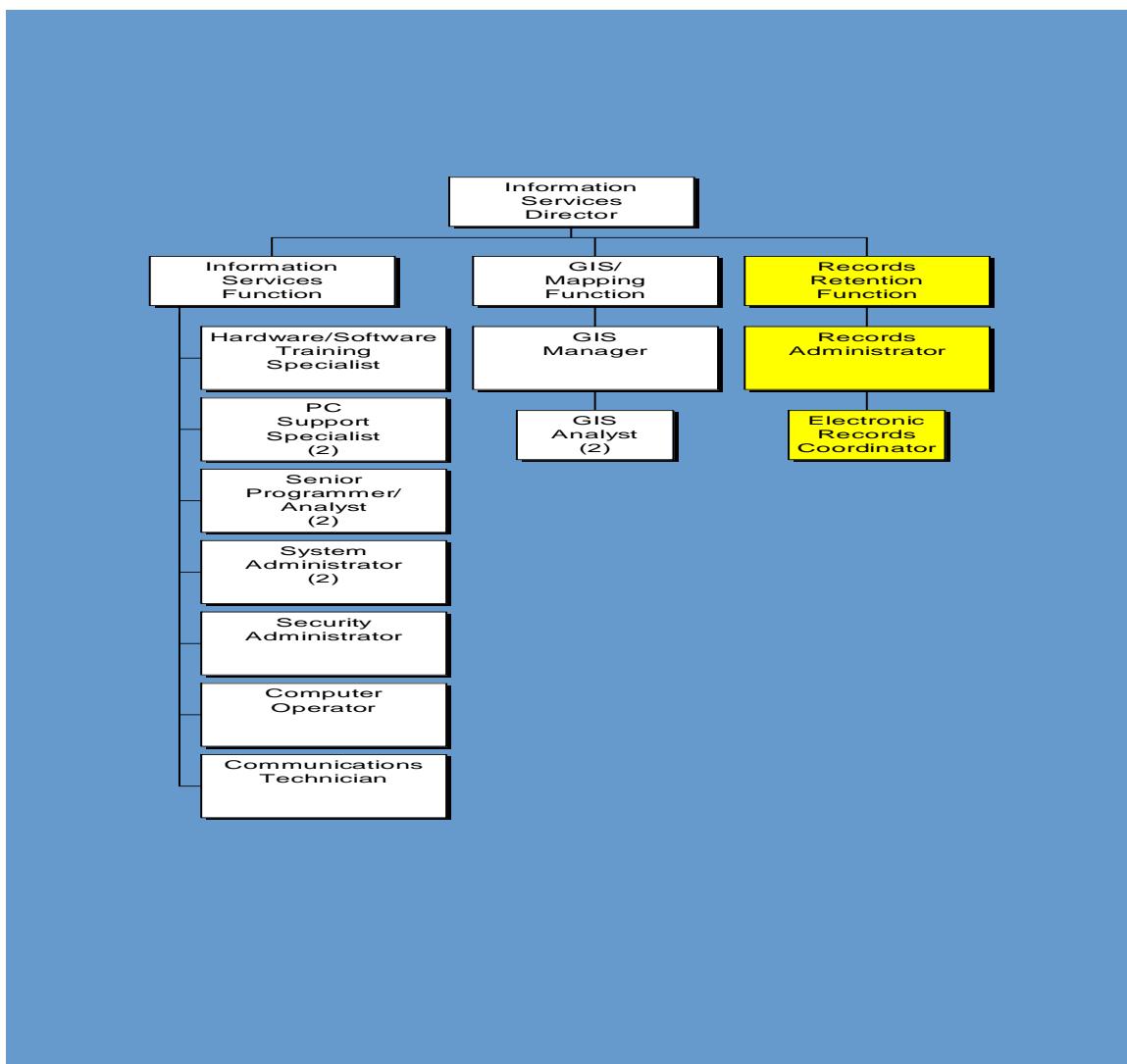
- Prepare documents for scanning by flattening, removing external objects, such as staples and paper clips, and ensuring building permit and/or certificate of occupancy are the first documents in each file
- Index each file by permit number of retrieval

Complete OCR for Planning and Zoning Meeting Minutes up to 2008 and Planning and zoning Variance Meeting Minutes from June 1967 to 2008 to make documents text searchable



PERSONNEL SUMMARY AND ORGANIZATION

Records Retention

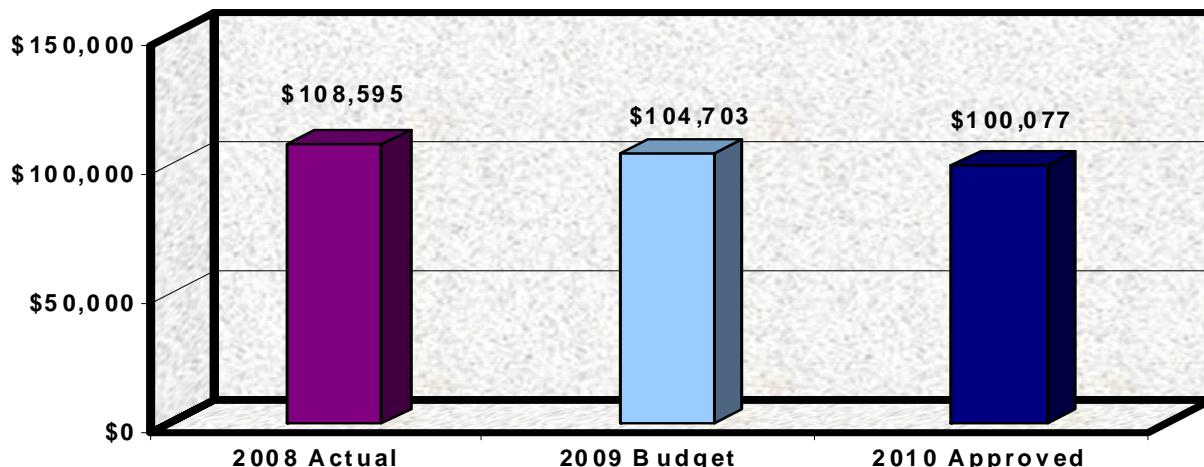


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Coord.	17	1	1	1
TOTAL FULL TIME		2	2	2

Records Retention

BUDGET SUMMARY

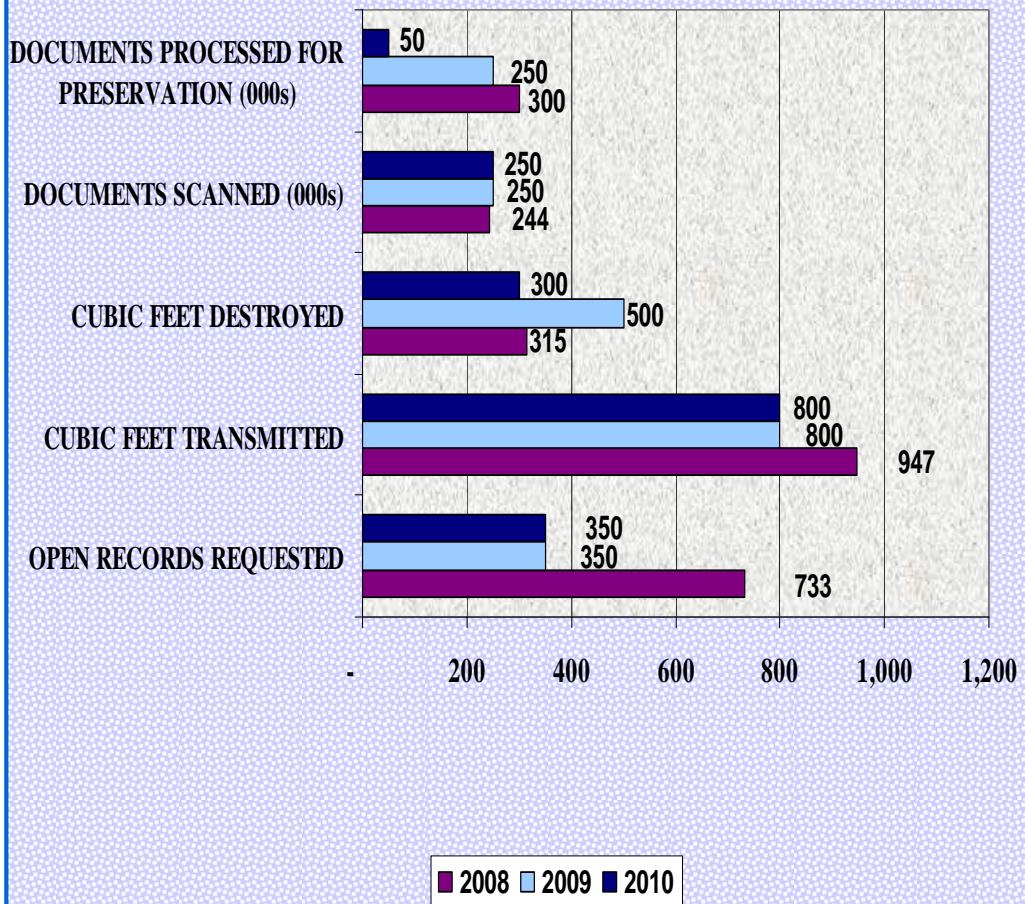
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>108,595</u>	<u>104,703</u>	<u>100,077</u>
Total Funding Sources	<u>108,595</u>	<u>104,703</u>	<u>100,077</u>
APPROPRIATIONS:			
Salary and Wages	69,804	70,923	69,864
Benefits	17,850	18,075	17,590
Advertising	-	-	-
Vehicle Expenses	-	-	-
Dues and Subscriptions	416	530	340
Maintenance Charges	-	-	-
Supplies	4,977	7,135	5,313
Professional Services	5,513	5,940	5,525
Utilities	-	-	-
Travel and Training	1,534	2,100	1,445
Minor Equipment/Improvements	875	-	-
Fixed Assets	<u>7,626</u>	<u>-</u>	<u>-</u>
Total Appropriations	108,595	104,703	100,077



WORKLOAD INDICATORS

COMPARISON - YEARS

2008- 2010



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

- Revise the Health and Safety Manual**
- Conduct monthly Safety Board meetings**
- Monitor insurance schedules to ensure proper coverage of assets**
- Streamline workers compensation and light duty processes**
- Update Material data Safety Sheets throughout county facilities**
- Conduct employee, driver and safety training**
- Develop various Risk Management plans**
- Continue tracking claims, managing subrogation files and performing collection tasks**
- Conduct community Park Inspections**
- Manage ACCG Health and Wellness grant, to include promoting Walk GA**



Risk & Safety Manager

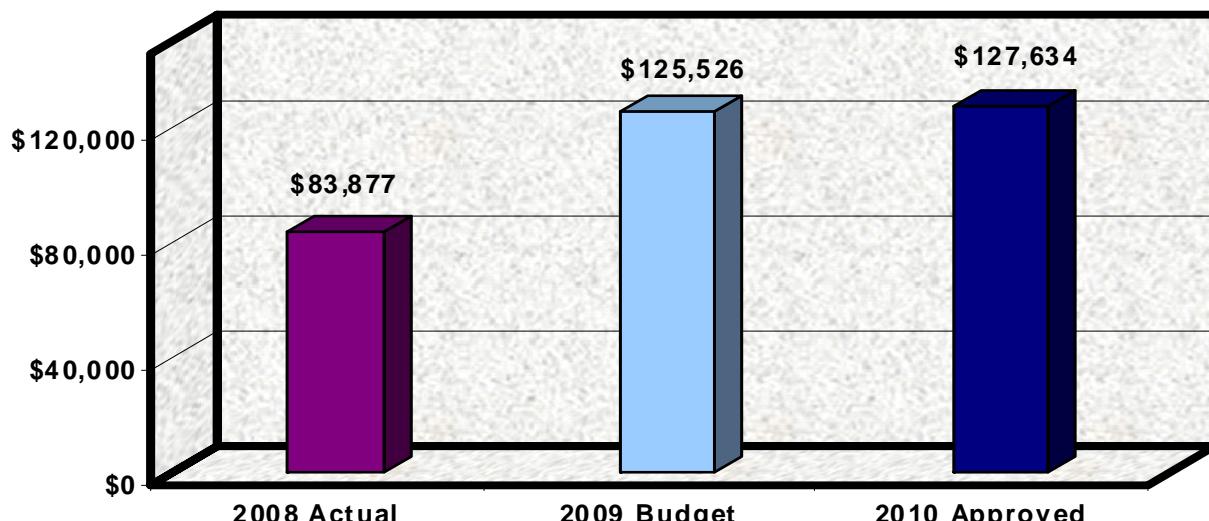
Claims Administrator

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Manager	UNC	1	1	1
Claims Administrator	20	1	1	1
TOTAL FULL TIME		2	2	2

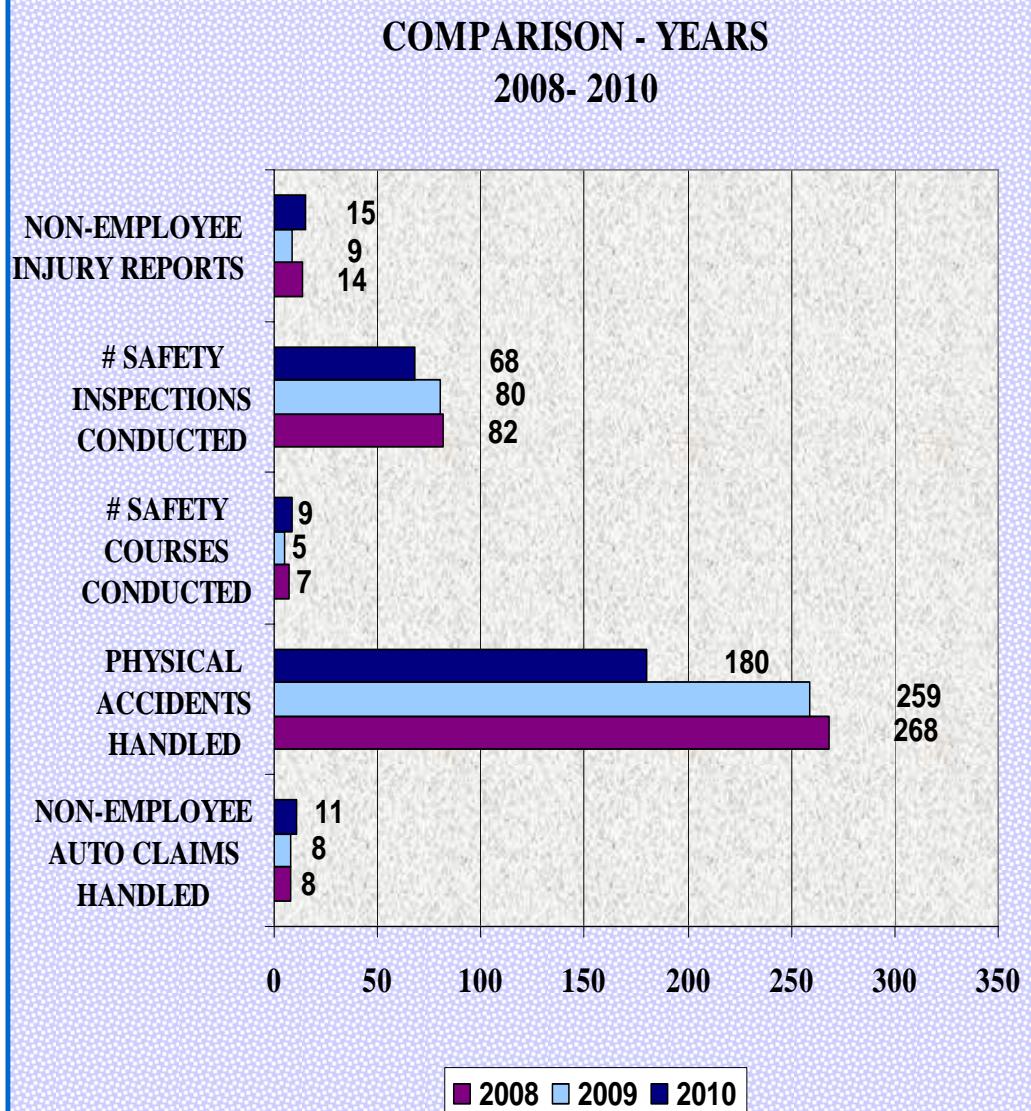
Risk & Safety

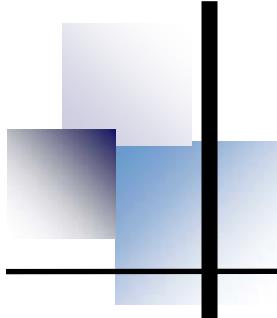
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>83,877</u>	<u>125,526</u>	<u>127,634</u>
Total Funding Sources	83,877	125,526	127,634
APPROPRIATIONS:			
Salary and Wages	56,053	90,691	90,923
Benefits	16,376	26,749	26,533
Advertising	3,095	-	-
Dues and Subscriptions	1,096	1,500	982
Vehicle Expenses	405	1,136	2,499
Maintenance Charges	-	-	-
Supplies	2,112	2,050	3,118
Professional Services	490	2,400	901
Travel and Training	4,250	1,000	2,678
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>83,877</u>	<u>125,526</u>	<u>127,634</u>



WORKLOAD INDICATORS





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

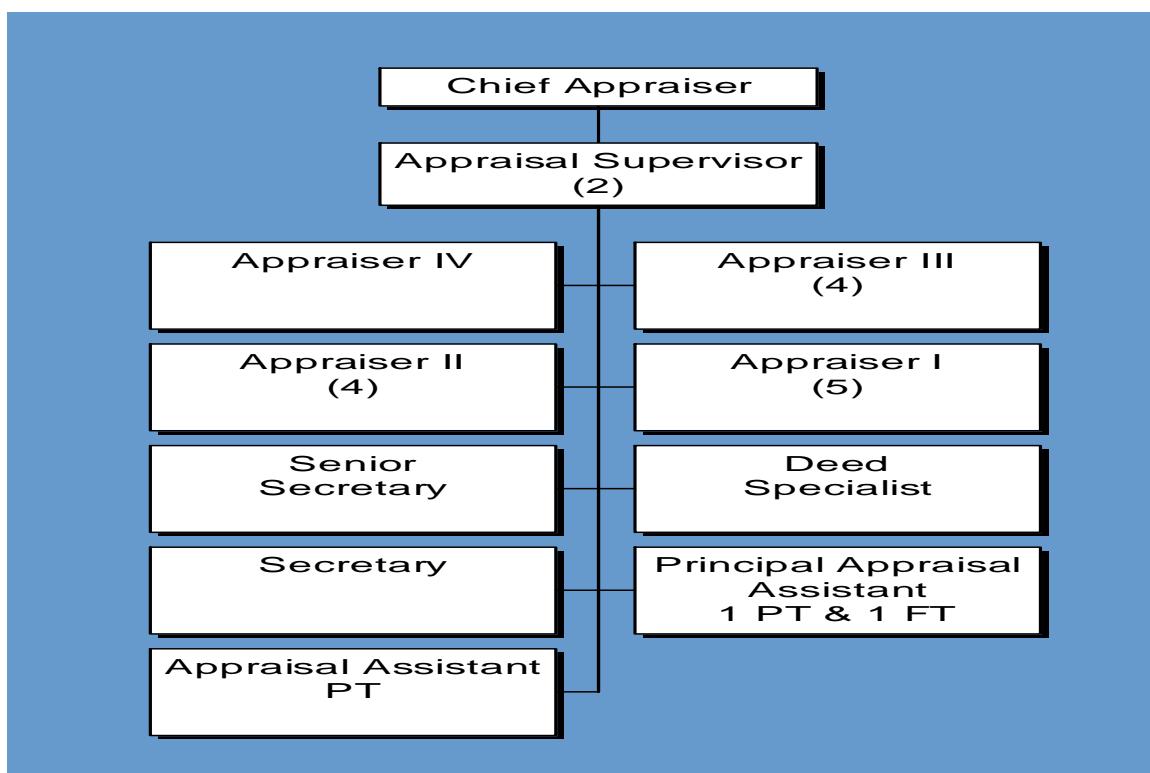
Ensure customer service is always a priority

Maintain employee education to ensure professionalism



PERSONNEL SUMMARY AND ORGANIZATION

Tax Appraisal

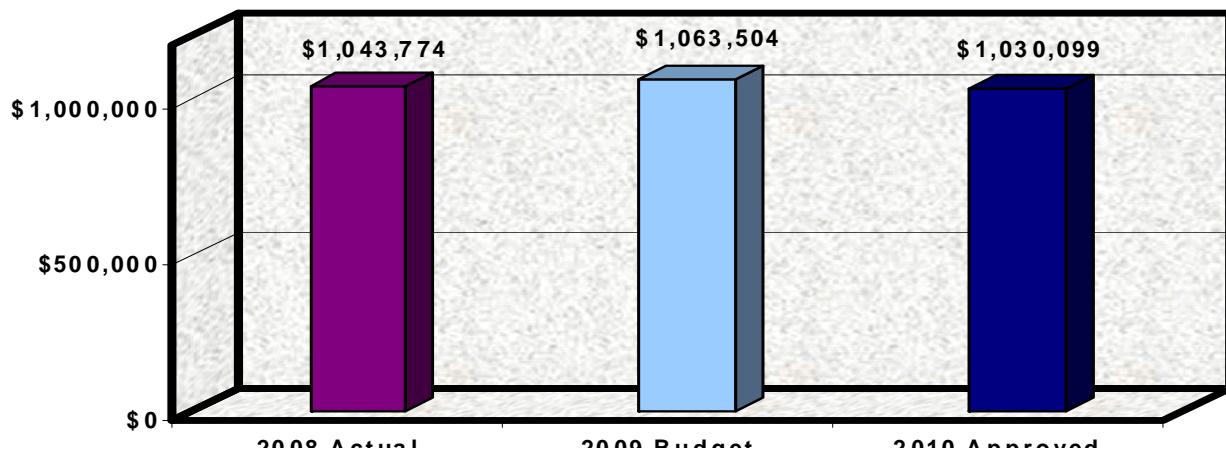


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	28	2	2	2
Appraiser IV	27	1	2	2
Appraiser III	24	3	2	2
Appraiser II	22	6	5	5
Appraiser I	20	4	3	3
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Principal Appraisal Assistant	19	1	1	1
Secretary	16	1	1	1
Principal Appraisal Assistant	PT	1	0	0
Appraisal Assistant	PT	1	1	1
TOTAL FULL TIME		21	19	19
TOTAL PART TIME		2	1	1

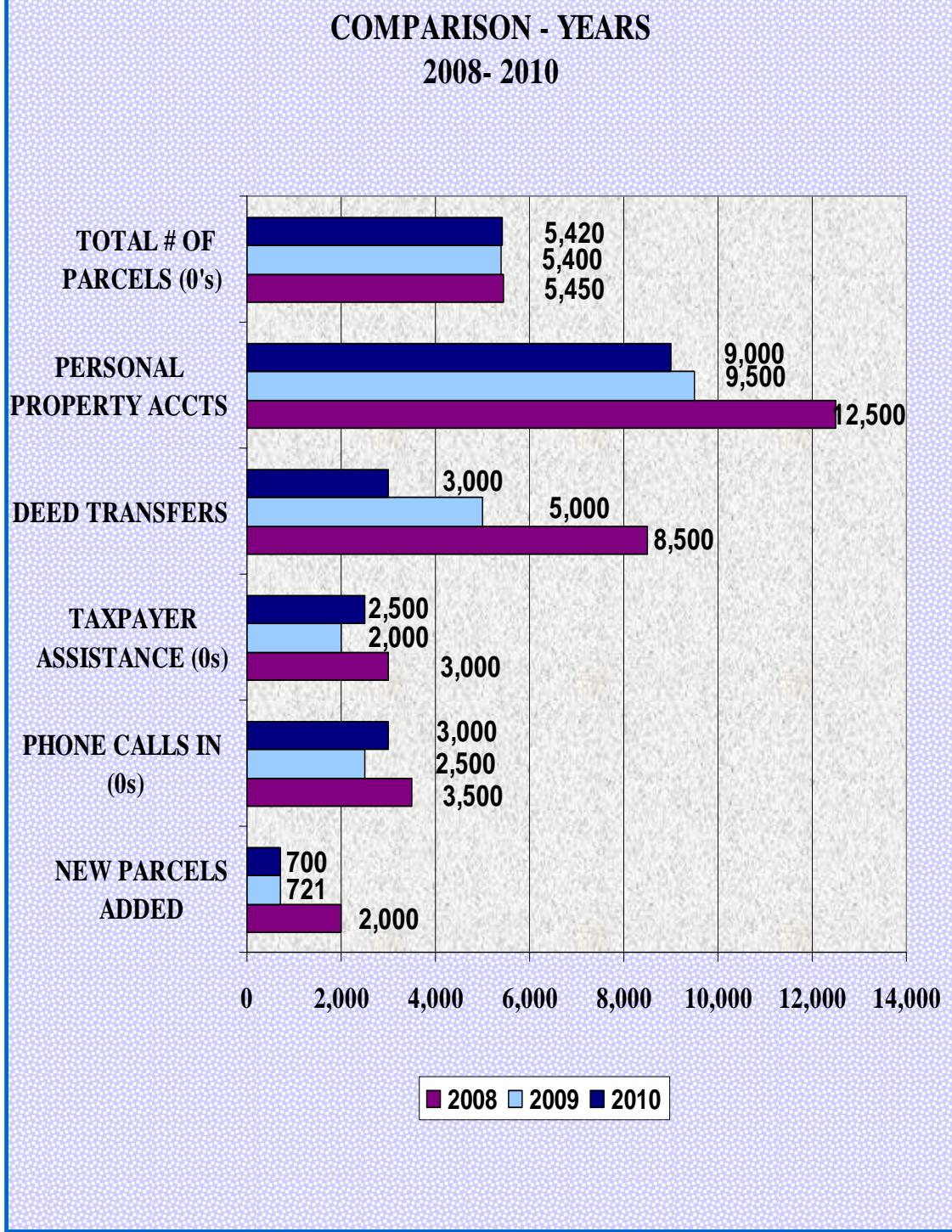
Tax Appraisal

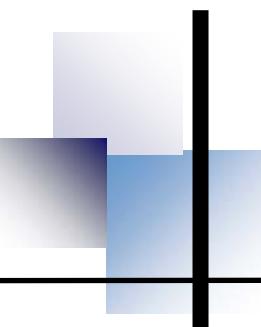
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>1,043,774</u>	<u>1,063,504</u>	<u>1,030,099</u>
Total Funding Sources	1,043,774	1,063,504	1,030,099
APPROPRIATIONS:			
Salary and Wages	728,851	772,127	734,521
Benefits	277,917	258,061	274,053
Advertising	410	600	349
Audit & Legal	-	-	-
Vehicle Expenses	9,741	9,586	6,785
Dues and Subscriptions	2,431	3,500	2,125
Equipment Rental	-	-	-
Maintenance Charges	481	480	408
Supplies	11,609	9,250	7,480
Professional Services	195	-	-
Rent	-	-	-
Utilities	2,415	2,400	-
Travel and Training	6,346	7,500	3,825
Uniforms	1,998	-	553
Minor Equipment/Improvements	1,380	-	-
Fixed Assets	-	-	-
Total Appropriations	1,043,774	1,063,504	1,030,099



WORKLOAD INDICATORS





GENERAL GOVERNMENT

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

Complete revaluation of commercial properties

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



PERSONNEL SUMMARY AND ORGANIZATION

Tax Assessors

**Assessor
Chairman**

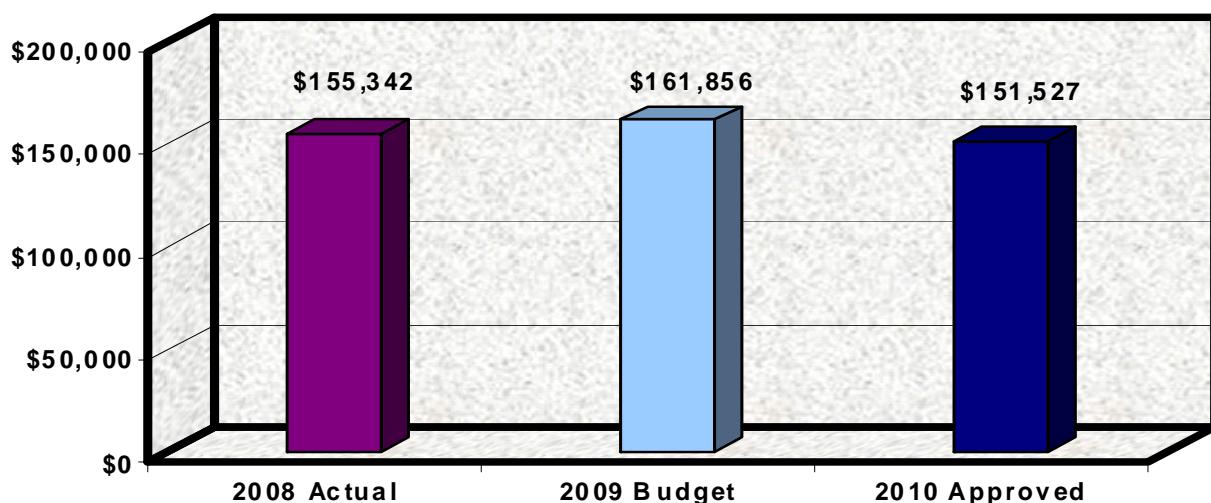
**Assessor
(4)**

	<u>POSITION</u>	<u>GRADE</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Assessor Chairman	PT		1	1	1
Assessor	PT		4	4	4
TOTAL PART TIME			5	5	5

Tax Assessors

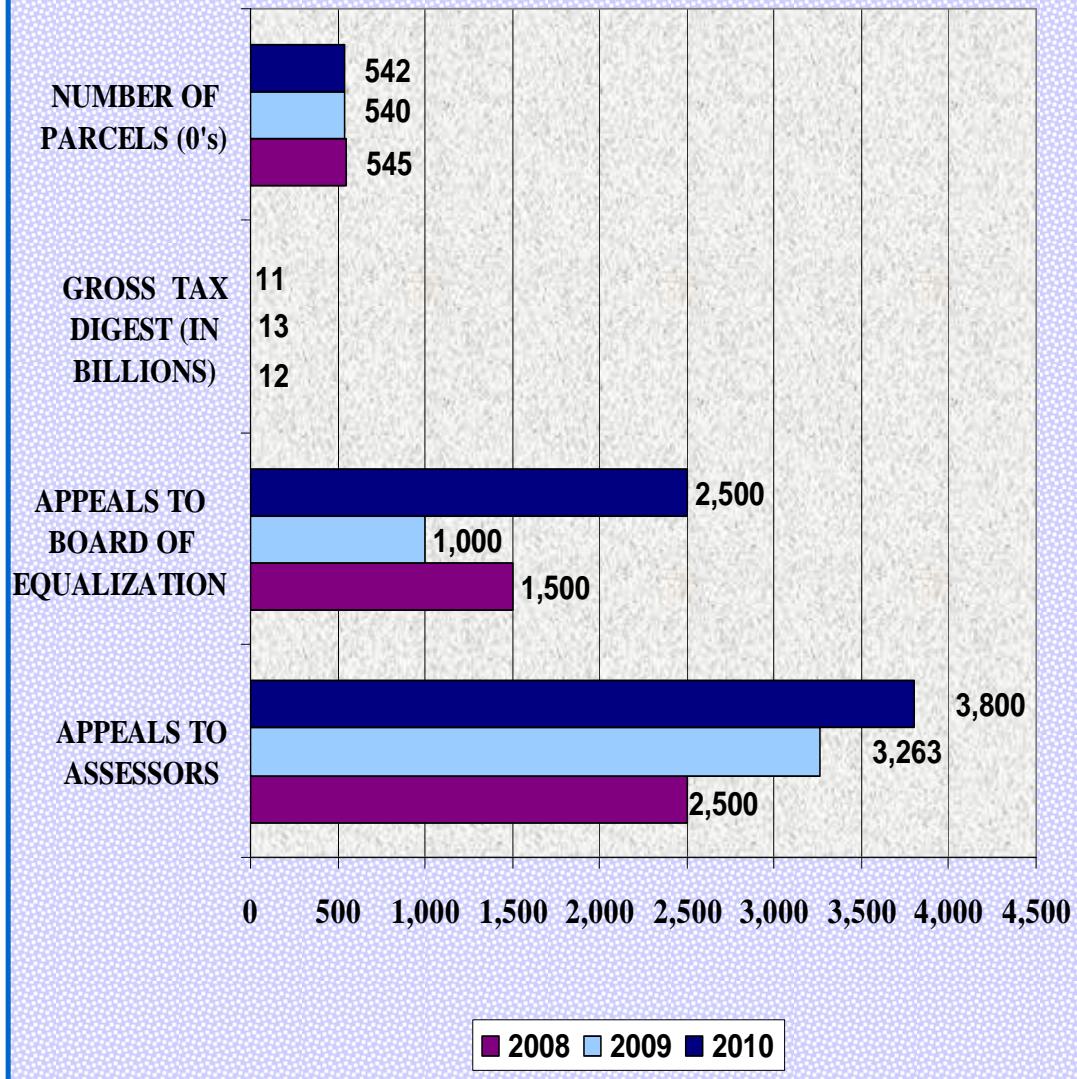
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	155,342	161,856	151,527
Total Funding Sources			
	155,342	161,856	151,527
APPROPRIATIONS:			
Salary and Wages	33,040	61,710	47,430
Benefits	2,528	4,721	3,628
Advertising	-	250	170
Audit & Legal	40,738	40,500	50,000
Dues and Subscriptions	1,338	175	149
Supplies	13,465	14,500	17,000
Professional Services	48,772	30,000	28,900
Travel and Training	11,166	10,000	4,250
Utilities	-	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	<u>4,295</u>	-	-
Total Appropriations			
	155,342	161,856	151,527



WORKLOAD INDICATORS

COMPARISON - YEARS 2008- 2010



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 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

Enhance customer service by:

- Implementing a Customer Queuing System in the Tax Office
- Improve phone system
- Clarify and streamline online transactions and information

Continue to work with the Appraisal Department utilizing better methods to facilitate collection process thereby reducing redundant work

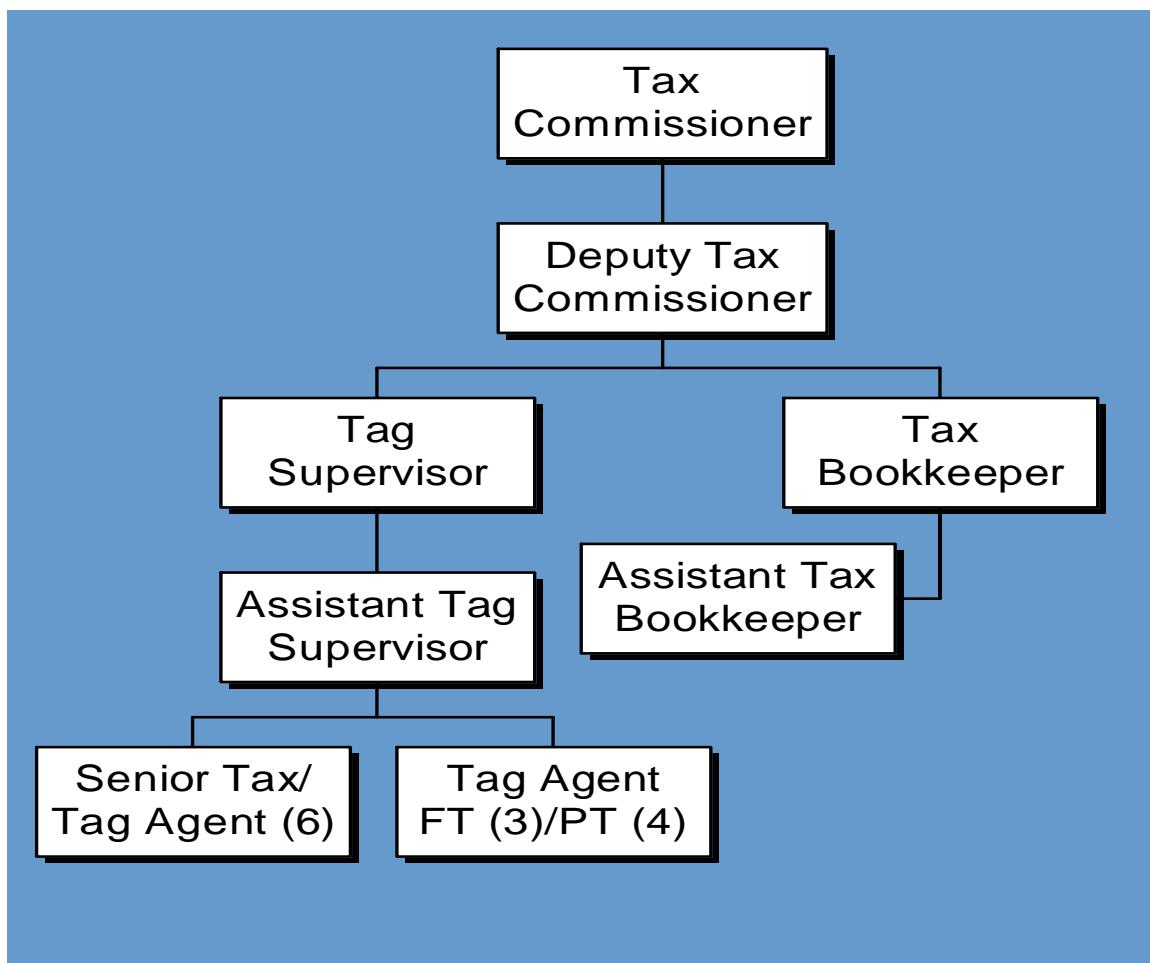
Strive to detect and stop intentional or unintentional fraud by the citizens concerning their eligibility to property tax exemptions

To work with Clerk's Office in processing FIFA's electronically to eliminate keying of data and scanning of images.



PERSONNEL SUMMARY AND ORGANIZATION

Tax Commissioner

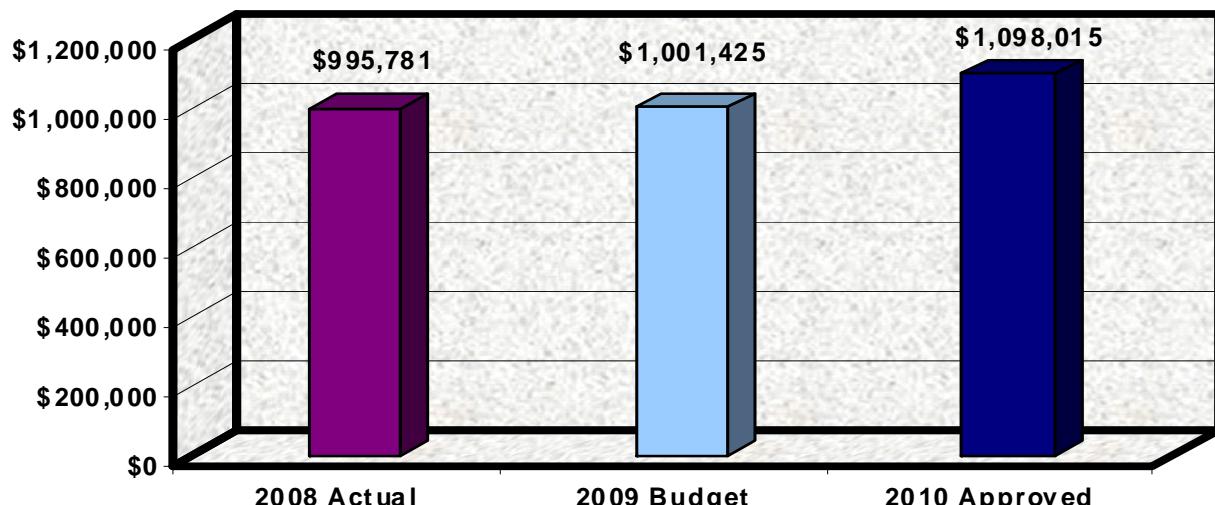


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Tax Commissioner	UNC	1	1	1
Deputy Tax Commissioner	29	1	1	1
Tag Supervisor	24	1	1	1
Administrative Assistant	24	0	1	1
Tax Bookkeeper	21	1	1	1
Assistant Tag Supervisor	21	1	1	1
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	6	6	6
Tag Agent	16	3	3	3
Tag Agent	PT	4	4	4
TOTAL FULL TIME		19	20	20

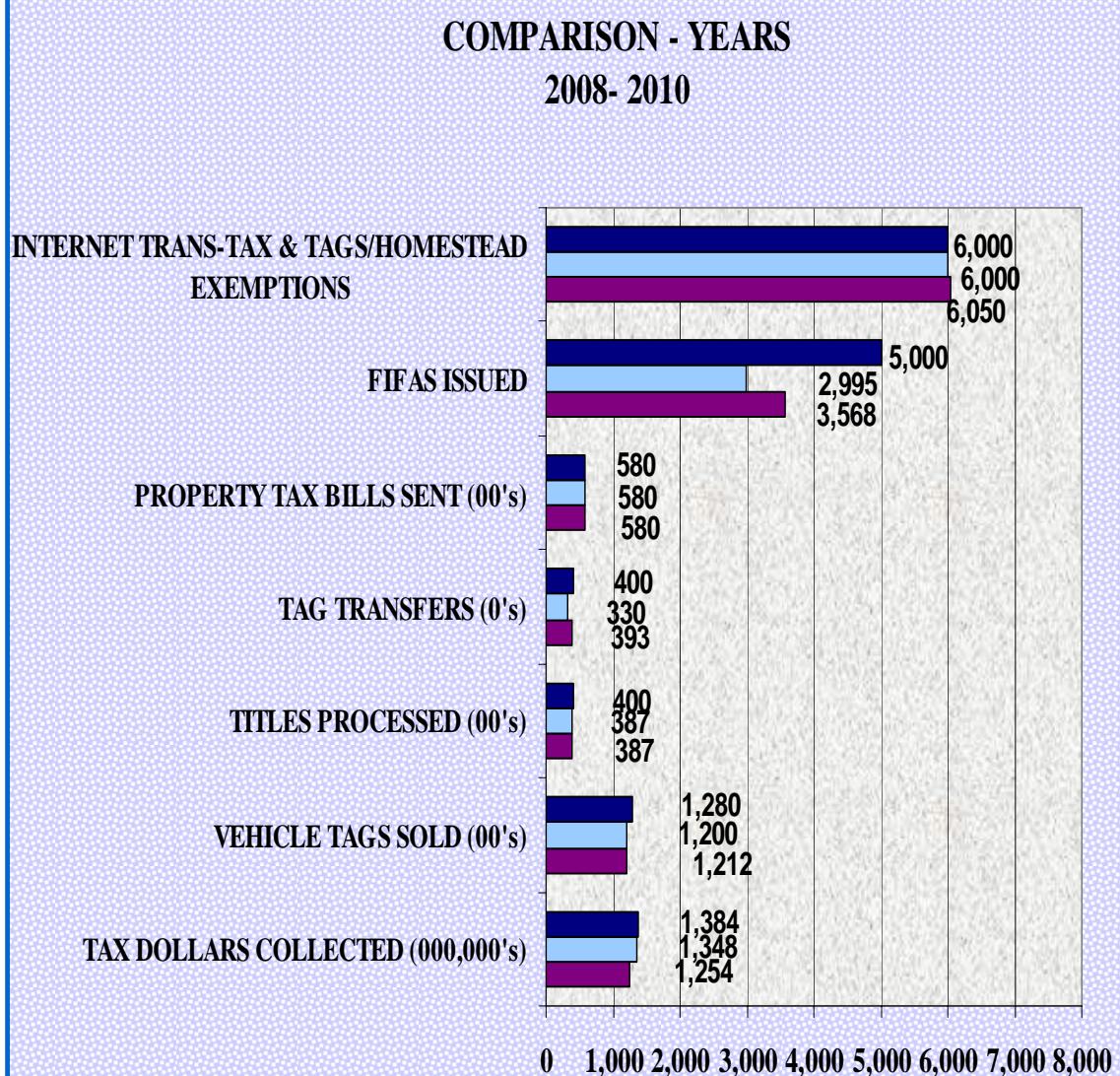
Tax Commissioner

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>995,781</u>	<u>1,001,425</u>	<u>1,098,015</u>
Total Funding Sources	<u>995,781</u>	<u>1,001,425</u>	<u>1,098,015</u>
APPROPRIATIONS:			
Salary and Wages	582,337	565,072	671,034
Benefits	196,768	196,413	220,524
Advertising	4,510	4,400	5,150
Dues and Subscriptions	1,092	1,000	1,155
Maintenance Charges	1,615	1,740	1,479
Supplies	74,919	82,000	92,368
Professional Services	129,930	145,000	96,805
Utilities	34	-	1,000
Travel and Training	4,576	5,800	8,500
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>995,781</u>	<u>1,001,425</u>	<u>1,098,015</u>



WORKLOAD INDICATORS



MISSION

Review appeals of assessments

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

PERSONNEL

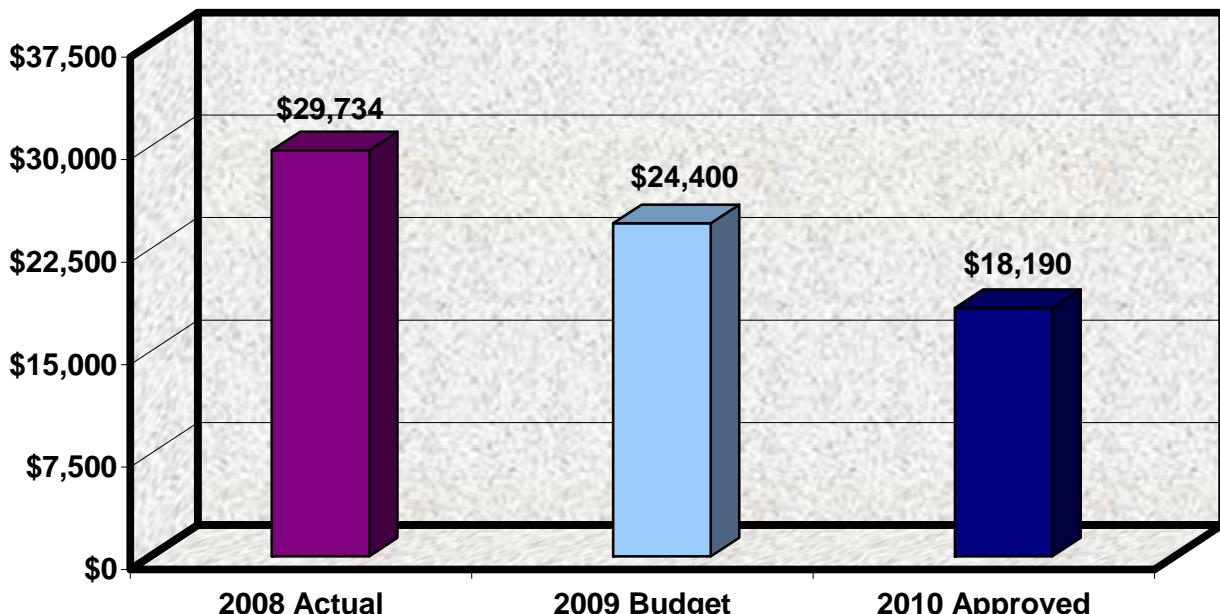
The appointed six-member Board is not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.



Tax Equalization Board

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>29,734</u>	<u>24,400</u>	<u>18,190</u>
Total Funding Sources	<u>29,734</u>	<u>24,400</u>	<u>18,190</u>
APPROPRIATIONS:			
Supplies	3,878	3,900	1,020
Professional Services	25,639	20,000	17,000
Travel and Training	<u>217</u>	<u>500</u>	<u>170</u>
Total Appropriations	<u>29,734</u>	<u>24,400</u>	<u>18,190</u>



MISSION

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

Maintain the voter registration data entry system by:

- Entering new/changed voter information into the County computer when received from applicants
- Maintaining a scanned filing system of information on all registered voters
- Deleting deceased, convicted felons, and relocated voters

Maintain the auto-precinct system by:

- Updating the street index database when notified by Douglas County, City of Douglasville or City of Villa Rica Planning and Zoning Departments

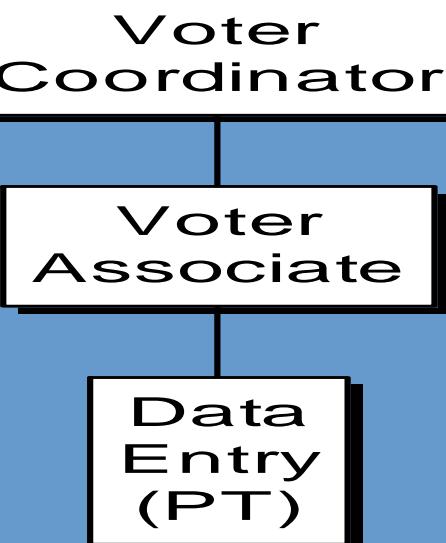
Conduct accurate absentee balloting for all elections, including Presidential Preference Primary, General Primary, General Election and any required special or run-off elections by:

- Mailing paper ballots to persons requesting them
- Assisting in-office voters with touch screen voting
- Conduct early and advance voting at 5 locations in the county
- Preparing Express Polls for use at precincts
- Maintaining all records as required by Georgia Election Code/State Election Board Rules
- Determining eligibility of Provisional Ballots cast

Create new precincts by:

- Monitoring existing precinct growth and creating new precincts as needed
- Making corrections as needed
- Notifying voters in affected areas of changes made
- Begin preparations for 2011 census result and changes

PERSONNEL SUMMARY AND ORGANIZATION

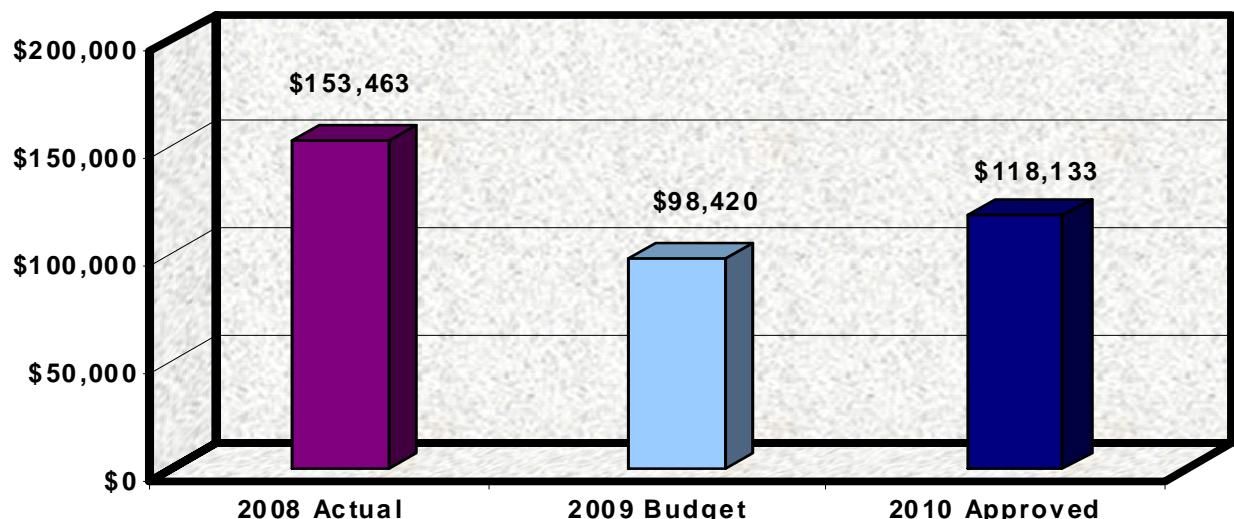


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Voter Coordinator	21	1	1	1
Voter Assoc.	19	1	1	1
TOTAL FULL TIME		2	2	2

Voter Registration

BUDGET SUMMARY

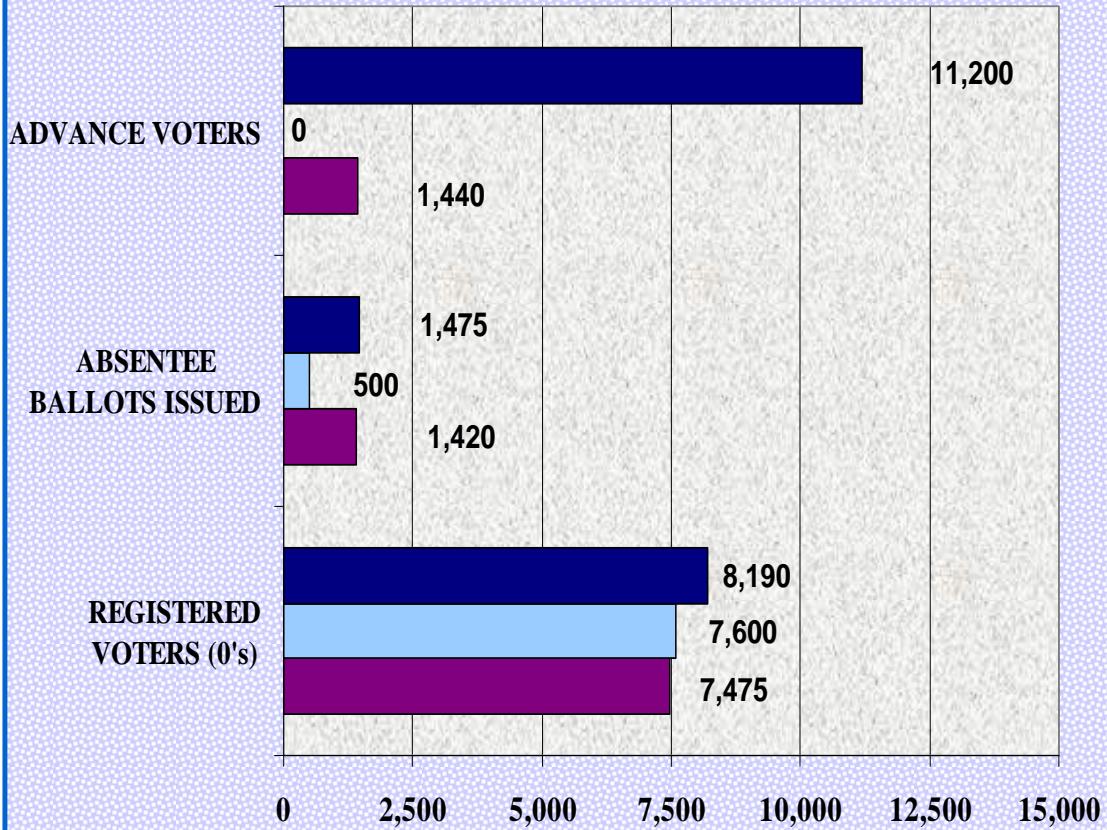
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>153,463</u>	<u>98,420</u>	<u>118,133</u>
<hr/>			
Total Funding Sources	153,463	98,420	118,133
<hr/>			
APPROPRIATIONS:			
Salary and Wages	54,857	56,299	56,299
Benefits	24,371	24,841	24,927
Advertising	-	-	-
Dues and Subscriptions	40	100	34
Maintenance Charges	480	480	408
Supplies	16,305	12,000	8,925
Professional Services	38,535	-	25,500
Utilities	-	-	-
Travel and Training	3,695	4,700	2,040
Minor Equipment/Improvements	15,180	-	-
Fixed Assets	-	-	-
<hr/>			
Total Appropriations	<u>153,463</u>	<u>98,420</u>	<u>118,133</u>



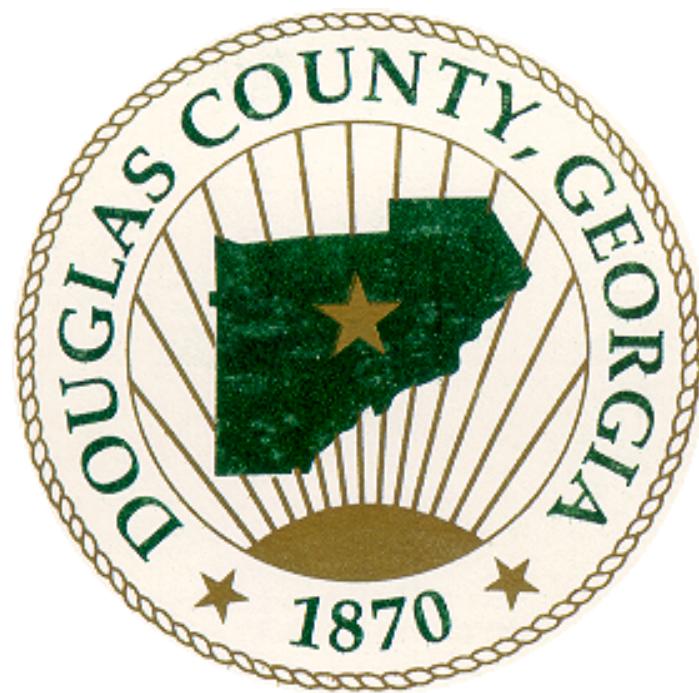
Voter Registration

WORKLOAD INDICATORS

COMPARISON - YEARS 2008- 2010



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JUDICIAL SYSTEM

DIRECTORY

Clerk of State Court.....	156
Clerk of Superior Court	160
District Attorney	164
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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 and timely assistance

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

Image old files with include civil, criminal, traffic that also will include old Probate traffic files that were transferred to State Court in July of 2001 in order to eliminate the storage of paper files



PERSONNEL SUMMARY AND ORGANIZATION

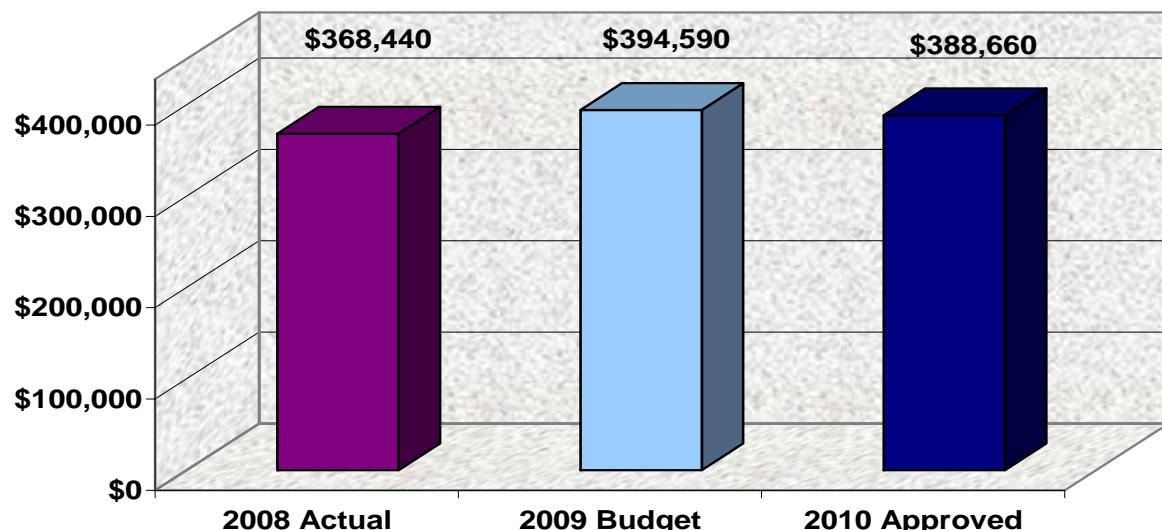
**Deputy Court Clerk
(10)**

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Deputy Court Clerk	19	10	10	10
TOTAL FULL TIME		10	10	10

Clerk of State Court

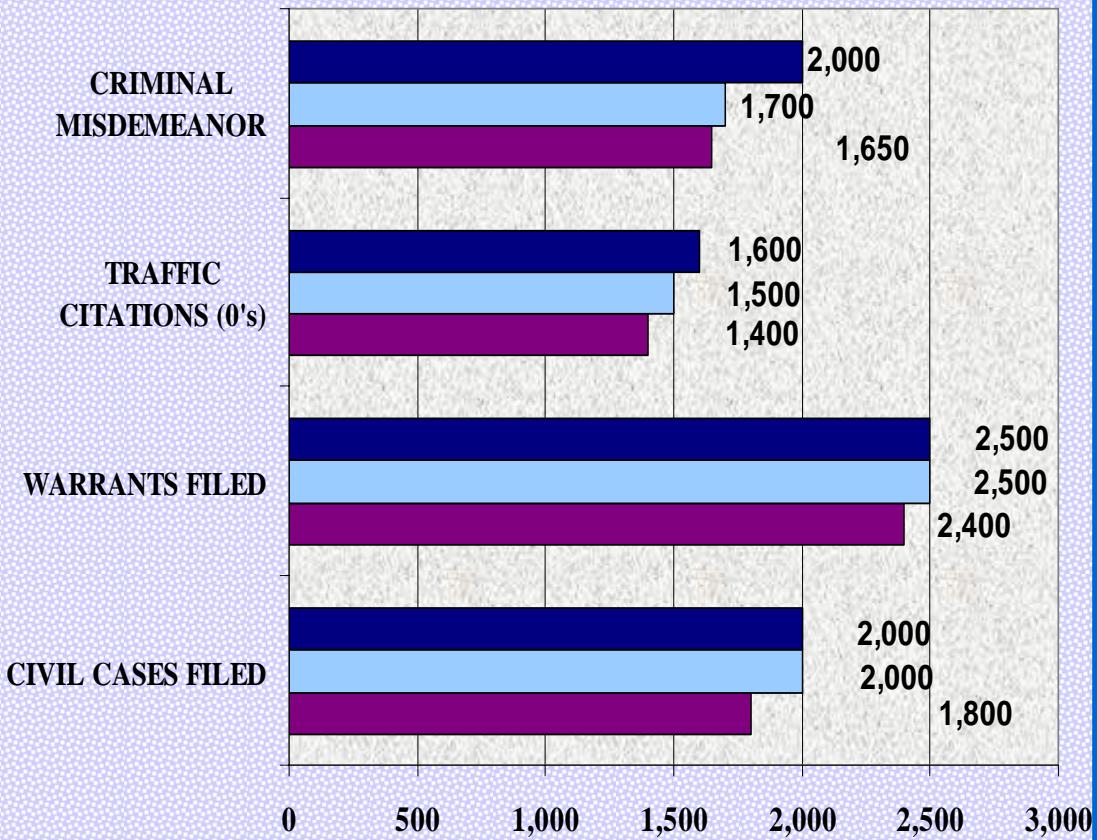
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
Court Fines	<u>368,440</u>	<u>394,590</u>	<u>388,660</u>
Total Funding Sources	<u>368,440</u>	<u>394,590</u>	<u>388,660</u>
APPROPRIATIONS:			
Salary and Wages	254,900	276,178	274,219
Benefits	101,174	103,812	102,048
Advertising	-	-	-
Maintenance Charges	1,419	1,600	408
Supplies	10,881	12,500	11,900
Professional Services	66	500	85
Utilities	-	-	-
Travel and Training	-	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>368,440</u>	<u>394,590</u>	<u>388,660</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2008 - 2010



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 keeping the case load current

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

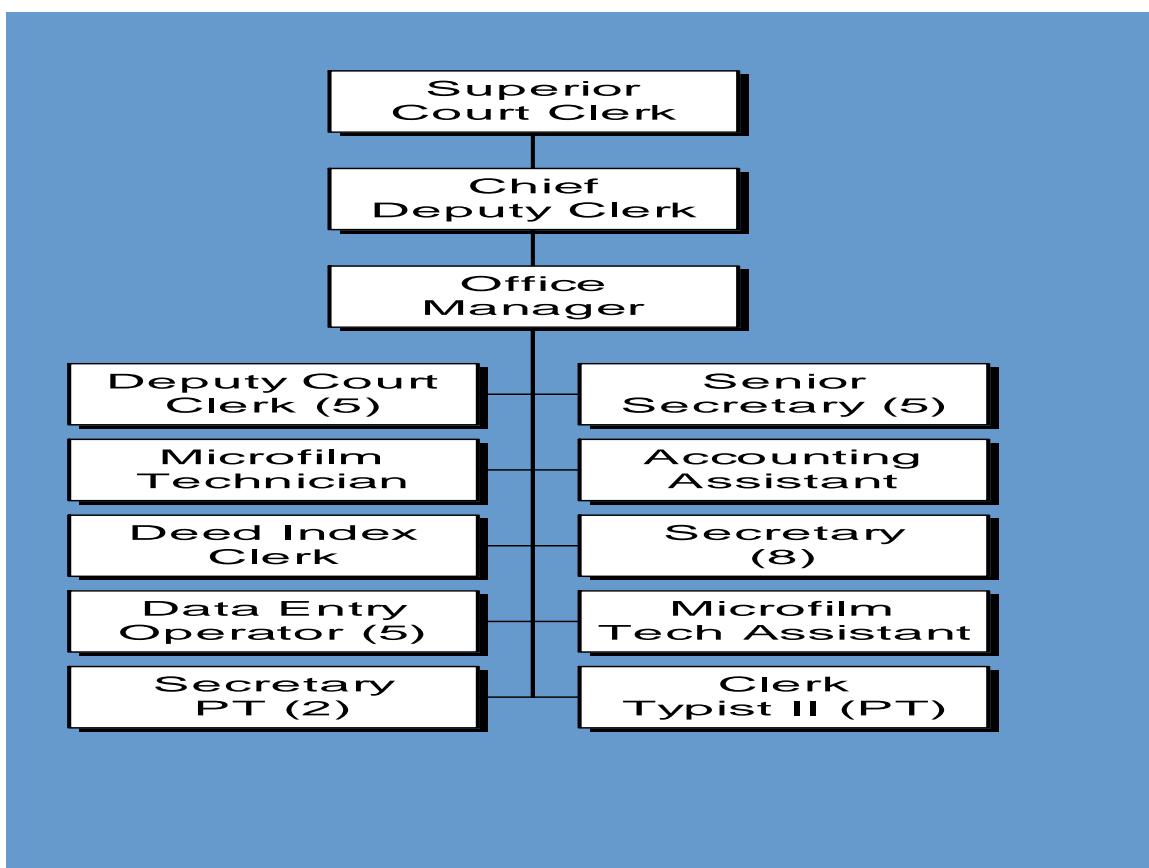
Image old files civil and criminal to eliminate the storage of paper files

Continue to process real estate documents in timely manner



PERSONNEL SUMMARY AND ORGANIZATION

Clerk of Superior Court

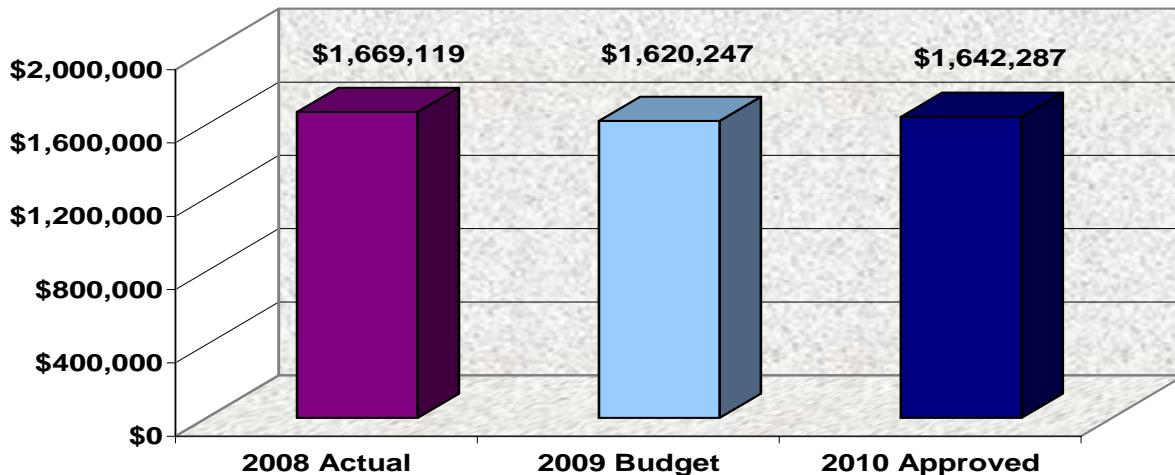


POSITION	GRADE	2008 ACTUAL	2009 BUDGET	2010 APPROVED
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Office Manager	23	1	1	1
Deputy Court Clerk	19	5	5	5
Senior Secretary	19	5	5	5
Evidence Tech	19	0	0	1
Microfilm Technician	18	1	1	1
Accounting Assistant	17	1	1	1
Deed Index Clerk	16	1	1	1
Secretary	16	8	8	8
Data Entry Operator	16	5	5	5
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	2	2	2
Data Entry Operator	PT	1	0	0
TOTAL FULL TIME		30	30	31
TOTAL PART TIME		3	2	2

Clerk of Superior Court

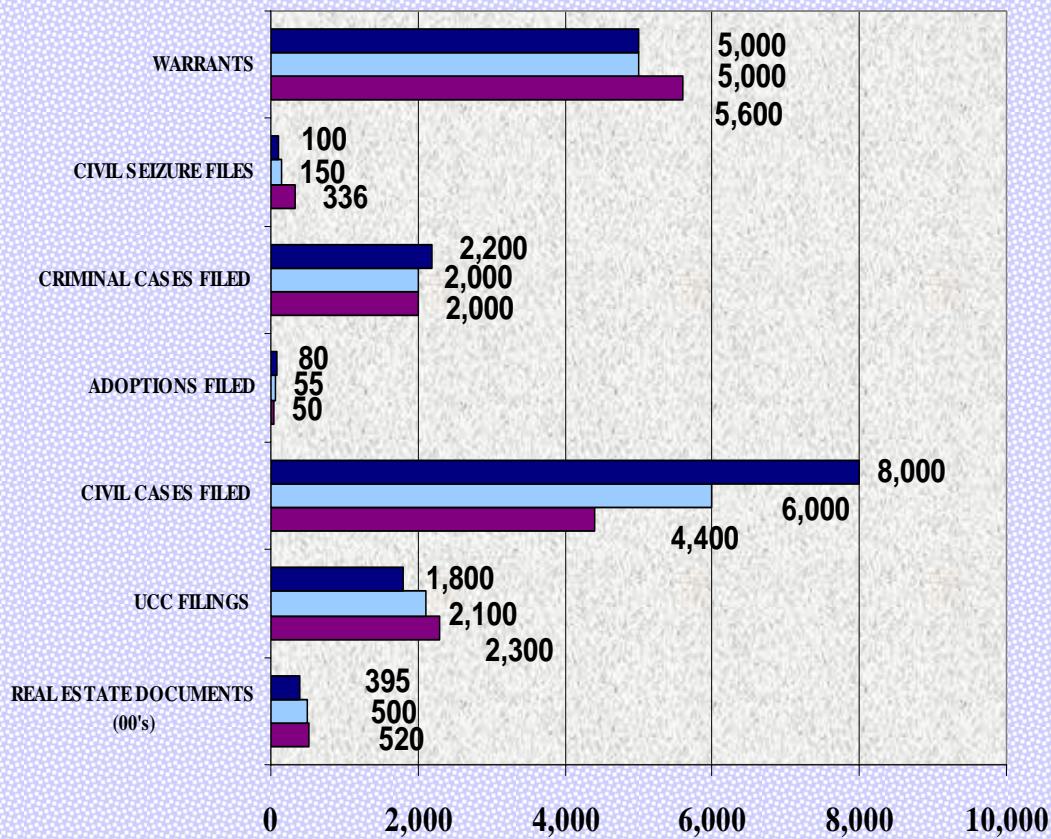
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	465,276	367,847	464,787
Clerk of Court Fees	<u>1,203,843</u>	<u>1,252,400</u>	<u>1,177,500</u>
Total Funding Sources	<u>1,669,119</u>	<u>1,620,247</u>	<u>1,642,287</u>
APPROPRIATIONS:			
Salary and Wages	898,433	921,725	915,237
Benefits	344,056	348,522	355,281
Advertising	949	1,000	510
Dues and Subscriptions	797	800	598
Interest Expense	-	-	-
Juror, Bailiffs & Witnesses	251,300	250,000	254,850
Maintenance Charges	29,620	33,500	28,475
Supplies	55,169	60,000	52,700
Professional Services	1,188	2,000	32,000
Utilities	822	700	936
Travel and Training	3,444	2,000	1,700
Minor Equipment/Improvements	30,593	-	-
Fixed Assets	<u>52,748</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>1,669,119</u>	<u>1,620,247</u>	<u>1,642,287</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2008 - 2010



JUDICIAL SYSTEM

FUNCTIONS

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

GOALS

Continue the process of aggressively prosecuting persons who commit crimes in Douglas County

Ensure that all victims of crimes receive restitution for property damages, medical bills and other expenses for which they are entitled

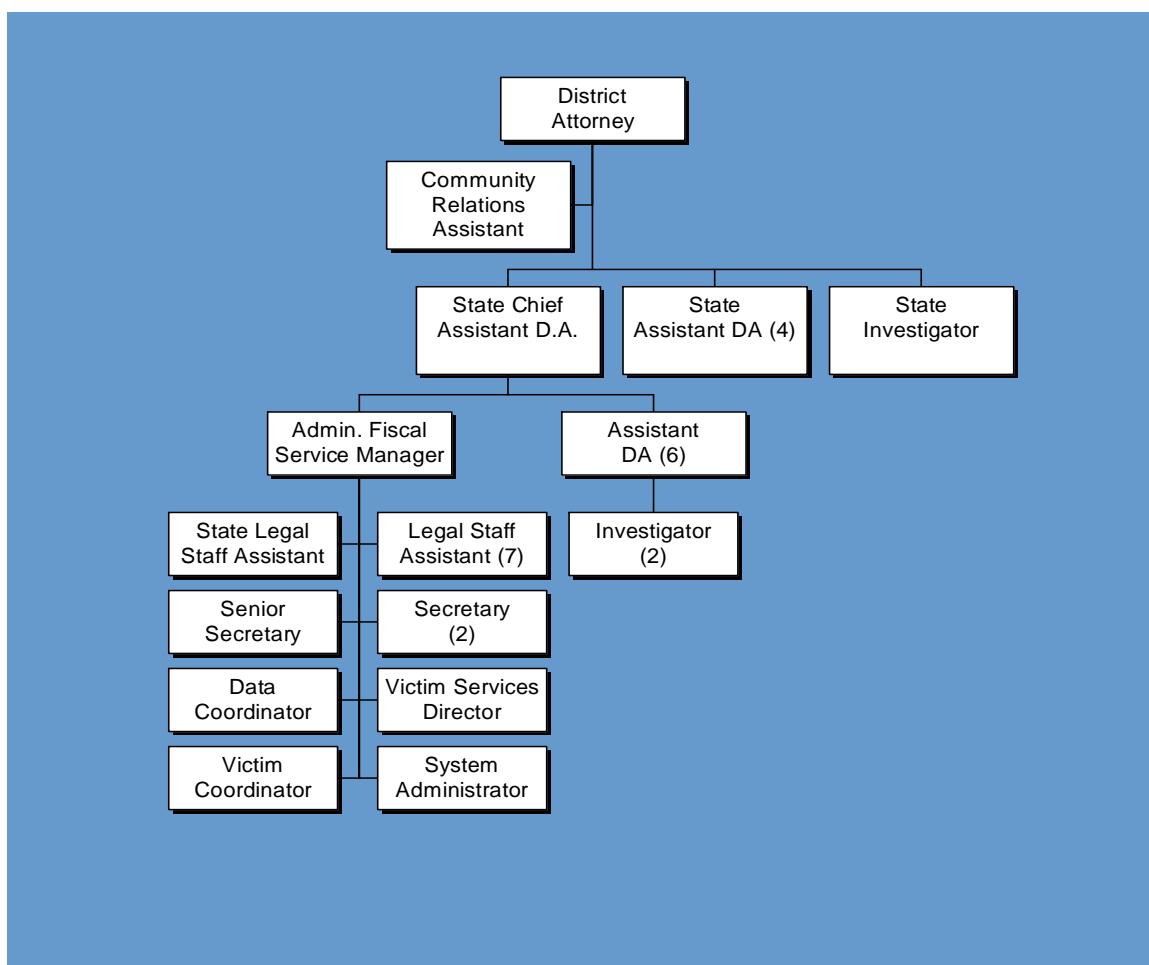
Ensure that the witnesses' and crime victims' experience with the criminal justice system is as positive and productive as possible

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



PERSONNEL SUMMARY AND ORGANIZATION

District Attorney

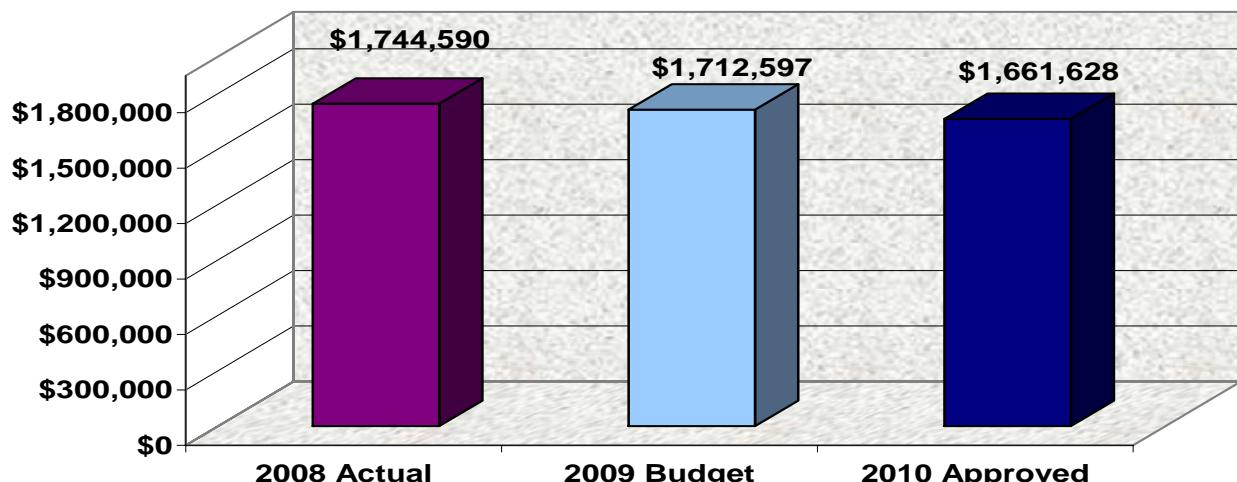


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	4	4	4
State Investigator	ST UNC	1	1	1
Legal Staff Assistant	ST UNC	1	1	1
Secretary	ST UNC	1	1	1
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	5	5
System Administrator	32	1	1	1
Director Community Relations	29	1	1	1
Victim Advocate	28	1	1	1
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Data Management Coordinator	21	1	1	1
Legal Staff Assistant	21	7	7	7
Senior Secretary	19	1	1	1
TOTAL FULL TIME		32	32	32

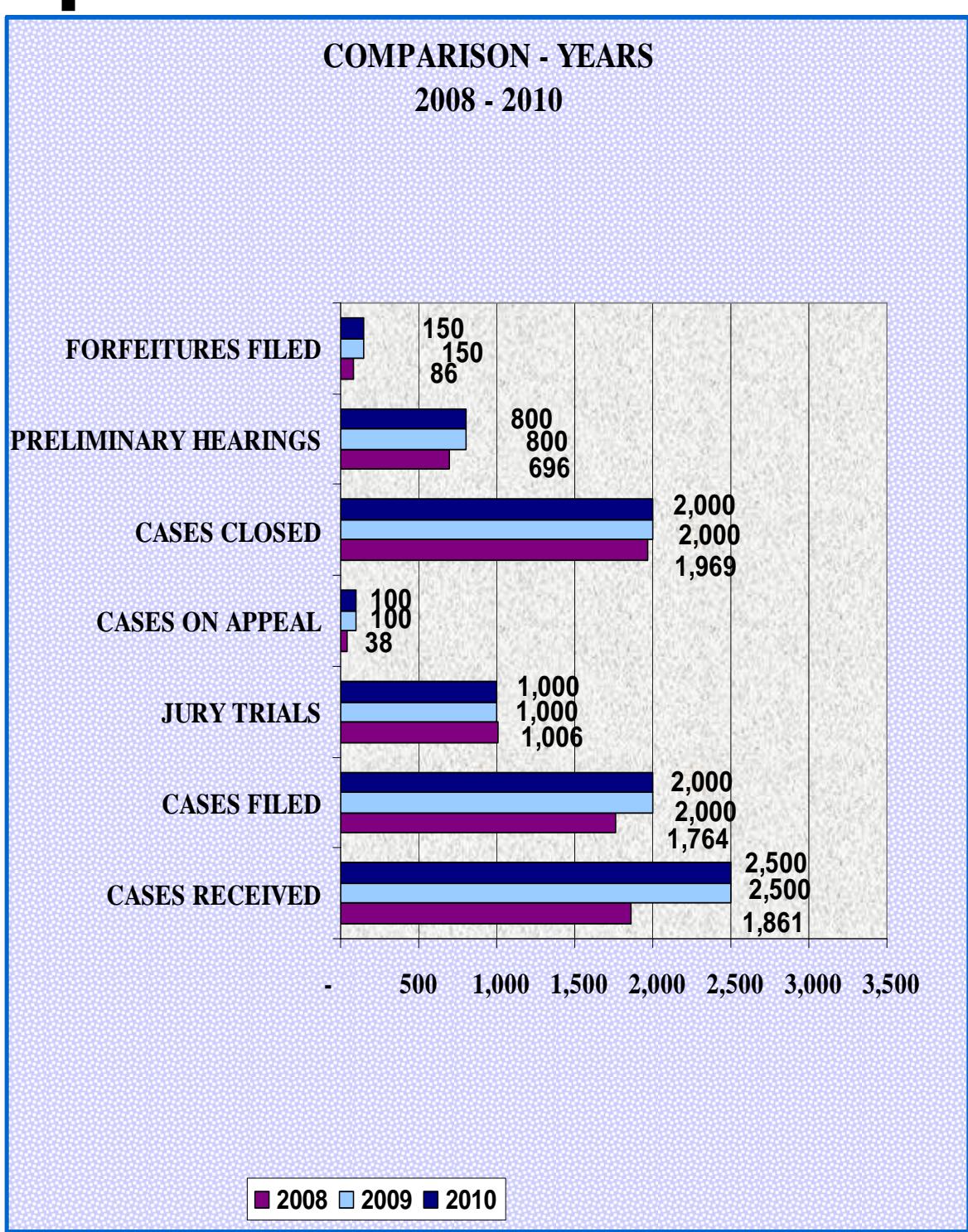
District Attorney

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>1,744,590</u>	<u>1,712,597</u>	<u>1,661,628</u>
Total Funding Sources	<u>1,744,590</u>	<u>1,712,597</u>	<u>1,661,628</u>
APPROPRIATIONS:			
Salary and Wages	1,178,435	1,255,680	1,212,768
Benefits	332,502	302,210	304,610
Advertising	2,272	1,000	2,125
Audit & Legal	-	-	-
Vehicle Expenses	30,108	27,007	28,650
Dues and Subscriptions	12,415	12,000	11,050
Equipment Rental	-	-	-
Maintenance Charges	2,994	3,700	2,975
Supplies	55,952	42,000	39,950
Professional Services	69,241	40,000	34,000
Utilities	10,910	12,000	10,200
Travel and Training	16,661	15,000	13,600
Uniforms	2,000	2,000	1,700
Minor Equipment/Improvements	31,100	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>1,744,590</u>	<u>1,712,597</u>	<u>1,661,628</u>



WORKLOAD INDICATORS



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 revise systems presently used for representation of the State, indigent parents and children to reduce costs to the County, to establish accountability and to continue to improve representation

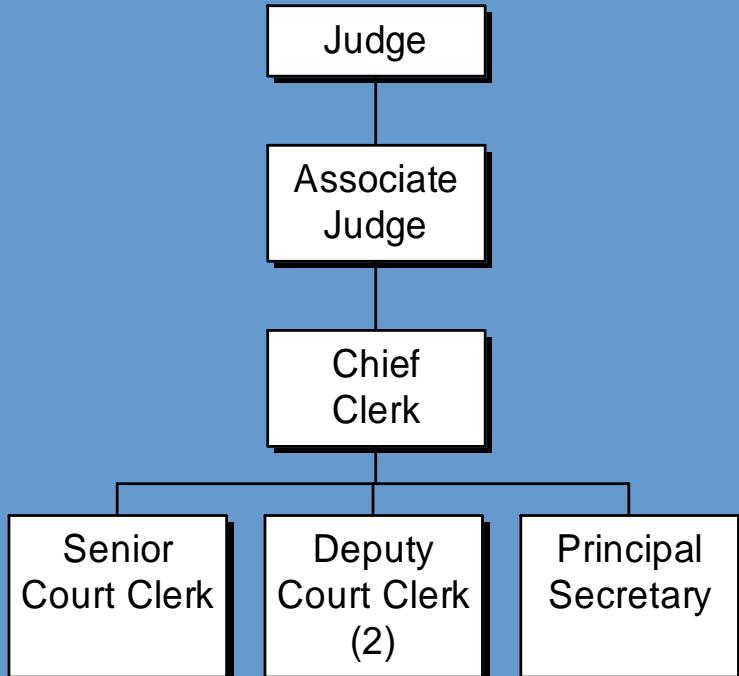
To implement a Zero To Three Court Team with a new federal grant

To improve efficiency of the court



PERSONNEL SUMMARY AND ORGANIZATION

Juvenile Court

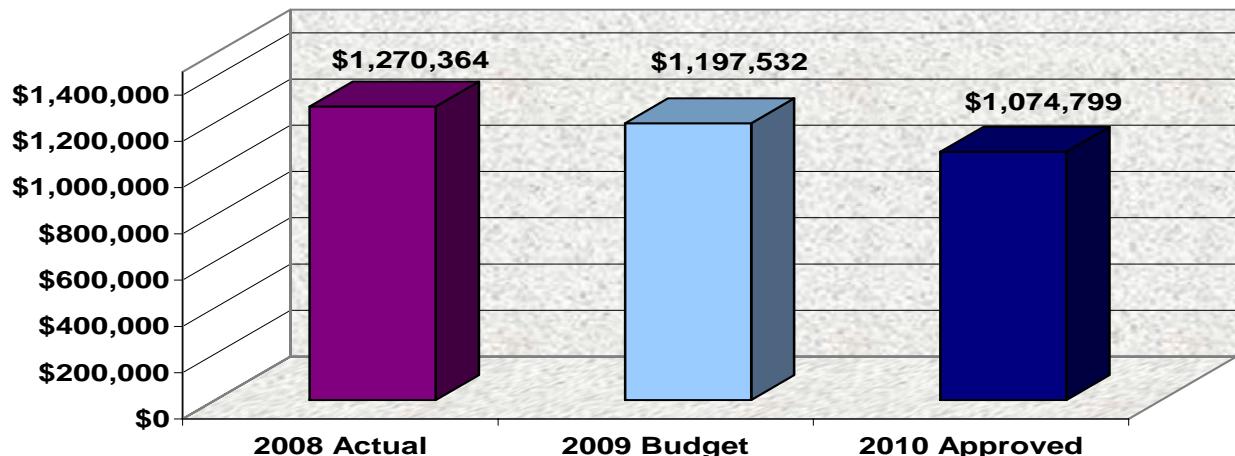


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Senior Court Clerk	20	1	1	1
Deputy Court Clerk	19	2	2	2
TOTAL FULL TIME		7	7	7

Juvenile Court

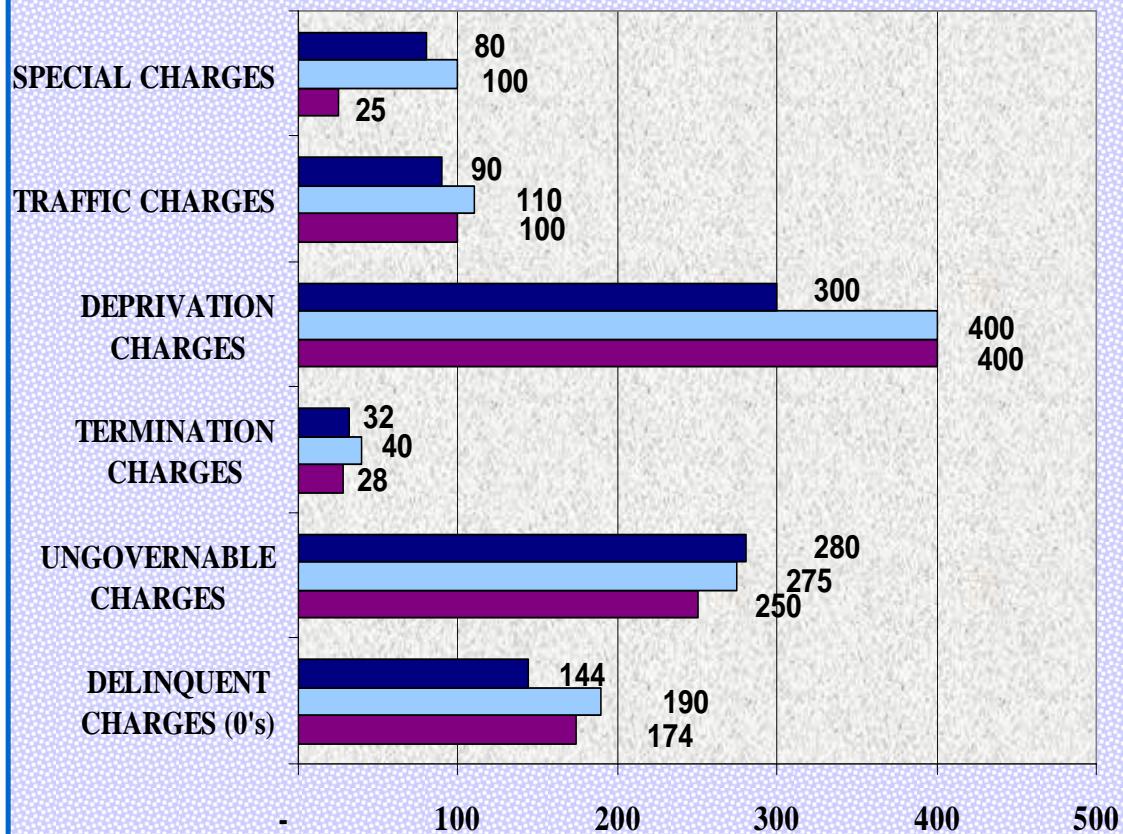
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	1,186,189	1,110,399	986,299
Juvenile Court Fees/Grant	<u>84,175</u>	<u>87,133</u>	<u>88,500</u>
Total Funding Sources			
	<u>1,270,364</u>	<u>1,197,532</u>	<u>1,074,799</u>
APPROPRIATIONS:			
Salary and Wages	328,327	334,986	334,985
Benefits	95,235	95,716	94,234
Advertising	336	250	-
Audit and Legal	742,520	675,000	556,750
Dues and Subscriptions	1,983	1,980	1,704
Juror, Bailiffs & Witnesses	530	600	510
Medical Services	-	-	-
Maintenance Charges	2,365	2,200	2,550
Supplies	11,600	9,200	5,683
Professional Services	82,856	75,000	76,100
Utilities	1,098	1,100	1,008
Travel and Training	1,942	1,500	1,275
Uniforms	-	-	-
Minor Equipment/Improvements	1,572	-	-
Fixed Assets	-	-	-
Total Appropriations			
	<u>1,270,364</u>	<u>1,197,532</u>	<u>1,074,799</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2008 - 2010



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

JUDICIAL SYSTEM

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

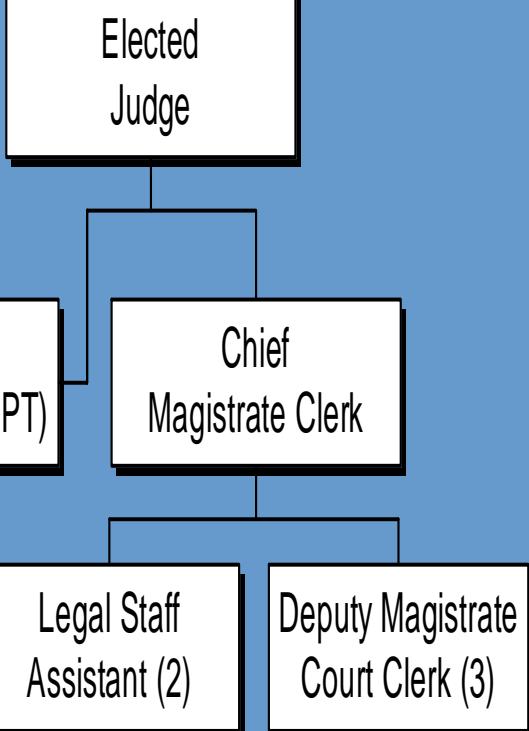
Continue to operate bond hearings, preliminary hearings and pre-arrest warrant hearings efficiently

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



PERSONNEL SUMMARY AND ORGANIZATION

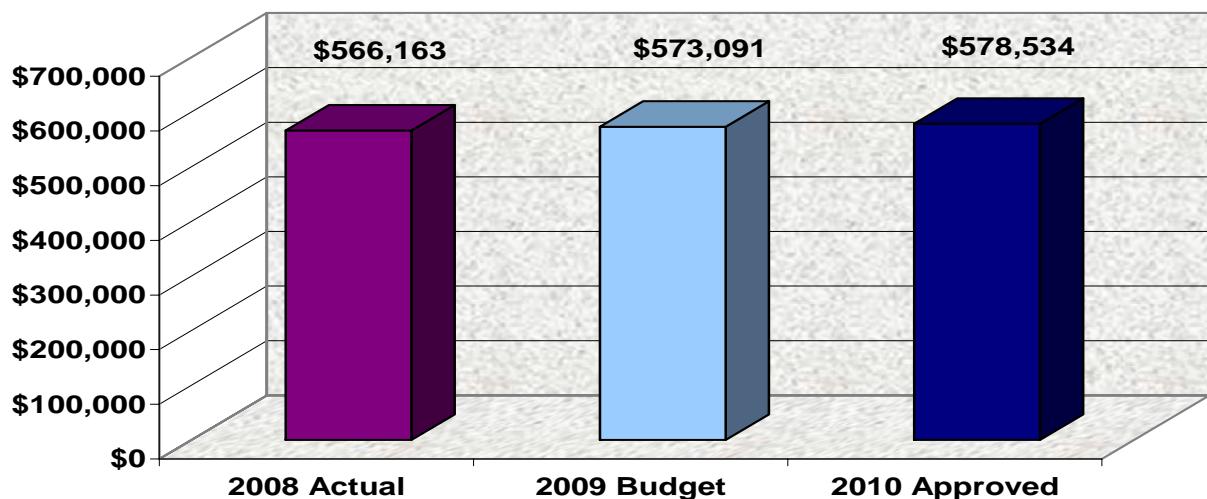


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Judge	UNC	1	1	1
Judge	UNC	1	1	1
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Magistrate Court Clerk	19	3	3	3
Appointed Judge	UNC PT	2	2	2
TOTAL FULL TIME		8	8	8
TOTAL PART TIME		2	2	2

Magistrate Court

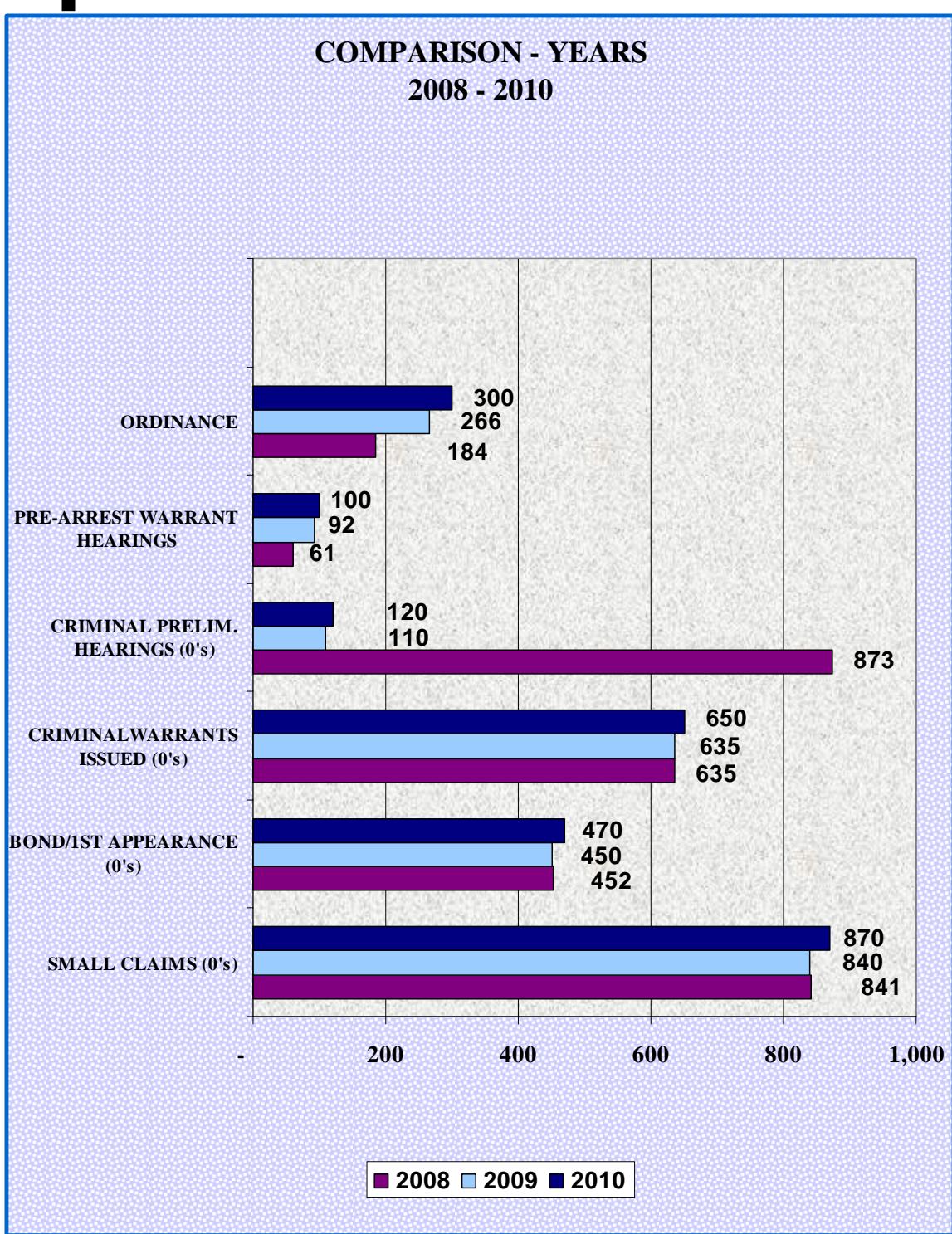
BUDGET SUMMARY

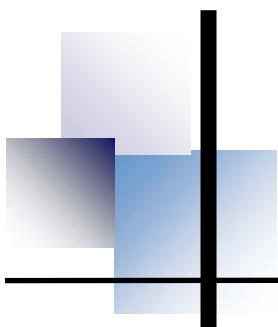
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	127,557	133,091	178,534
Court Fees	<u>438,606</u>	<u>440,000</u>	<u>400,000</u>
Total Funding Sources	<u>566,163</u>	<u>573,091</u>	<u>578,534</u>
APPROPRIATIONS:			
Salary and Wages	428,296	432,856	439,847
Benefits	117,832	119,335	117,120
Advertising	-	-	-
Dues and Subscriptions	1,871	2,700	2,125
Equipment Rental	-	-	-
Maintenance Charges	2,133	2,400	1,828
Supplies	12,030	11,300	11,963
Professional Services	1,537	2,000	1,775
Utilities	-	-	-
Travel and Training	2,464	2,500	3,876
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>566,163</u>	<u>573,091</u>	<u>578,534</u>



Magistrate Court

WORKLOAD INDICATORS





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

To work with and train each employee on a new system for filing and obtaining Birth and Death Records being implemented online by the State of Georgia Vital Records Department. This system will eliminate steps now taken by our staff, hospitals, funeral homes, and the coroner

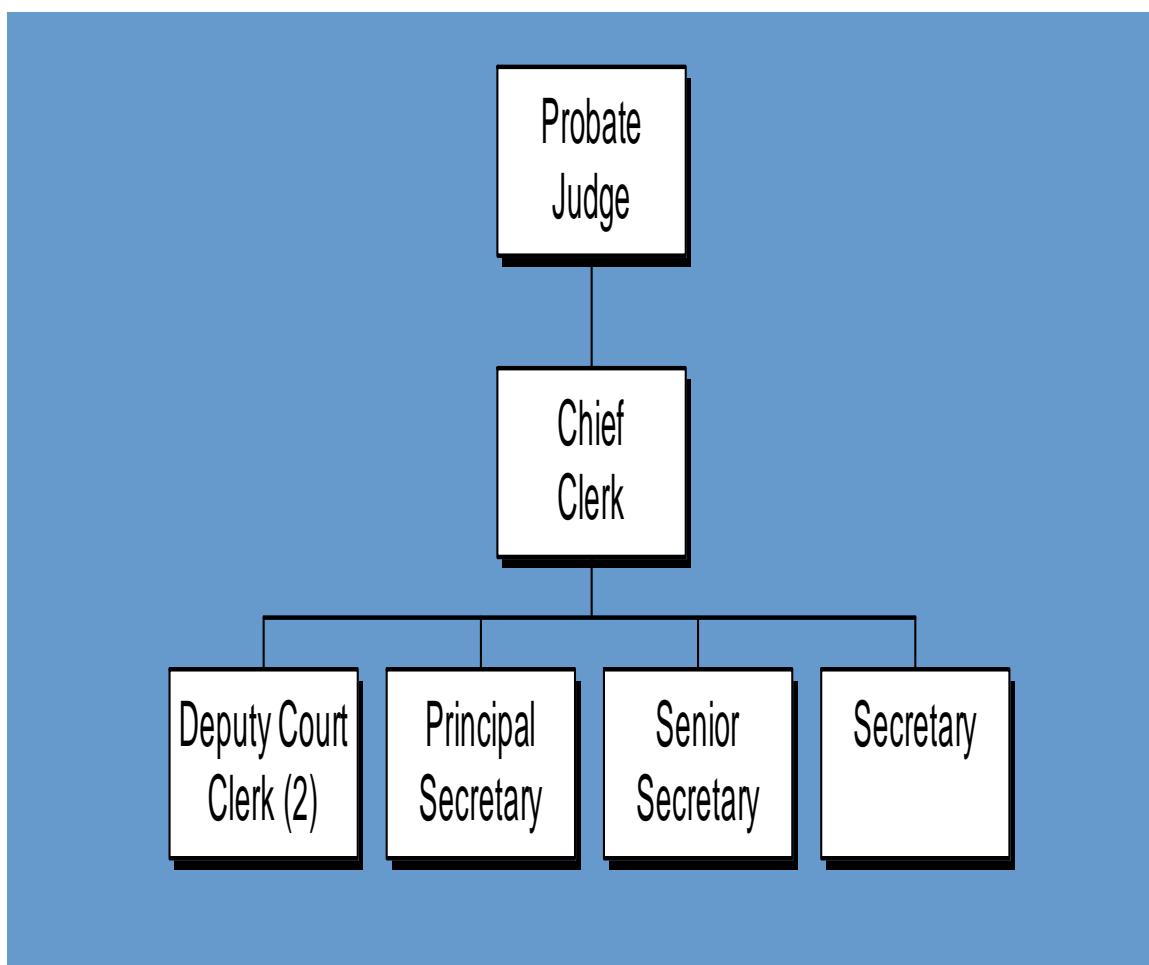
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Provide fast, efficient and courteous service to the citizens of Douglas County



PERSONNEL SUMMARY AND ORGANIZATION

Probate Court

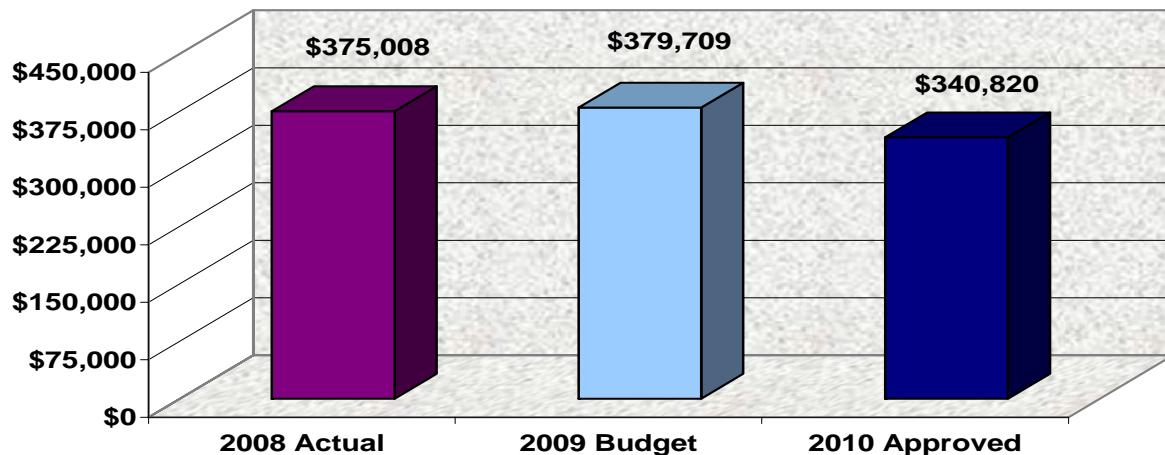


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Deputy Court Clerk	19	2	2	2
Senior Secretary	19	1	1	1
Secretary	16	1	1	1
TOTAL FULL TIME		7	7	7

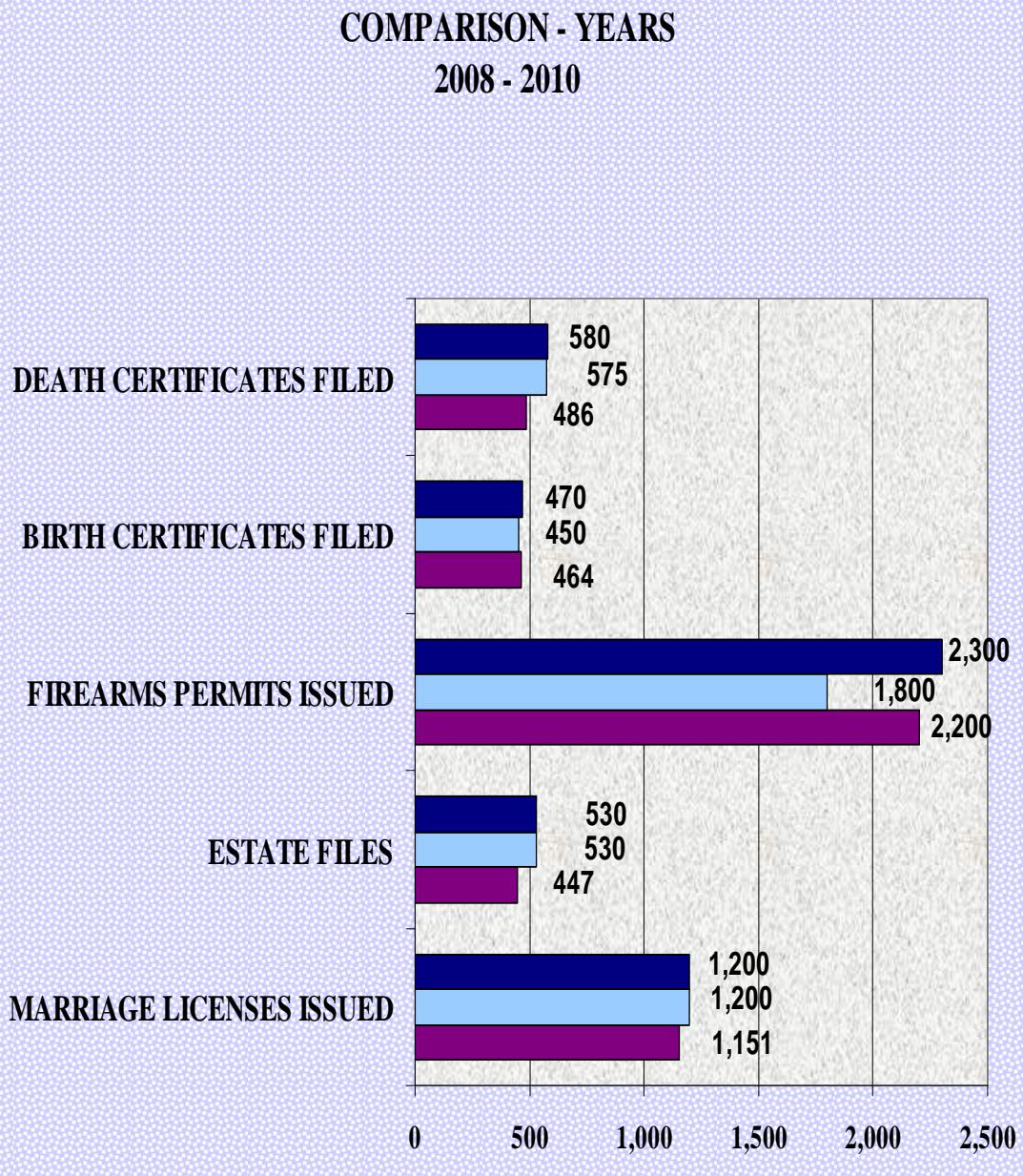
Probate Court

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	168,684	169,709	125,820
Court Fees	<u>206,324</u>	<u>210,000</u>	<u>215,000</u>
Total Funding Sources	375,008	379,709	340,820
APPROPRIATIONS:			
Salary and Wages	267,907	271,404	242,102
Benefits	92,800	95,315	83,627
Advertising	-	100	-
Audit and Legal	1,984	2,000	2,720
Dues and Subscriptions	654	800	425
Equipment Rental	-	-	-
Juror, Bailiffs & Witnesses	-	-	-
Maintenance Charges	1,421	1,440	1,360
Supplies	6,393	6,300	6,325
Professional Services	1,470	200	1,633
Utilities	585	650	1,353
Travel and Training	1,794	1,500	1,275
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	375,008	379,709	340,820



WORKLOAD INDICATORS



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

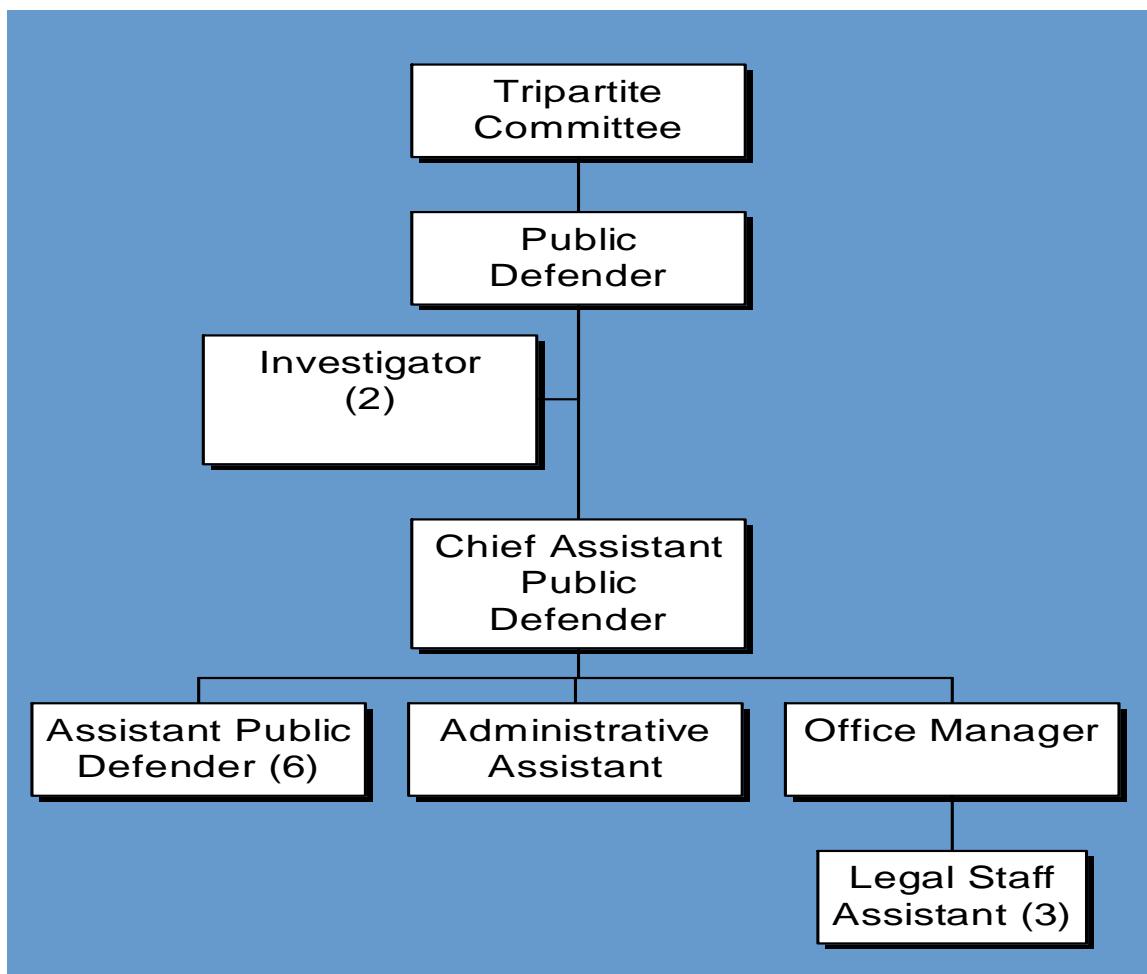
Retain skilled and qualified employees in this office which provides a better quality and efficiency of services

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



Public Defender

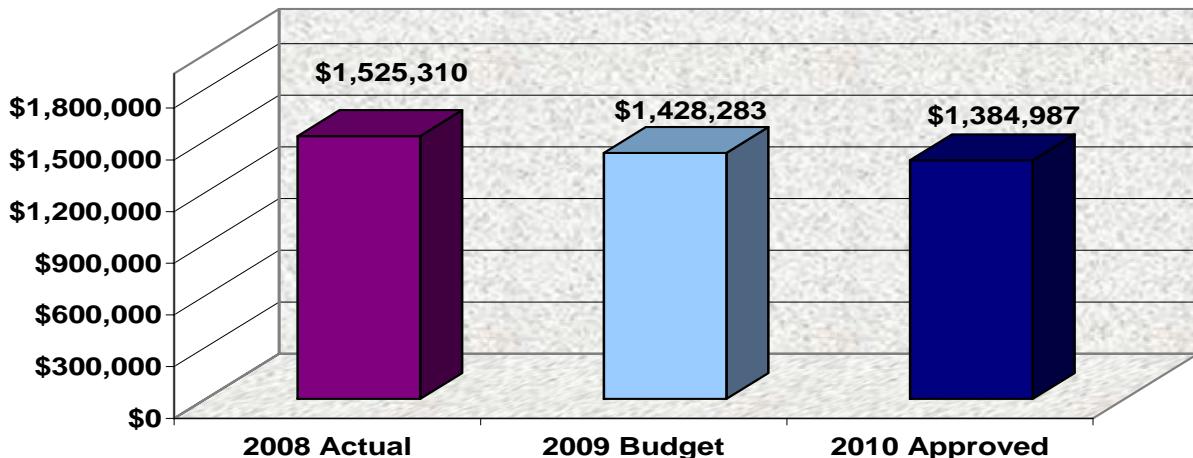
PERSONNEL SUMMARY AND ORGANIZATION



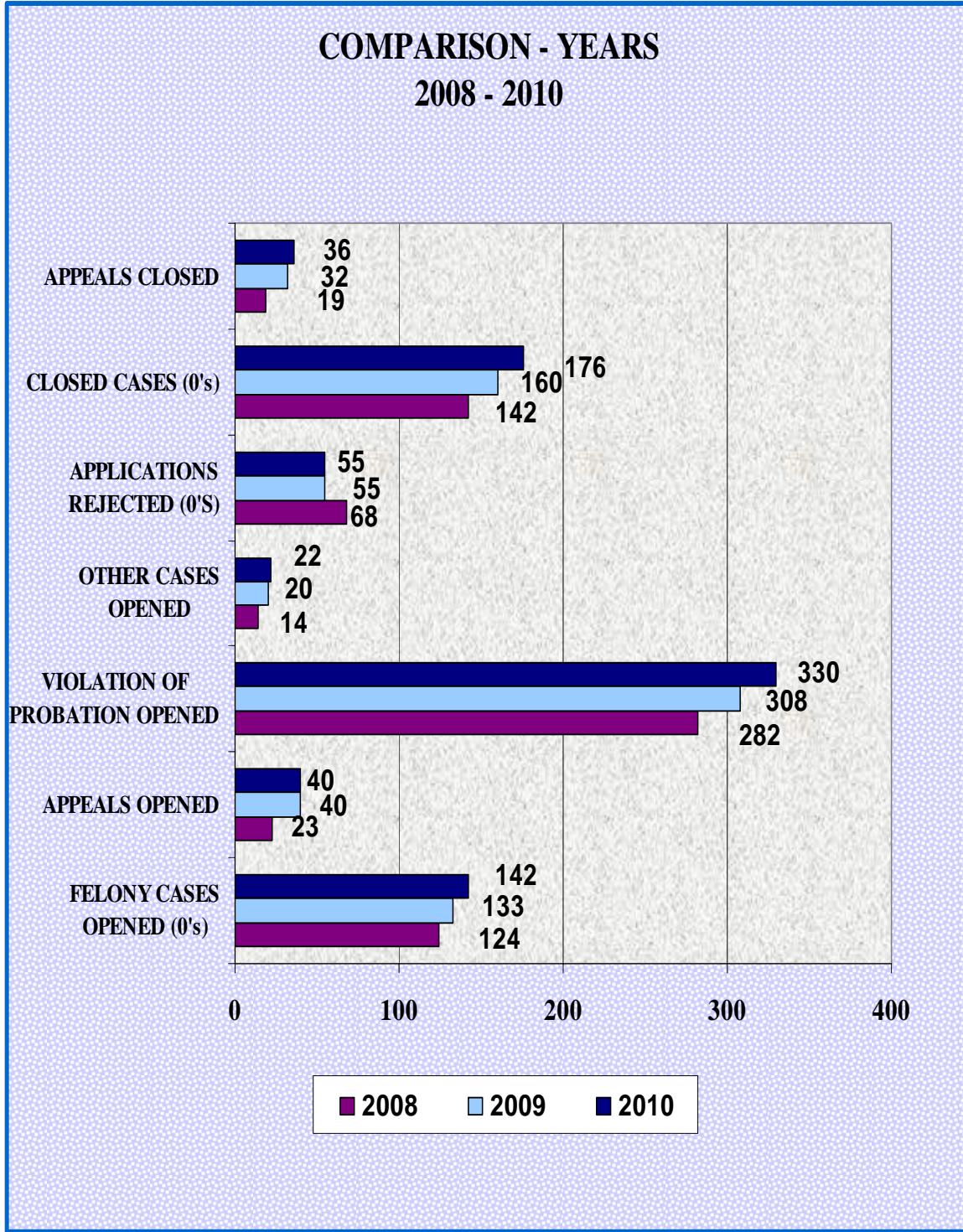
<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	6	6	6
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	3
Office Manager	23	1	1	1
TOTAL FULL TIME		15	15	15

BUDGET SUMMARY

	2008 ACTUAL	2009 BUDGET	2010 APPROVED
FUNDING SOURCES:			
General Fund Contribution	1,262,038	1,165,011	1,176,487
Public Defender Grant	263,272	263,272	208,500
Total Funding Sources	1,525,310	1,428,283	1,384,987
APPROPRIATIONS:			
Salary and Wages	804,995	827,633	820,158
Benefits	228,943	228,529	225,846
Advertising	-	-	-
Audit and Legal	360,442	305,000	276,250
Vehicle Expenses	2,865	3,021	2,498
Dues and Subscriptions	13,835	10,000	11,050
Maintenance Charges	2,093	1,800	2,160
Supplies	10,577	9,500	9,325
Professional Services	34,230	30,000	25,500
Utilities	4,363	4,500	4,500
Travel and Training	10,587	8,300	7,700
Minor Equipment/Improvements	19,806	-	-
Fixed Assets	32,574	-	-
Total Appropriations	1,525,310	1,428,283	1,384,987



WORKLOAD INDICATORS





MISSION

To resolve all State Court and traffic cases presented to it

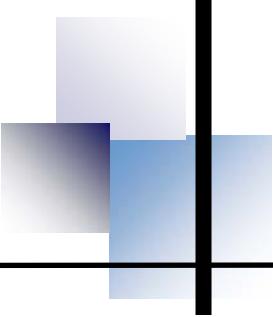
FUNCTIONS

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

GOALS

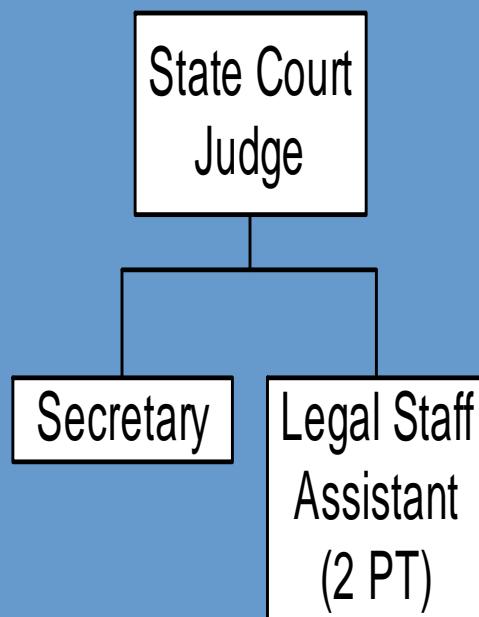
To hear and dispose of all cases that come before the Court in a timely manner





State Court-Judges

PERSONNEL SUMMARY AND ORGANIZATION

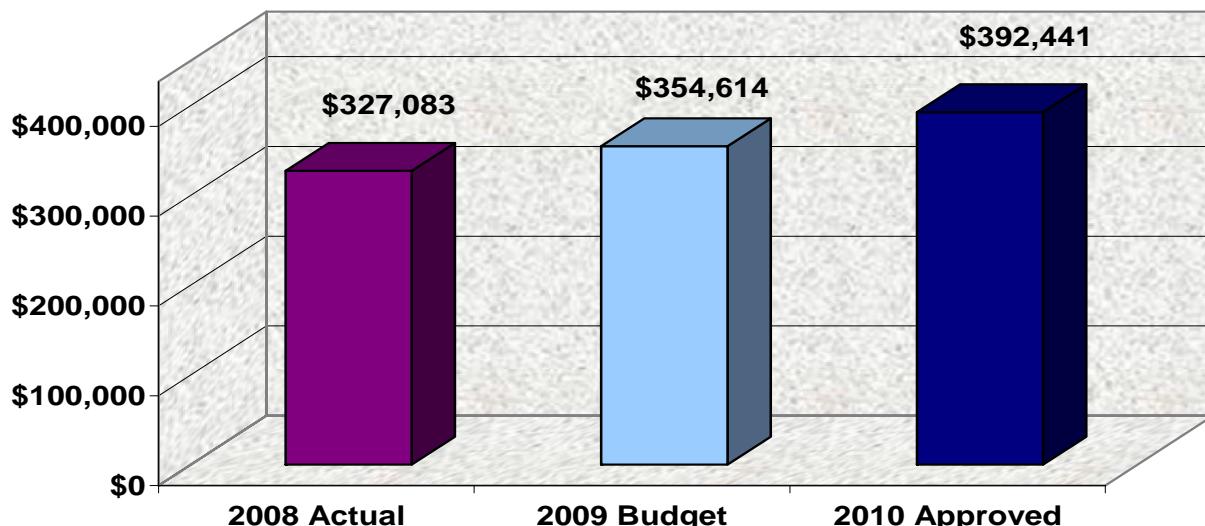


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
State Court Judge	UNC	1	1	1
Principal Secretary	21	1	1	1
Legal Staff Assistant	PT	2	2	2
TOTAL FULL TIME		2	2	2
TOTAL PART TIME		2	2	2

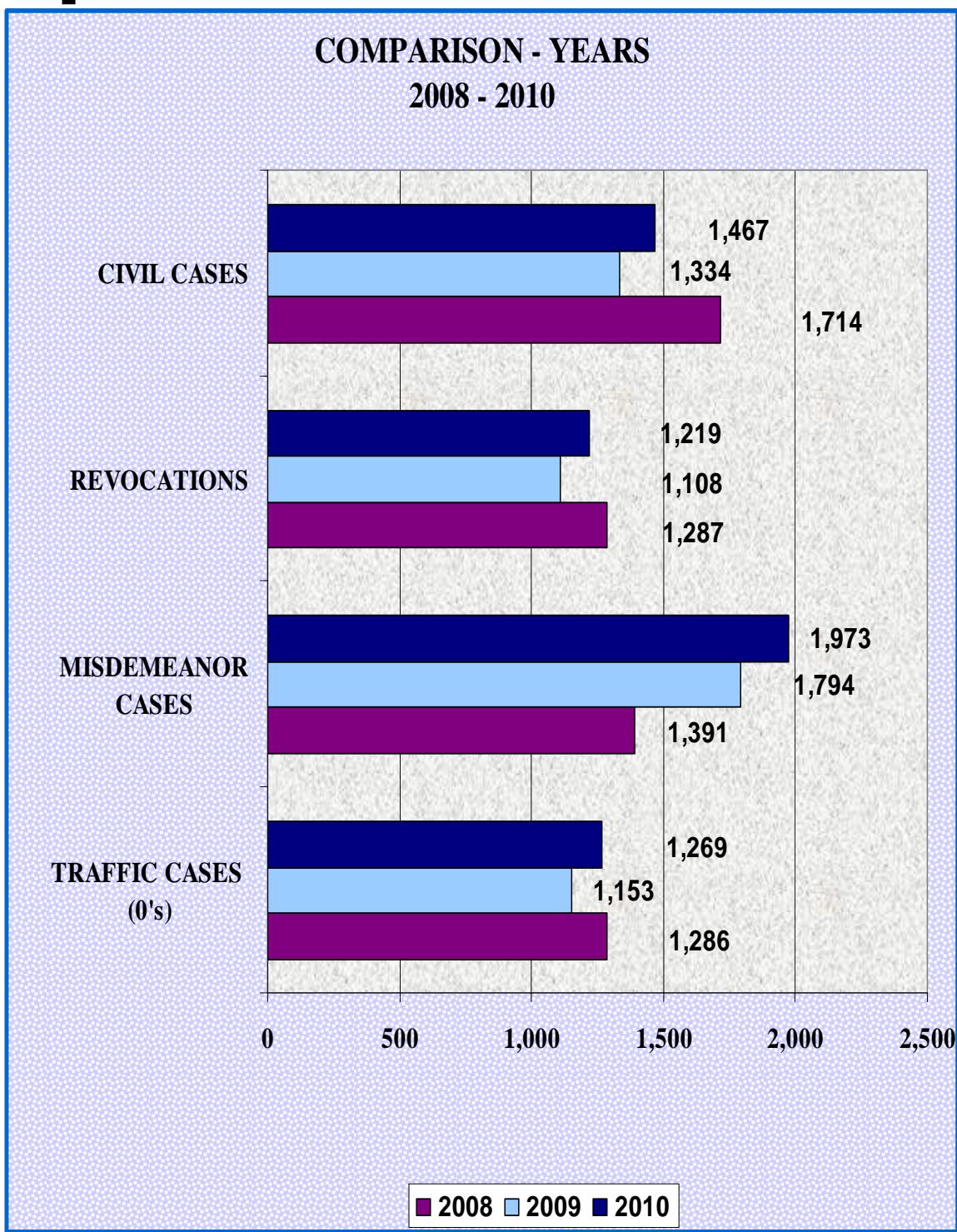
State Court-Judges

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>327,083</u>	<u>354,614</u>	<u>392,441</u>
Total Funding Sources	<u>327,083</u>	<u>354,614</u>	<u>392,441</u>
APPROPRIATIONS:			
Salary and Wages	189,133	220,028	247,281
Benefits	40,817	42,486	49,201
Advertising	-	-	-
Dues and Subscriptions	960	1,000	975
Maintenance Charges	960	1,000	966
Supplies	2,719	3,250	7,048
Professional Services	89,273	85,000	85,000
Utilities	656	700	610
Travel and Training	219	1,150	1,360
Minor Equipment/Improvements	2,346	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>327,083</u>	<u>354,614</u>	<u>392,441</u>



WORKLOAD INDICATORS



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

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



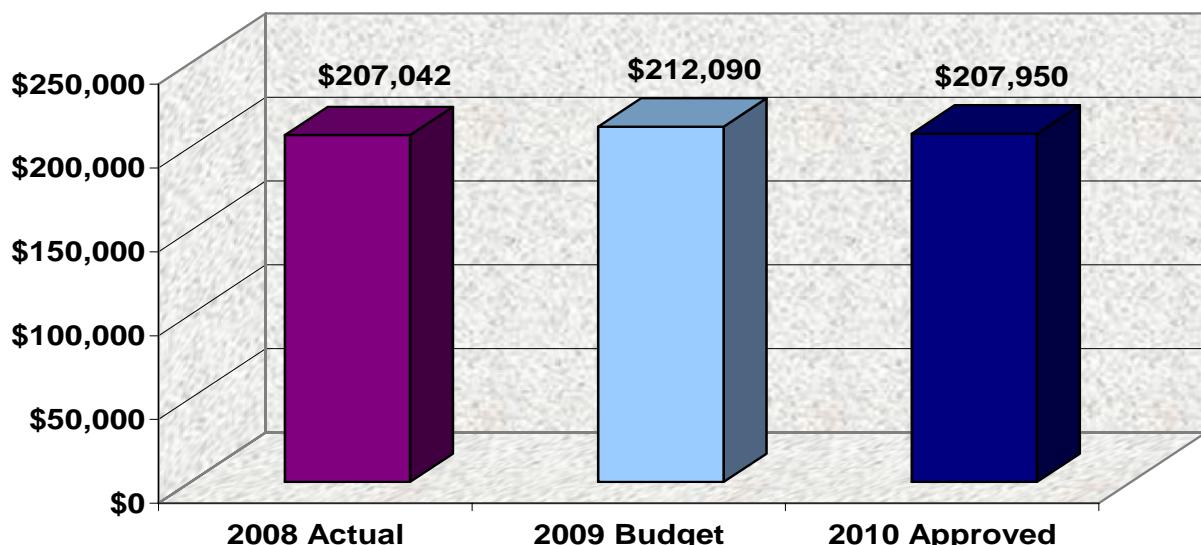
PERSONNEL SUMMARY AND ORGANIZATION

State Court
Public
Defender
(3)

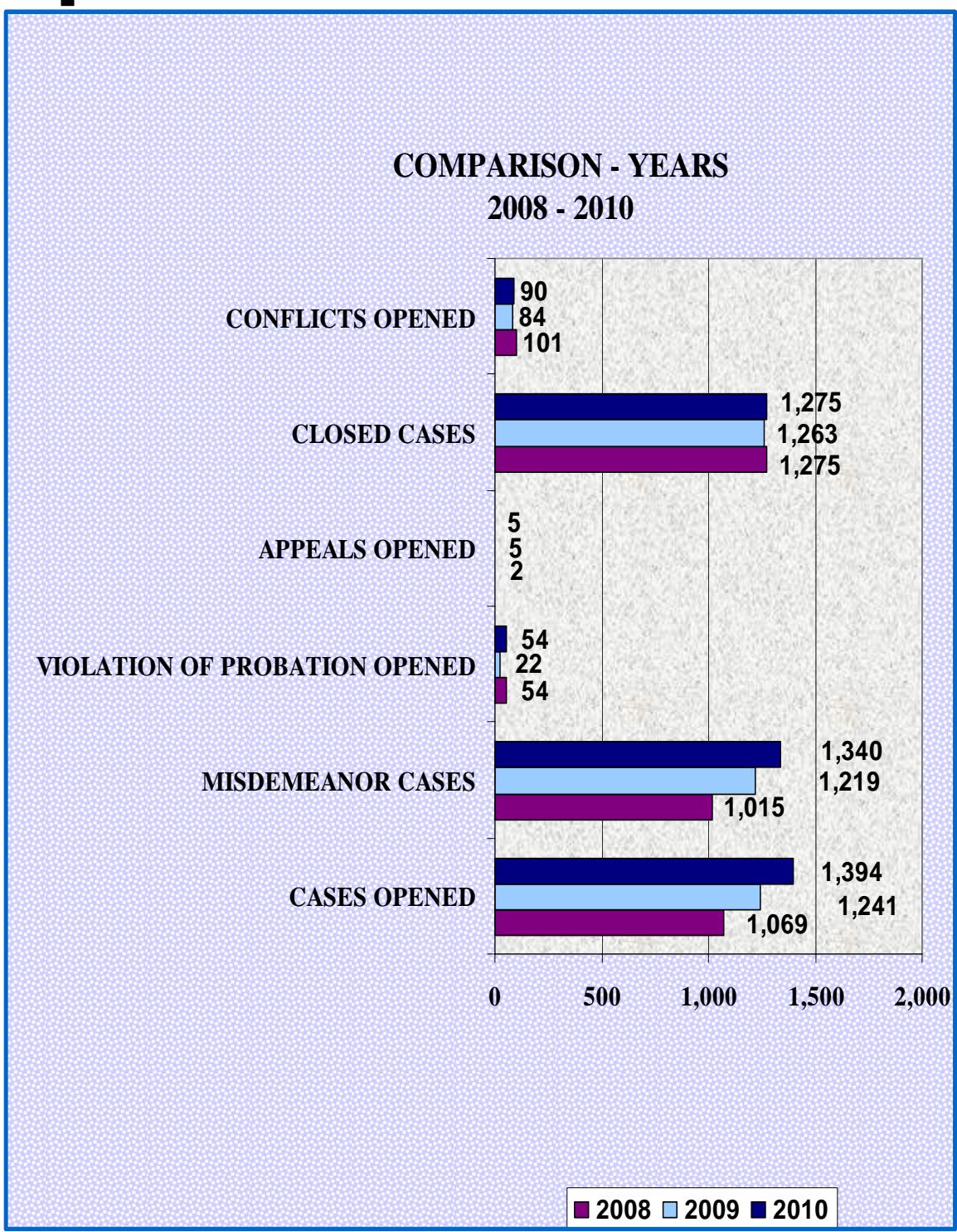
<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Public Defender	UNC	3	3	3
TOTAL FULL TIME		3	3	3

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>207,042</u>	<u>212,090</u>	<u>207,950</u>
<hr/>			
Total Funding Sources	<u>207,042</u>	<u>212,090</u>	<u>207,950</u>
<hr/>			
APPROPRIATIONS:			
Salary and Wages	148,676	153,673	151,141
Benefits	42,556	42,817	42,104
Advertising	-	-	-
Audit and Legal	-	6,000	2,725
Dues and Subscriptions	2,764	4,000	3,400
Supplies	498	600	600
Professional Services	2,763	2,000	4,500
Travel and Training	4,699	3,000	3,480
Minor Equipment/Improvements	5,086	-	-
Fixed Assets	-	-	-
<hr/>			
Total Appropriations	<u>207,042</u>	<u>212,090</u>	<u>207,950</u>



WORKLOAD INDICATORS



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

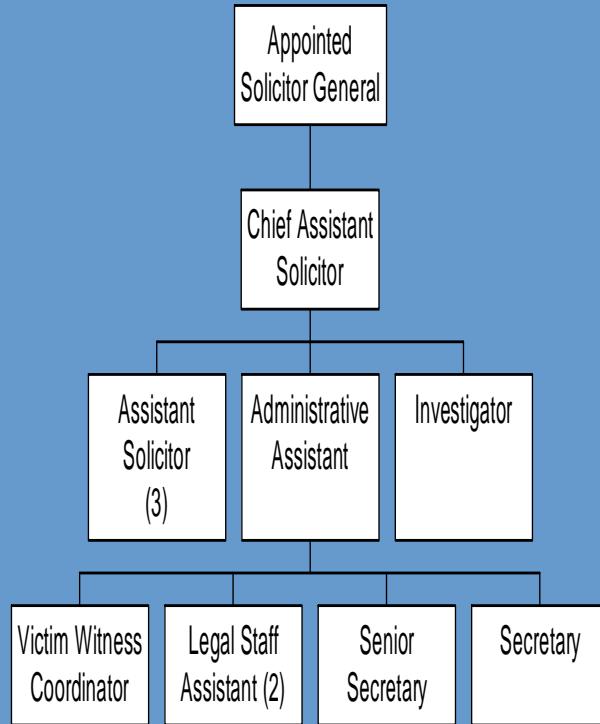
Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court

To prepare for and make the transition into a two judge State Court system as efficiently and effectively as possible



State Court-Solicitor

PERSONNEL SUMMARY AND ORGANIZATION

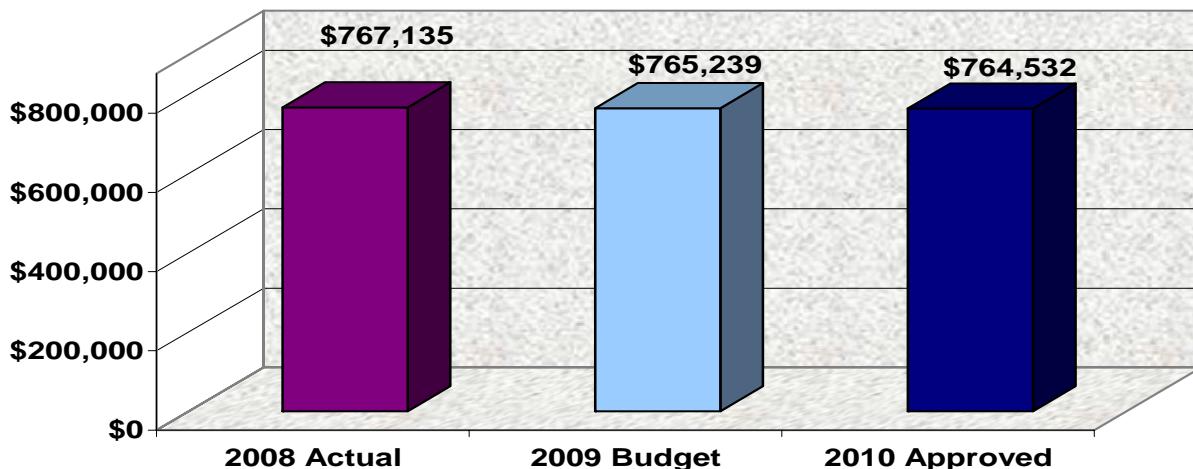


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	2	3	3
Paralegal	29	1	0	0
Investigator	27	1	1	1
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	2	2	2
Senior Secretary	19	1	1	1
Victim Witness Coordinator	19	1	1	1
Department Secretary	19	0	1	1
TOTAL FULL TIME		11	12	12

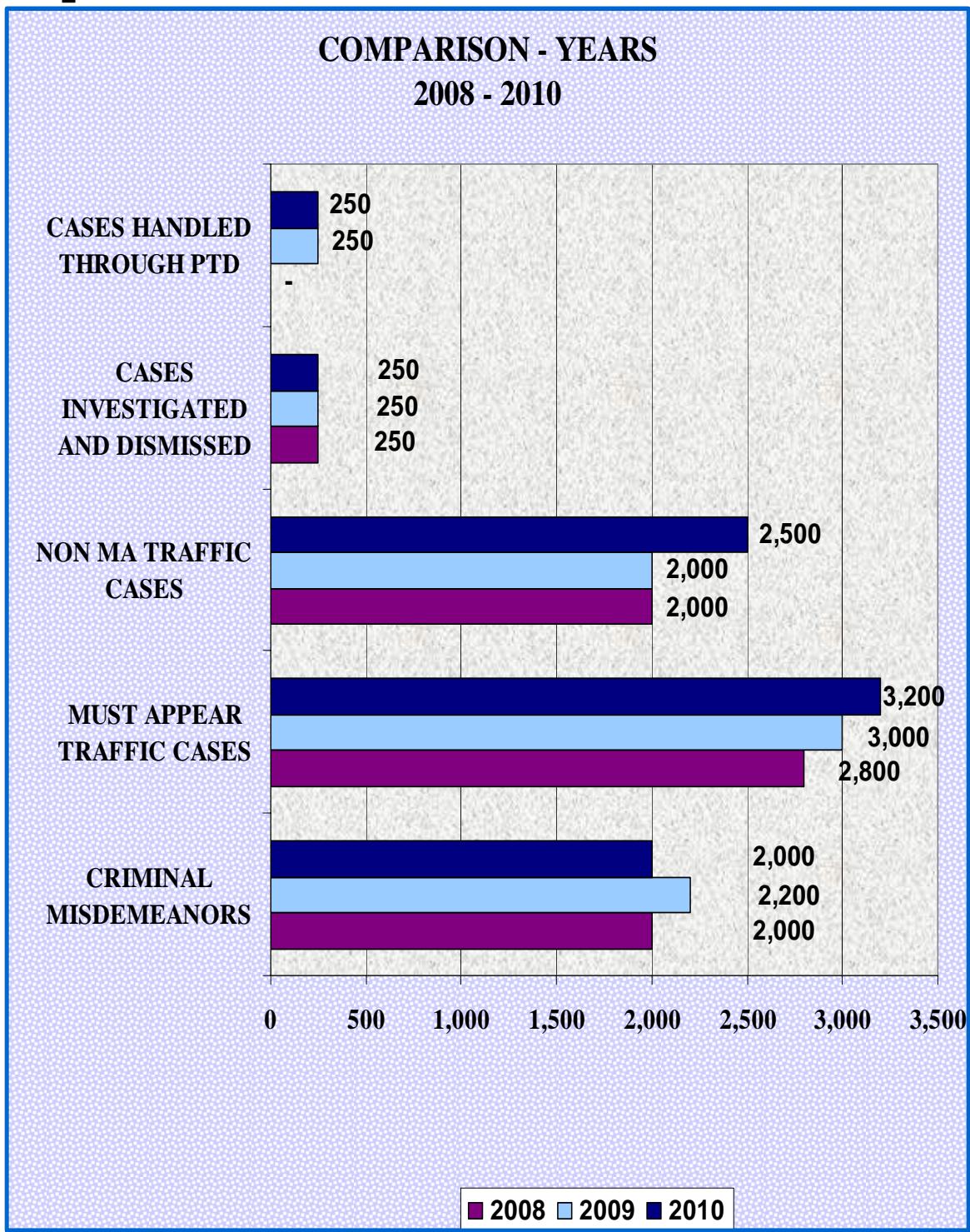
State Court-Solicitor

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>767,135</u>	<u>765,239</u>	<u>764,532</u>
 Total Funding Sources	 <u>767,135</u>	 <u>765,239</u>	 <u>764,532</u>
 APPROPRIATIONS:			
Salary and Wages	547,490	557,104	564,538
Benefits	177,679	173,802	164,903
Advertising	468	-	255
Audit and Legal	-	-	-
Vehicle Expenses	5,557	5,633	4,550
Dues and Subscriptions	8,860	4,000	8,623
Equipment Rental	-	-	-
Maintenance Charges	891	900	1,008
Supplies	12,816	12,500	10,455
Professional Services	3,397	3,500	2,975
Utilities	2,028	2,300	2,125
Travel and Training	5,533	5,500	5,100
Minor Equipment/Improvements	2,416	-	-
Fixed Assets	-	-	-
 Total Appropriations	 <u>767,135</u>	 <u>765,239</u>	 <u>764,532</u>



WORKLOAD INDICATORS



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

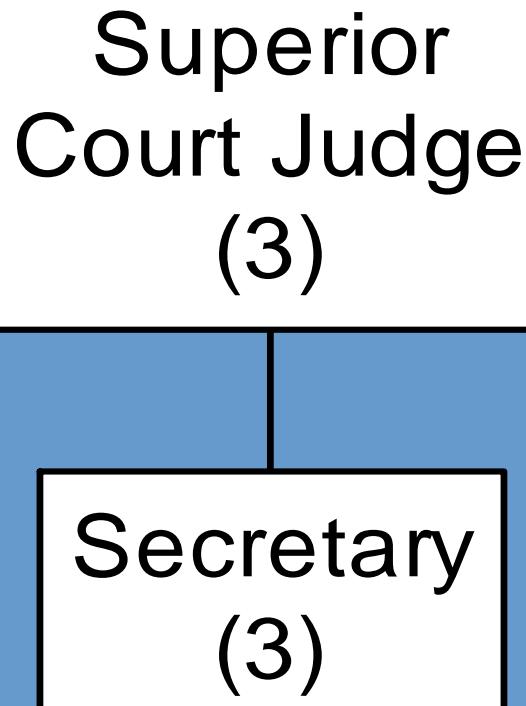
Complete and test implementation of archiving system for court document images

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



PERSONNEL SUMMARY AND ORGANIZATION

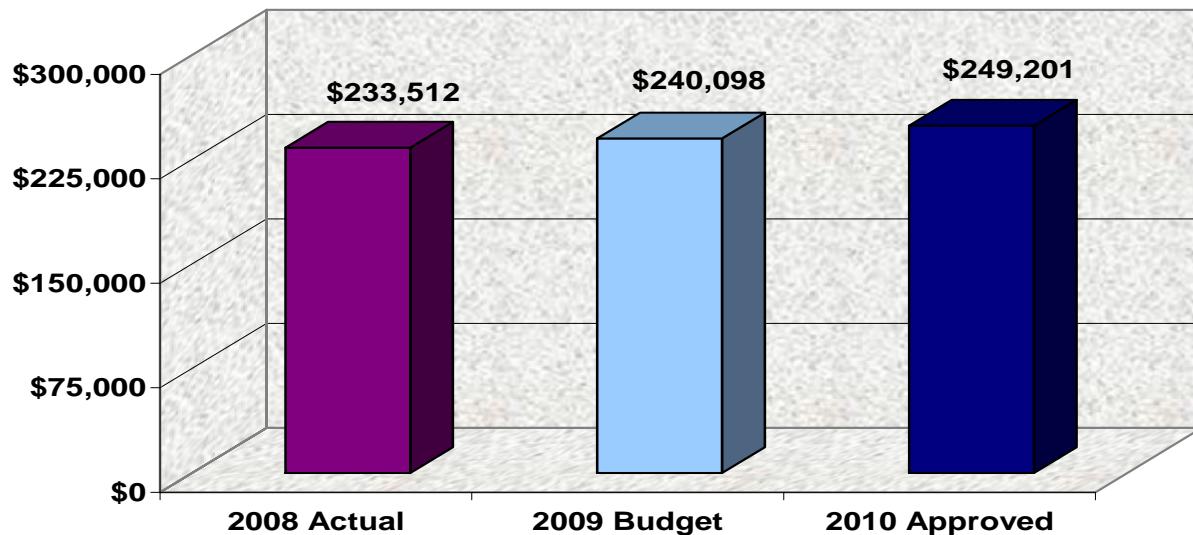


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
TOTAL FULL TIME		6	6	6

Superior Court Judges

BUDGET SUMMARY

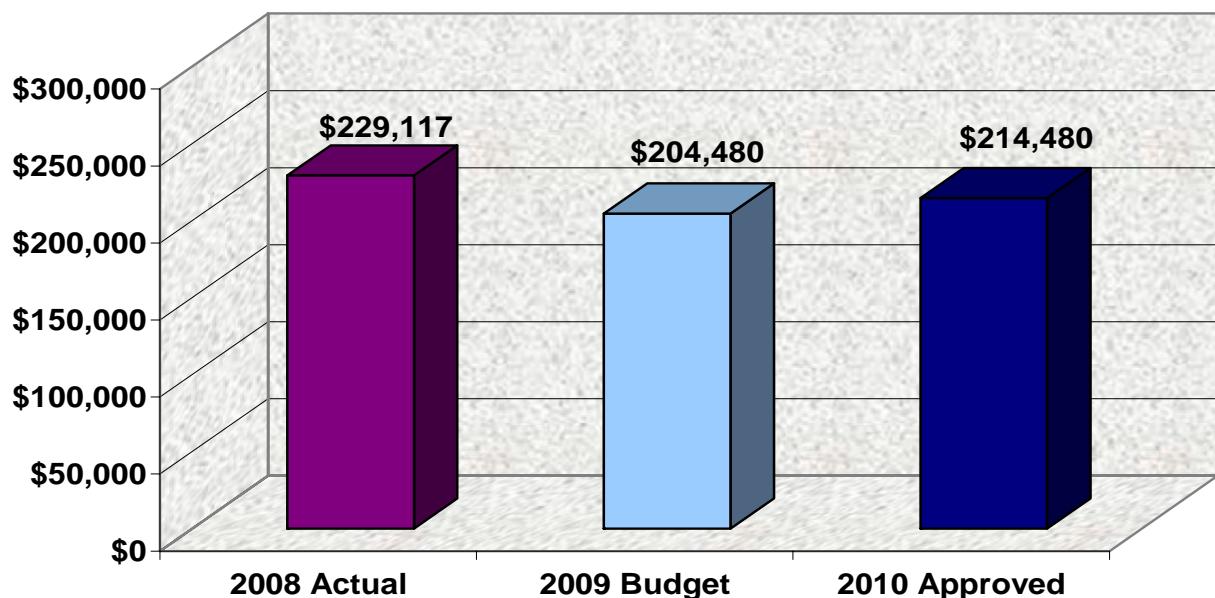
	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>233,512</u>	<u>240,098</u>	<u>249,201</u>
Total Funding Sources	<u>233,512</u>	<u>240,098</u>	<u>249,201</u>
APPROPRIATIONS:			
Salary and Wages	159,511	159,510	159,510
Benefits	14,844	22,638	21,741
Advertising	-	-	-
Dues and Subscriptions	1,912	2,700	2,700
Equipment Rental	-	-	-
Maintenance Charges	1,120	1,000	1,000
Supplies	4,400	3,750	3,750
Professional Services	50,731	50,000	50,000
Utilities	6	-	-
Travel and Training	-	500	500
Minor Equipment/Improvements	988	-	-
Fixed Assets	-	-	<u>10,000</u>
Total Appropriations	<u>233,512</u>	<u>240,098</u>	<u>249,201</u>



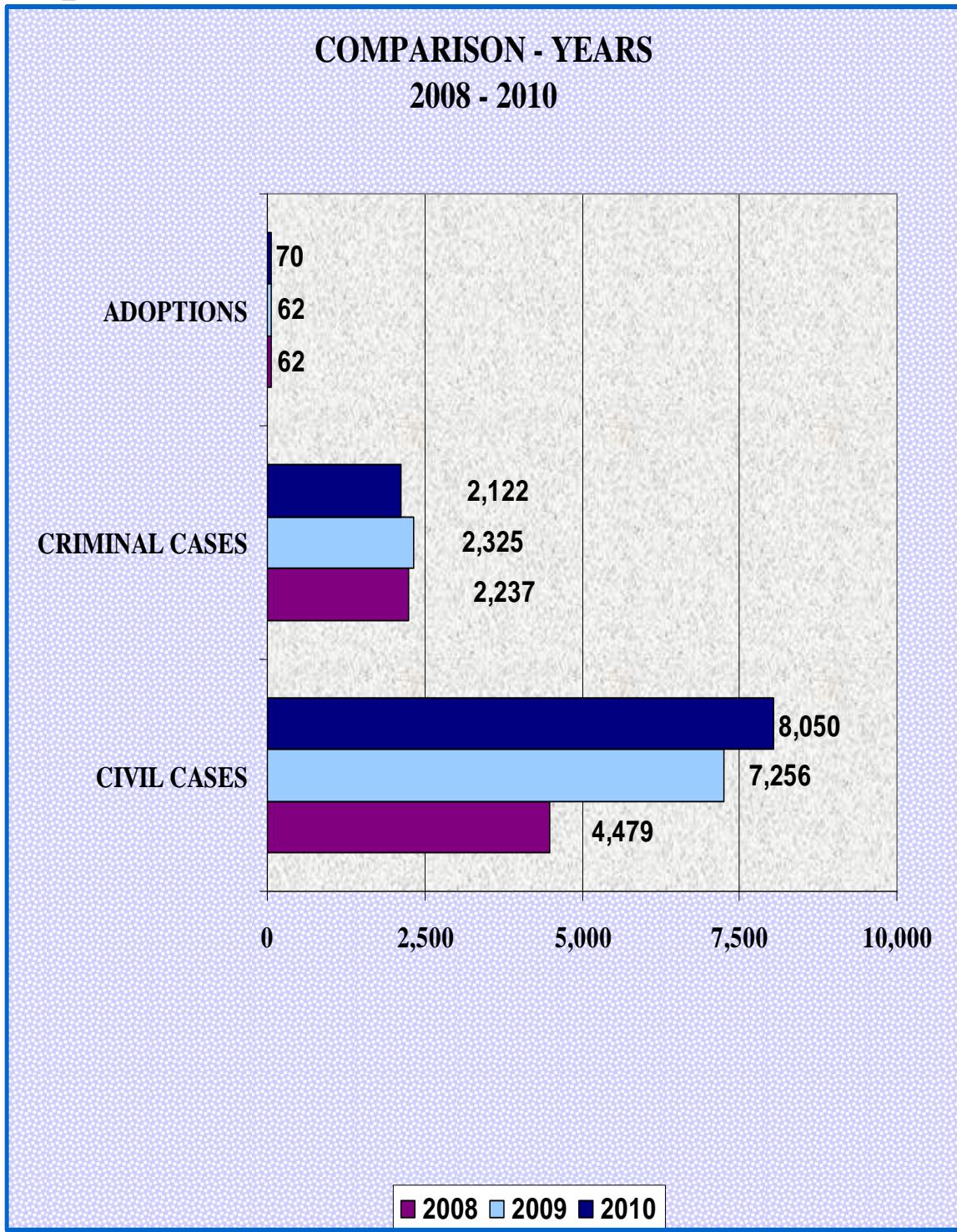
Superior Court Operations

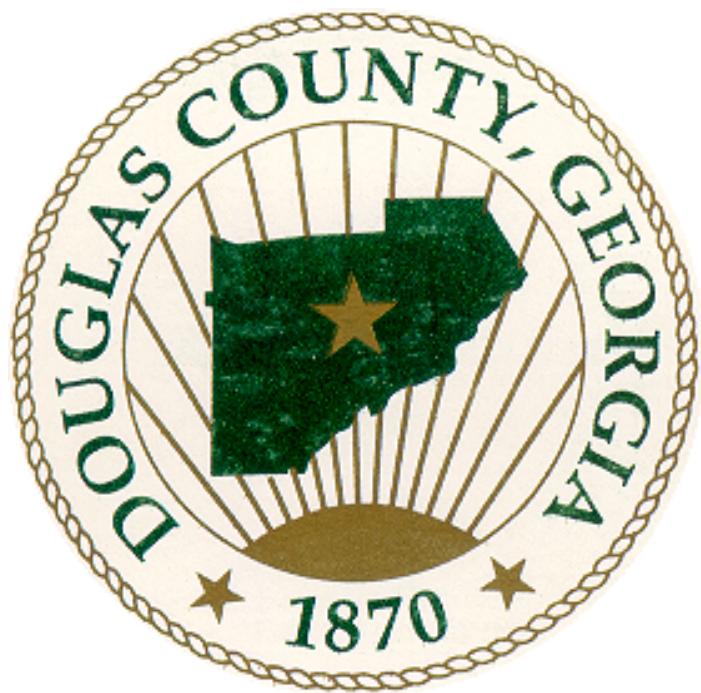
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>229,117</u>	<u>204,480</u>	<u>214,480</u>
Total Funding Sources	<u>229,117</u>	<u>204,480</u>	<u>214,480</u>
APPROPRIATIONS:			
Dues and Subscriptions	-	-	-
Maintenance Charges	320	480	480
Supplies	4,446	4,000	4,000
Professional Services	224,351	200,000	210,000
Utilities	-	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>229,117</u>	<u>204,480</u>	<u>214,480</u>



WORKLOAD INDICATORS





PUBLIC SAFETY

DIRECTORY

Animal Control.....	202
Coroner	206
Emergency Management.....	208
Fire and Emergency Service	212
Sheriff—Detention	217
Sheriff—Enforcement.....	222

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

Improve on our meeting State requirements for adoptions such as ensuring that all of the animals altered before adoption

Have all Animal Control Officers certified through the National Animal Control Association and have the be experienced in all aspects of court procedures

Provide continued customer service utilizing feedback from residents as a guide on continued improvement both at the shelter and in the field

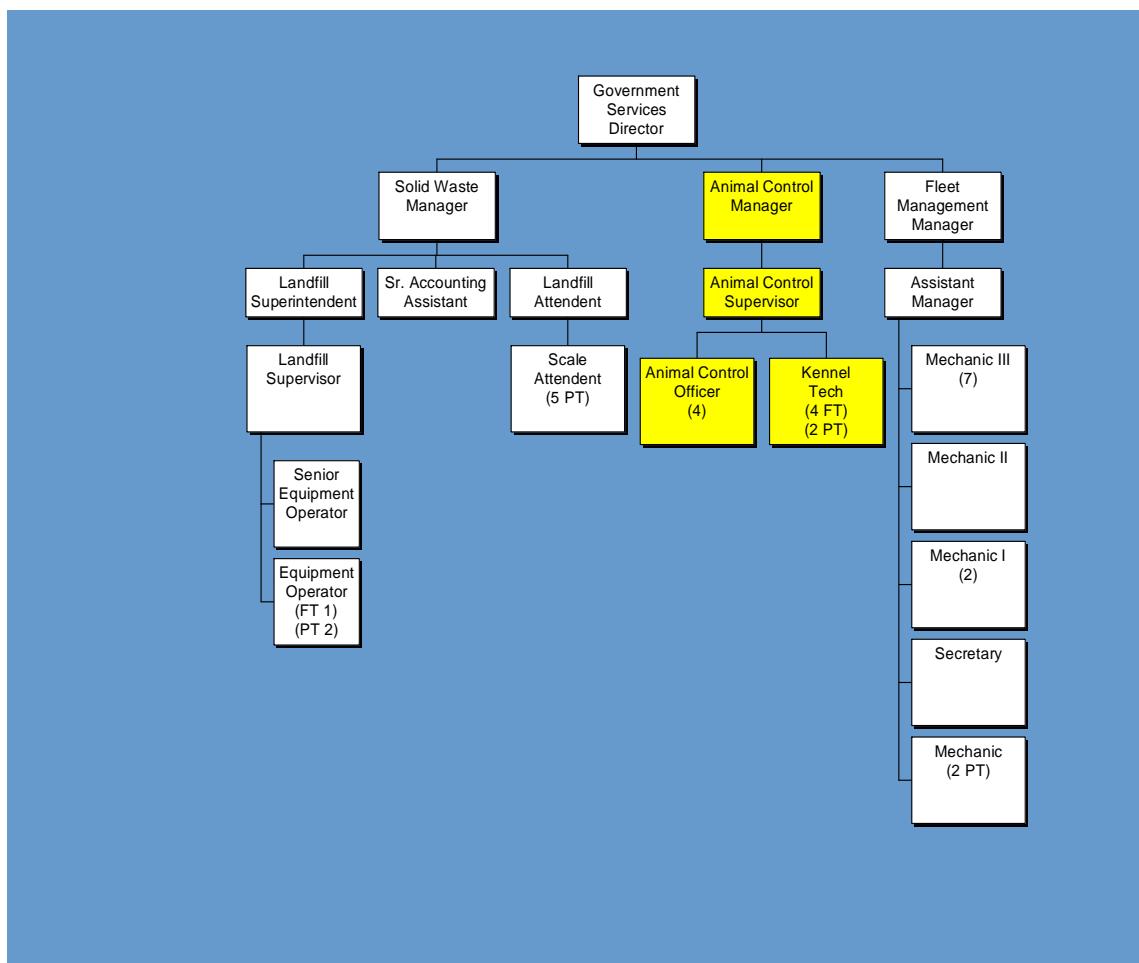
Increase all information to be readily available to Animal Control through computer database software on both offenders and complainants in order to access the high volume of complaints in a timely manner

Utilize the Animal Control Advisory Board to provide improved ordinances and quality of life for animals in Douglas County



PERSONNEL SUMMARY AND ORGANIZATION

Animal Control

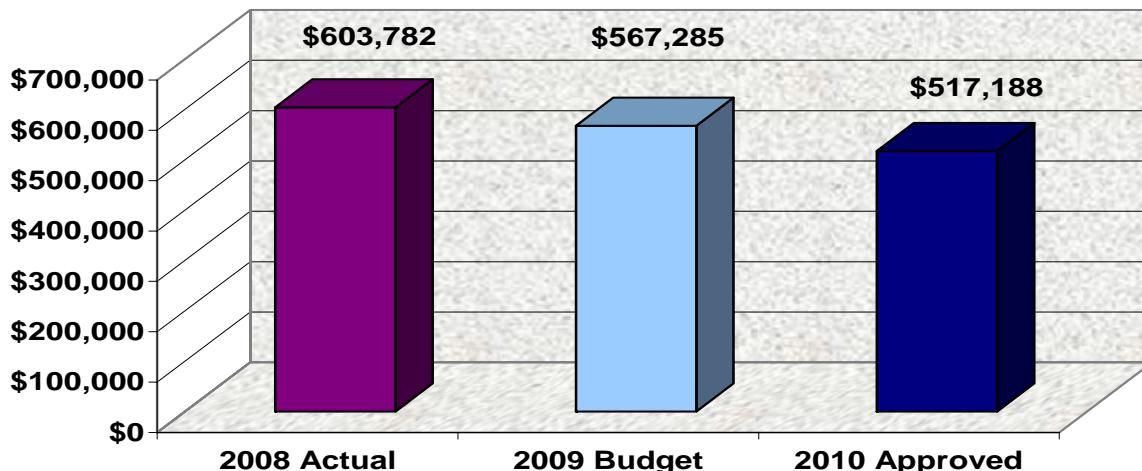


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Manager	UNC	1	1	1
Supervisor	22	1	1	1
Control Officer	19	4	4	4
Kennel Tech	18	4	4	4
Kennel Tech	PT	2	2	2
TOTAL FULL TIME		10	10	10
TOTAL PART TIME		2	2	2

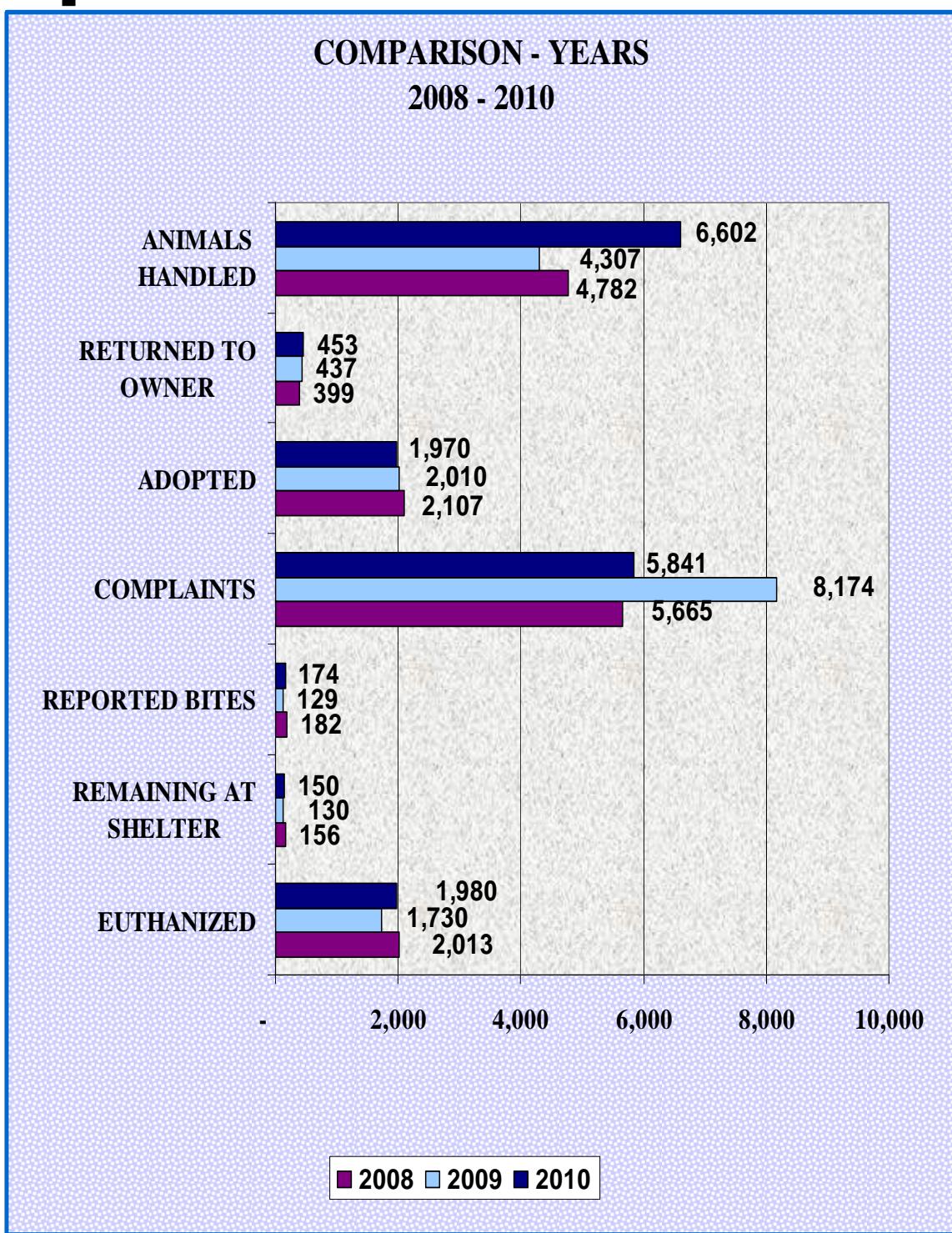
Animal Control

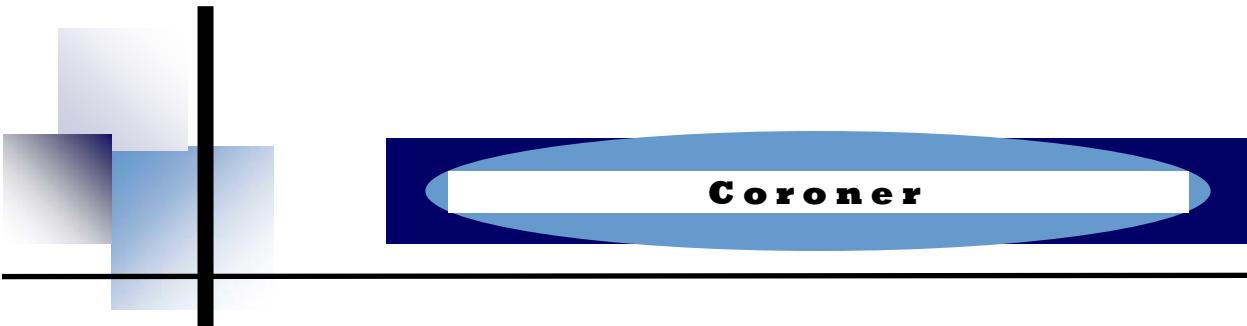
BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	520,960	485,285	435,188
Animal Control Fees	<u>82,822</u>	<u>82,000</u>	<u>82,000</u>
Total Funding Sources	<u>603,782</u>	<u>567,285</u>	<u>517,188</u>
APPROPRIATIONS:			
Salary and Wages	331,119	329,242	290,490
Benefits	125,661	127,615	130,459
Advertising	680	400	-
Vehicle Expenses	23,564	20,391	18,145
Dues and Subscriptions	200	200	170
Maintenance Charges	12,601	15,777	11,628
Supplies	30,563	20,060	17,051
Professional Services	17,889	15,000	15,300
Utilities	38,621	34,400	26,945
Travel and Training	2,978	2,000	850
Uniforms	1,962	2,200	850
Minor Equipment/Improvements	17,944	-	-
Fixed Assets	<u>-</u>	<u>-</u>	<u>5,300</u>
Total Appropriations	<u>603,782</u>	<u>567,285</u>	<u>517,188</u>



WORKLOAD INDICATORS





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

MISSION

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

FUNCTIONS

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

GOALS

Respond to all calls in a timely manner

Investigate the scene of a death in an unobtrusive manner

Properly determine cause of death

Issue death certificates upon completion of investigation

PERSONNEL

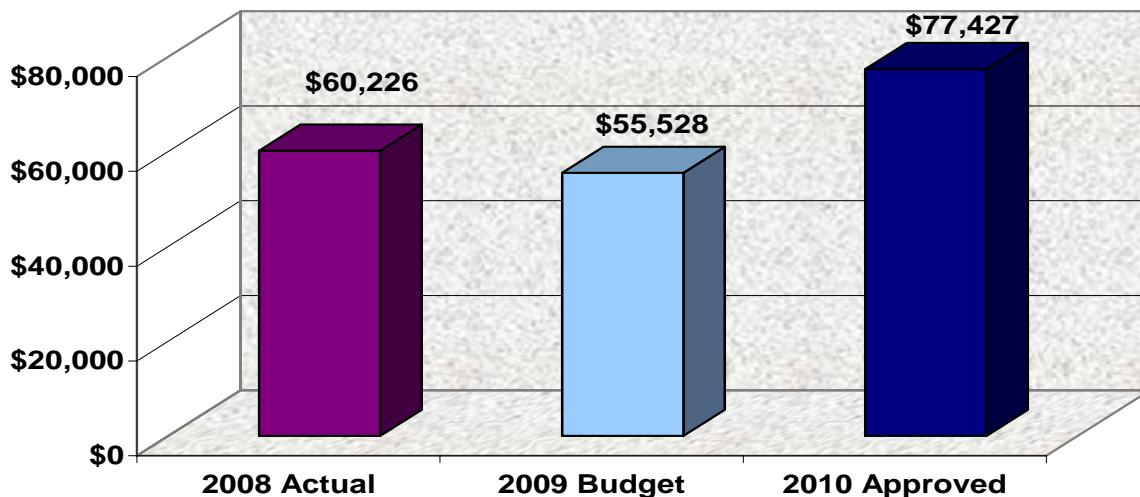
<u>POSITION</u>	<u>GRADE</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
Coroner	UNC	1	1	1
TOTAL FULL TIME		1	1	1



Coroner

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>60,226</u>	<u>55,528</u>	<u>77,427</u>
Total Funding Sources	<u>60,226</u>	<u>55,528</u>	<u>77,427</u>
APPROPRIATIONS:			
Salary and Wages	19,062	18,916	31,114
Benefits	10,415	10,684	11,497
Vehicle Expenses	858	803	710
Dues and Subscriptions	225	225	191
Medical Services	21,895	16,800	14,280
Supplies	102	1,800	1,486
Professional Services	2,452	2,400	14,834
Utilities	1,836	1,000	850
Travel and Training	3,010	2,900	2,465
Uniforms	371	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>60,226</u>	<u>55,528</u>	<u>77,427</u>



MISSION

To provide dependable Emergency Management services to the citizens and visitors of Douglas County

FUNCTIONS

- Planning and organizing Emergency Management operations
- Maintenance of shelter facilities

GOALS

Carry out all emergency management plans and directives and cooperate with surrounding counties to develop closer working relationships in order to further develop our mutual aid agreements

Attend state schools to expand knowledge and improve readiness

Work with other departments to ensure that their plans are updated and assist them if needed

Conduct drills with other departments, hospitals, trauma centers, etc.

Build up CERT (Citizens Emergency Response Team)

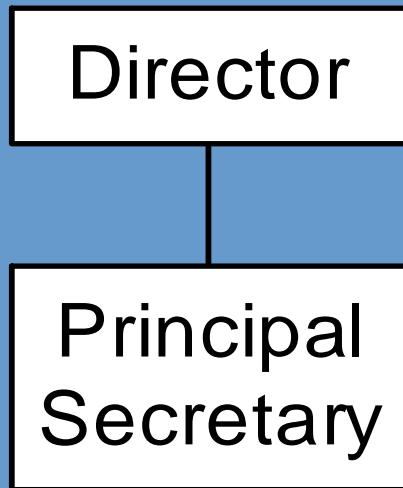
Continue working with LEPC (Local Emergency Planning Committee)

Continue with the public education campaign for the community, making certain the community knows how to prepare their homes and businesses for disasters

Updating Douglas County Hazard Mitigation Plan as required



PERSONNEL SUMMARY AND ORGANIZATION

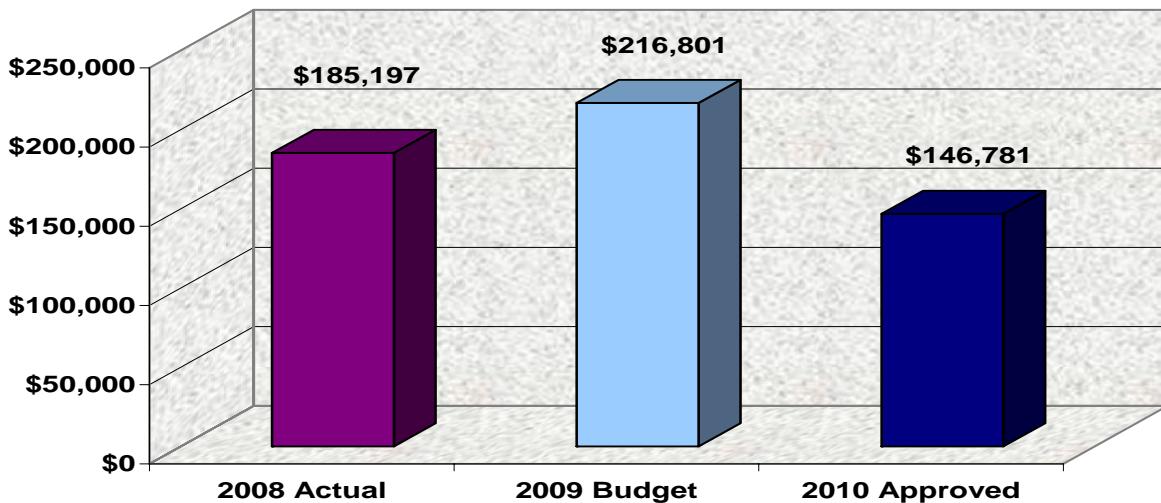


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
TOTAL FULL TIME		2	2	2

Emergency Management

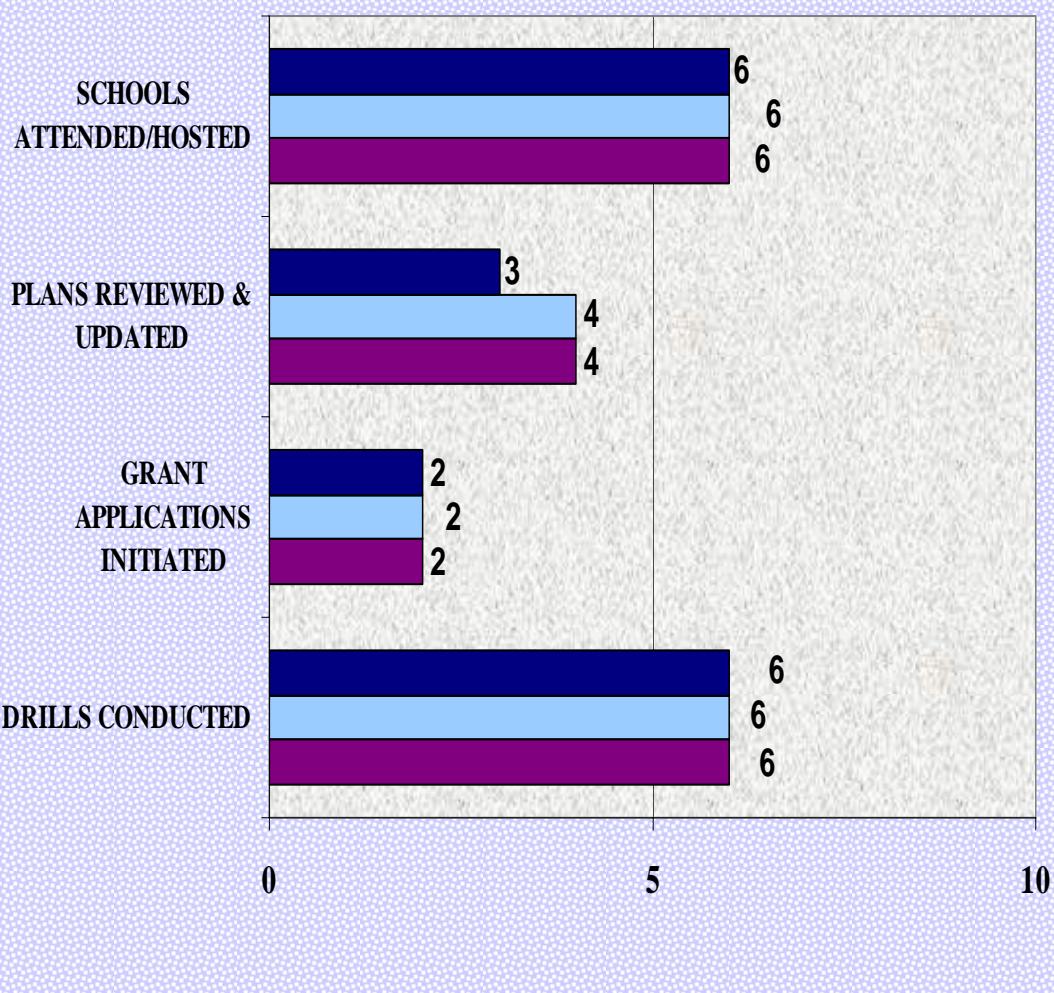
BUDGET SUMMARY

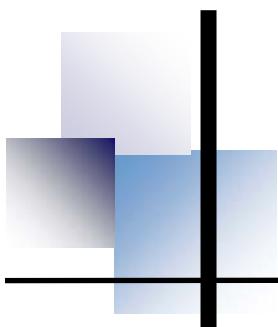
	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	164,136	216,801	125,781
Grants	<u>21,061</u>	-	<u>21,000</u>
Total Funding Sources	<u>185,197</u>	<u>216,801</u>	<u>146,781</u>
APPROPRIATIONS:			
Salary and Wages	85,010	84,862	84,862
Benefits	29,271	28,399	29,321
Advertising	1,621	400	340
Vehicle Expenses	1,190	2,640	1,925
Dues and Subscriptions	558	560	170
Equipment Rental	6	-	-
Maintenance Charges	406	400	434
Supplies	5,417	5,550	3,464
Professional Services	22,578	50,000	18,700
Utilities	6,025	6,000	5,100
Travel and Training	1,147	2,700	2,295
Uniforms	472	200	170
Minor Equipment/Improvements	9,517	4,625	-
Fixed Assets	<u>21,979</u>	<u>30,465</u>	<u>-</u>
Total Appropriations	<u>185,197</u>	<u>216,801</u>	<u>146,781</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2008 - 2010





MISSION

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

FUNCTIONS

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

GOALS

Complete Fire Station in Eastern portion of the County

Develop more opportunities for computer based training

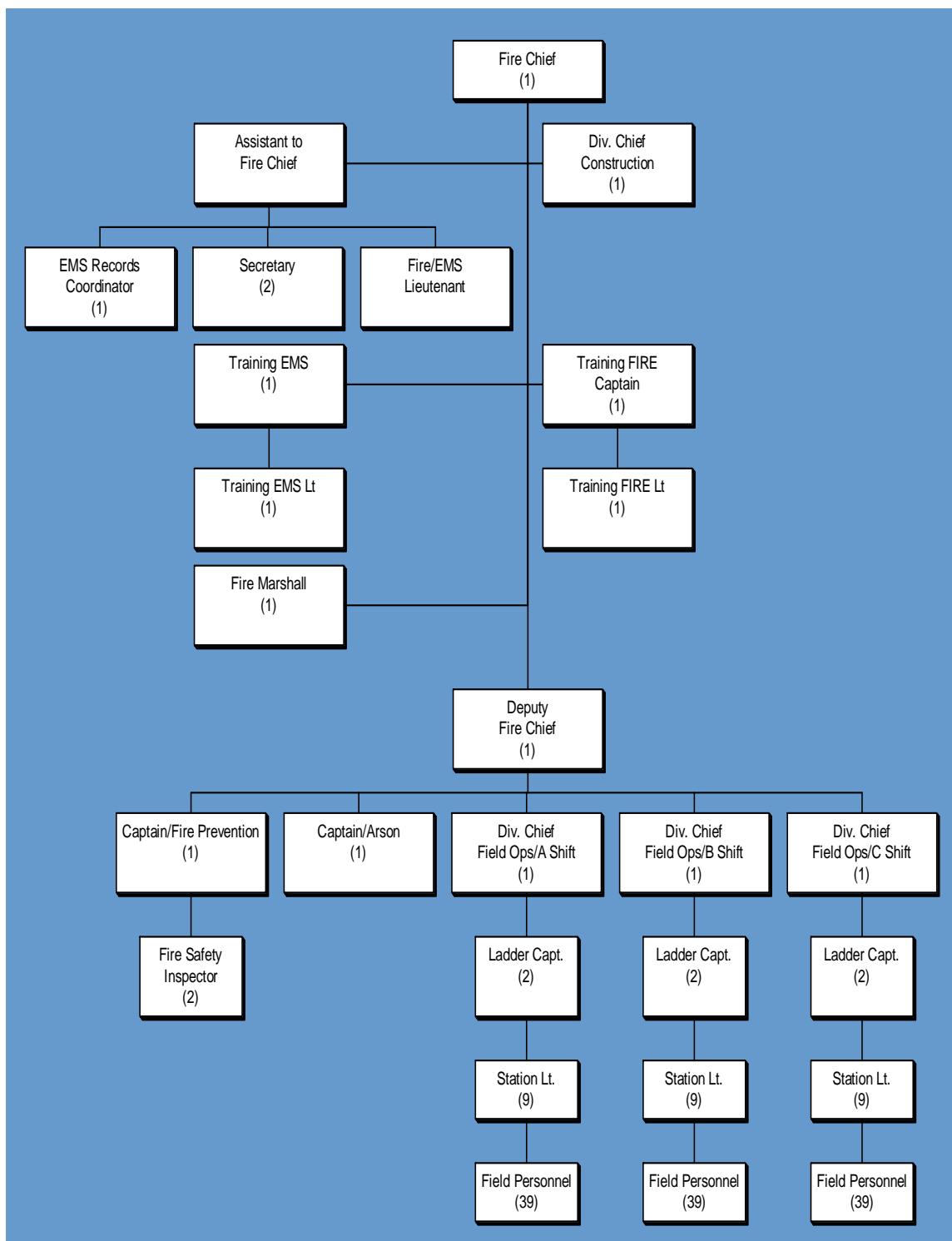
Divide County into two divisions (East & West) and establish three additional Division Chief Positions to administer these divisions

Purchase Mobile Command/911 Communications/EMA EOC apparatus (SPLOST Funded).



PERSONNEL SUMMARY AND ORGANIZATION

Fire & EMS



PERSONNEL SUMMARY AND ORGANIZATION

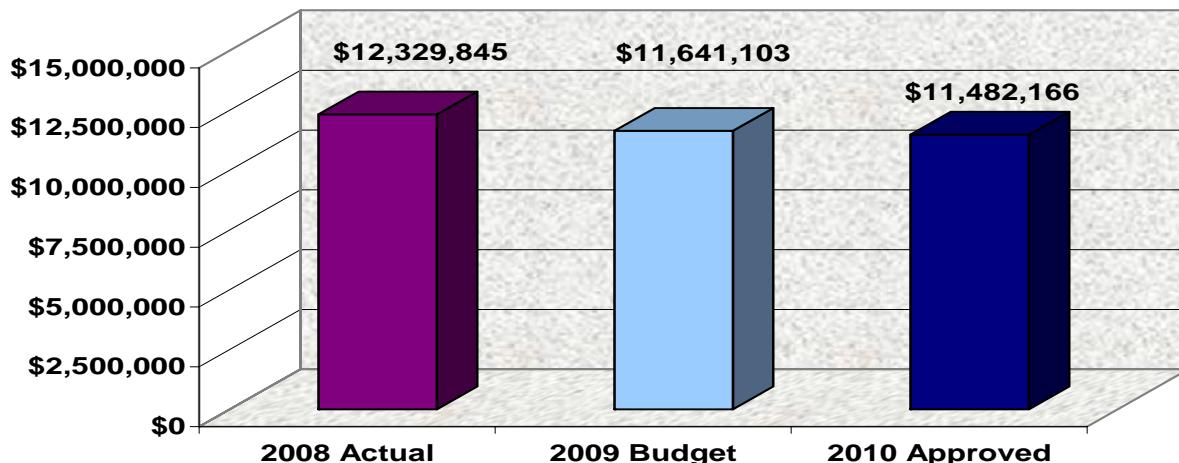
Fire & EMS

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	4	4	4
Fire Marshal	33	1	1	1
Station Captain	32	7	7	7
Fire Captain Admin	32	2	2	2
Fire Lieutenant/Paramedic	31	4	4	4
Fire Lieutenant/Cardiac Tech.	30	2	2	2
Lead Fire Investigator	30	1	1	1
Fire Lieutenant/EMT	29	23	23	23
Fire Lieutenant	28	4	4	4
Fire Fighter III/Paramedic	28	12	12	12
Assistant to Fire Chief	28	1	1	1
Fire Fighter II/Paramedic	26	23	22	22
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	14	15	15
Fire Fighter III	25	11	10	10
Fire Fighter II/Cardiac Tech	25	1	2	2
Paramedic	25	8	7	7
Fire Fighter II/EMT	24	40	38	38
EMT Medical Technician	23	5	9	9
Fire Fighter II	23	2	1	1
Principal Secretary	21	1	1	1
EMS Records Coordinator	23	1	1	1
Secretary	16	1	1	1
TOTAL FULL TIME		172	172	172

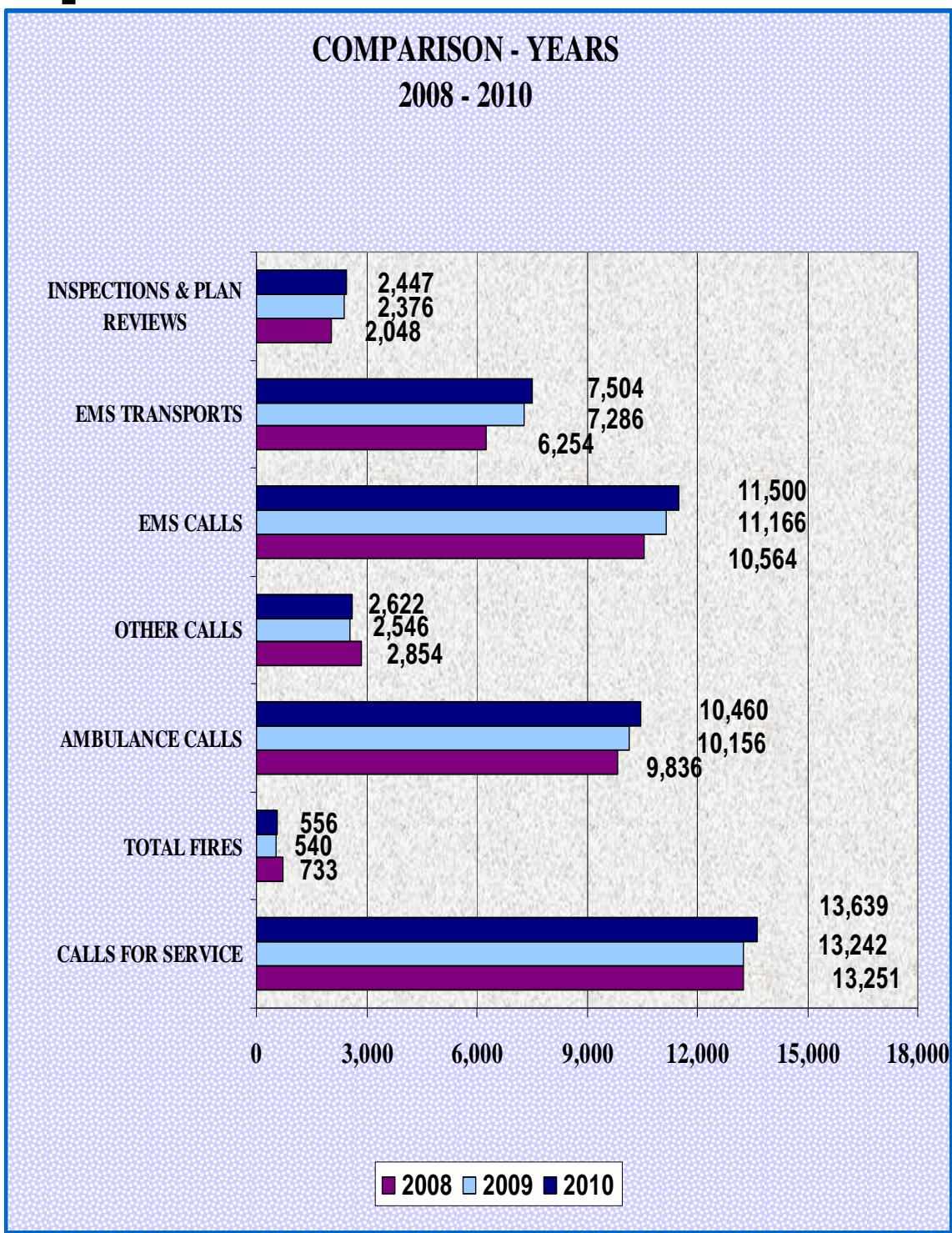
Fire & EMS

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	11,522,781	10,641,103	10,232,166
Ambulance Fees	<u>807,064</u>	<u>1,000,000</u>	<u>1,250,000</u>
Total Funding Sources	<u>12,329,845</u>	<u>11,641,103</u>	<u>11,482,166</u>
APPROPRIATIONS:			
Salary and Wages	8,431,544	8,099,718	8,033,075
Benefits	2,655,229	2,445,108	2,551,416
Advertising	8,768	10,000	6,800
Audit & Legal Fees	-	-	-
Vehicle Expenses	339,419	371,577	264,000
Dues and Subscriptions	3,884	5,000	3,400
Equipment Rental	18,038	18,000	15,300
Medical Services	-	-	-
Maintenance Charges	51,062	48,400	46,070
Supplies	198,348	196,300	166,855
Professional Services	163,712	192,000	161,500
Utilities	248,883	210,000	195,500
Travel and Training	25,890	20,000	17,000
Uniforms	116,957	25,000	21,250
Minor Equipment/Improvements	56,861	-	-
Fixed Assets	<u>11,250</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>12,329,845</u>	<u>11,641,103</u>	<u>11,482,166</u>



WORKLOAD INDICATORS



MISSION

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

FUNCTIONS

- Process all persons arrested through the jail and court system as required
- Maintain a safe, secure and hygienic environment for arrestees, inmates and staff
- Serve all orders, process, summons, etc. As directed by courts
- Execute criminal arrest warrants as directed by the court
- Provide safe and secure transportation for inmates and other persons as required by law
- Maintain safe and secure environment for all court staff and persons involved in the court system
- Provide assistance to the public in matters related to Sheriff's duties
- Maintain safety and integrity of jury members
- 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 the need for overtime and help prevent “burnout” from overwork for jail staff

Reduce inmate movement within the facility to combat increase in assaults on staff

Increase emergency drills to provide practical training for jail staff

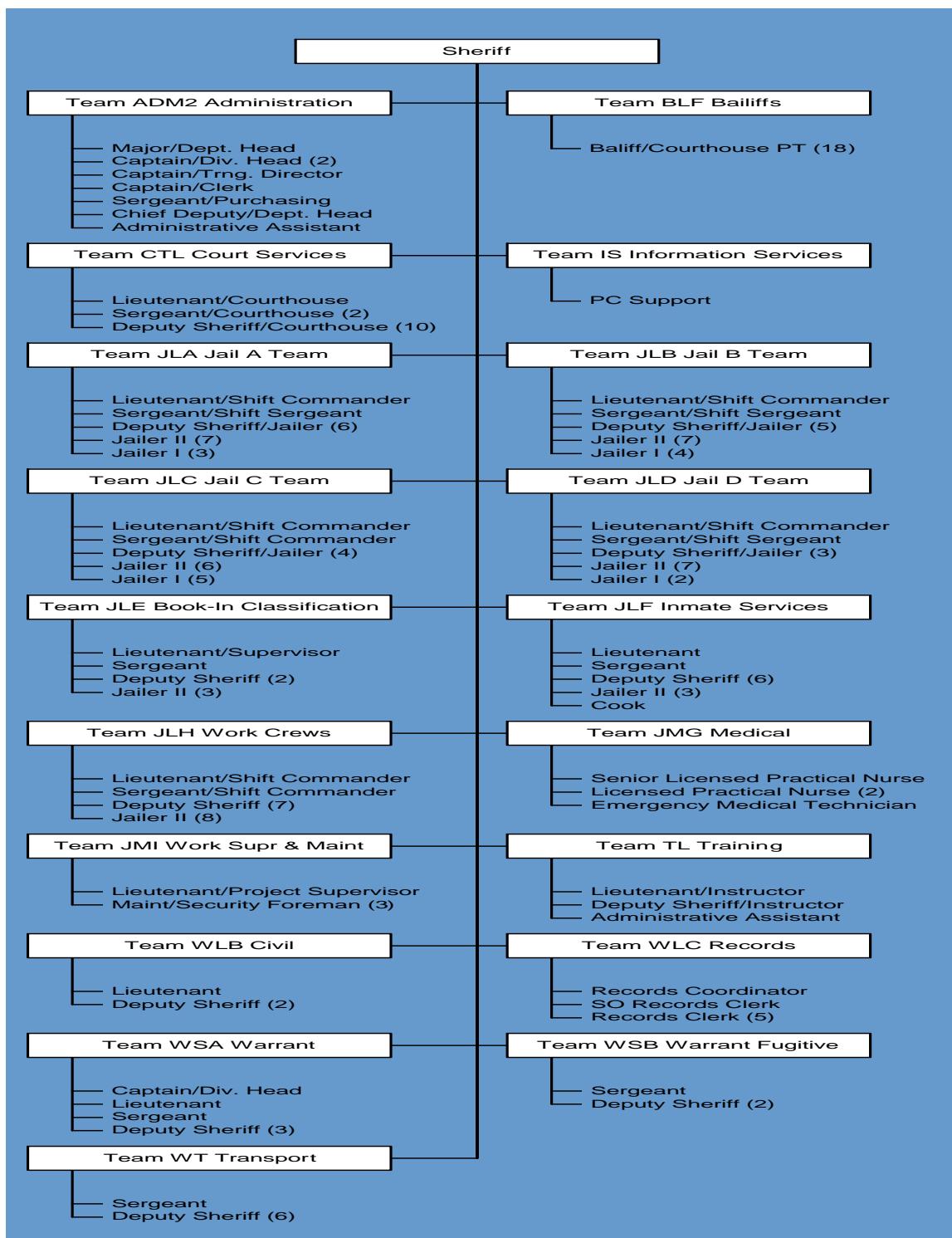
Upgrade parking security at the Courthouse

Upgrade Security Camera System and general appearance of the jail facility



PERSONNEL SUMMARY AND ORGANIZATION

Sheriff Detention



PERSONNEL SUMMARY AND ORGANIZATION

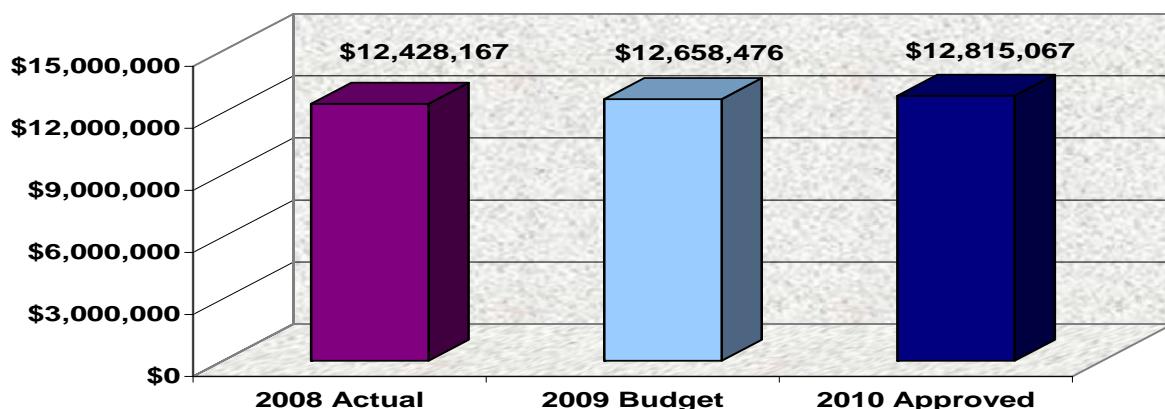
Sheriff Detention

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Nurse Manager	34	1	1	1
Captain	32	4	4	4
Lieutenant	30	14	13	13
Sergeant	27	13	13	13
Maintenance/Security Foreman	27	3	3	3
Corporals	25	5	5	5
Licensed Practical Nurse	25	1	1	1
Deputy Sheriff	24	55	45	45
Administrative Assistant	24	2	2	2
Emergency Medical Technical	23	3	3	3
Records Coordinator	23	1	1	1
Comm Officer I	21	1	1	1
Senior Records Clerk	21	1	1	1
Jailer II	21	40	47	47
Jailer I	20	11	11	11
Comm Officer Trainee	20	1	1	1
Records Clerk	19	7	6	6
Records Clerk	PT	1	1	1
Deputy Sheriff	PT	1	1	1
Jailer II	PT	1	0	0
Jailer I	PT	1	0	0
Bailiff	PT	18	18	18
TOTAL FULL TIME		165	160	160
TOTAL PART TIME		22	20	20

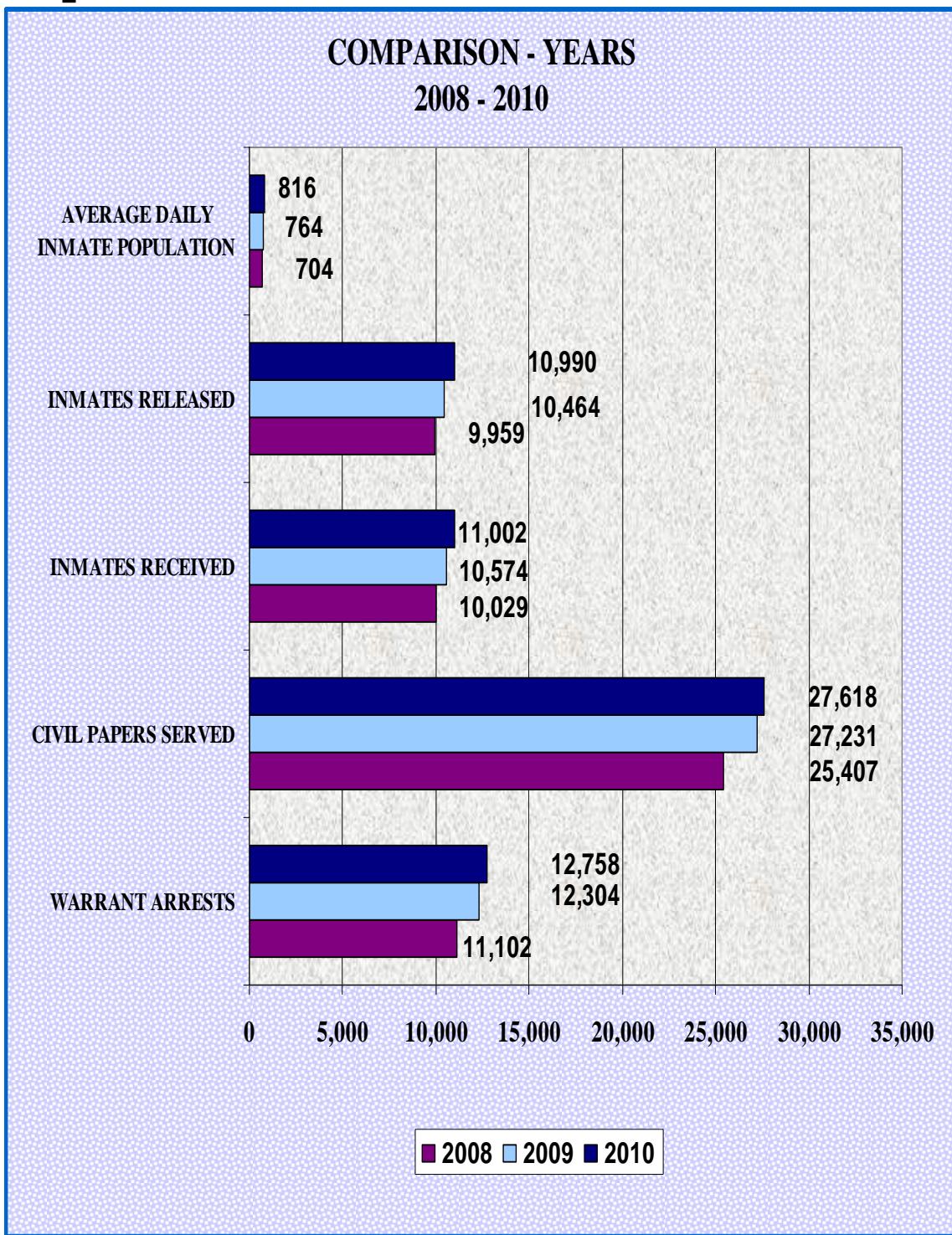
Sheriff Detention

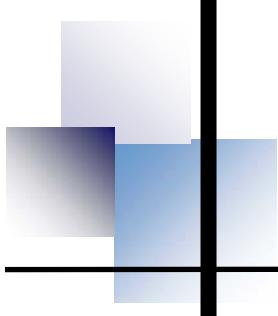
BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	11,560,462	12,029,476	11,960,067
Jail Fund Surcharge	366,905	424,000	350,000
Board Fees	500,800	205,000	505,000
Total Funding Sources	<u>12,428,167</u>	<u>12,658,476</u>	<u>12,815,067</u>
APPROPRIATIONS:			
Salary and Wages	6,846,266	6,801,075	7,004,926
Benefits	2,308,113	2,087,643	2,428,979
Advertising	5,475	5,500	3,570
Arrest Expense	26,131	32,000	22,100
Audit & Legal	-	-	-
Vehicle Expenses	93,157	70,400	67,500
Dues and Subscriptions	637	2,200	850
Equipment Rental	80	250	-
Interest Expense	1,388	-	-
Maintenance Charges	415,036	332,108	282,292
Supplies	52,997	50,600	42,925
Professional Services	43,620	52,000	38,250
Prisoners Care	1,835,601	2,050,000	2,233,050
Utilities	696,305	656,500	597,125
Travel and Training	38,668	20,000	42,500
Uniforms	59,545	70,000	51,000
Operating Transfers	-	-	-
Minor Equipment/Improvements	3,058	-	-
Fixed Assets	2,090	428,200	-
Total Appropriations	<u>12,428,167</u>	<u>12,658,476</u>	<u>12,815,067</u>



WORKLOAD INDICATORS





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

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

GOALS

Review and update departmental policies and procedures

Enhance capabilities of Crime Suppression Unit

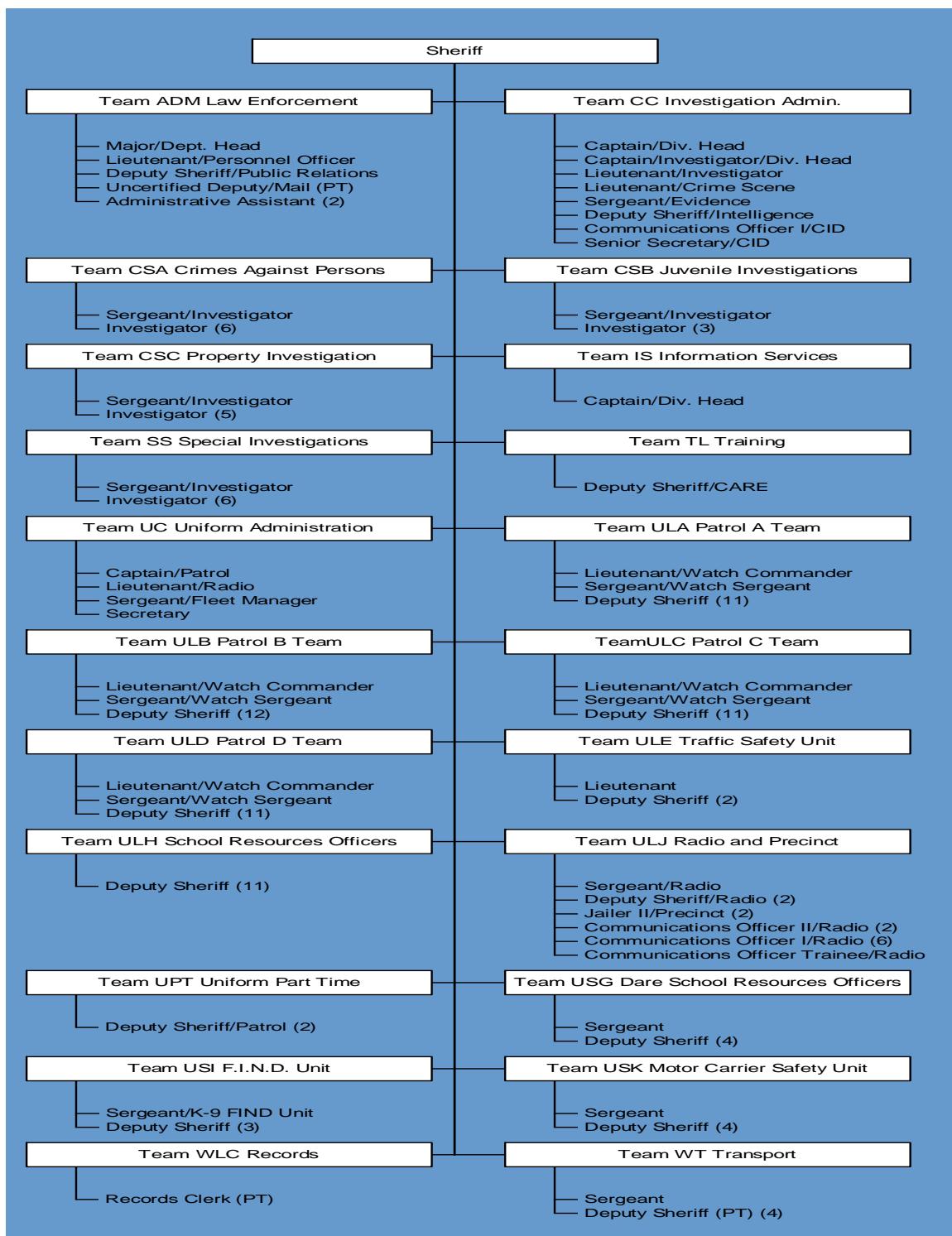
Re-establish broad training requirements for sworn staff

Increase capabilities of Gang/Youth Violence Unit to address juvenile crime



PERSONNEL SUMMARY AND ORGANIZATION

Sheriff Enforcement



PERSONNEL SUMMARY AND ORGANIZATION

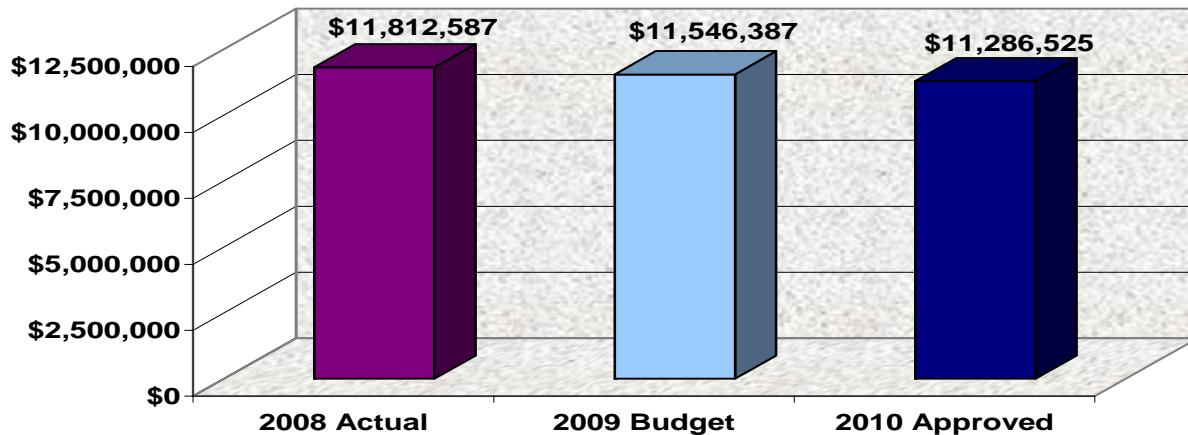
Sheriff Enforcement

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Sheriff	UNC	1	1	1
Major	35	1	1	1
Captain	32	2	2	2
System Administrator	32	1	1	1
Lieutenant Investigator	31	3	3	3
Lieutenant	30	7	7	7
Sergeant Investigator	28	5	5	5
Sergeant	27	12	12	12
Investigator	27	27	28	28
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	76	82	82
Administrative Assistant	24	2	2	2
Communications Officer II	22	4	10	10
Communications Officer I	21	7	4	4
Jailer II	21	1	1	1
Deputy Sheriff Recruit	21	4	0	0
Communications Officer Trainee	20	5	3	3
Senior Secretary	19	1	0	0
Communications Officer Trainee	PT	1	0	0
Senior Secretary	PT	1	1	1
Uncertified Deputy	PT	1	1	1
Deputy Sheriff PT	PT	1	1	1
Mail Clerk	PT	0	1	1
TOTAL FULL TIME		162	165	165
TOTAL PART TIME		4	4	4

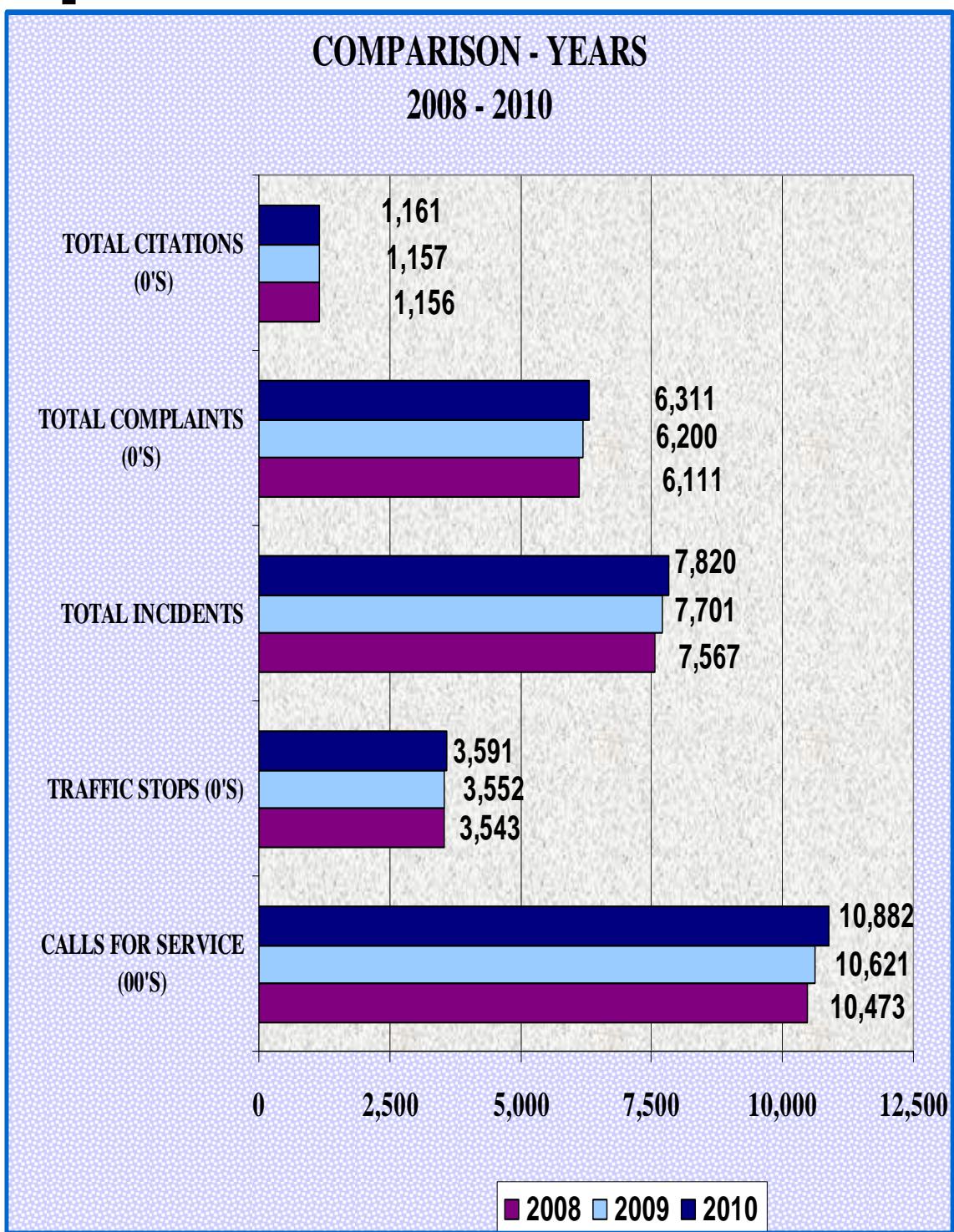
Sheriff Enforcement

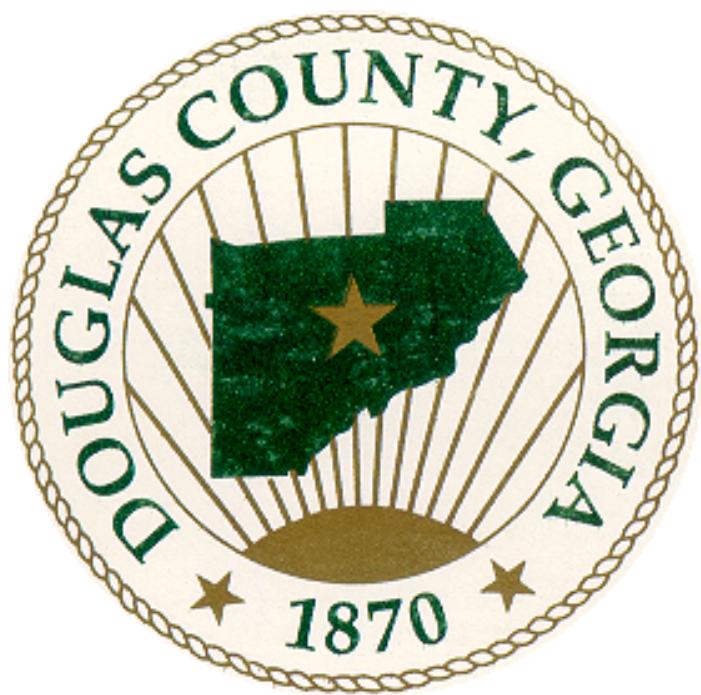
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	11,617,076	11,082,387	11,086,525
Sheriff's Fees	<u>195,511</u>	<u>464,000</u>	<u>200,000</u>
Total Funding Sources	<u>11,812,587</u>	<u>11,546,387</u>	<u>11,286,525</u>
APPROPRIATIONS:			
Salary and Wages	7,435,816	7,585,897	7,560,606
Benefits	2,421,625	2,269,730	2,556,538
Advertising	4,988	7,000	5,100
Arrest Expense	-	-	-
Audit & Legal	-	-	-
Vehicle Expenses	913,510	960,000	619,000
Dues and Subscriptions	5,376	4,200	3,570
Equipment Rental	330	500	425
Medical Services	-	1,000	425
Maintenance Charges	70,550	54,460	48,416
Supplies	177,274	173,000	134,300
Professional Services	60,555	65,000	51,000
Rent	18,900	24,300	18,445
Utilities	69,707	83,300	71,400
Travel and Training	98,556	38,000	66,300
Uniforms	66,138	80,000	51,000
Minor Equipment/Improvements	48,004	-	-
Fixed Assets	<u>421,258</u>	<u>200,000</u>	<u>100,000</u>
Total Appropriations	<u>11,812,587</u>	<u>11,546,387</u>	<u>11,286,525</u>



WORKLOAD INDICATORS





PUBLIC WORKS

DIRECTORY

Development Control.....	228
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D.O.T. Traffic Operations.....	236
Fleet Management.....	238

MISSION

Provide competent and innovative technical services to citizens, contractors, developers, and others to improve the quality of construction and land development

FUNCTIONS

- Administer and enforce County ordinances applicable to development
- Design, survey, review and inspect all developments in the County
- Aid the Water Sewer Authority in storm water issues and resolutions
- Aid Department of Transportation in obtaining right-of-way for road construction projects
- Aid Department of Transportation in studying, planning and designing traffic control devices

GOALS

Provide the highest quality of customer service pertaining to plan review by:

- Receiving, processing, reviewing and returning all plans within fourteen days from the initial submission, and seven days from secondary submissions
- Reviewing and improving the current system of tracking plans on a monthly basis

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

- Continuing to process citizen concerns/complaints within one business day
- Ensuring that all applicants and citizens are treated fairly and equally
- Continue to aid the Water and Sewer Authority in processing concerns pertaining to storm water runoff and erosion control

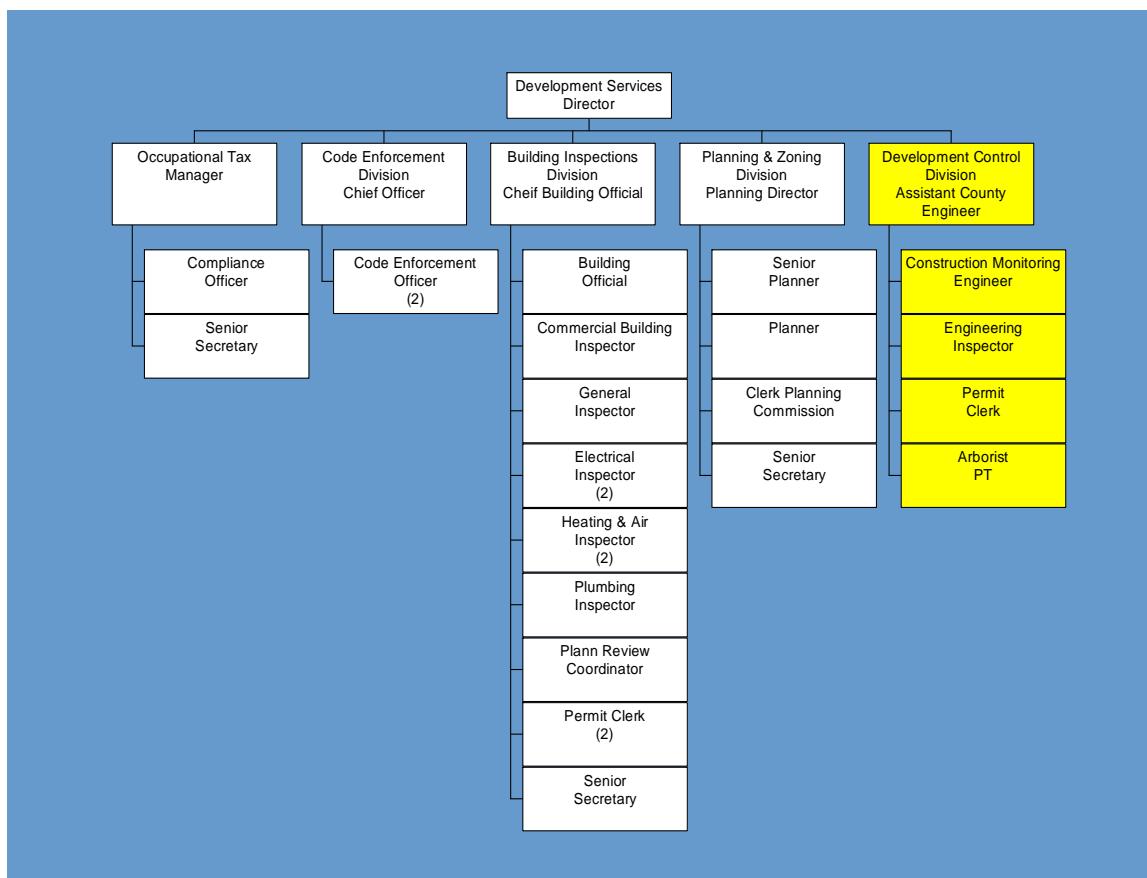
Improve infrastructure quality and site aesthetics by:

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



PERSONNEL SUMMARY AND ORGANIZATION

Development Control

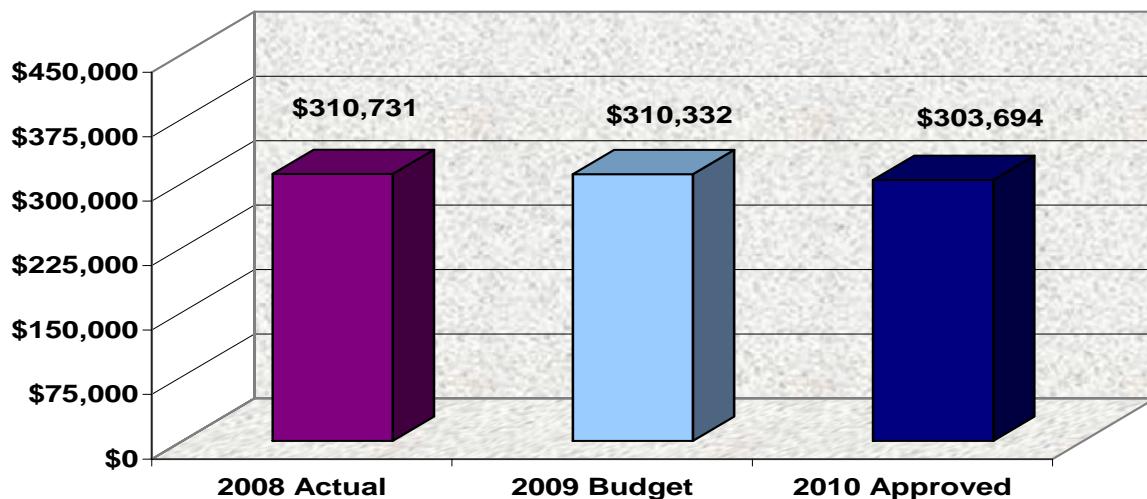


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	PT	1	1	1
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		1	1	1

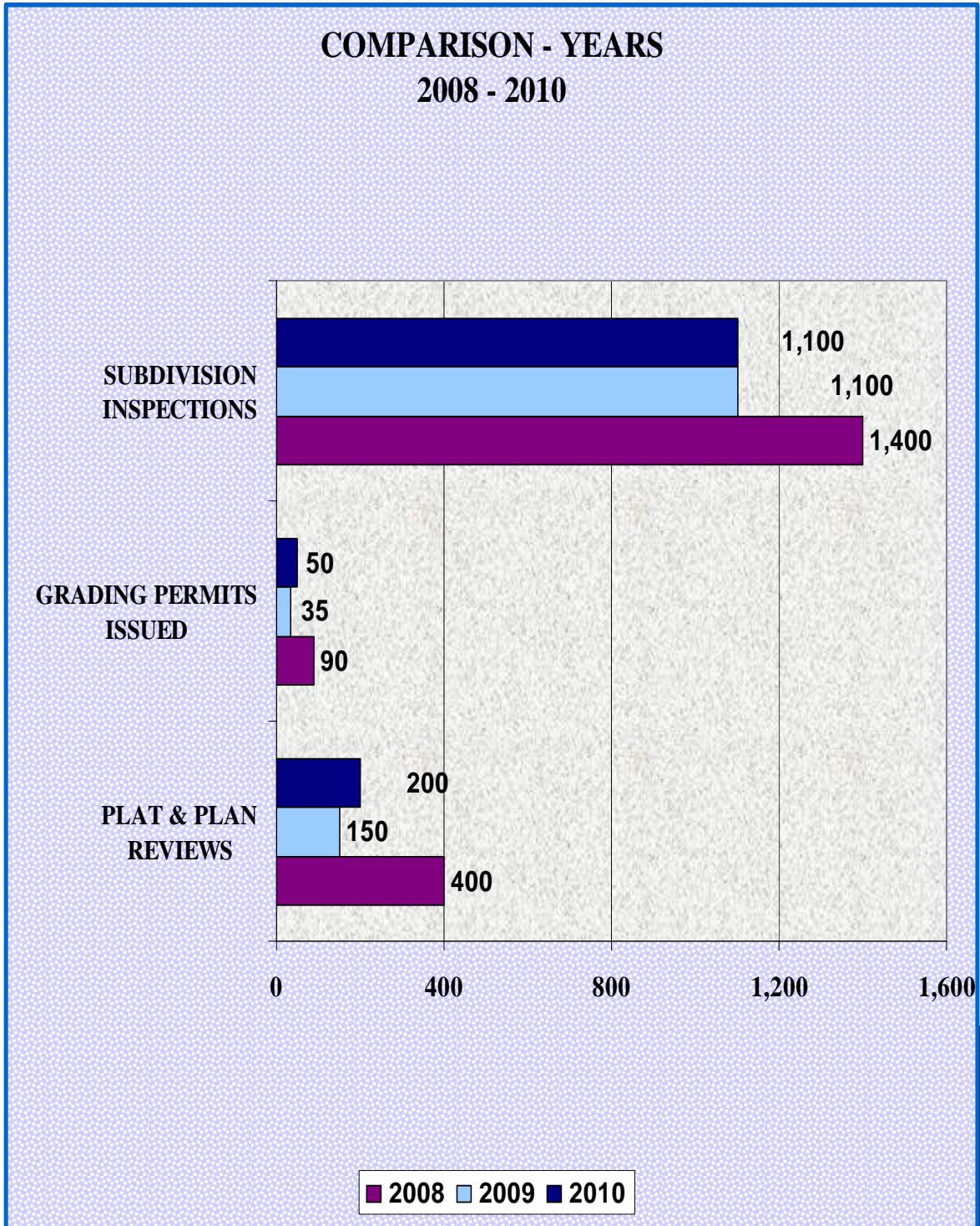
Development Control

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	242,187	243,332	270,194
Engineering Fees	<u>68,544</u>	<u>67,000</u>	<u>33,500</u>
Total Funding Sources	<u>310,731</u>	<u>310,332</u>	<u>303,694</u>
APPROPRIATIONS:			
Salary and Wages	226,174	228,077	227,065
Benefits	66,409	64,956	65,145
Advertising	-	200	-
Vehicle Expenses	10,773	10,499	7,035
Dues and Subscriptions	304	300	258
Maintenance Charges	140	-	-
Supplies	1,847	2,100	1,488
Professional Services	543	500	-
Utilities	1,691	2,400	1,428
Travel and Training	1,378	1,300	1,275
Uniforms	1,472	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>310,731</u>	<u>310,332</u>	<u>303,694</u>



WORKLOAD INDICATORS



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

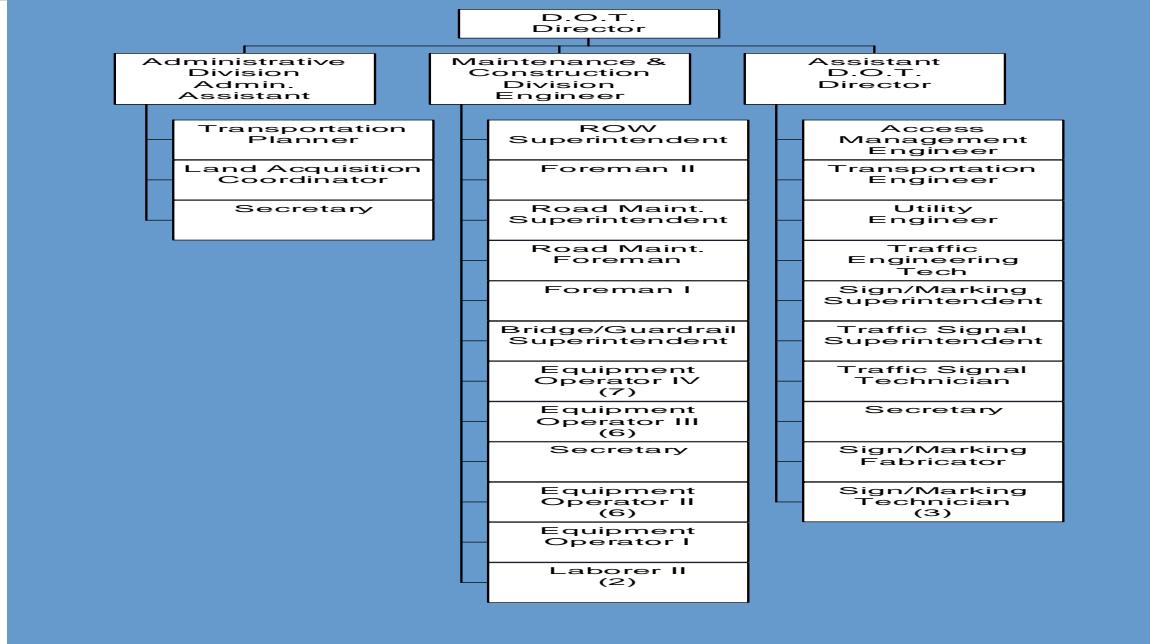
Maximize efficiency of the existing transportation system by optimizing signal timing, improving lane configurations, and upgrading signals at county intersections

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 AND ORGANIZATION

Department of Transportation

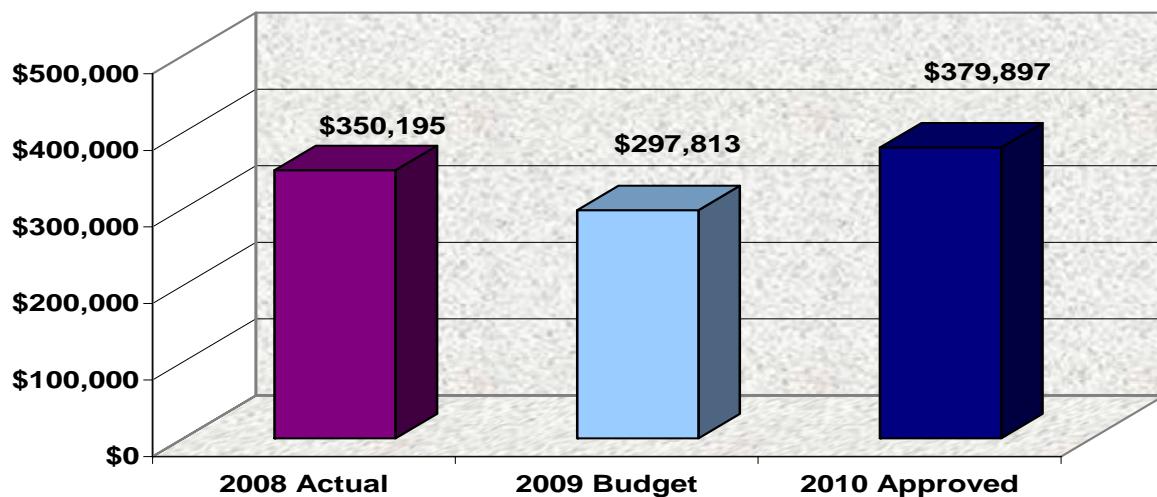


POSITION	GRADE	2008 ACTUAL	2009 BUDGET	2010 APPROVED
Administration				
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Land/Property Mgmt Agent	23	1	0	0
Land Acquit Coordinator	23	1	1	1
Department Secretary	16	1	1	1
Traffic Operations				
Assistant Director	UNC	1	1	1
Access Management Engineer	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	0	1	1
Secretary	19	1	1	1
Equipment Operator II	18	1	0	0
Sign/Marking Fabricator	17	1	1	1
Sign/Marking Technician	16	2	3	3
Maintenance & Construction				
Maintenance Engineer	UNC	1	1	1
R O W Management Superintendent	25	1	1	1
Foreman II	24	3	1	1
Road Maint. Superintendent	25	0	1	1
Road Maint. Foreman	24	0	1	1
Foreman I	22	1	1	1
Bridge/Guardrail Sup	25	1	1	1
Equipment Operator IV	20	7	7	7
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	2	2
TOTAL FULL TIME		47	47	47

D.O.T. Administration

BUDGET SUMMARY

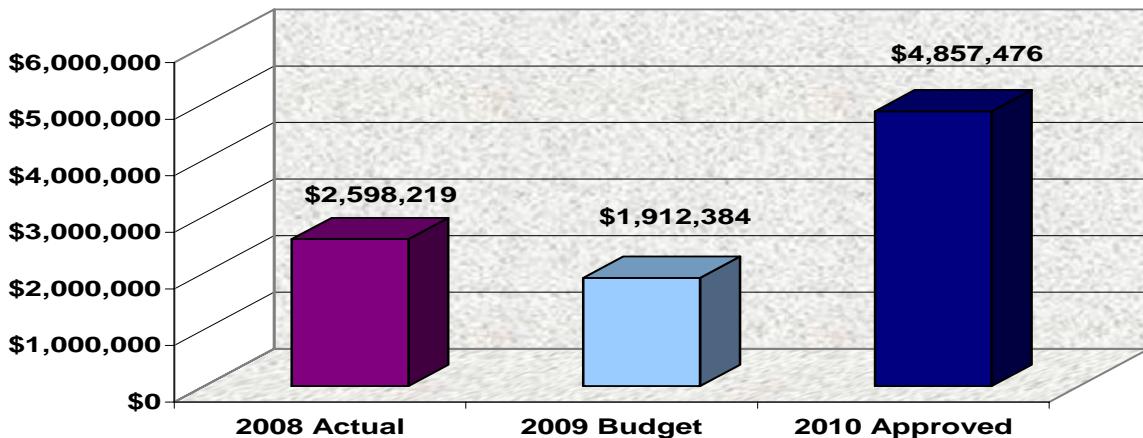
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>350,195</u>	<u>297,813</u>	<u>379,897</u>
Total Funding Sources	<u>350,195</u>	<u>297,813</u>	<u>379,897</u>
APPROPRIATIONS:			
Salary and Wages	214,670	214,338	189,429
Benefits	66,082	57,760	62,351
Advertising	497	500	850
Audit & Legal Fees	-	-	-
Vehicle Expenses	3,215	3,415	2,638
Dues and Subscriptions	3,223	1,000	7,191
Maintenance Charges	506	500	408
Supplies	8,756	6,200	7,395
Professional Services	22,845	10,000	33,521
Utilities	1,344	1,400	1,224
Travel and Training	5,505	2,700	8,390
Uniforms	-	-	-
Minor Equipment/Improvements	23,552	-	-
Fixed Assets	-	-	<u>66,500</u>
Total Appropriations	<u>350,195</u>	<u>297,813</u>	<u>379,897</u>



D.O.T. Maintenance & Construction

BUDGET SUMMARY

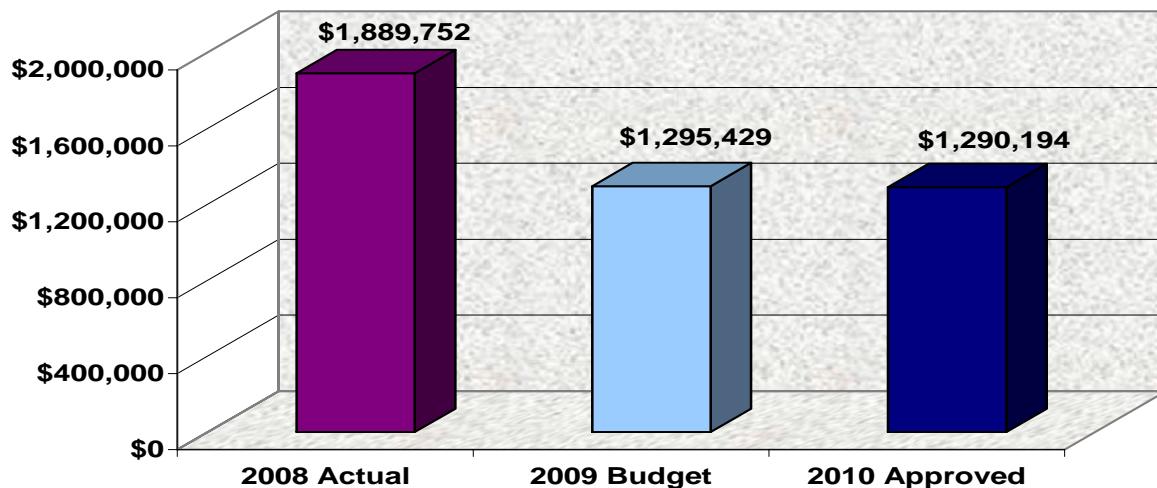
	2008 ACTUAL	2009 BUDGET	2010 APPROVED
FUNDING SOURCES:			
General Fund Contribution	2,209,893	1,912,384	3,836,226
State Aid for Roads	<u>388,326</u>	<u>-</u>	<u>1,021,250</u>
Total Funding Sources	<u>2,598,219</u>	<u>1,912,384</u>	<u>4,857,476</u>
APPROPRIATIONS:			
Salary and Wages	1,025,296	1,006,586	921,030
Benefits	415,535	332,548	387,211
Advertising	2,020	2,000	850
Audit & Legal Fees	-	-	-
Vehicle Expenses	270,878	269,560	173,000
Dues and Subscriptions	250	-	319
Equipment Rental	332	500	-
Interest Expense	-	-	-
Maintenance Charges	11,154	4,190	4,658
Supplies	30,877	22,500	50,575
Professional Services	6,424	500	85
Utilities	119,846	129,000	85,255
Traffic Light Maintenance/Utilities	-	-	-
Travel and Training	1,455	1,500	3,018
Uniforms	10,119	5,000	11,475
Minor Equipment/Improvements	6,935	-	-
Fixed Assets	139,080	-	-
Road and Bridge Materials	<u>558,018</u>	<u>138,500</u>	<u>3,220,000</u>
Total Appropriations	<u>2,598,219</u>	<u>1,912,384</u>	<u>4,857,476</u>



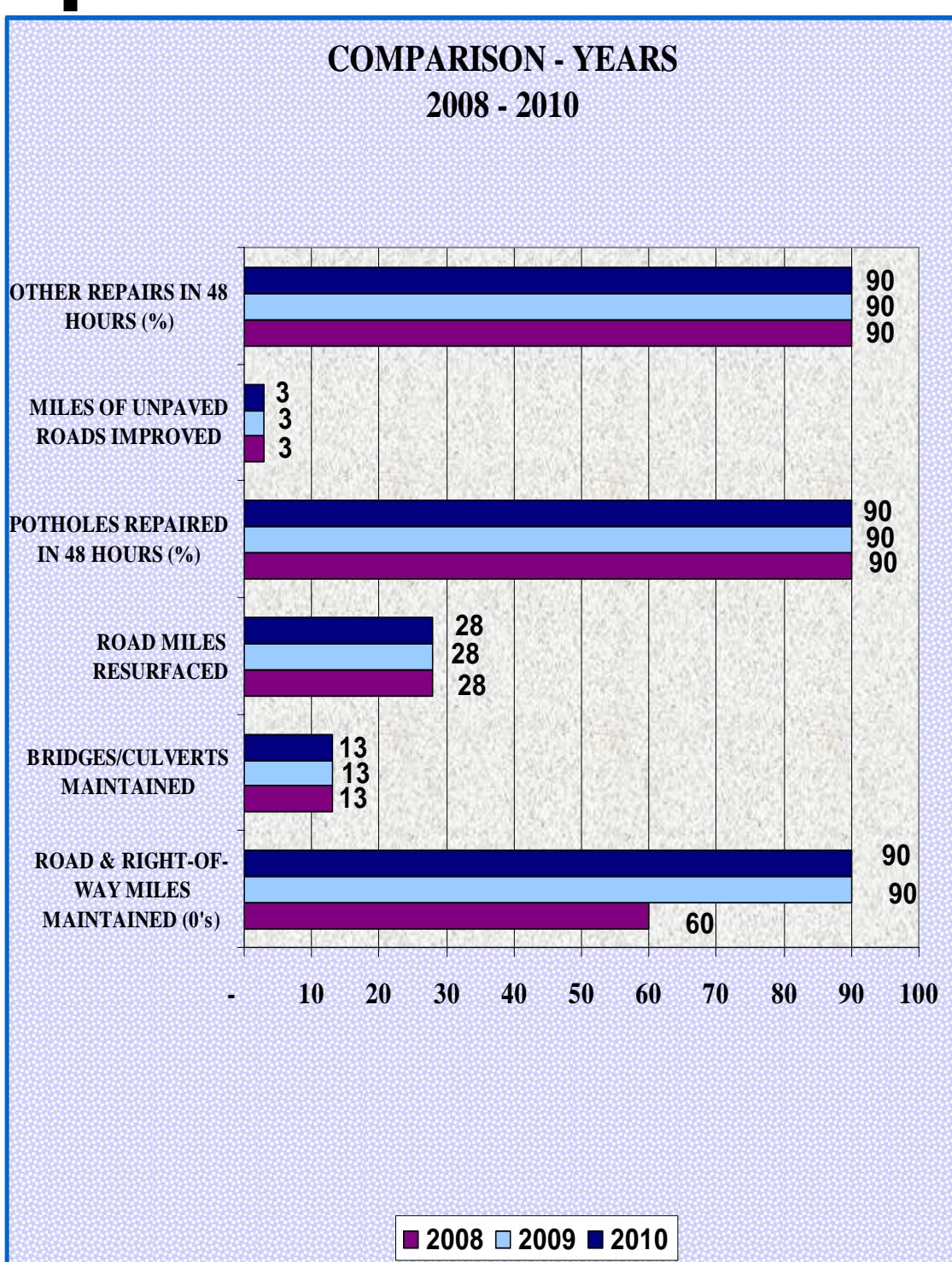
D.O.T. Traffic Operations

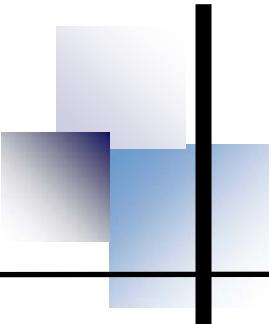
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>1,889,752</u>	<u>1,295,429</u>	<u>1,290,194</u>
Total Funding Sources	<u>1,889,752</u>	<u>1,295,429</u>	<u>1,290,194</u>
APPROPRIATIONS:			
Salary and Wages	542,529	552,185	502,864
Benefits	199,143	172,313	189,621
Advertising	160	500	-
Vehicle Expenses	34,634	31,915	18,550
Dues and Subscriptions	6,670	6,000	5,100
Maintenance Charges	480	480	408
Supplies	28,699	12,800	17,000
Professional Services	33,786	10,000	29,750
Utilities	4,813	4,000	8,500
Traffic Light Maintenance/Utilities	197,420	170,000	199,750
Travel and Training	15,305	4,000	13,515
Uniforms	4,060	1,500	3,400
Minor Equipment/Improvements	17,902	10,000	-
Fixed Assets	528,964	179,736	171,736
Road and Bridge Materials	275,187	140,000	130,000
Total Appropriations	<u>1,889,752</u>	<u>1,295,429</u>	<u>1,290,194</u>



WORKLOAD INDICATORS





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

Continue in the renovation of the Fleet Management facility in order to meet present and future demands for repairs and service, thereby providing a facility which more realistically reflects the growth of the County government

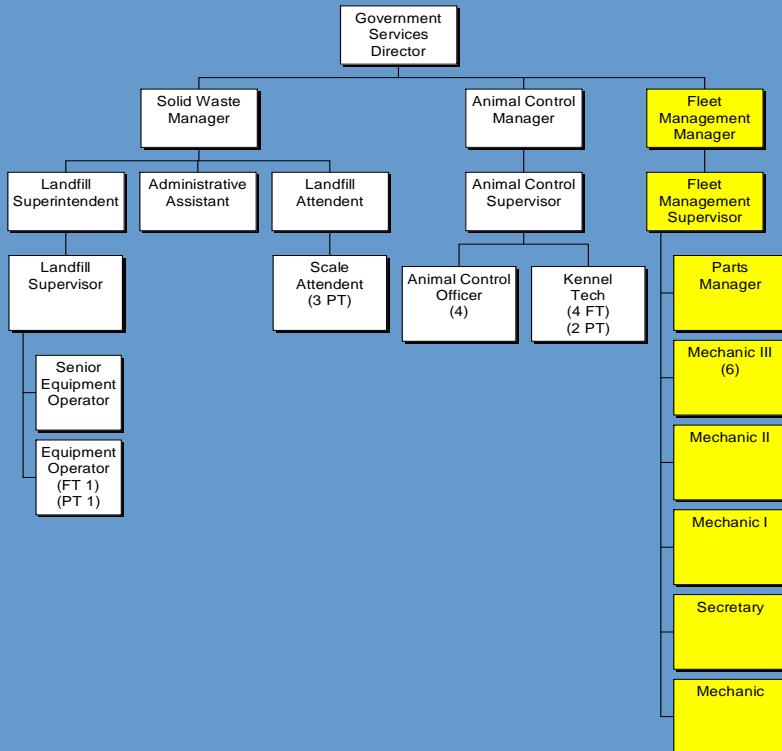
Decrease, secure, and account for all inventory in the new Parts Room and Tire Bay while minimizing consequence to department's need for timely, cost-efficient, parts procurement for repairs

Establish, enhance, and continue in the usage of technology to promote communication, efficiency, effectiveness, and "paperless" Fleet Management programs through all departments



PERSONNEL SUMMARY AND ORGANIZATION

Fleet Management

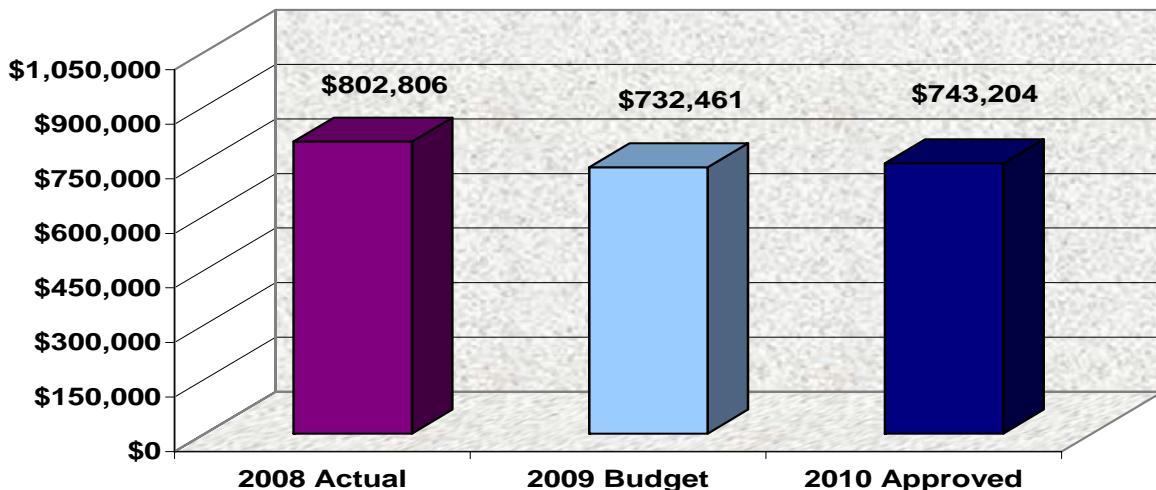


POSITION	GRADE	2008 ACTUAL	2009 BUDGET	2010 APPROVED
Manager	UNC	1	1	1
Fleet Mgt Supeintendent	25	1	1	1
Part Manager	23	1	1	1
Mechanic III	23	7	6	6
Mechanic II	20	1	1	1
Mechanic I	18	1	1	1
Secretary	16	1	1	1
Mechanic	PT	2	1	1
TOTAL FULL TIME		13	12	12
TOTAL PART TIME		2	1	1

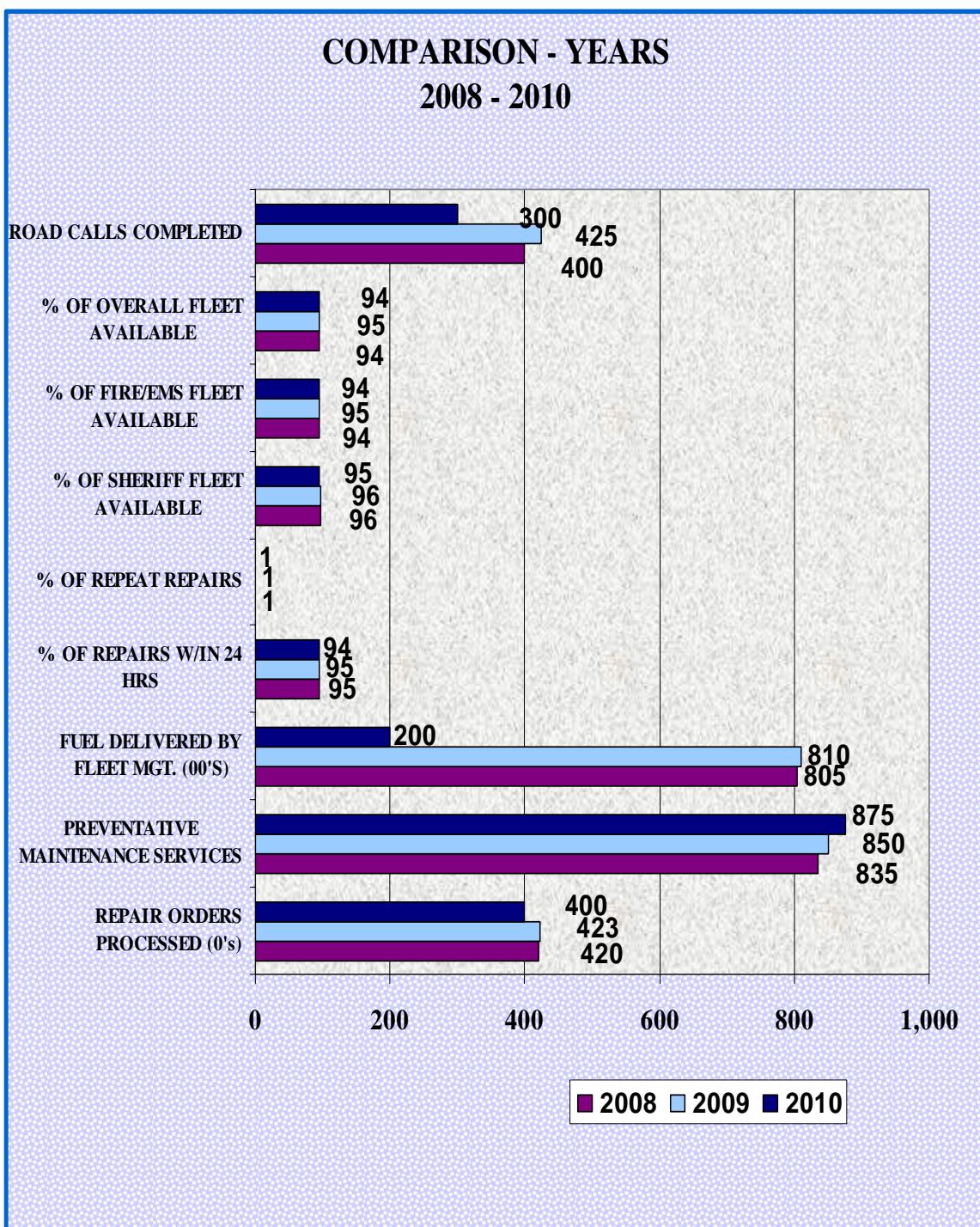
Fleet Management

BUDGET SUMMARY

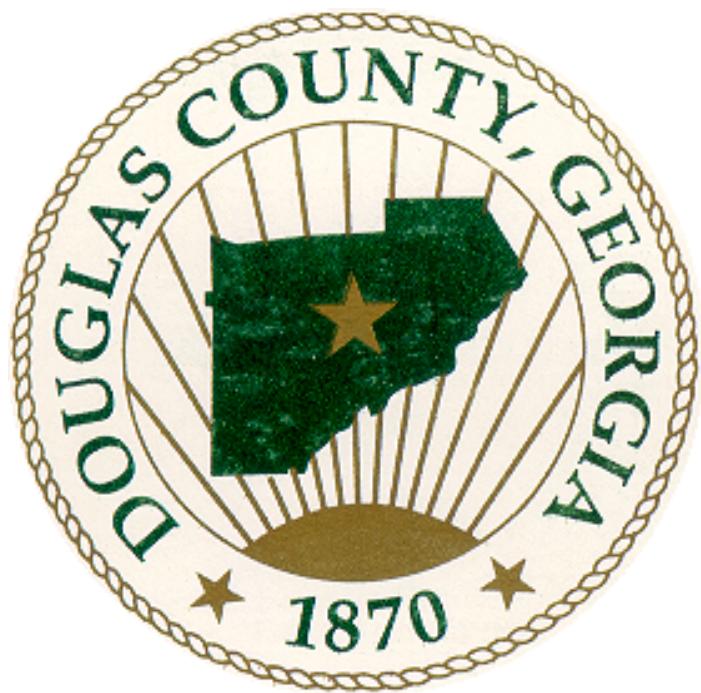
	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>802,806</u>	<u>732,461</u>	<u>743,204</u>
Total Funding Sources	<u>802,806</u>	<u>732,461</u>	<u>743,204</u>
APPROPRIATIONS:			
Salary and Wages	480,961	488,851	478,021
Benefits	191,945	161,151	190,003
Advertising	20	50	128
Vehicle Expenses	35,482	30,919	22,450
Dues and Subscriptions	-	300	-
Equipment Rental	340	350	816
Maintenance Charges	24,364	21,490	18,700
Supplies	7,827	8,050	7,395
Professional Services	800	600	935
Utilities	17,627	16,700	15,300
Travel and Training	1,749	2,000	5,525
Uniforms	4,861	2,000	3,931
Minor Equipment/Improvements	18,509	-	-
Fixed Assets	<u>18,321</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>802,806</u>	<u>732,461</u>	<u>743,204</u>



WORKLOAD INDICATORS



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HEALTH AND WELFARE

DIRECTORY

Board of Health.....	244
Community Services Board	246
Family and Children Services.....	248
Juvenile Programs Administration	250
Public Welfare.....	254
Senior Citizen Transportation.....	255

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

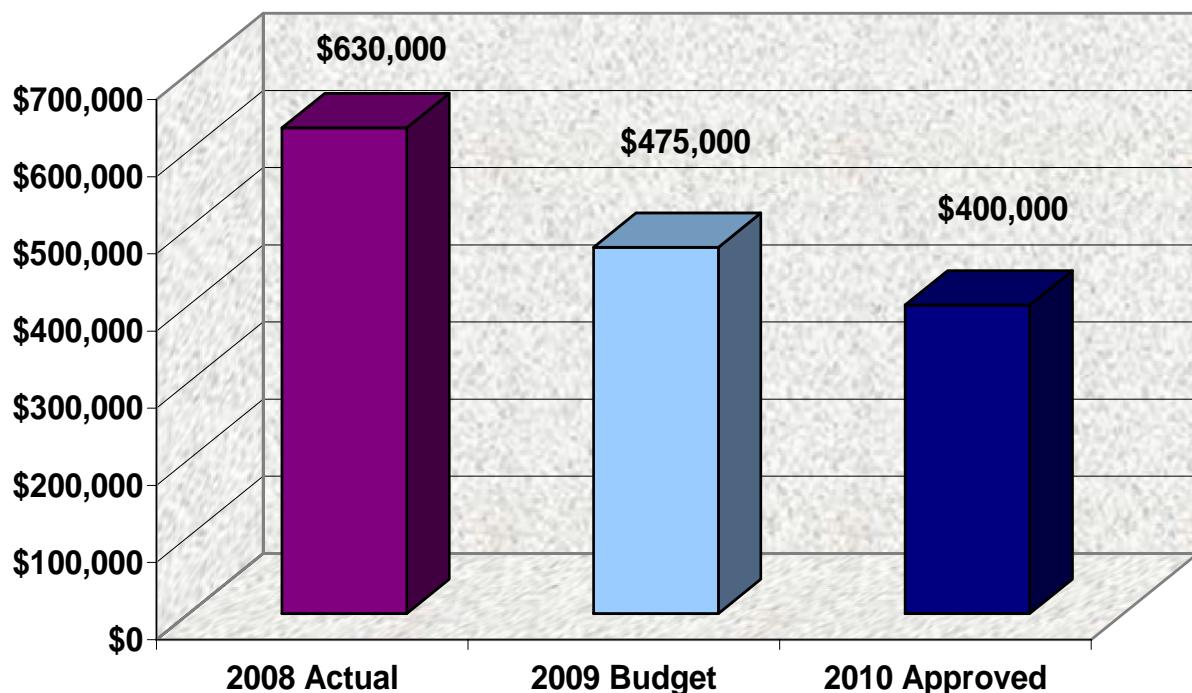
PERSONNEL

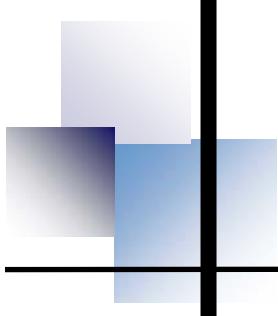
The Board of Health is a component unit of Douglas County. Therefore, the County contributes a monthly supplement to them. No County employees work directly for the Board.



BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>630,000</u>	<u>475,000</u>	<u>400,000</u>
Total Funding Sources	<u>630,000</u>	<u>475,000</u>	<u>400,000</u>
APPROPRIATIONS:			
Professional Services	<u>630,000</u>	<u>475,000</u>	<u>400,000</u>
Total Appropriations	<u>630,000</u>	<u>475,000</u>	<u>400,000</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

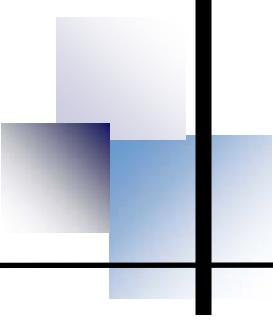
Facilitate full access to integrated services regardless of disability

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.

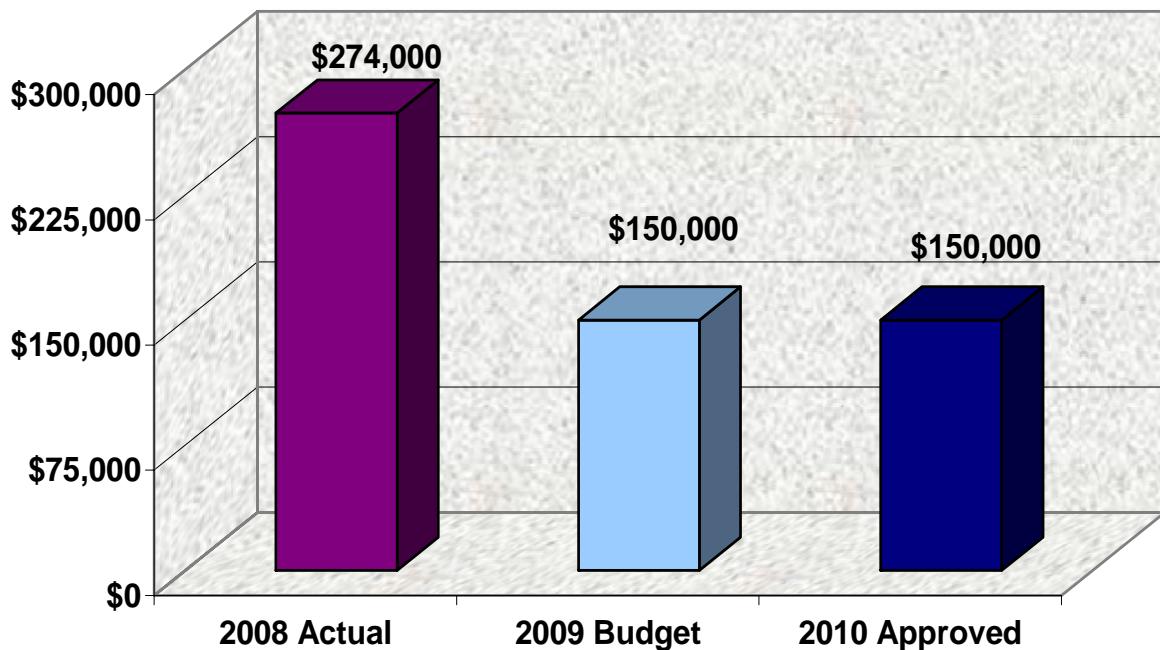




Community Services Board

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>274,000</u>	<u>150,000</u>	<u>150,000</u>
Total Funding Sources	<u>274,000</u>	<u>150,000</u>	<u>150,000</u>
APPROPRIATIONS:			
Professional Services	<u>274,000</u>	<u>150,000</u>	<u>150,000</u>
Total Appropriations	<u>274,000</u>	<u>150,000</u>	<u>150,000</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

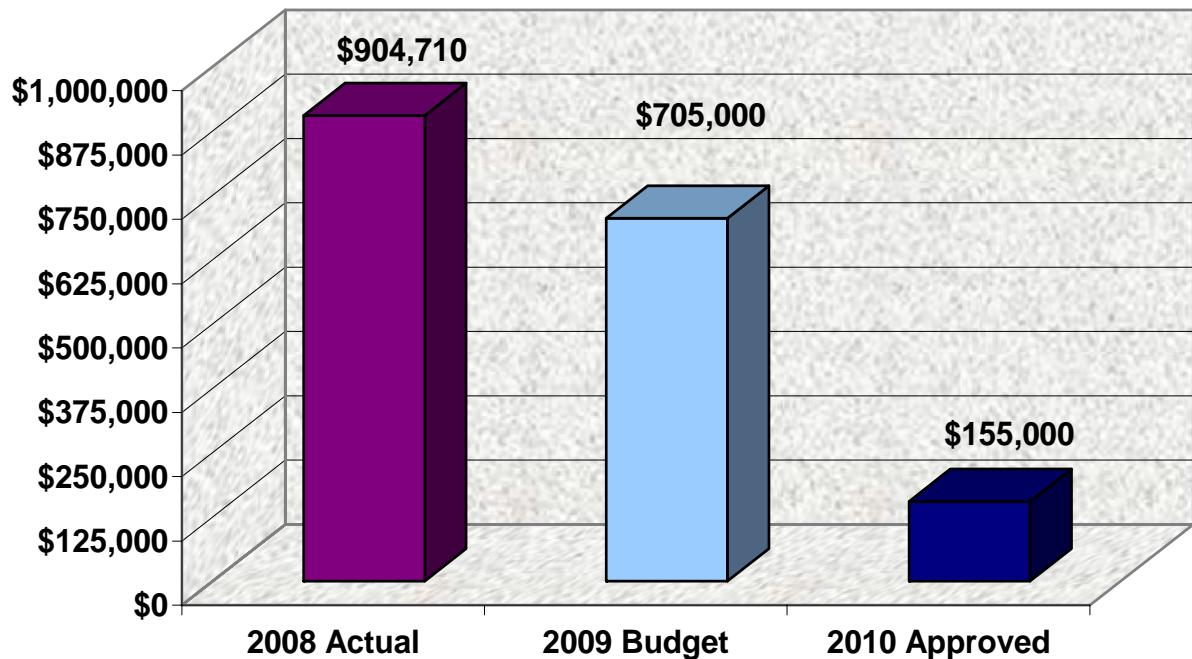
PERSONNEL

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. For 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

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>904,710</u>	<u>705,000</u>	<u>155,000</u>
Total Funding Sources	<u>904,710</u>	<u>705,000</u>	<u>155,000</u>
APPROPRIATIONS:			
Grant Allotment	<u>454,478</u>	<u>300,000</u>	<u>155,000</u>
Operating Transfers	<u>450,232</u>	<u>405,000</u>	<u>-</u>
Total Appropriations	<u>904,710</u>	<u>705,000</u>	<u>155,000</u>



MISSION

To provide administrative and supportive services to the Juvenile Court operation and to provide a variety of programs and services to juveniles and their families, in delinquent/unruly or deprivation cases, that effectively provide rehabilitation, treatment, supervision, resource referrals and management, support and case management services, that strengthen the family system.

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 and mental health assessment services**

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 thru intake procedures, for youth when appropriate that are charged with misdemeanor offenses such as tobacco charges, shoplifting charges, battery charges, and school related offenses

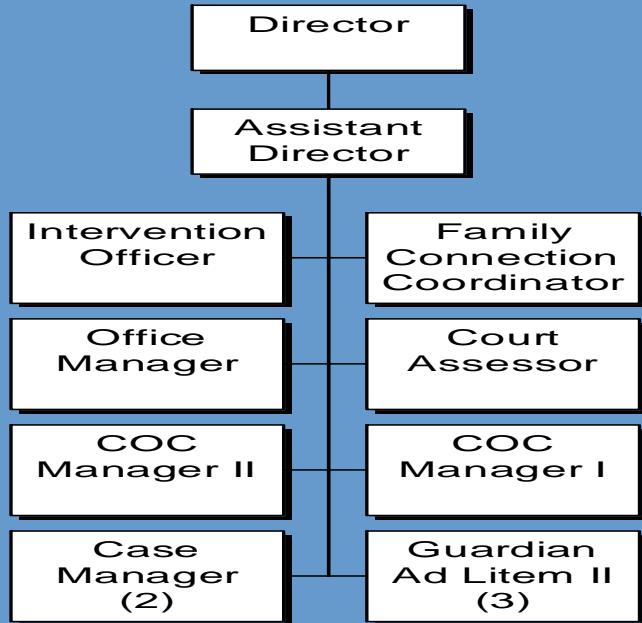
Maintain the family drug dependency court in deprivation cases

Continue to divert young children from court to more appropriate services such as Kidsnet



PERSONNEL SUMMARY AND ORGANIZATION

Juvenile Programs Administration

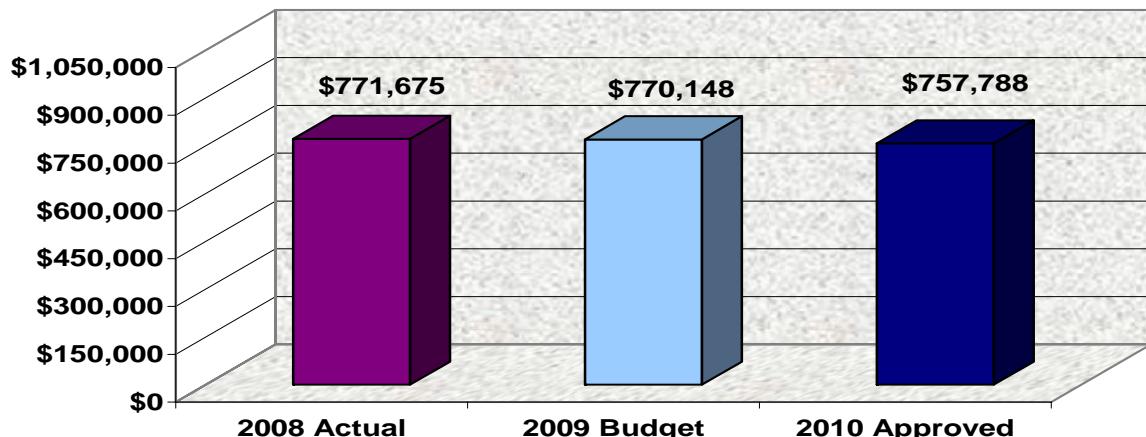


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	UNC	1	1	1
Asst. Director	UNC	1	1	1
Intervention Officer	UNC	1	1	1
Family Connection Coordinator	UNC	1	1	1
Office Manager	23	1	1	1
Court Assessor	UNC	1	1	1
Community Outreach CaseMGR II	UNC	1	1	1
Community Outreach CaseMGR I	UNC	1	1	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	3	3
TOTAL FULL TIME		13	13	13

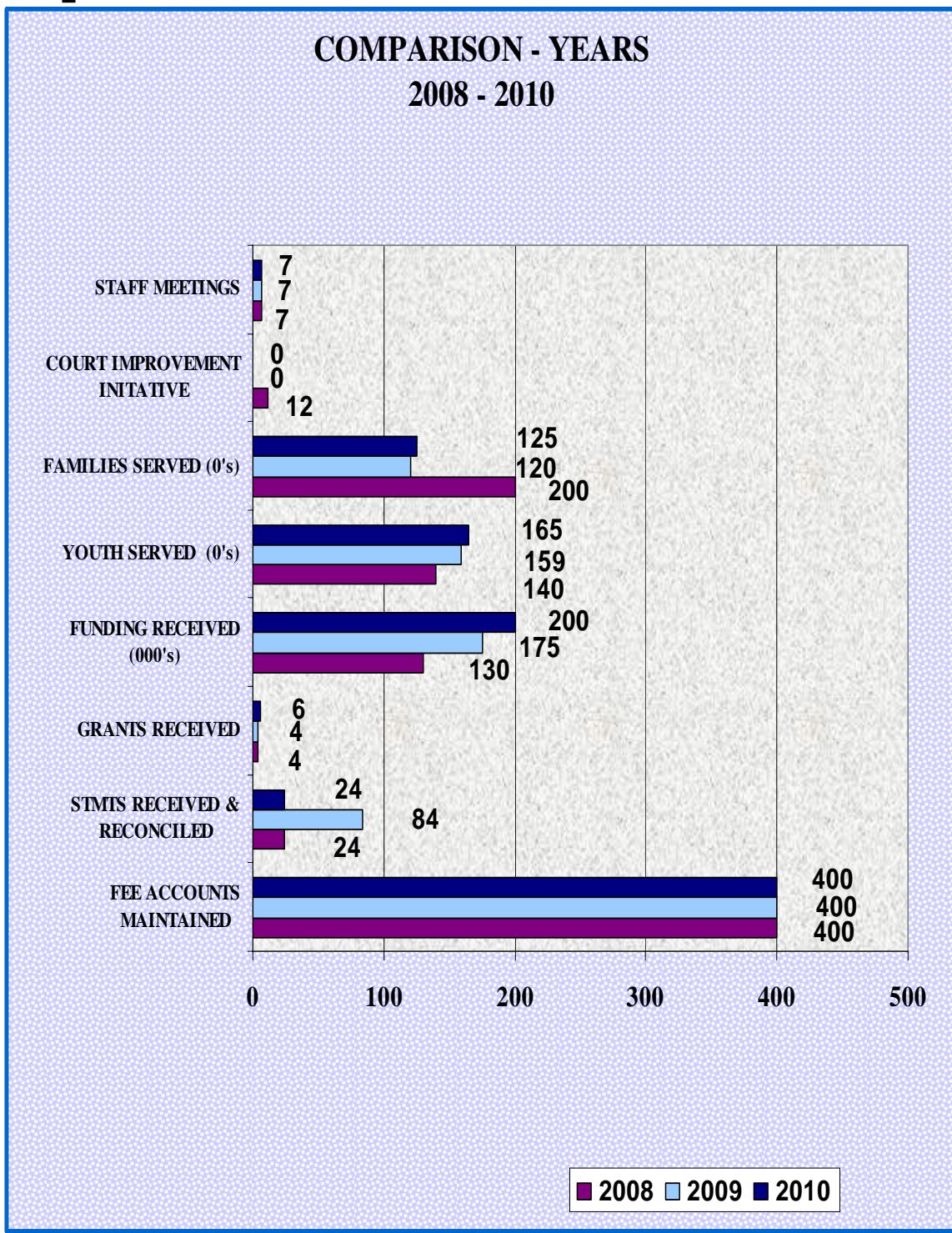
Juvenile Programs Administration

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	585,493	654,056	649,288
Juvenile Court Fees	59,738	63,000	58,500
Grants	<u>126,444</u>	<u>53,092</u>	<u>50,000</u>
Total Funding Sources	<u>771,675</u>	<u>770,148</u>	<u>757,788</u>
APPROPRIATIONS:			
Salary and Wages	525,472	528,235	528,236
Benefits	137,087	142,763	140,692
Restitution	22,354	20,000	15,000
Advertising	-	200	-
Audit & Legal Fees	-	-	-
Dues & Subscriptions	165	-	-
Equipment Rental	71	-	-
Maintenance Charges	1,643	1,700	1,020
Supplies	14,279	22,600	18,360
Professional Services	38,779	20,000	25,500
Utilities	662	650	480
Travel and Training	14,369	14,000	8,500
User Fees	16,794	20,000	20,000
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>771,675</u>	<u>770,148</u>	<u>757,788</u>



WORKLOAD INDICATORS



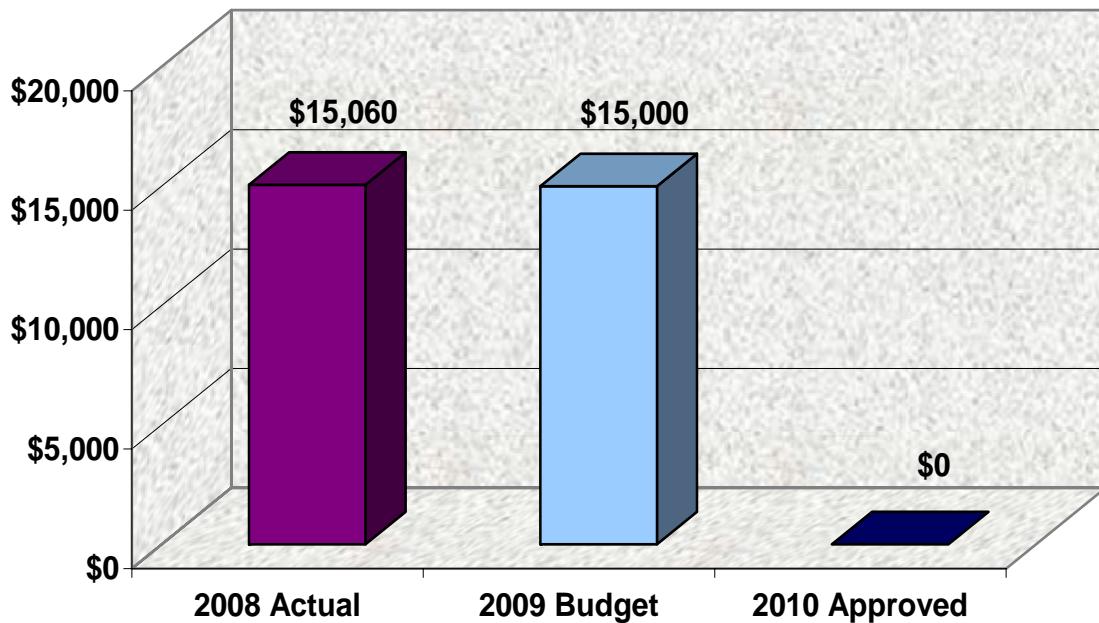
Public Welfare

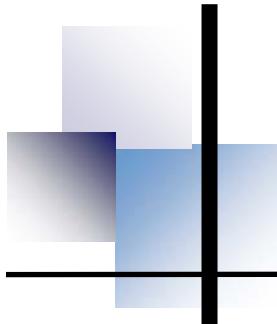
MISSION

To

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>15,060</u>	<u>15,000</u>	<u>-</u>
Total Funding Sources	<u>15,060</u>	<u>15,000</u>	<u>-</u>
APPROPRIATIONS:			
Public Assistance	<u>15,060</u>	<u>15,000</u>	<u>-</u>
Total Appropriations	<u>15,060</u>	<u>15,000</u>	<u>-</u>





MISSION

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. Beginning in 2010 The entire operations of Senior Services will be under the direction of and fully funded by the Douglas County Board of Commissioners.

FUNCTIONS

- **Transport elderly and handicapped Douglas County citizens**

GOALS

Ensure that all Douglas County elderly and handicapped citizens have access to transportation service that enables them to live as close to the lifestyle that they have been accustomed to for the past ten years

Help Douglas County's elderly and handicapped remain as independent as possible and remain in the home they worked to provide for themselves

Help senior citizens maintain the dignity they had while in the workforce

PERSONNEL

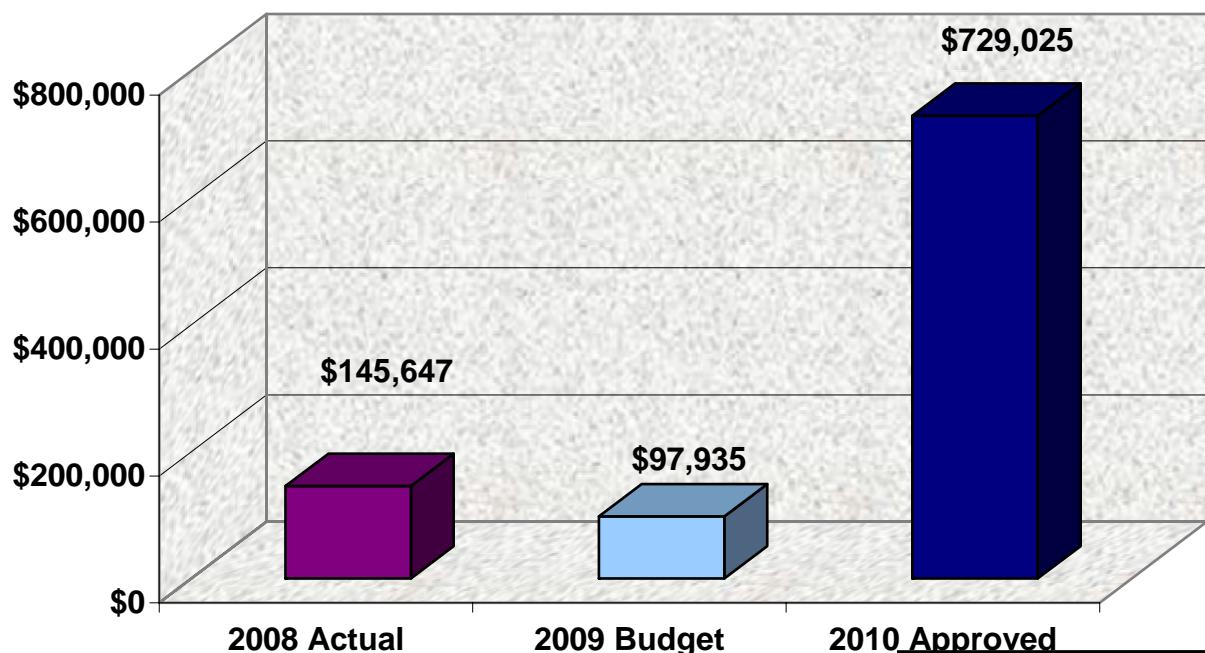
Senior Citizens Transportation Department is a separate entity. However, the County contributes a monthly supplement to them. No County employees work directly for this Department.



Senior Services

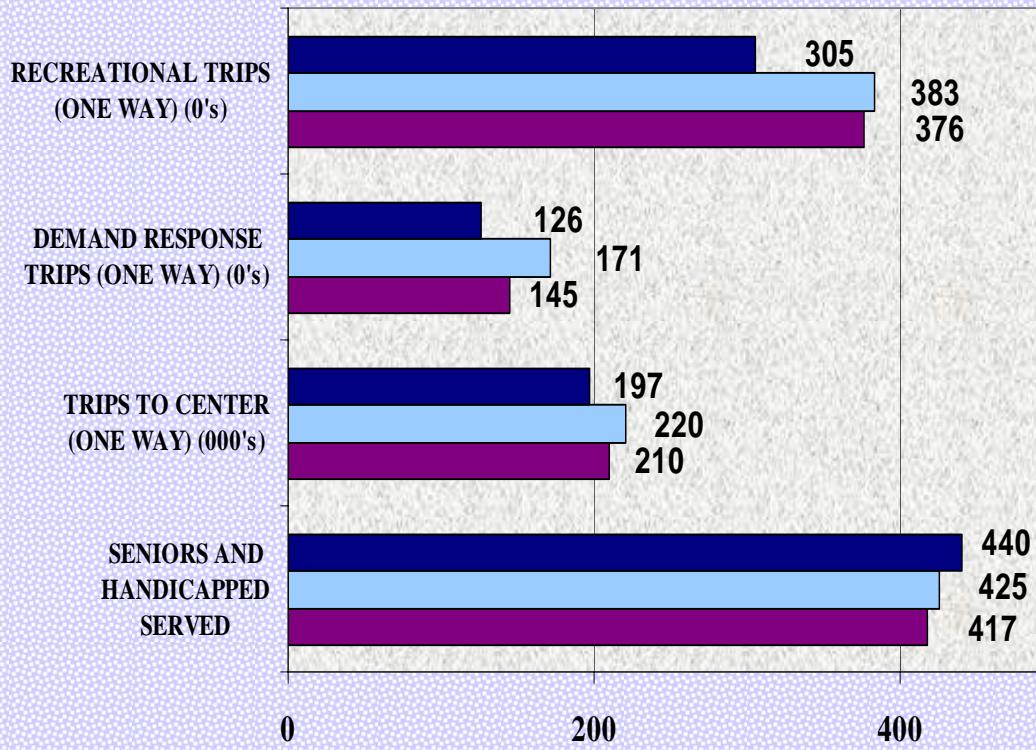
BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>145,647</u>	<u>97,935</u>	<u>729,025</u>
Total Funding Sources	<u>145,647</u>	<u>97,935</u>	<u>729,025</u>
APPROPRIATIONS:			
Vehicle Expenses	47,415	49,435	32,800
Contract Labor	48,500	48,500	41,225
Minor Equipment/Improvements	24,732	-	655,000
Fixed Assets	<u>25,000</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>145,647</u>	<u>97,935</u>	<u>729,025</u>

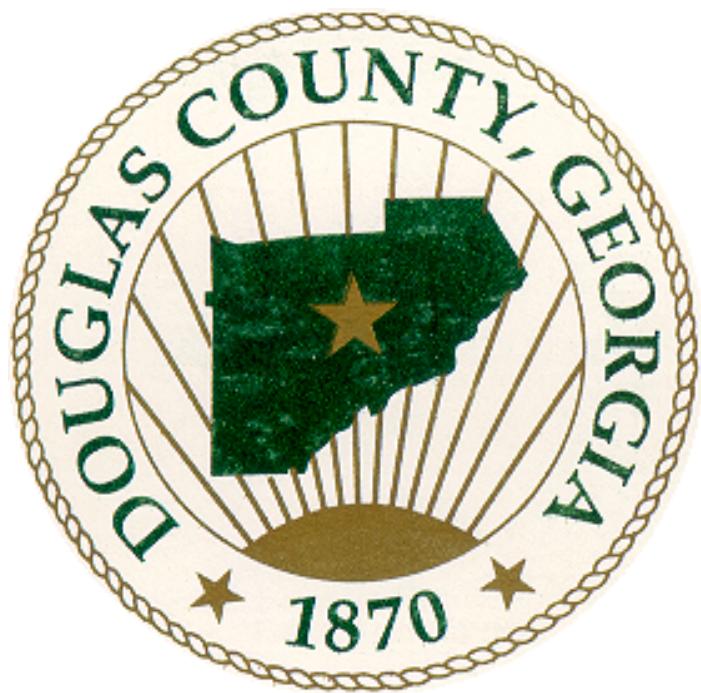


WORKLOAD INDICATORS

COMPARISON - YEARS 2008 - 2010



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**PARKS, RECREATION,
AND CULTURE**

DIRECTORY

Parks, Recreation & Culture

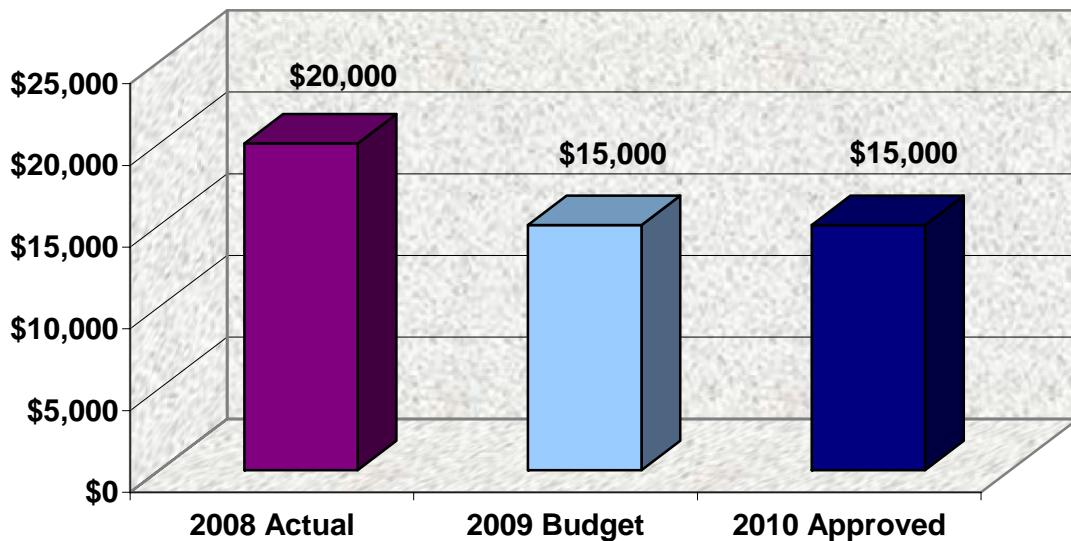
Boys & Girls Club.....	260
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Douglas County Libraries	263
Parks and Recreation	267
Parks and Recreation Aquatic Center	272
Parks and Recreation Senior Center.....	274

MISSION

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

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>20,000</u>	<u>15,000</u>	<u>15,000</u>
Total Funding Sources	<u>20,000</u>	<u>15,000</u>	<u>15,000</u>
APPROPRIATIONS:			
Professional Services	<u>20,000</u>	<u>15,000</u>	<u>15,000</u>
Total Appropriations	<u>20,000</u>	<u>15,000</u>	<u>15,000</u>



MISSION

To provide quality care programs to the citizens of Douglas County

FUNCTIONS

- **Provide youth arts programs**
- **Maintain an arts center**
- **Provide arts programs**

GOALS

Continue providing a wide range of high quality art programs and cultural services to the citizens of and visitors to Douglas County throughout the year

Present the annual “Pioneer Days” at Clinton Nature Preserve including a special evening blue grass concert, cow camp cooking, cowboy music and poetry, local dancers and musicians’ performances

Offer four community-based workshops in conjunction with the Mosaic Mural designed for the Boundary Waters Aquatic Center

Identify and recommend local artists for exhibition in the new gallery at the Courthouse

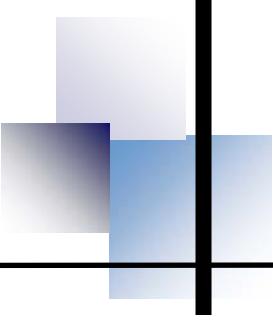
Provide high quality artworks from the permanent collection of the Cultural Arts Council for display in County offices and public spaces

Support and participate in the development of the county’s cable television station Channel 23 by providing content for features, spots and other cable cast materials to promote and present cultural arts activities in Douglas County to the general public

PERSONNEL

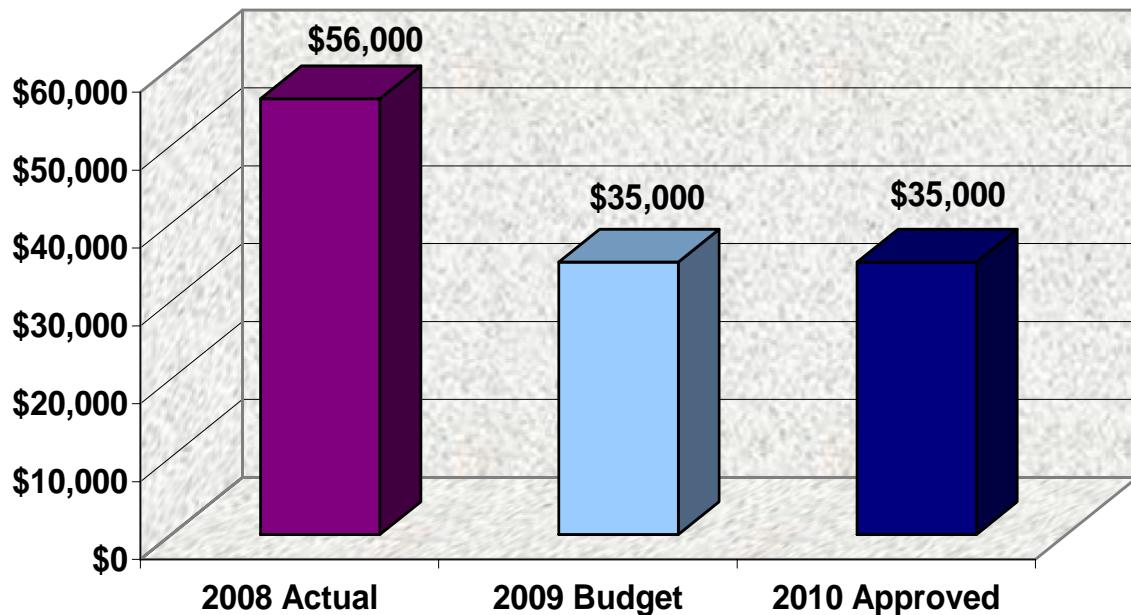
The Cultural Arts Council is a separate entity. However, the County contributes a monthly supplement to them. No County employees work directly for this Council.





BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>56,000</u>	<u>35,000</u>	<u>35,000</u>
Total Funding Sources	<u>56,000</u>	<u>35,000</u>	<u>35,000</u>
APPROPRIATIONS:			
Grant Allotment	<u>56,000</u>	<u>35,000</u>	<u>35,000</u>
Total Appropriations	<u>56,000</u>	<u>35,000</u>	<u>35,000</u>



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

Coordinate with the West Georgia Regional Library Director the Douglas County Library Board, and the Douglas County Board of Commissioners to facilitate successful completion of the construction phase of the Fairplay area library.

Develop preliminary plans for staffing, operation, and management of the new Fairplay library

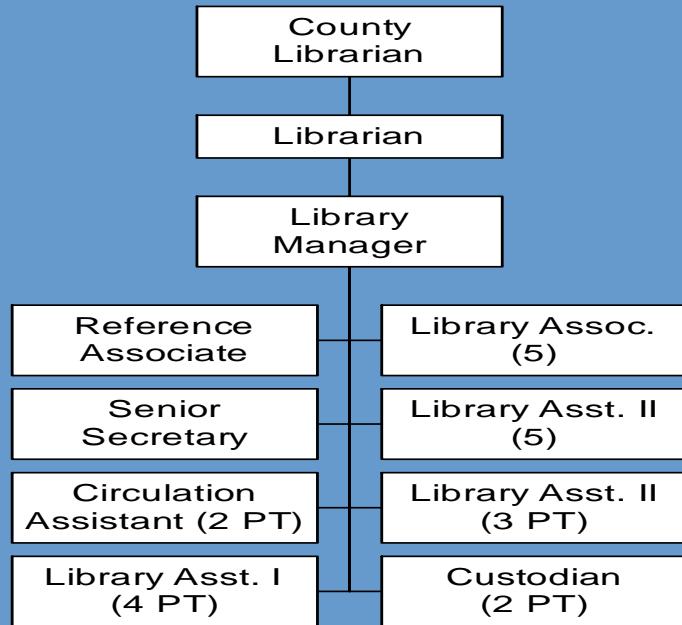
Provide a safe, comfortable, and attractive environment for library customers by identifying areas of need and making incremental improvements to the facilities

Optimize service delivery to library customers by providing adequate staff to meet demand for services and by utilizing appropriate technology to increase efficiency



PERSONNEL SUMMARY AND ORGANIZATION

Douglas County Libraries

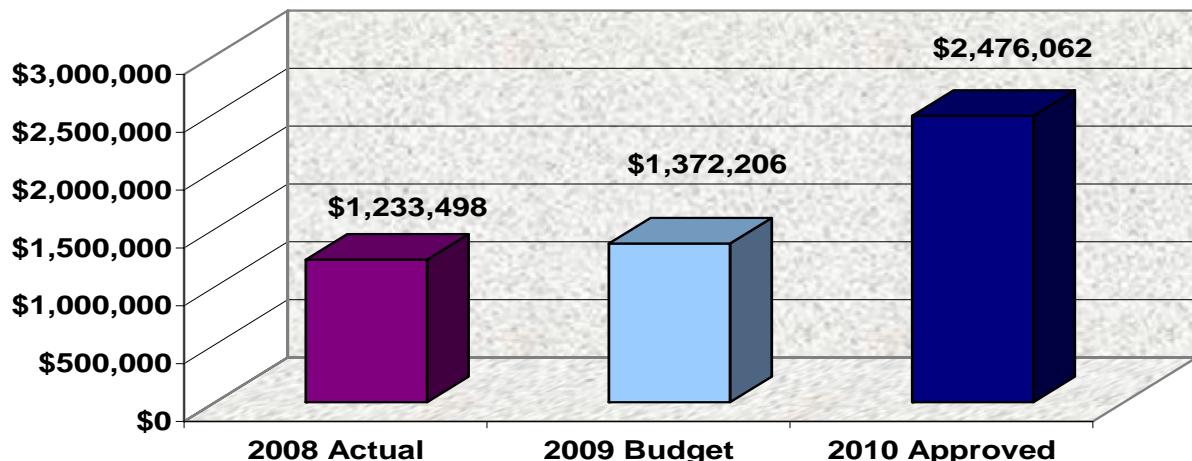


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
County Librarian	30	1	1	1
Librarian	28	1	1	1
Library Manager	25	1	1	1
Reference Associate	21	1	1	1
Library Associate	19	5	5	5
Senior Secretary	19	1	1	1
Library Assistant II	16	5	5	5
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	3	3	3
Library Assistant I	PT	4	4	4
Custodian	PT	2	2	2
TOTAL FULL TIME		15	15	15
TOTAL PART TIME		10	10	10

Douglas County Libraries

BUDGET SUMMARY

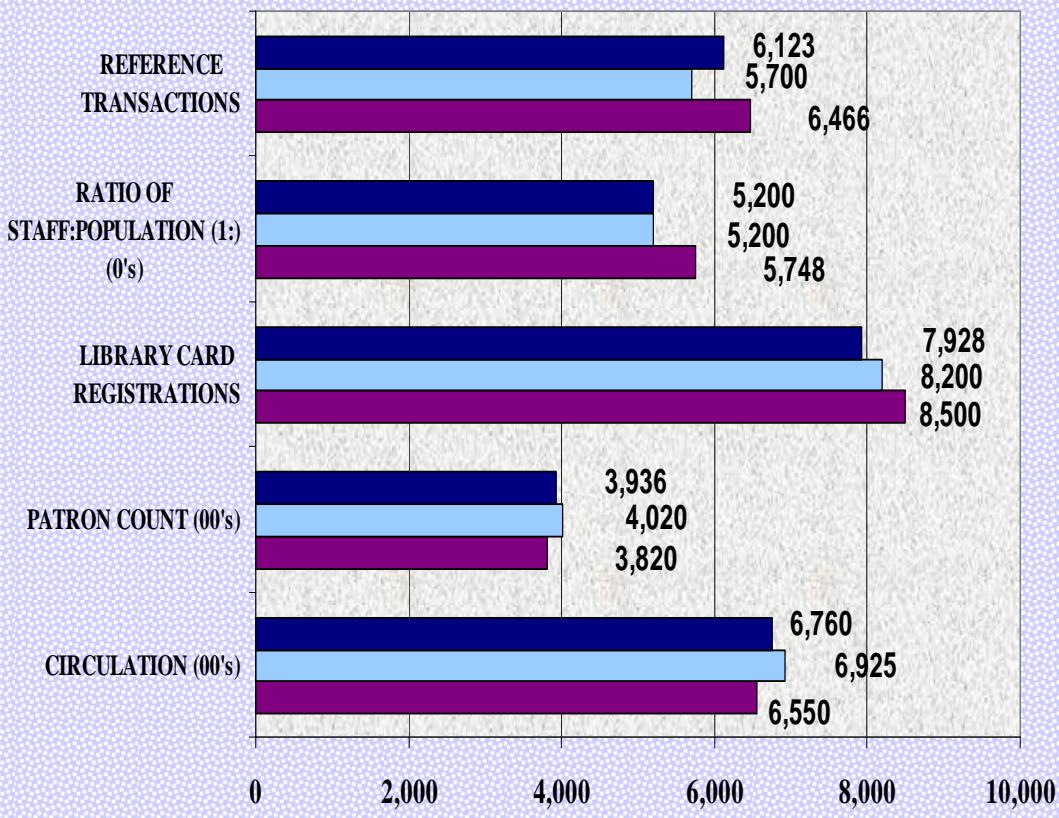
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	1,147,991	1,283,206	2,396,062
Library Fees	<u>85,507</u>	<u>89,000</u>	<u>80,000</u>
Total Funding Sources	<u>1,233,498</u>	<u>1,372,206</u>	<u>2,476,062</u>
APPROPRIATIONS:			
Salary and Wages	606,342	625,381	624,585
Benefits	208,700	210,135	206,044
Advertising	3,952	2,500	2,125
Dues and Subscriptions	120	200	213
Maintenance Charges	37,640	25,925	18,381
Supplies	250,404	210,015	187,009
Professional Services	15,485	8,100	11,450
Utilities	81,798	81,750	71,145
Travel and Training	1,235	2,200	1,360
Minor Equipment/Improvements	3,500	6,000	-
Fixed Assets	<u>24,322</u>	<u>200,000</u>	<u>1,353,750</u>
Total Appropriations	<u>1,233,498</u>	<u>1,372,206</u>	<u>2,476,062</u>



WORKLOAD INDICATORS

COMPARISON - YEARS

2008 - 2010



MISSION

To provide and maintain park lands and recreational facilities in the County

FUNCTIONS

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

GOALS

To provide comprehensive parks and Recreation to the citizens of Douglas County

To establish a cost analysis of programs, to create a greater percentage of revenue

To build an effective communication system for staff, citizens, participants and all those in the scope of service

To acquire and maintain all human and physical resources required to accomplish Department Goals

To provide and maintain great visibility within the Department, to include brochures, news releases, dress codes, facility appearance, equipment appearance, phone etiquette, etc.

Provide an evaluation process that includes participant and citizen input producing positive change

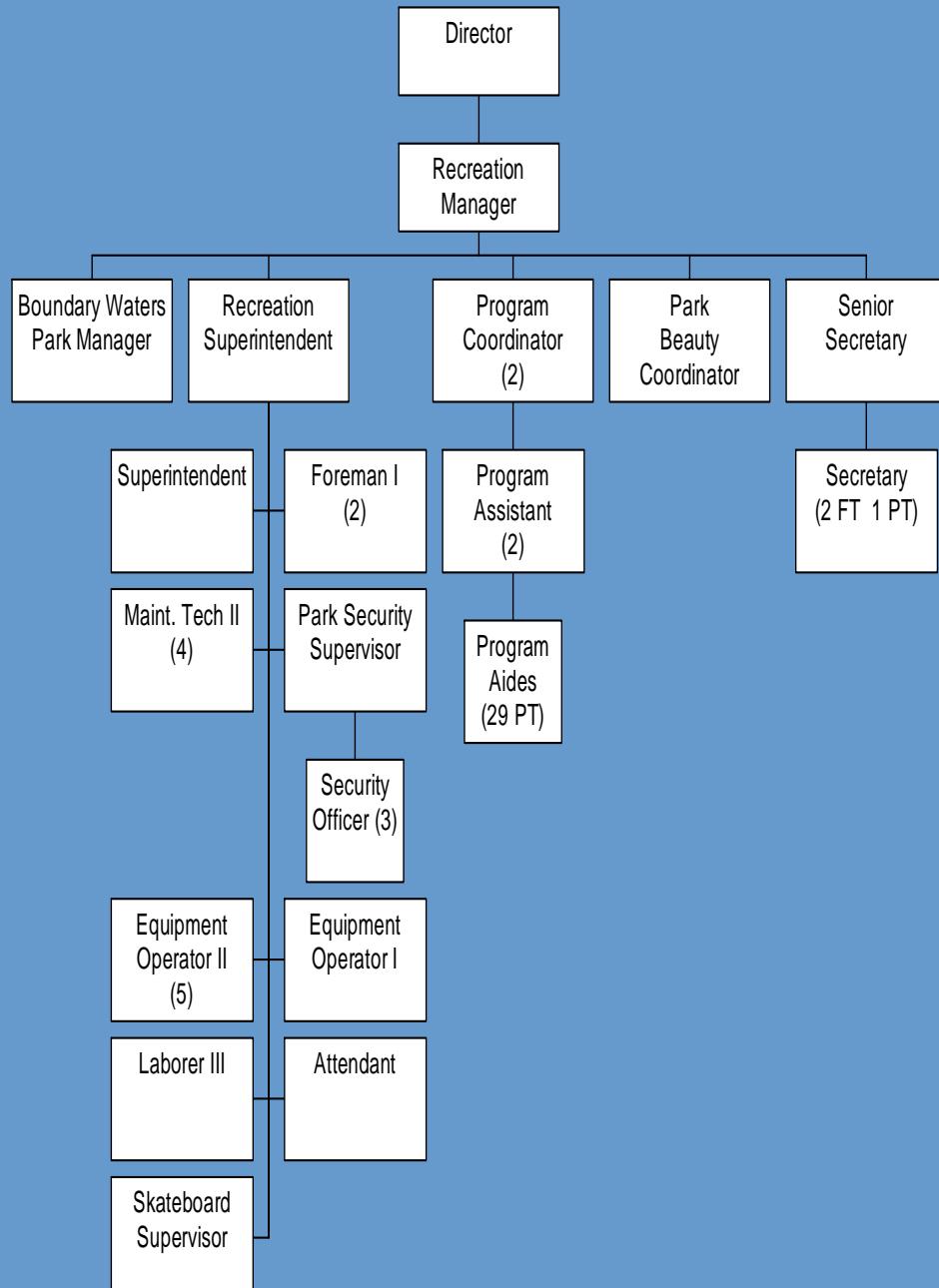
To lobby for funding sources and promote it to build new parks and modern recreation facilities

Build a park in Lithia Springs



PERSONNEL SUMMARY AND ORGANIZATION

Parks & Recreation



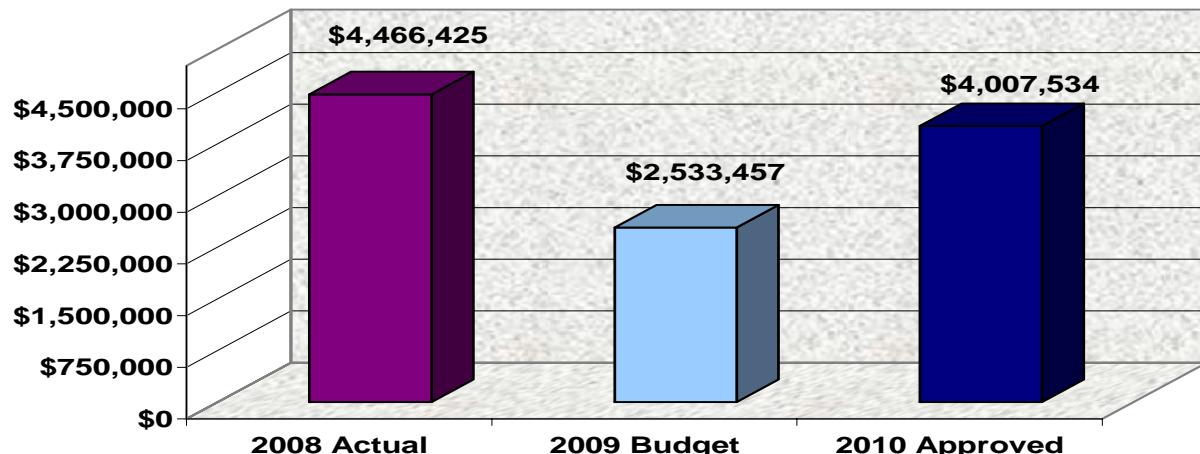
PERSONNEL SUMMARY AND ORGANIZATION

<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director	33	1	1	1
Assistant Director	28	1	0	0
Recreation Manager	28	1	1	1
Manager BW Park	27	1	1	1
Recreation Superintendent	27	1	1	1
Superintendent	24	1	1	1
Program Coordinator	22	3	2	2
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Park Security Supervisor	20	1	1	1
Program Assistant	19	2	2	2
Special Programs Clerk	19	1	0	0
Parks Beauty Coordinator	23	1	1	1
Senior Secretary	19	1	1	1
Park Security Officer	18	1	3	3
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Laborer III	16	2	1	1
Secretary	16	0	2	2
Attendant	13	1	1	1
Receptionist	PT	0	1	1
Program Aides	PT	31	29	29
Skateboard Park Supervisor	PT	1	1	1
Secretary	PT	2	1	1
Equipment Operator I	PT	1	0	0
Laborer I	PT	0	1	1
Laborer III	PT	0	1	1
TOTAL FULL TIME		31	31	31
TOTAL PART TIME		35	34	34

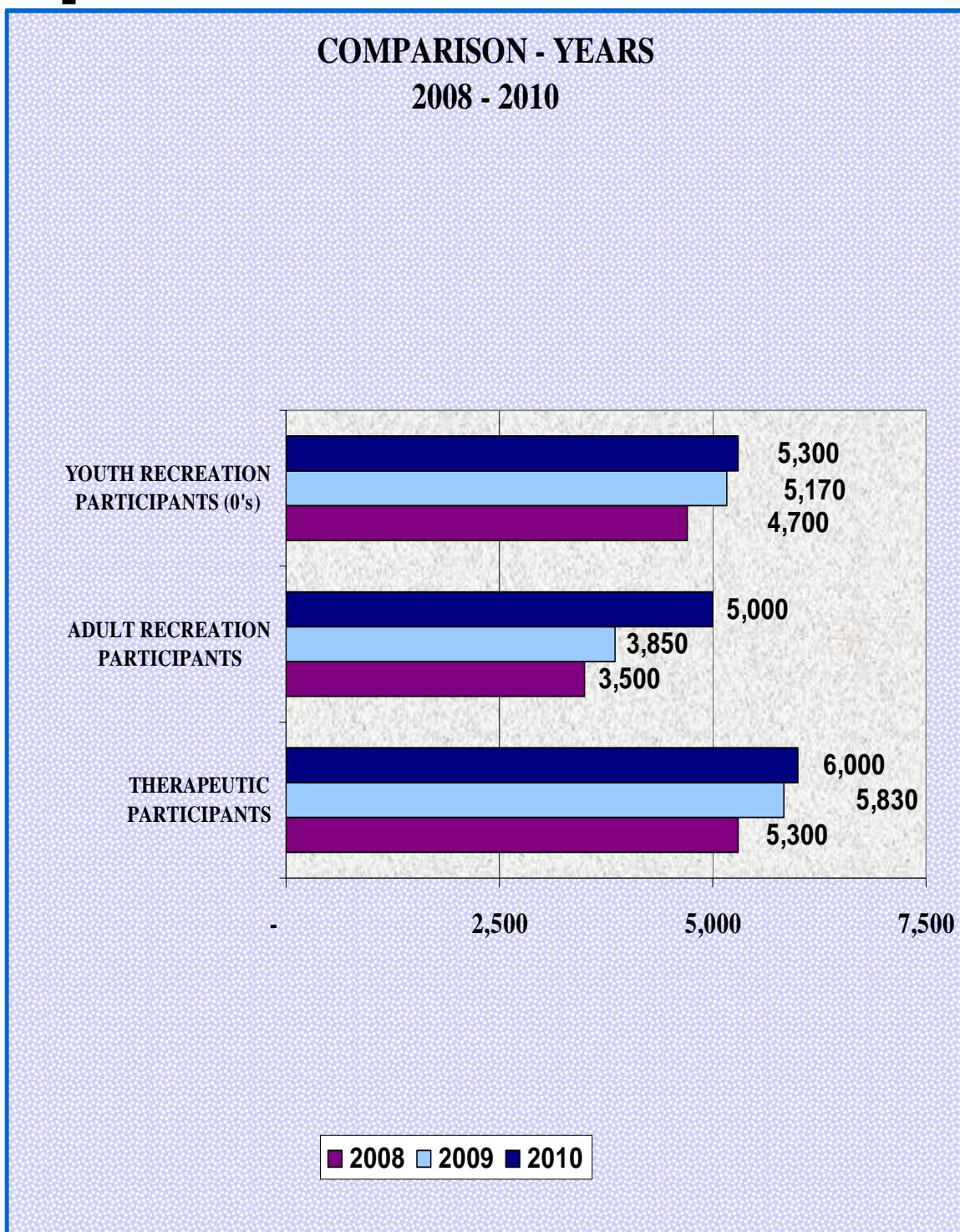
Parks & Recreation

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	4,331,492	2,393,457	3,867,534
Recreation Fees	<u>134,933</u>	<u>140,000</u>	<u>140,000</u>
Total Funding Sources	<u>4,466,425</u>	<u>2,533,457</u>	<u>4,007,534</u>
APPROPRIATIONS:			
Salary and Wages	1,146,273	1,211,128	1,176,898
Benefits	402,073	401,639	416,648
Advertising	3,753	4,000	3,230
Vehicle Expenses	114,003	100,040	78,650
Dues and Subscriptions	1,583	2,000	1,360
Equipment Rental	4,215	4,200	3,570
Maintenance Charges	258,980	155,200	128,775
Supplies	61,184	42,250	35,700
Operating Transfers	1,500,000	-	1,700,000
Professional Services	169,958	200,000	163,078
Utilities	297,876	293,500	285,175
Travel and Training	8,728	4,500	3,825
Uniforms	12,260	5,000	4,250
Minor Equipment/Improvements	179,886	10,000	6,375
Fixed Assets	<u>305,653</u>	<u>100,000</u>	<u>-</u>
Total Appropriations	<u>4,466,425</u>	<u>2,533,457</u>	<u>4,007,534</u>

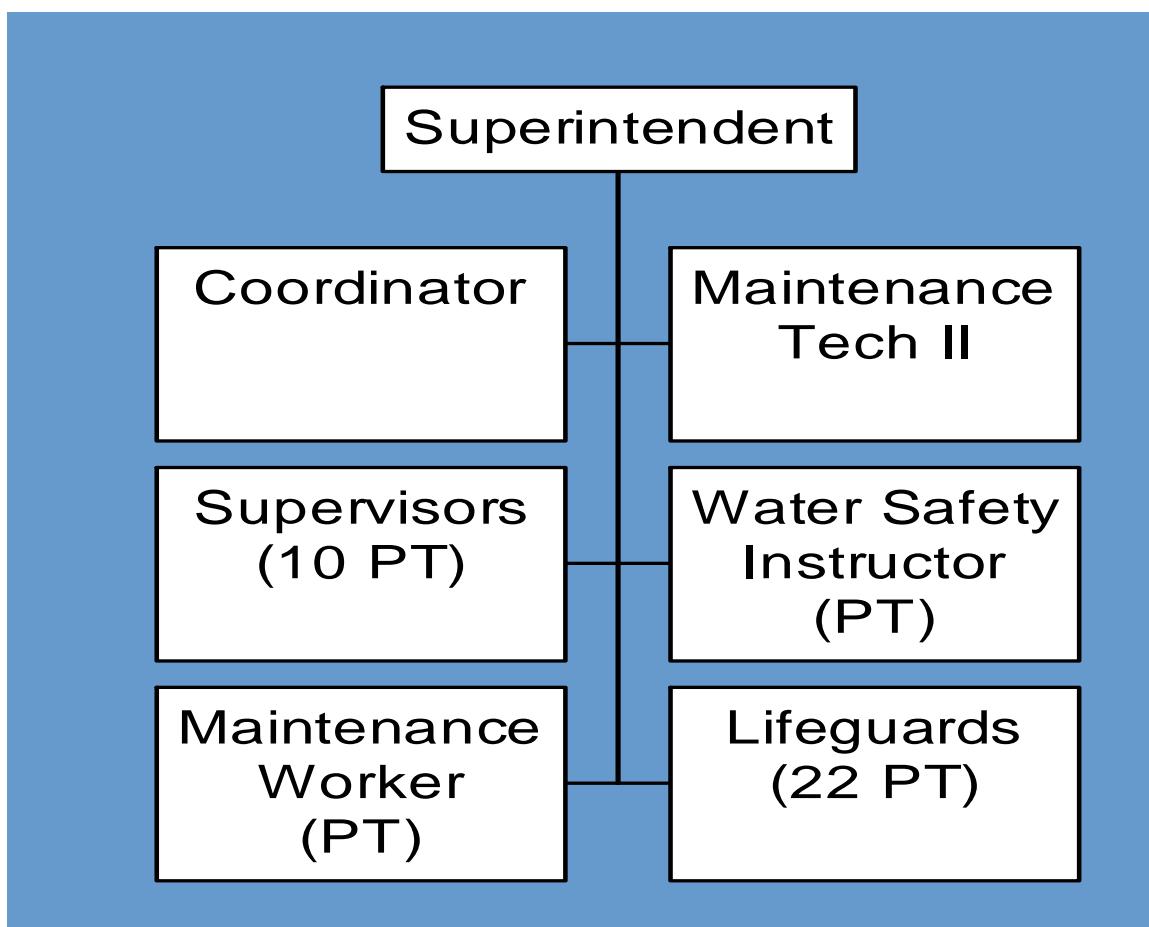


WORKLOAD INDICATORS



PERSONNEL SUMMARY AND ORGANIZATION

Parks & Recreation Aquatic Center

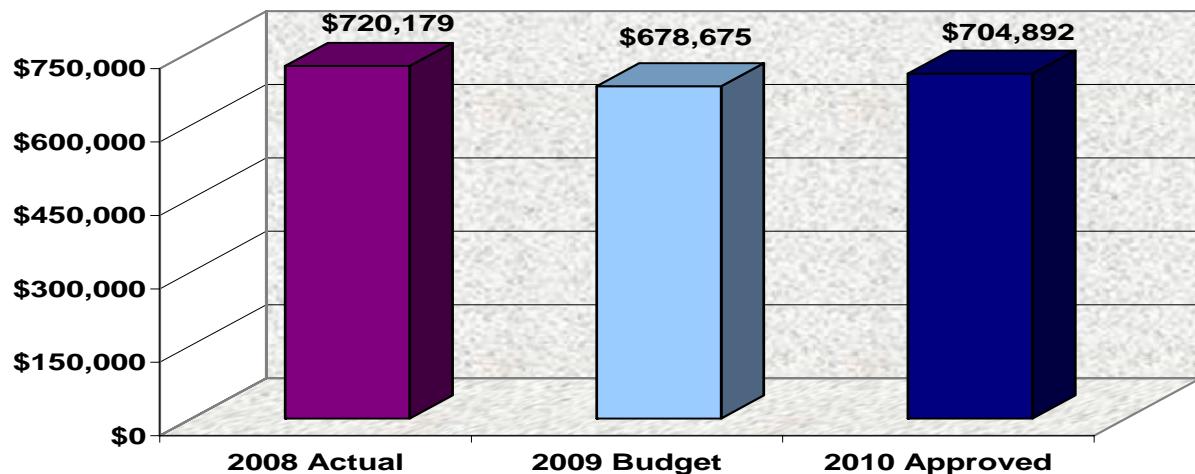


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Superintendent	24	0	1	1
Program Coordinator	22	1	1	1
Secretary	16	1	1	1
Maintenance Worker	14	1	1	1
Supervisor	PT	9	10	10
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	26	22	22
TOTAL FULL TIME		3	4	4
TOTAL PART TIME		37	34	34

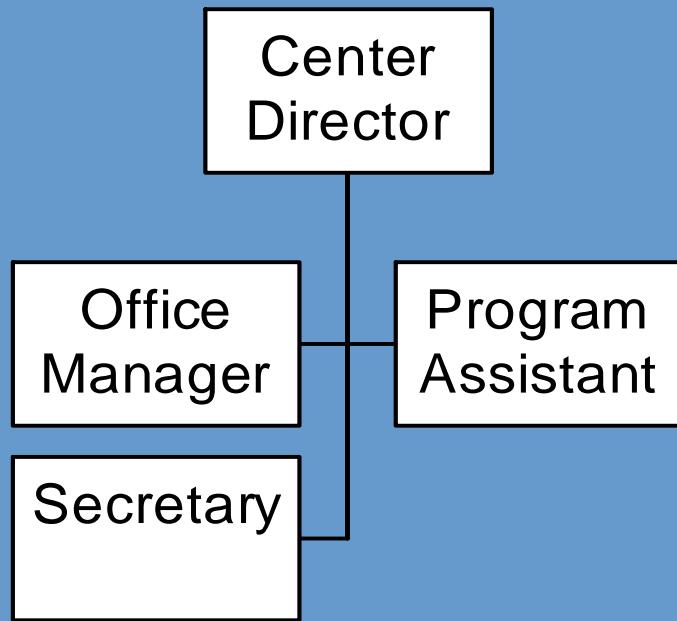
Parks & Recreation Aquatic Center

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	681,899	638,675	664,892
Recreation Fees	<u>38,280</u>	<u>40,000</u>	<u>40,000</u>
Total Funding Sources	<u>720,179</u>	<u>678,675</u>	<u>704,892</u>
APPROPRIATIONS:			
Salary and Wages	297,187	286,120	353,438
Benefits	52,230	50,074	64,835
Advertising	446	700	595
Vehicle Expenses	541	811	1,085
Dues and Subscriptions	110	150	128
Equipment Rental	-	-	-
Maintenance Charges	52,753	31,050	26,010
Supplies	37,336	37,060	26,997
Professional Services	96,794	100,000	25,500
Utilities	158,586	169,160	203,286
Travel and Training	6,283	2,550	2,168
Uniforms	958	1,000	850
Minor Equipment/Improvements	16,955	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>720,179</u>	<u>678,675</u>	<u>704,892</u>



PERSONNEL SUMMARY AND ORGANIZATION

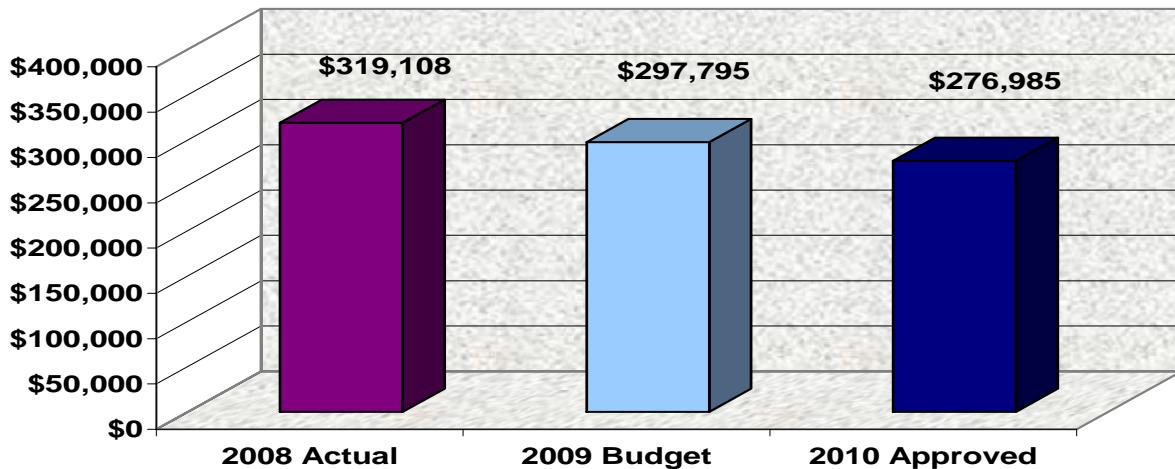


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Program Coordinator	UNC	1	1	1
Office Manager	23	1	1	1
Program Assistant	19	1	1	1
Secretary	16	1	1	1
TOTAL FULL TIME		4	4	4

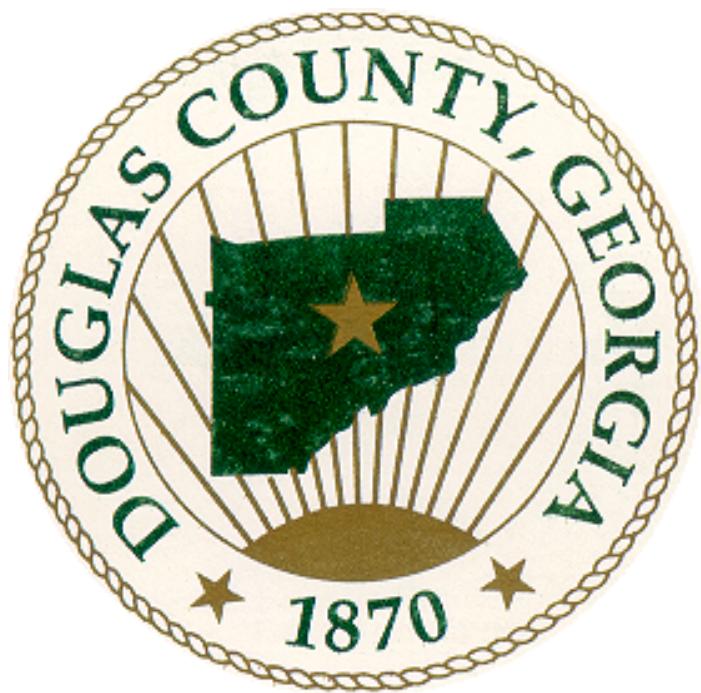
Parks & Recreation Senior Center

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	260,727	243,795	216,985
Recreation Fees	<u>58,381</u>	<u>54,000</u>	<u>60,000</u>
Total Funding Sources	<u>319,108</u>	<u>297,795</u>	<u>276,985</u>
APPROPRIATIONS:			
Salary and Wages	125,364	125,673	125,673
Benefits	48,841	50,087	49,326
Advertising	5,022	4,000	3,400
Vehicle Expenses	171	-	-
Dues and Subscriptions	199	250	213
Equipment Rental	2,511	2,500	2,125
Maintenance Charges	32,264	25,225	21,441
Supplies	23,624	14,000	10,462
Professional Services	62,965	60,000	51,000
Utilities	15,970	15,260	12,665
Travel and Training	1,288	800	680
Uniforms	169	-	-
Minor Equipment/Improvements	720	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>319,108</u>	<u>297,795</u>	<u>276,985</u>



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HOUSING AND COMMUNITY DEVELOPMENT

DIRECTORY



Building Inspection	278
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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

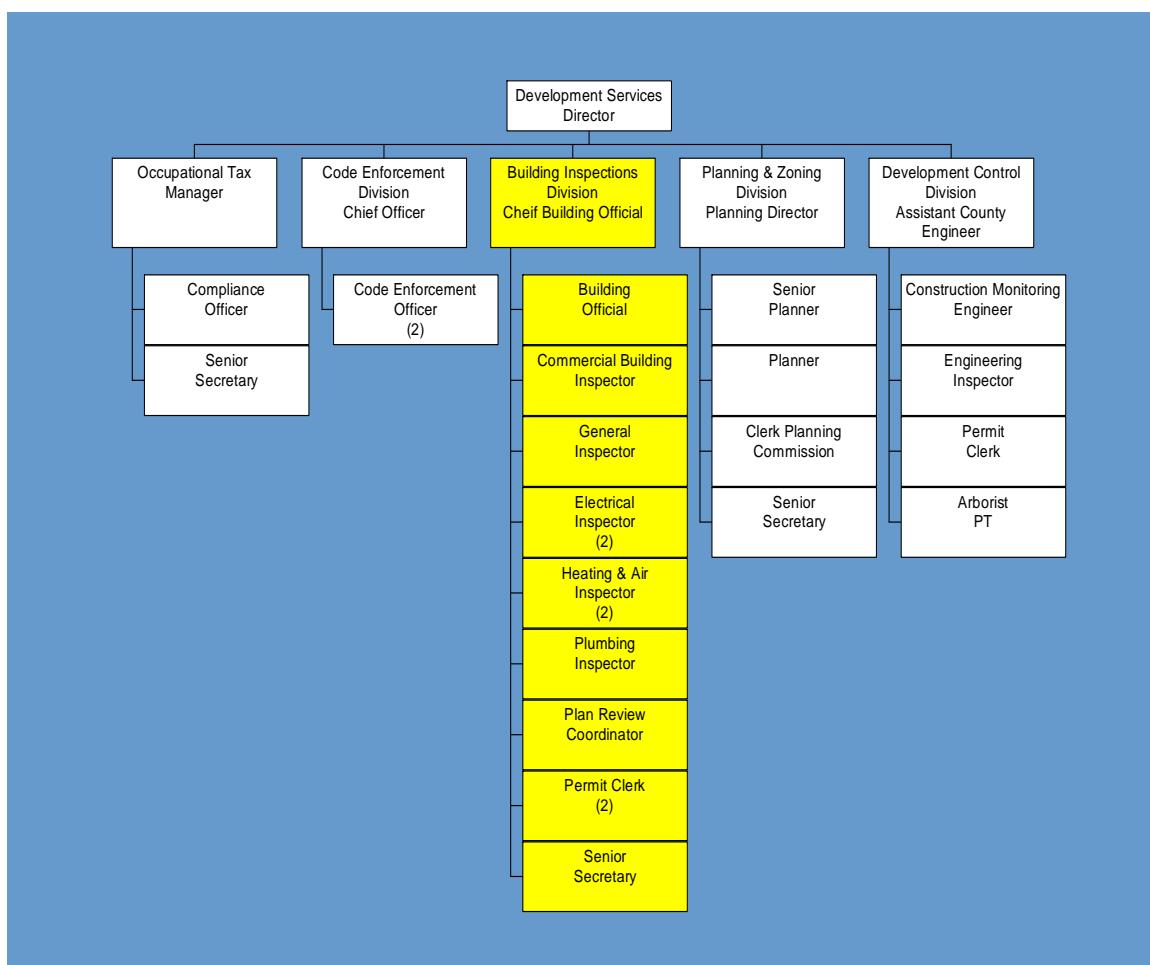
Keep Citizens abreast of the responsibilities the building department performs

Investigate citizen complaints within three working days



PERSONNEL SUMMARY AND ORGANIZATION

Building Inspection

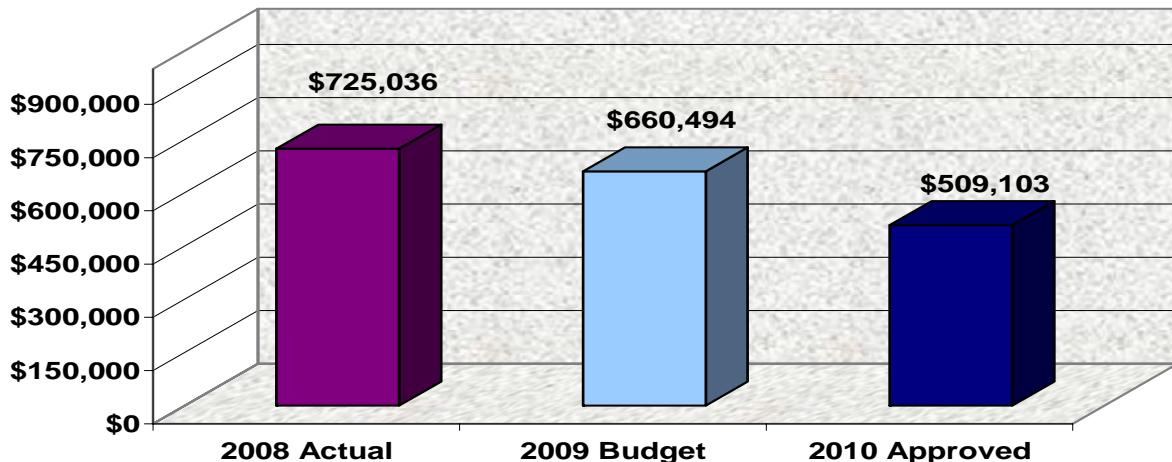


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Chief Building Official	35	1	1	1
Building Official	31	1	1	1
Commercial Bldg. Inspector	24	1	1	1
General Inspector	23	1	1	1
Electrical Inspector	23	2	2	2
Heat and Air Inspector	23	2	2	2
Plumbing Inspector	23	2	1	1
Plan Review Coordinator	22	1	1	1
Permit Clerk	19	2	2	2
Senior Secretary	19	1	1	1
TOTAL FULL TIME		14	13	13

Building Inspection

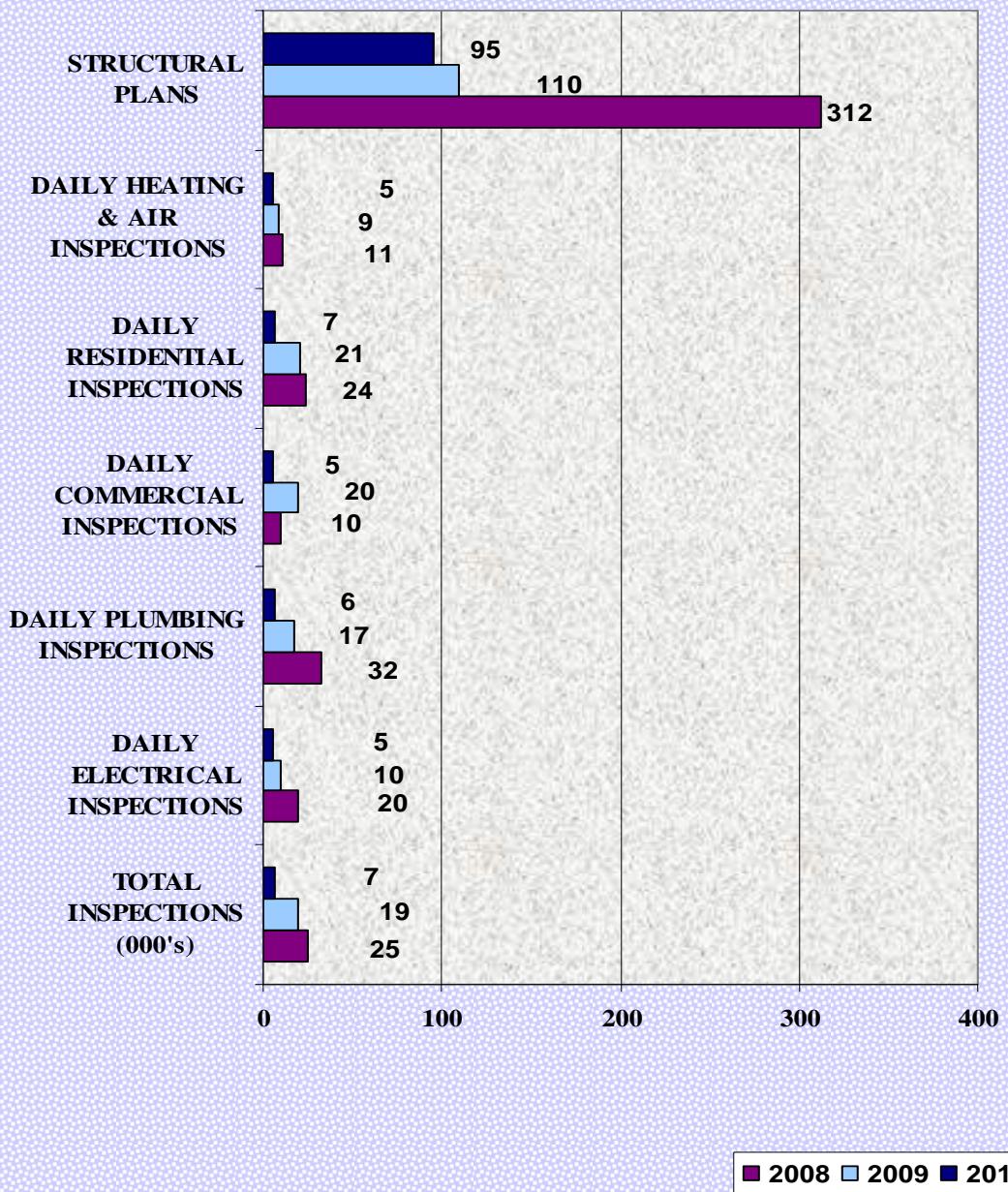
BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	59,124	317,494	229,103
Permits	665,912	343,000	280,000
Total Funding Sources	725,036	660,494	509,103
APPROPRIATIONS:			
Salary and Wages	488,442	452,698	322,187
Benefits	185,686	158,836	160,488
Advertising	410	350	-
Vehicle Expenses	21,320	21,205	13,125
Dues and Subscriptions	1,634	1,500	336
Equipment Rental	-	-	-
Maintenance Charges	560	480	408
Supplies	7,031	8,525	1,934
Professional Services	5,448	5,000	4,590
Utilities	7,779	8,400	5,525
Travel and Training	4,319	3,500	510
Uniforms	2,407	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	725,036	660,494	509,103



WORKLOAD INDICATORS

COMPARISON - YEARS 2008 - 2010



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

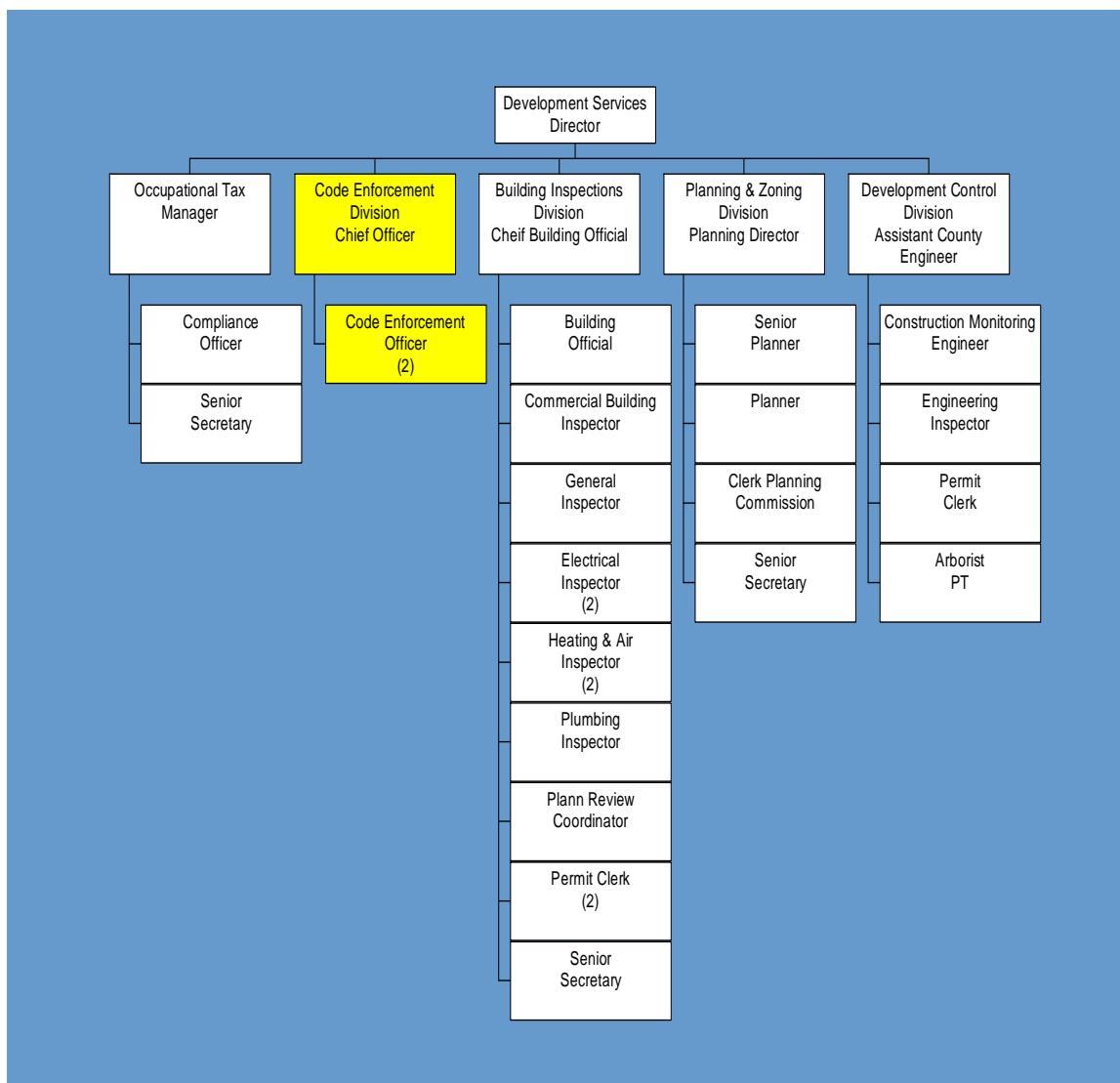
Target zone areas and special project code compliance by:

- 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



PERSONNEL SUMMARY AND ORGANIZATION

Code Enforcement

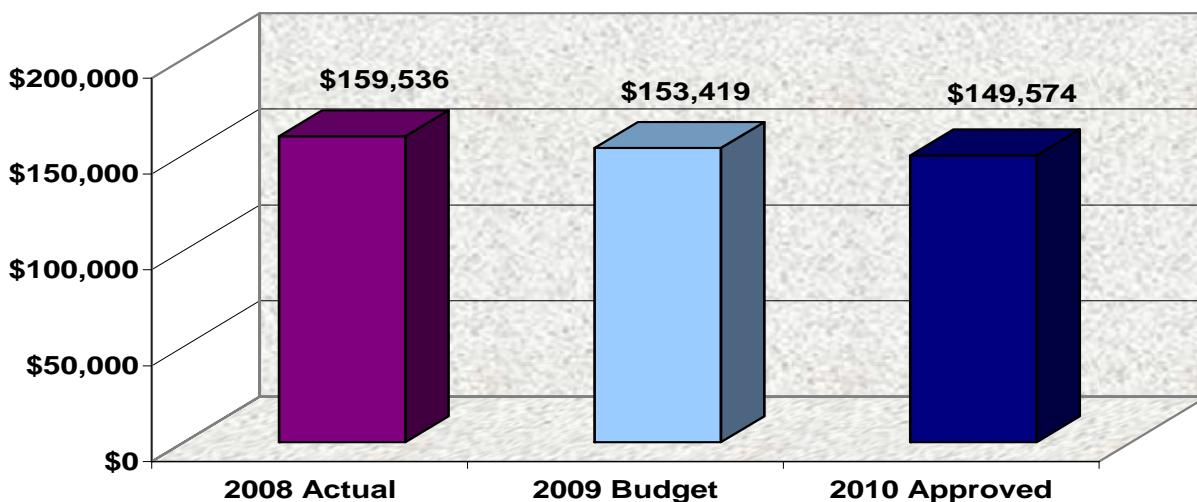


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	2	2	2
TOTAL FULL TIME		3	3	3

Code Enforcement

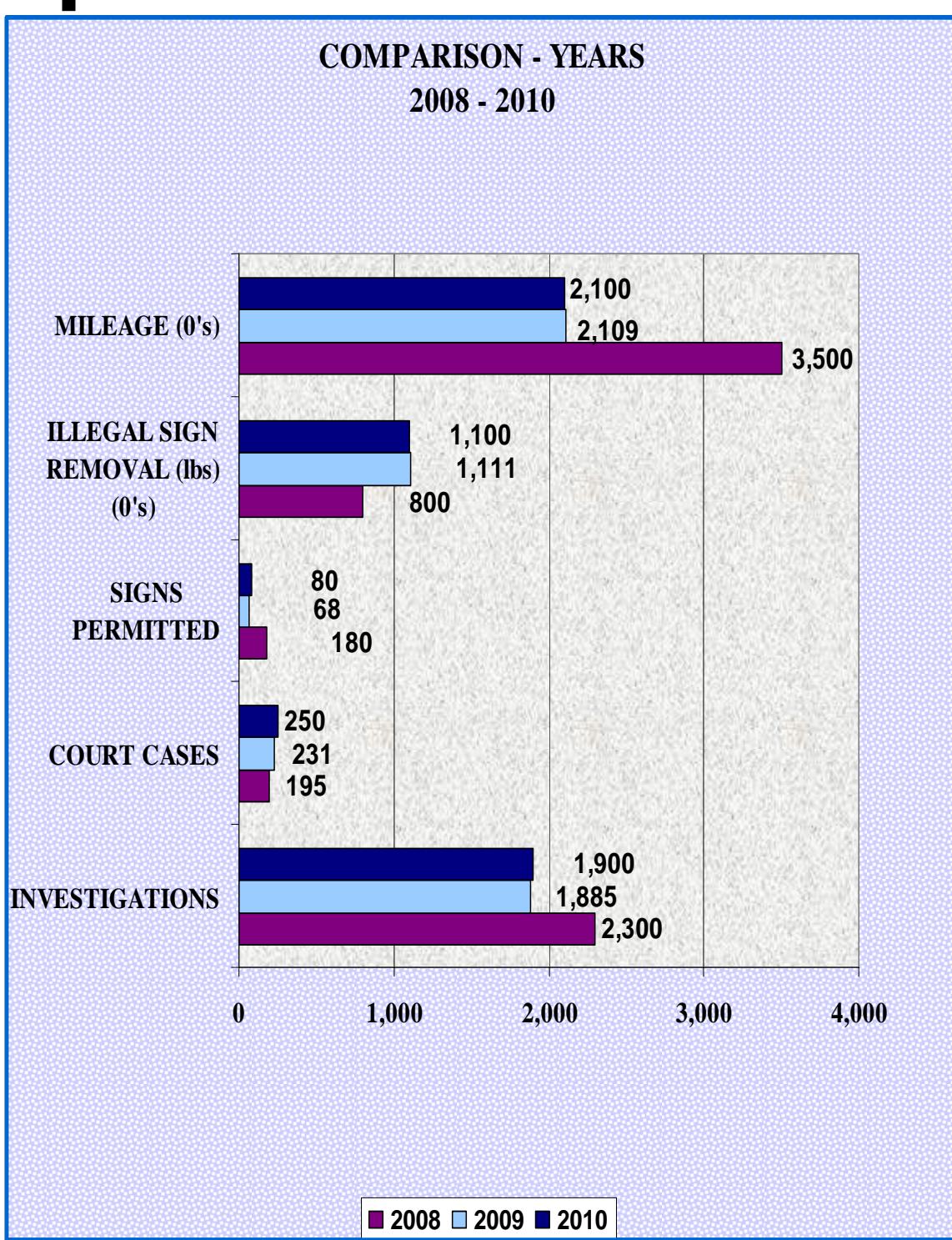
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>159,536</u>	<u>153,419</u>	<u>149,574</u>
Total Funding Sources	<u>159,536</u>	<u>153,419</u>	<u>149,574</u>
APPROPRIATIONS:			
Salary and Wages	102,563	102,199	102,117
Benefits	40,701	39,016	40,154
Advertising	-	-	-
Vehicle Expenses	7,195	5,939	5,050
Dues and Subscriptions	465	465	128
Supplies	2,670	2,100	1,275
Professional Services	1,813	2,500	-
Utilities	1,084	1,200	850
Travel and Training	1,315	-	-
Uniforms	1,730	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>159,536</u>	<u>153,419</u>	<u>149,574</u>



Code Enforcement

WORKLOAD INDICATORS



H O U S I N G & D E V E L O P M E N T

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

To recruit train and keep volunteers to extend our impact on Douglas County citizens

Educate citizens on Environment, Water Conservation, and Sustainable Agriculture

Market Extension by Collaborating with county departments and agencies

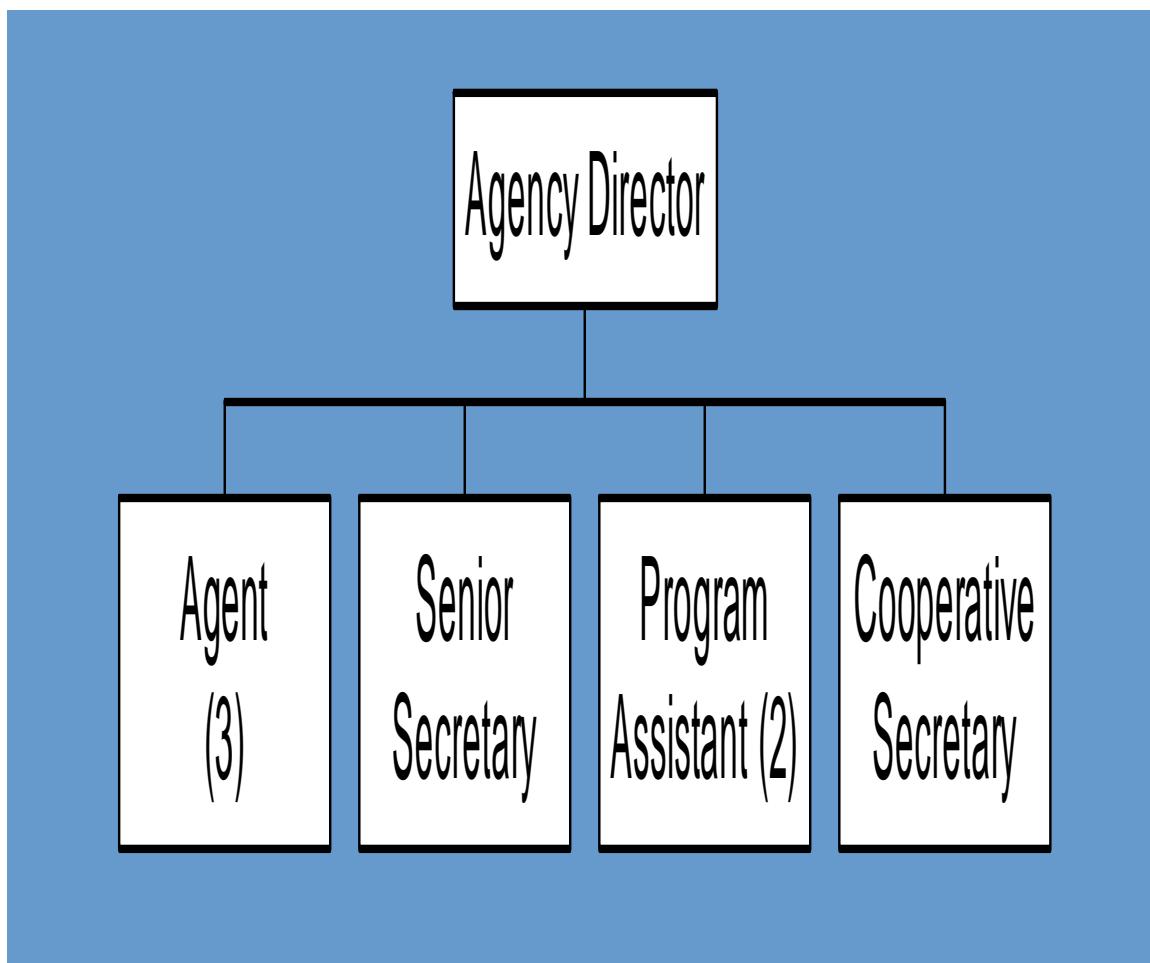
Continue to provide Douglas County residents with research-based information in agriculture, natural resources and horticulture through phone consultation, site visits, office visits, and public programs

Continue to provide Douglas County youth with leadership skills to prepare them for adult life in the community through citizenship and leadership opportunities

To enable Douglas County youth and adults to improve their quality of life by providing educational programs in the area of chronic disease reduction, child care, and food safety/preservation



PERSONNEL SUMMARY AND ORGANIZATION

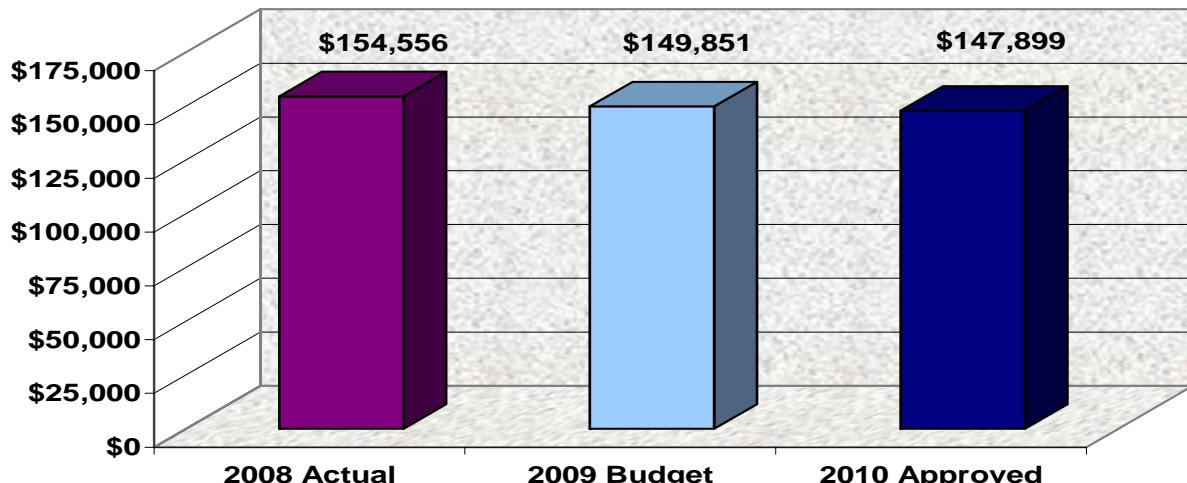


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	3
Senior Secretary	19	1	1	1
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	2	2	2
TOTAL FULL TIME		6	6	6
TOTAL PART TIME		2	2	2

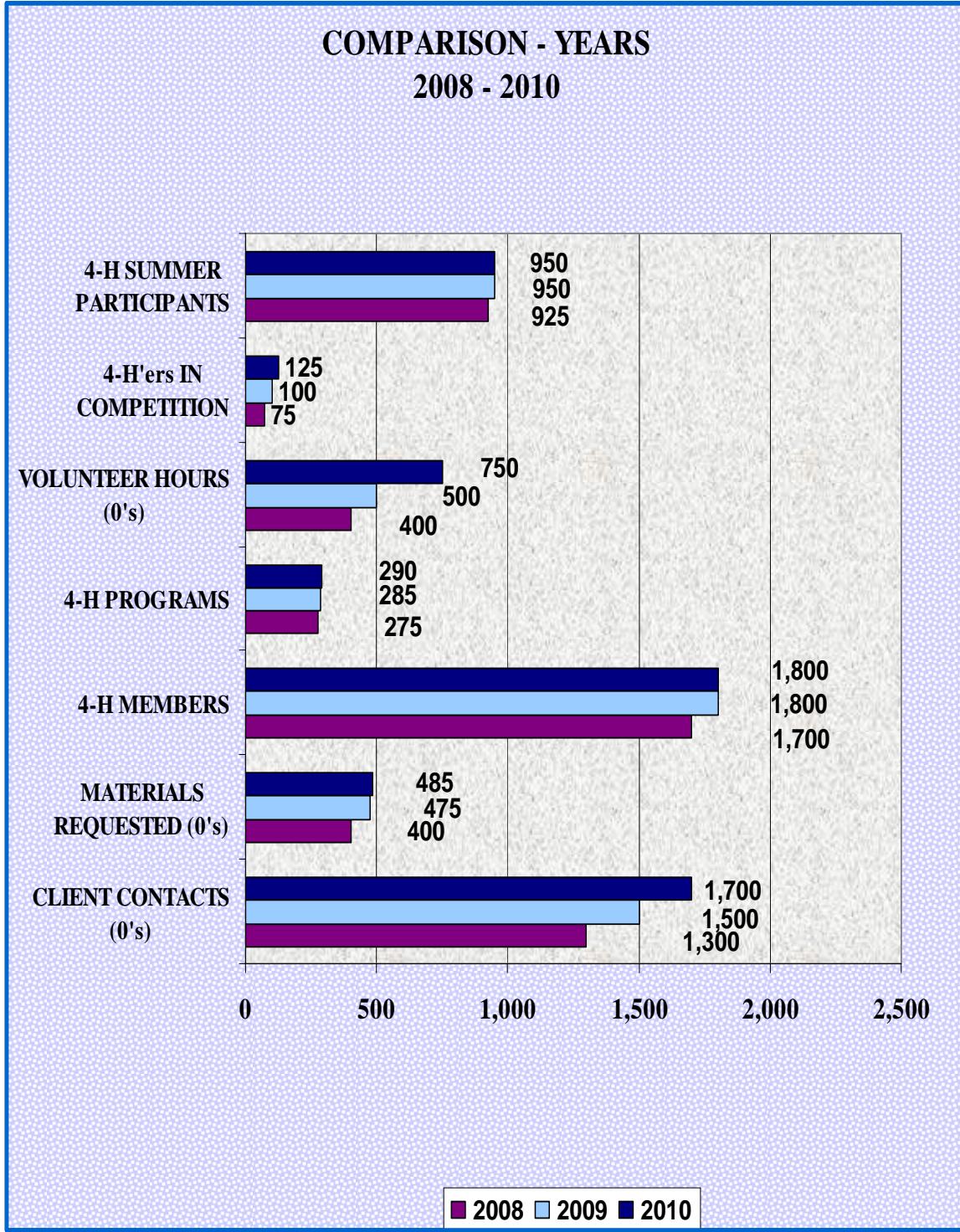
Cooperative Extension

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>154,556</u>	<u>149,851</u>	<u>147,899</u>
Total Funding Sources	<u>154,556</u>	<u>149,851</u>	<u>147,899</u>
APPROPRIATIONS:			
Salary and Wages	119,849	121,126	120,904
Benefits	18,852	18,800	19,240
Advertising	-	200	-
Vehicle Expenses	1,471	1,845	1,720
Dues and Subscriptions	988	730	510
Equipment Rental	-	-	-
Maintenance Charges	1,394	1,500	1,020
Supplies	8,743	5,400	4,165
Professional Services	-	-	-
Utilities	27	-	-
Travel and Training	2,709	250	340
Uniforms	523	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>154,556</u>	<u>149,851</u>	<u>147,899</u>



WORKLOAD INDICATORS



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

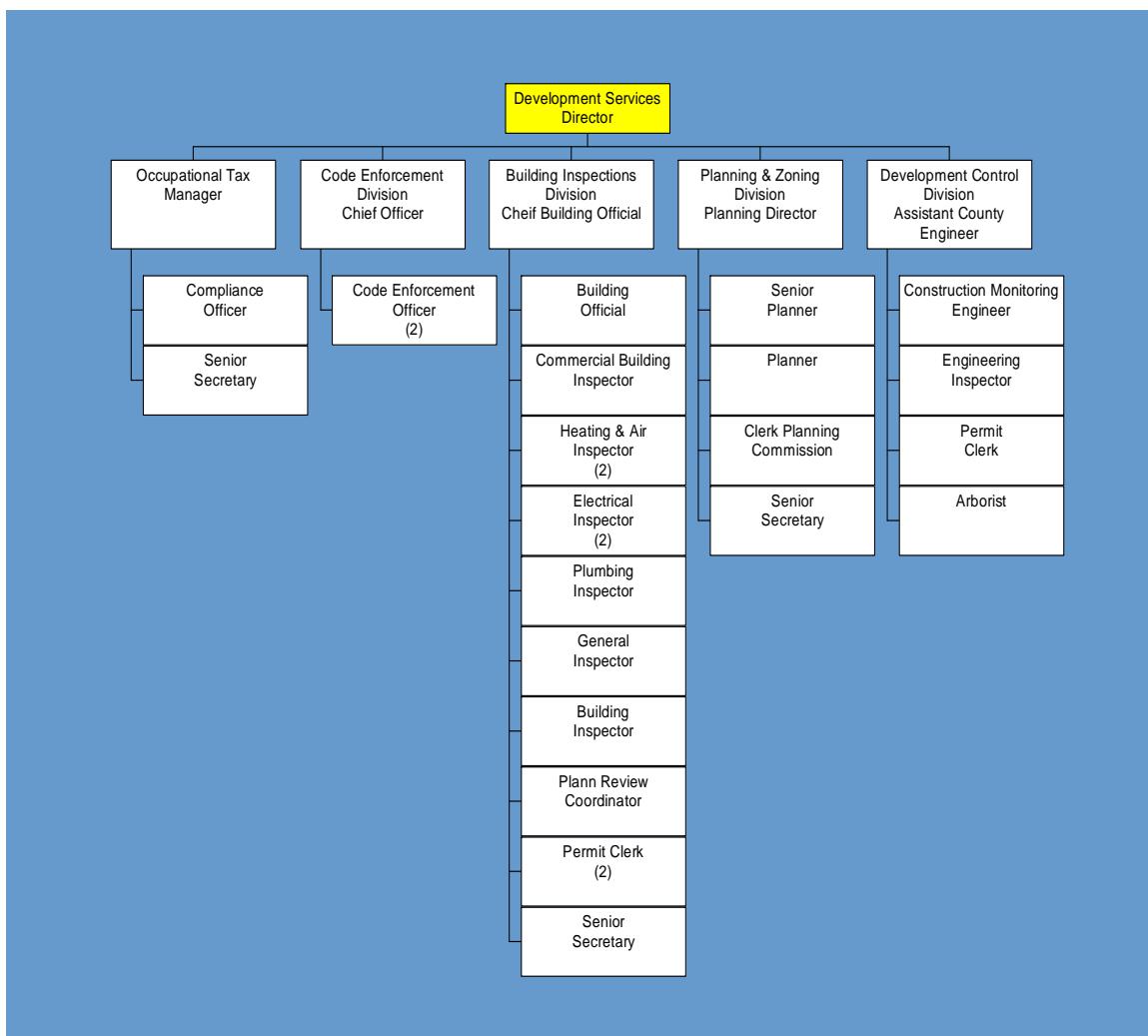
Provide a seamless transition of the development process through the department's five divisions

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



PERSONNEL SUMMARY AND ORGANIZATION

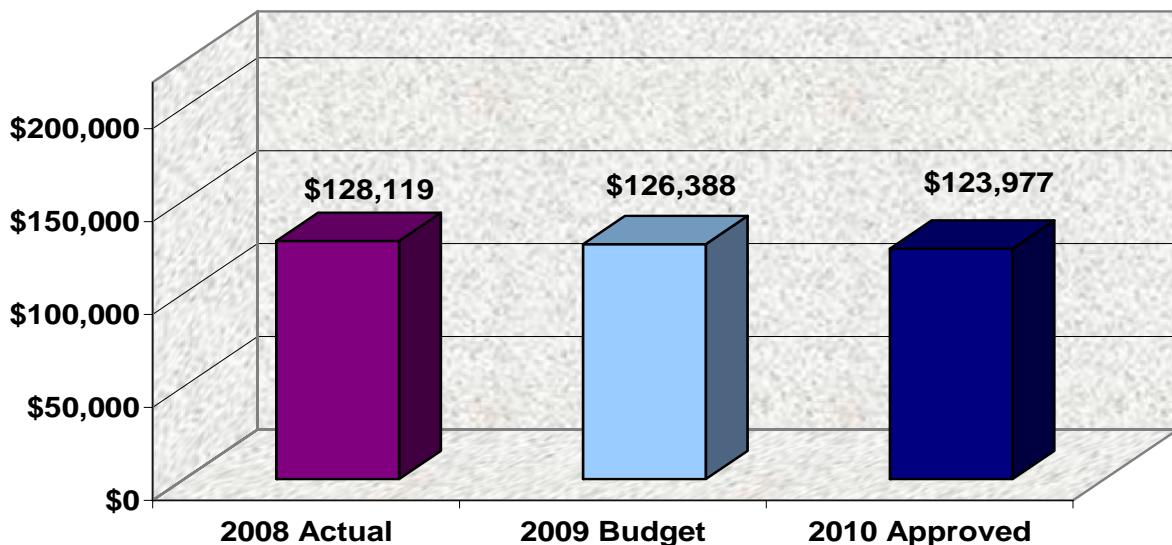
Development Services Administration



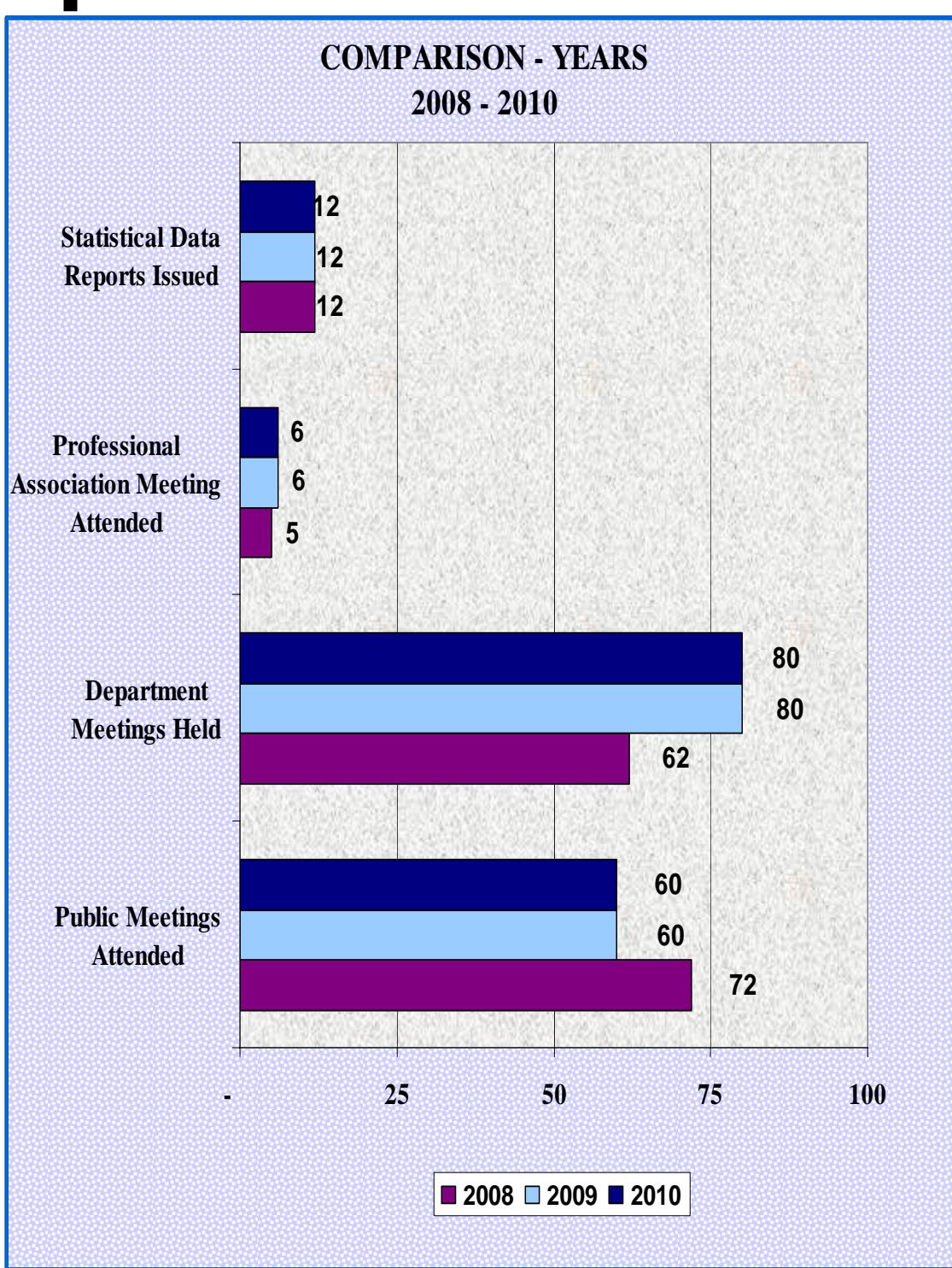
<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Director Development Services	UNC	1	1	1
TOTAL FULL TIME		<hr/> 1	<hr/> 1	<hr/> 1

BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>128,119</u>	<u>126,388</u>	<u>123,977</u>
Total Funding Sources	<u>128,119</u>	<u>126,388</u>	<u>123,977</u>
APPROPRIATIONS:			
Salary and Wages	100,861	100,069	100,069
Benefits	22,830	22,799	22,191
Dues and Subscriptions	490	420	357
Supplies	-	200	-
Utilities	914	900	510
Travel and Training	3,024	2,000	850
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>128,119</u>	<u>126,388</u>	<u>123,977</u>



WORKLOAD INDICATORS



MISSION

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

FUNCTIONS

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

GOALS

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

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

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

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

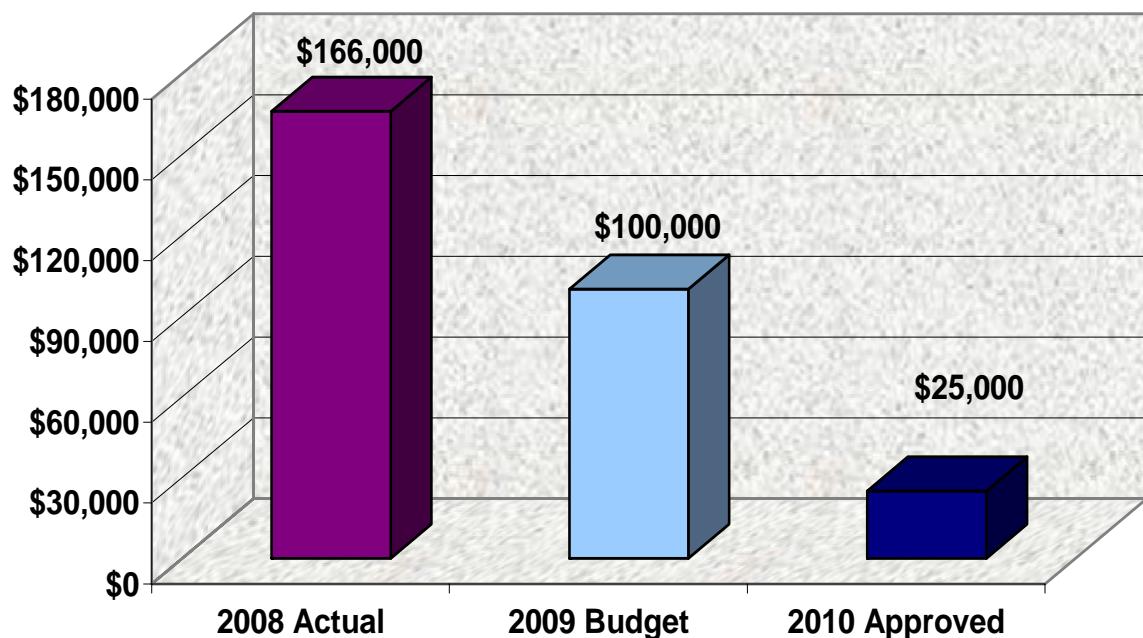
Leverage benefits of Joint Development Authority with Paulding County

Strengthen financial position of Development Authority to further increase our effectiveness



BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>166,000</u>	<u>100,000</u>	<u>25,000</u>
Total Funding Sources	<u>166,000</u>	<u>100,000</u>	<u>25,000</u>
APPROPRIATIONS:			
Professional Services	<u>166,000</u>	<u>100,000</u>	<u>25,000</u>
Total Appropriations	<u>166,000</u>	<u>100,000</u>	<u>25,000</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 color aerial photos by participating in a cooperative purchase plan with the Atlanta Regional Commission and the Water Sewer Authority of Douglas county

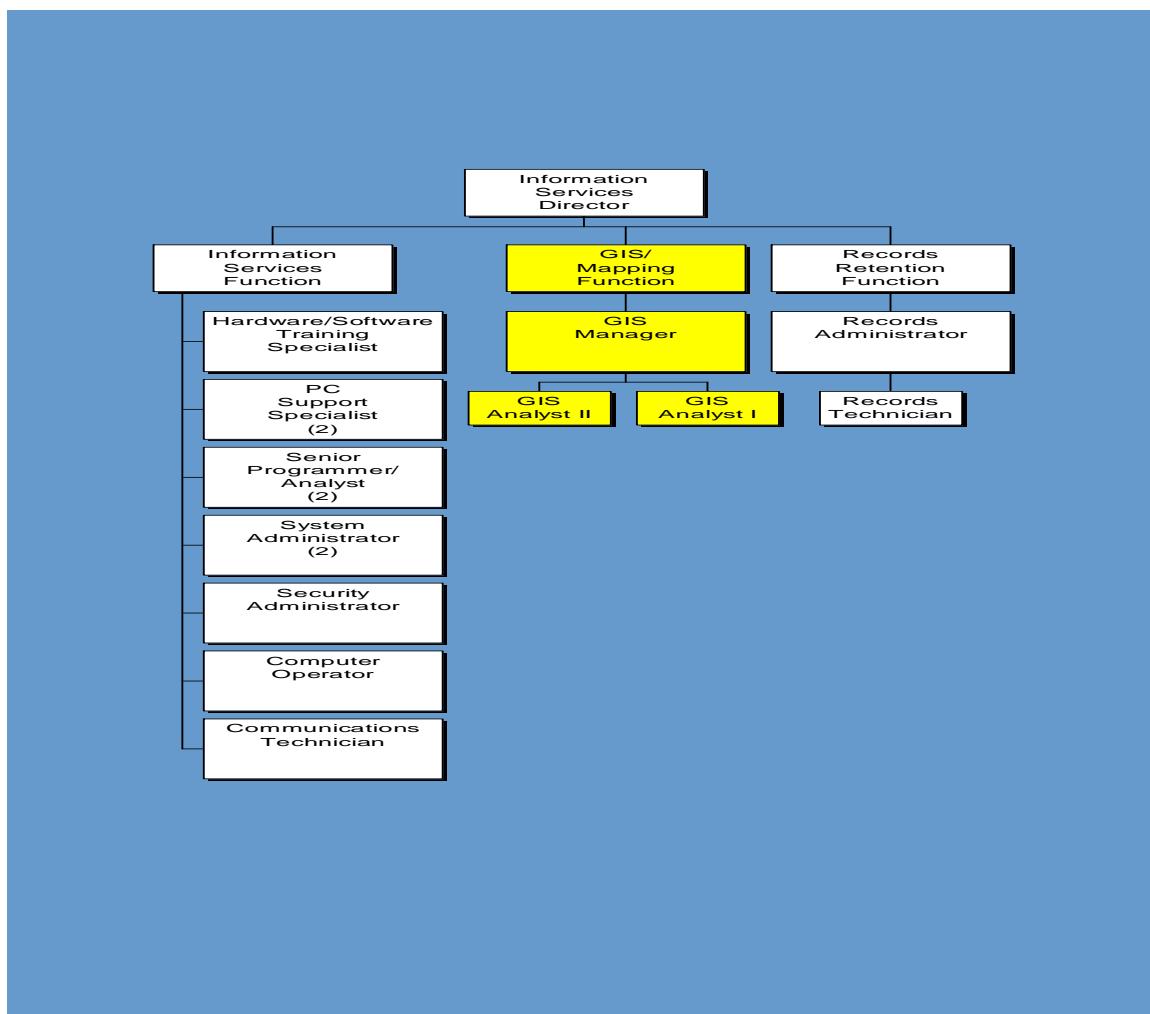
Enhance and expand “web-based” GIS by actively seeking input from users in order to continually increase usefulness of “Virtual Douglas County”, and expand functionality and mesh into other county internet services

Improve parcel split/combine processing to improve workflow between Appraisal, Planning and Zoning and GIS



PERSONNEL SUMMARY AND ORGANIZATION

GIS / Mapping

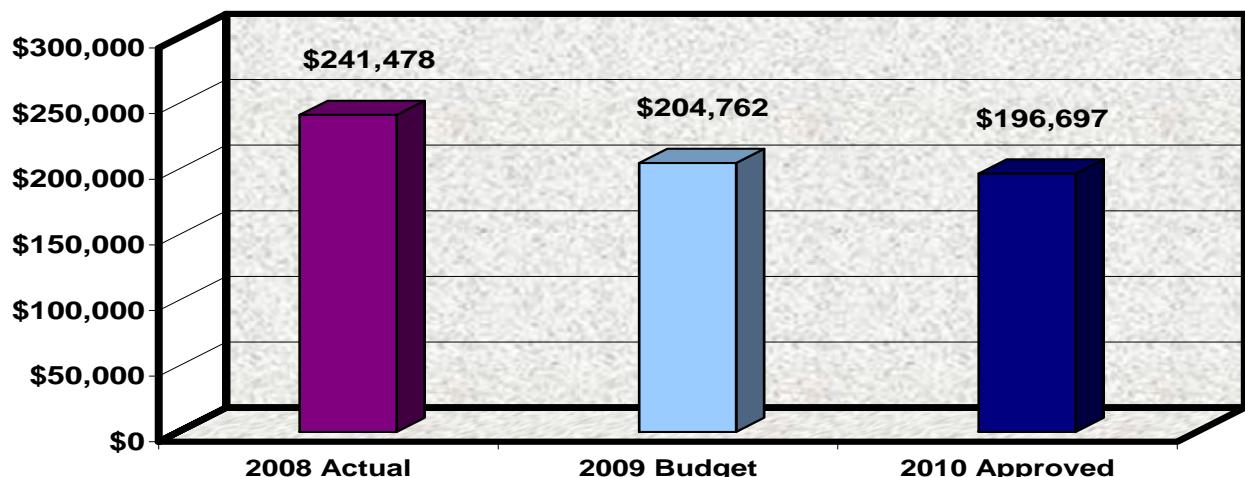


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	22	1	1	1
GIS Analyst II	24	1	1	1
TOTAL FULL TIME		3	3	3

GIS / Mapping

BUDGET SUMMARY

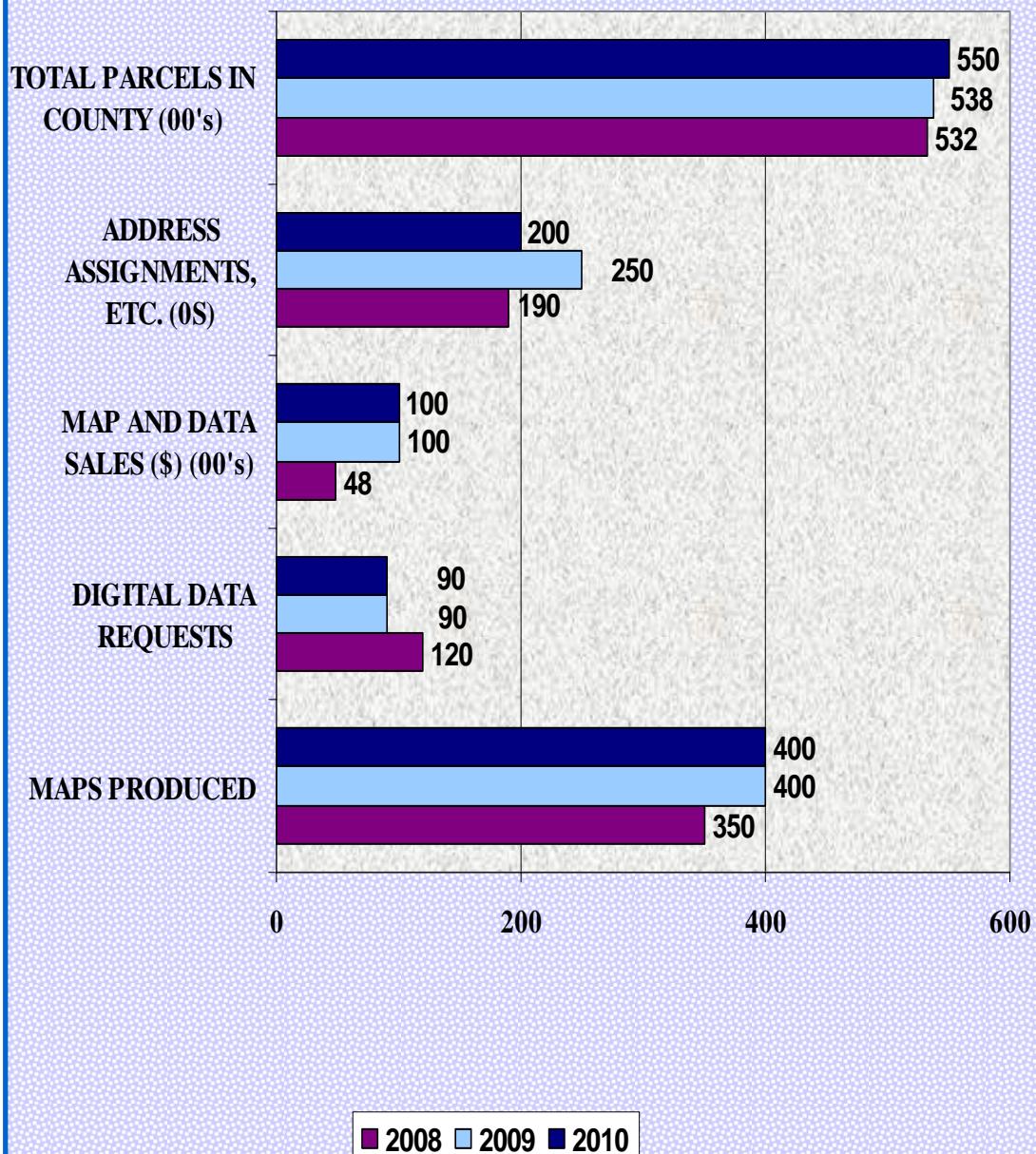
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>241,478</u>	<u>204,762</u>	<u>196,697</u>
Total Funding Sources	<u>241,478</u>	<u>204,762</u>	<u>196,697</u>
APPROPRIATIONS:			
Salary and Wages	134,796	134,450	134,451
Benefits	43,397	43,307	42,526
Dues and Subscriptions	2,564	105	-
Maintenance Charges	42,093	18,500	14,110
Vehicle Expenses	-	-	-
Supplies	4,035	4,900	4,165
Professional Services	600	-	-
Utilities	49	-	-
Travel and Training	4,257	3,500	1,445
Uniforms	-	-	-
Minor Equipment/Improvements	9,687	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>241,478</u>	<u>204,762</u>	<u>196,697</u>



WORKLOAD INDICATORS

COMPARISON - YEARS

2008 - 2010



Occupational Tax

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

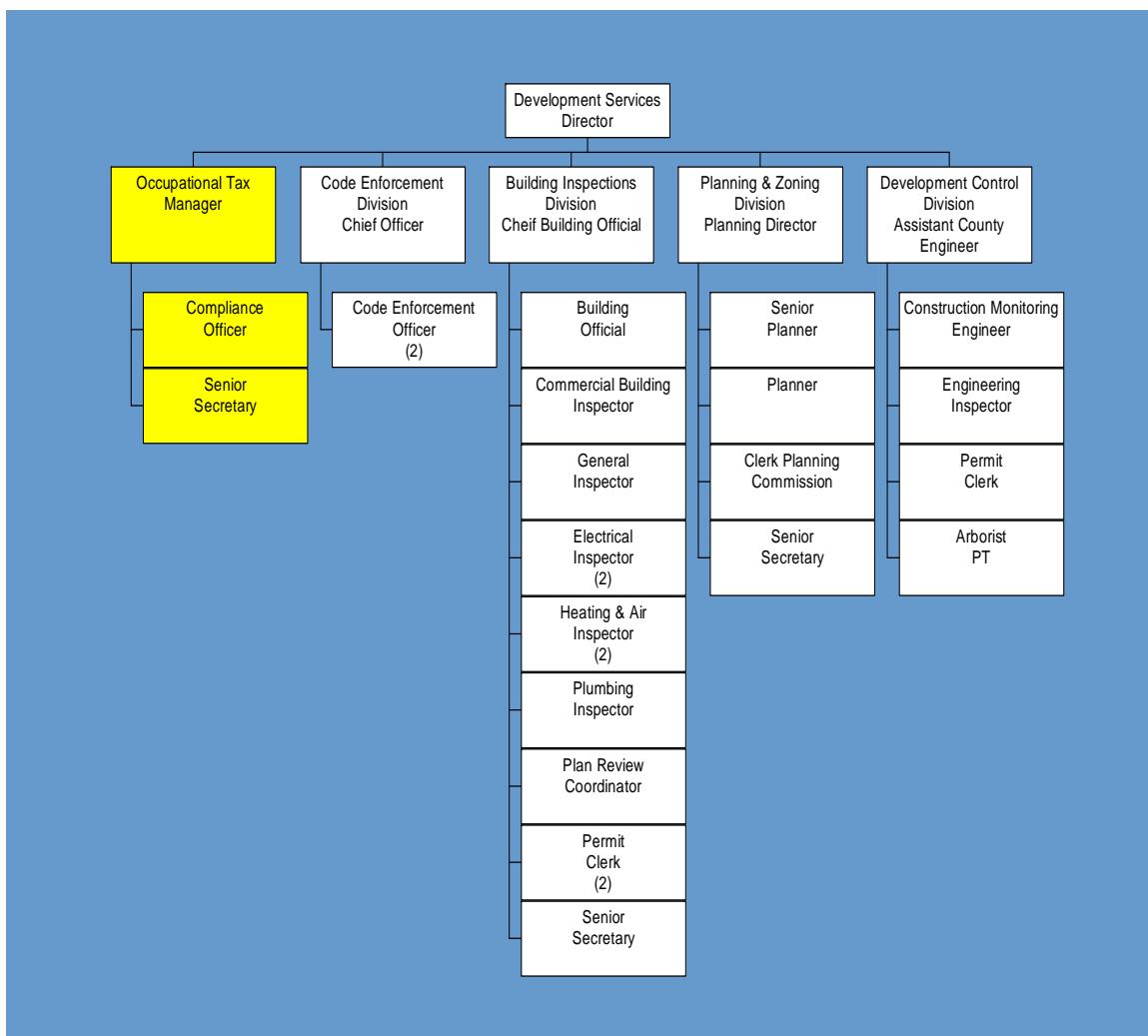
Improve the payment procedure for Occupational Tax by:

- Accepting on-line payments



PERSONNEL SUMMARY AND ORGANIZATION

Occupational Tax

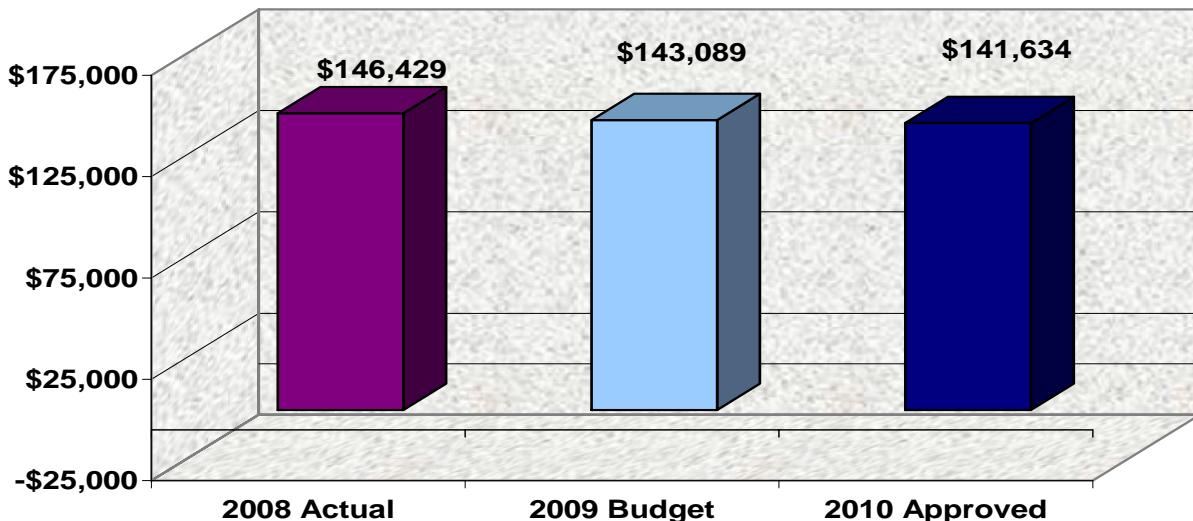


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Occupational Tax Manager	24	1	1	1
Compliance Officer	22	1	1	1
Senior Secretary	19	1	1	1
TOTAL FULL TIME		3	3	3

Occupational Tax

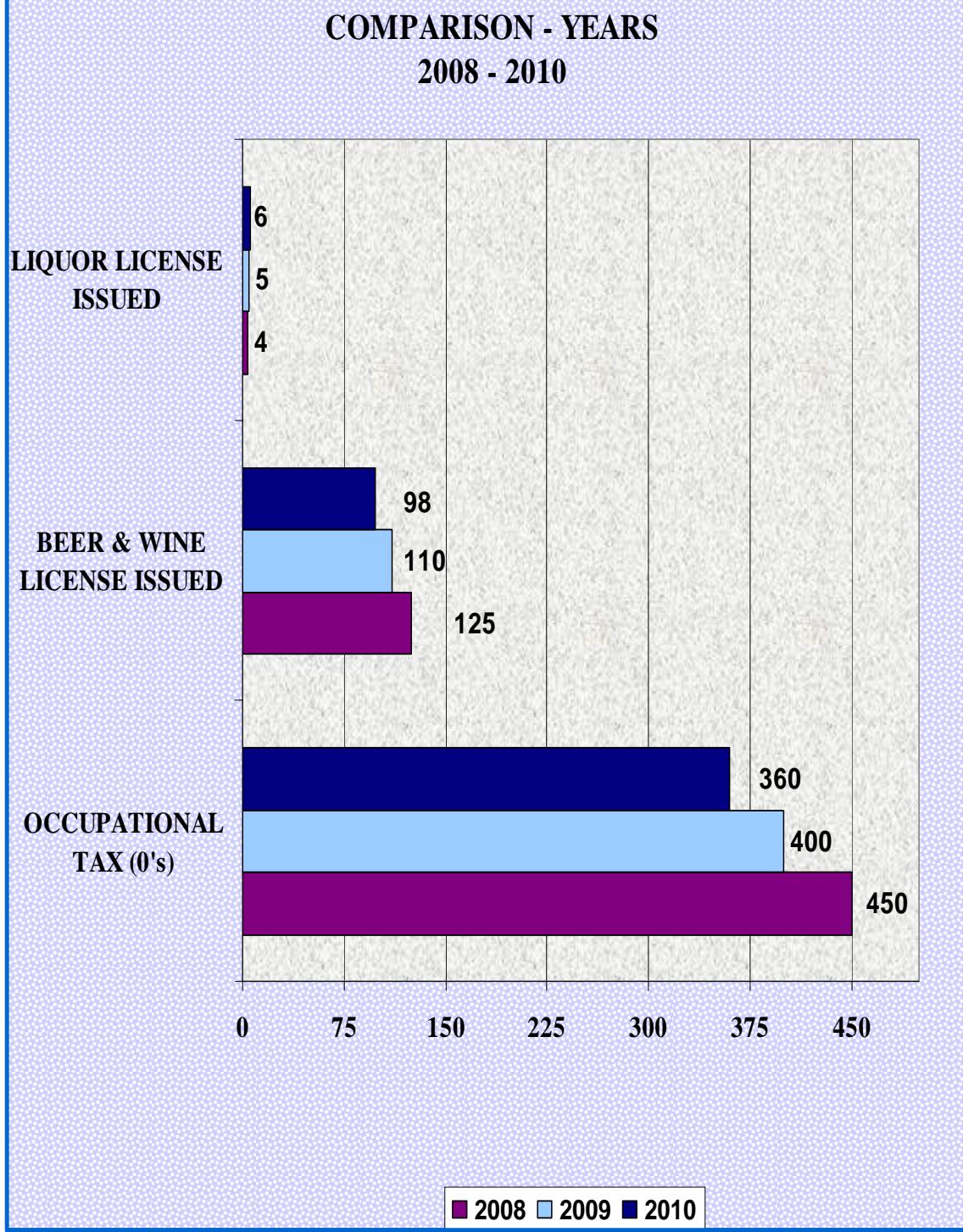
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>146,429</u>	<u>143,089</u>	<u>141,634</u>
Total Funding Sources	<u>146,429</u>	<u>143,089</u>	<u>141,634</u>
APPROPRIATIONS:			
Salary and Wages	109,207	108,814	109,329
Benefits	24,537	23,865	24,149
Advertising	251	300	-
Vehicle Expenses	845	2,000	1,353
Dues and Subscriptions	184	250	173
Supplies	7,382	6,660	5,746
Professional Services	-	-	-
Utilities	258	300	204
Travel and Training	626	900	680
Minor Equipment/Improvements	3,139	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>146,429</u>	<u>143,089</u>	<u>141,634</u>



Occupational Tax

WORKLOAD INDICATORS



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

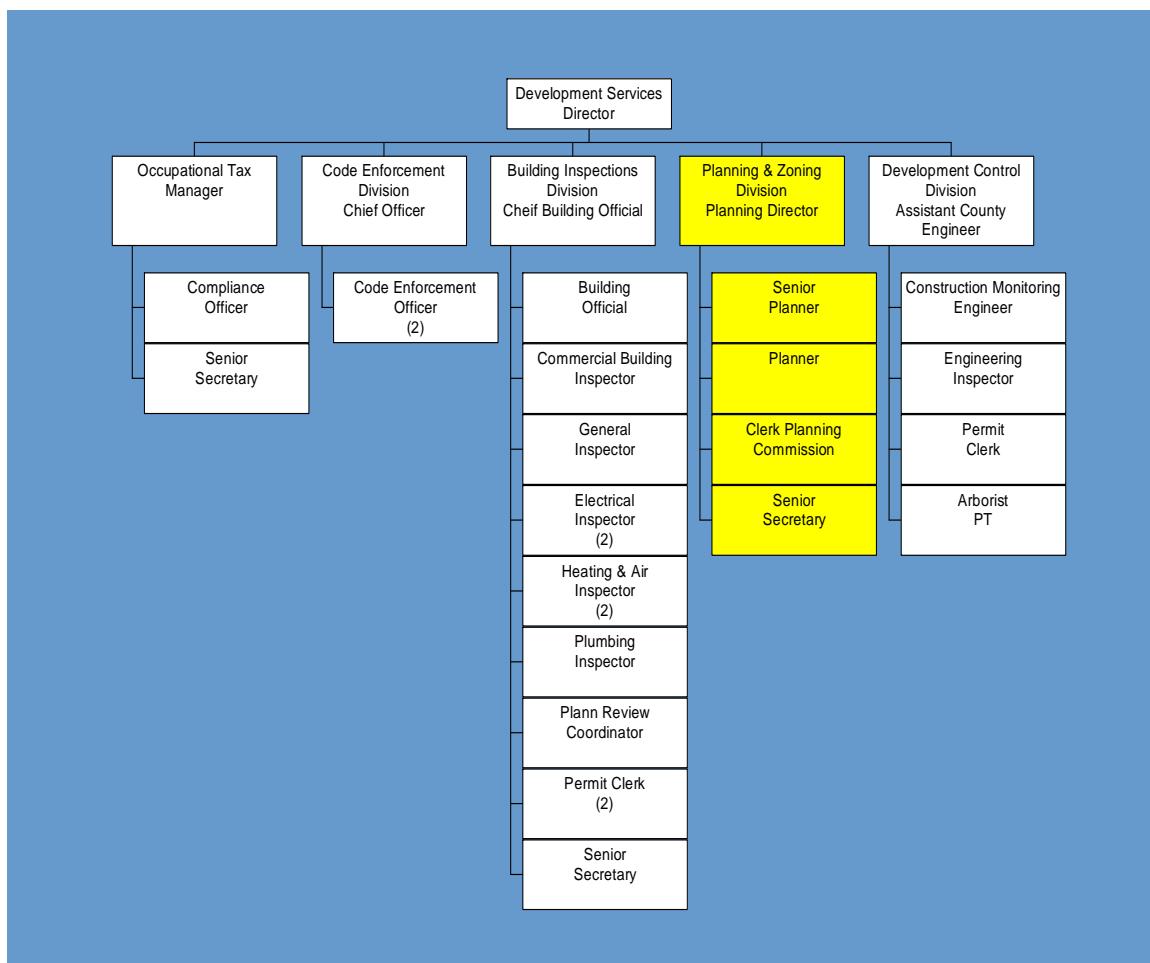
Provide long range planning and grant/award opportunities for Douglas County by:

- 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



PERSONNEL SUMMARY AND ORGANIZATION

Planning and Zoning

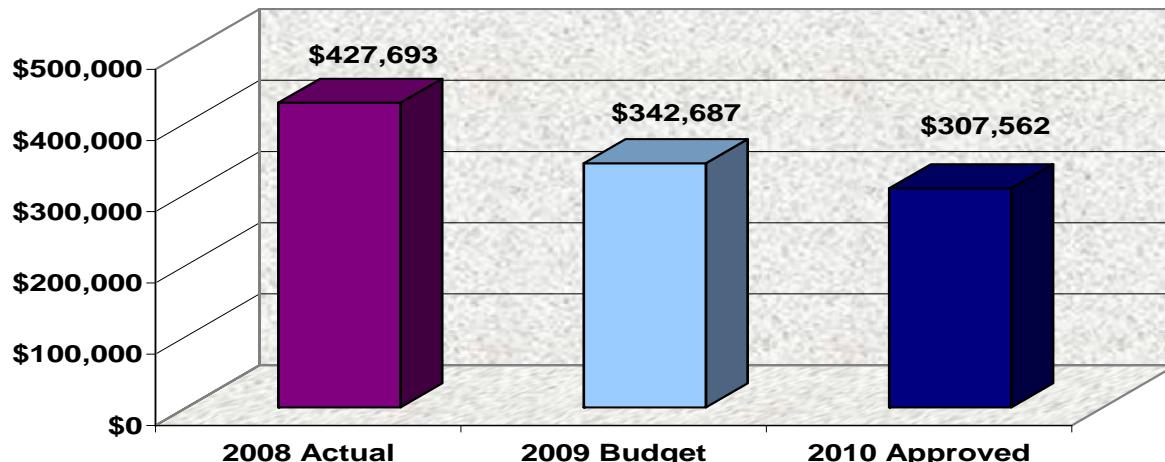


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Planning & Zoning Director	UNC	1	1	1
Senior Planner	28	1	1	1
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Senior Secretary	19	1	1	1
TOTAL FULL TIME		5	5	5

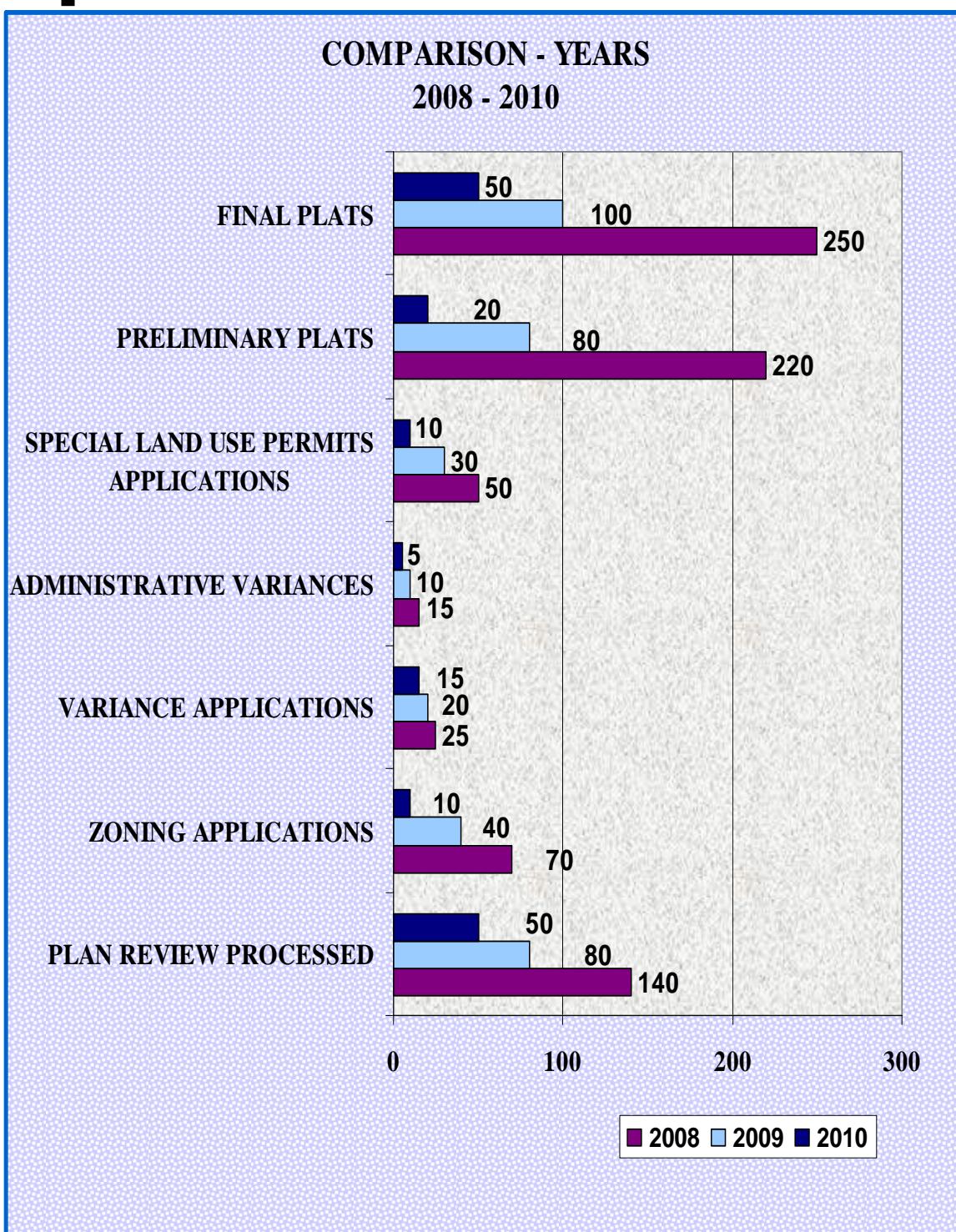
Planning and Zoning

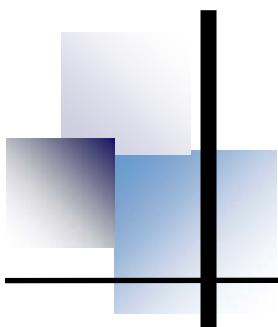
BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	375,257	291,187	270,662
Charges for Services	52,436	51,500	36,900
Total Funding Sources	427,693	342,687	307,562
APPROPRIATIONS:			
Salary and Wages	231,007	231,343	231,343
Benefits	72,794	65,436	64,084
Advertising	2,183	2,200	1,360
Audit and Legal	-	-	-
Vehicle Expenses	420	558	286
Dues and Subscriptions	1,492	1,500	765
Maintenance Charges	1,136	1,300	1,020
Supplies	4,507	9,500	1,700
Professional Services	106,443	26,000	5,950
Utilities	1,659	1,200	1,020
Travel and Training	6,052	3,650	34
Uniforms	-	-	-
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	427,693	342,687	307,562



WORKLOAD INDICATORS





PUBLIC WORKS

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 for 2011 projects by September 30, 2010

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

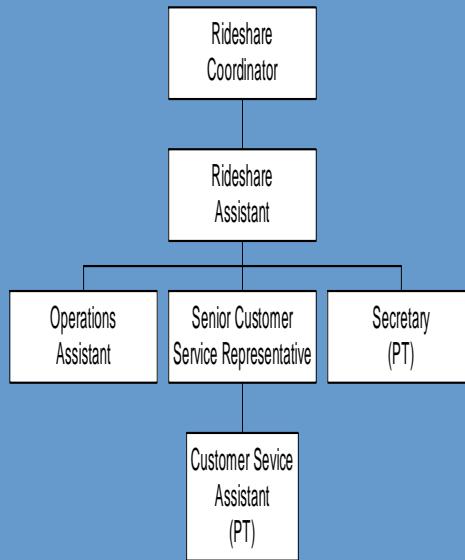
Identify data collection software to be purchased with grant money

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



PERSONNEL SUMMARY AND ORGANIZATION

Rideshare

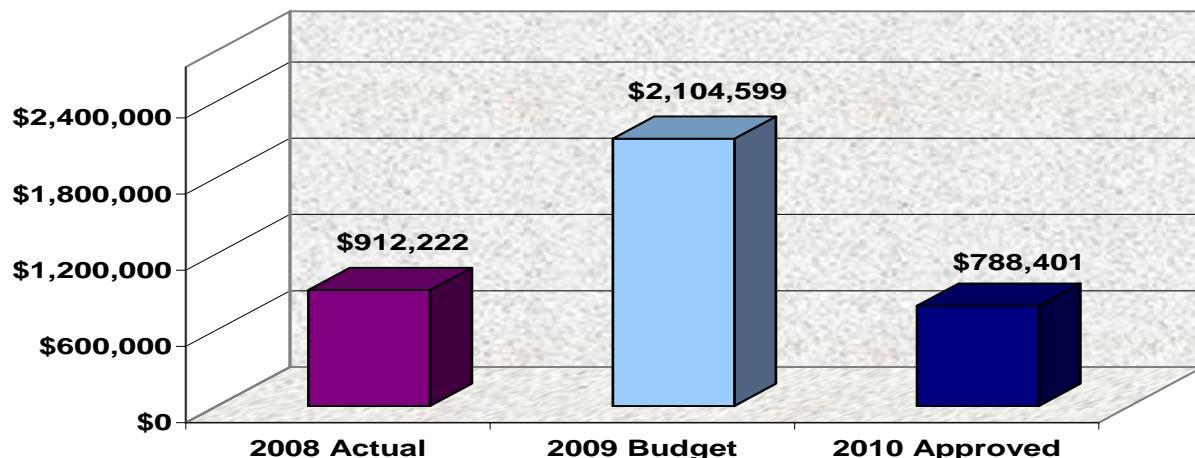


<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Coordinator	28	1	1	1
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		2	2	2

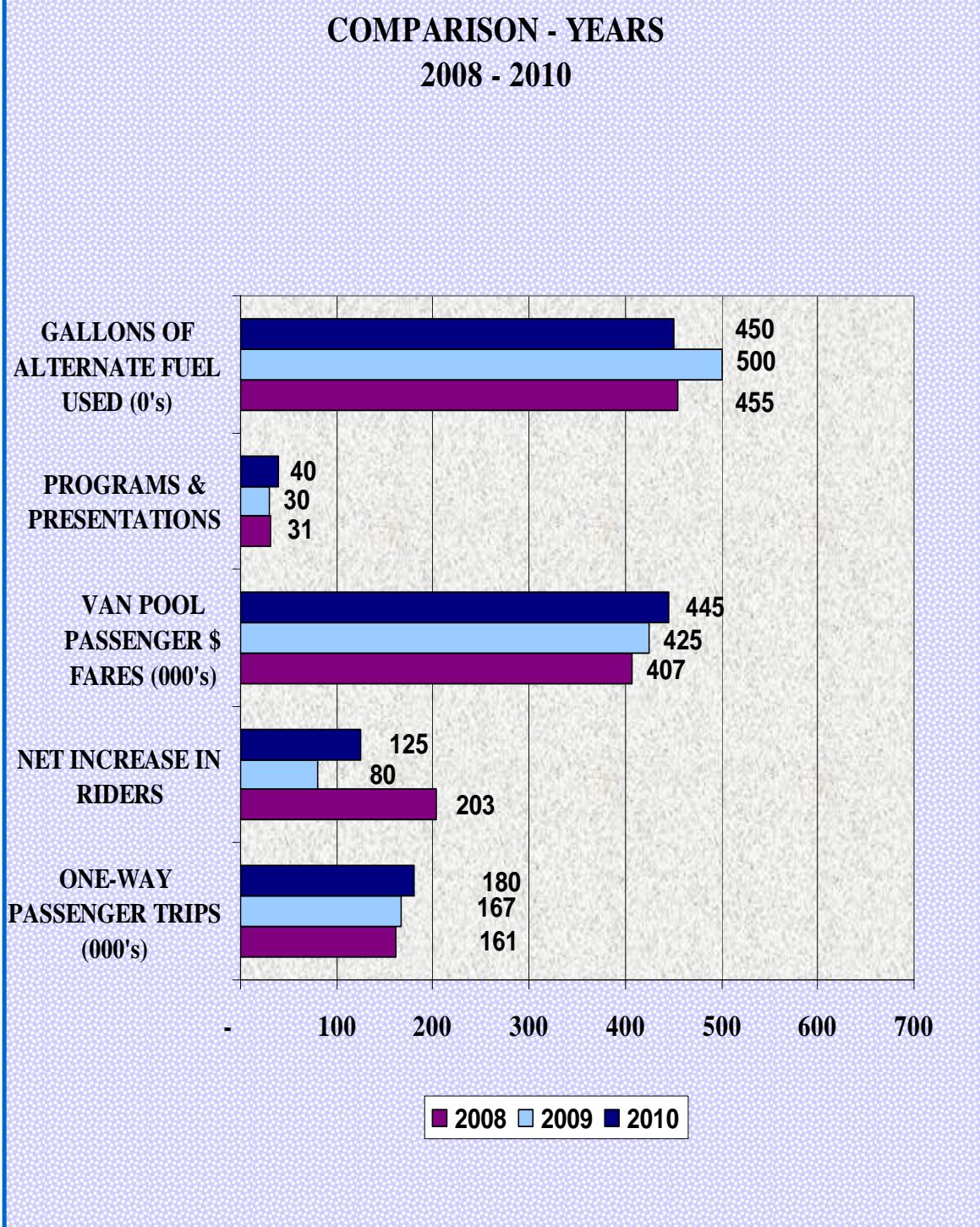
Rideshare

BUDGET SUMMARY

	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	235,092	320,599	134,901
Grants	272,210	1,385,000	209,500
Rideshare Fees	404,920	399,000	444,000
Total Funding Sources	912,222	2,104,599	788,401
APPROPRIATIONS:			
Salary and Wages	181,185	183,295	185,062
Benefits	59,040	58,715	58,746
Advertising	3,586	3,000	2,550
Vehicle Expenses	259,273	229,679	221,564
Dues and Subscriptions	710	680	663
Equipment Rental	-	-	-
Maintenance Charges	36,635	37,880	31,858
Supplies	7,846	8,750	6,375
Professional Services	17,274	8,000	11,900
Utilities	35,276	36,300	36,928
Travel and Training	917	300	255
Minor Equipment/Improvements	3,623	-	-
Fixed Assets	306,857	1,538,000	232,500
Total Appropriations	912,222	2,104,599	788,401



WORKLOAD INDICATORS



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

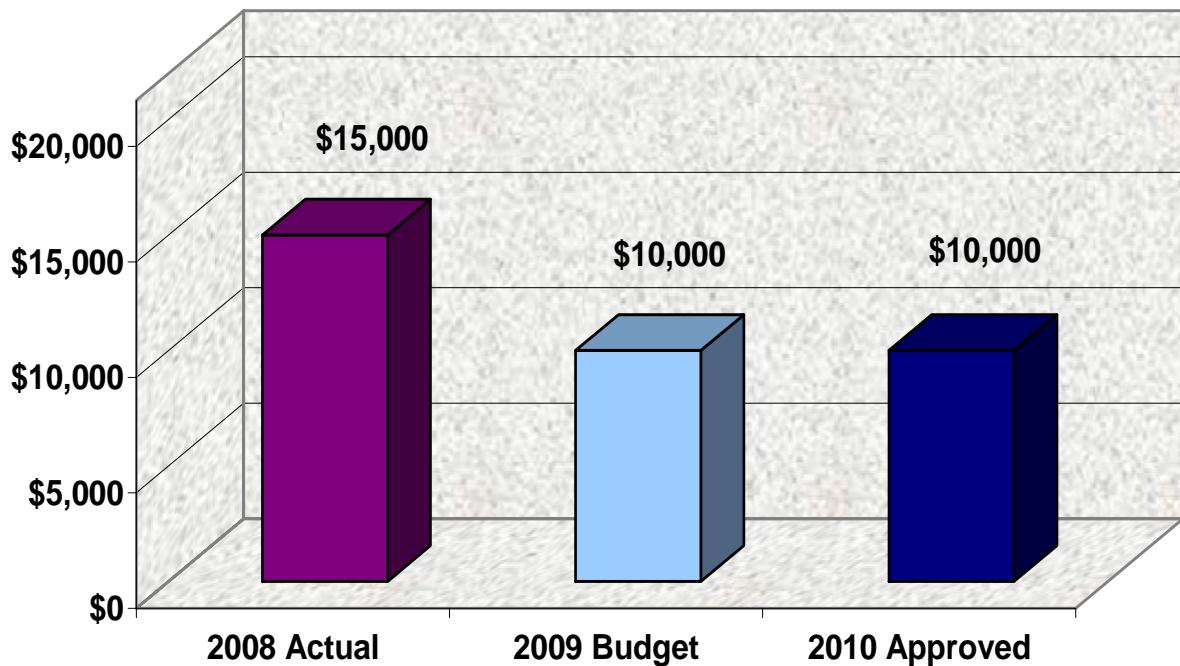
Continue needs assistance by providing the first five days of food to families coming into the shelter while they await food stamps

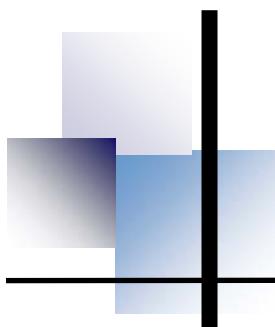
Continue the children and youth program by providing public education regarding violence and its effect on children and youth, and presentations to high school students on dating and domestic violence twice yearly at local high schools



BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>
Total Funding Sources	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>
APPROPRIATIONS:			
Public Assistance	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>
Total Appropriations	<u>15,000</u>	<u>10,000</u>	<u>10,000</u>





H O U S I N G & D E V E L O P M E N T

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

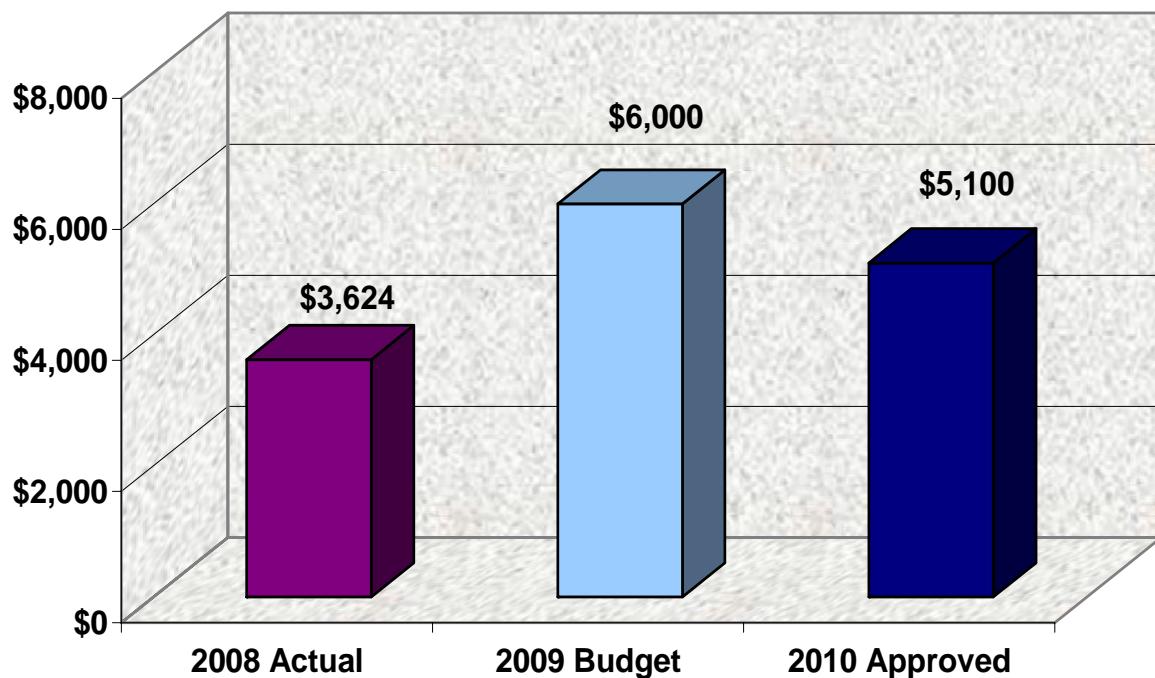
Each of the entities below receive twenty-percent of the amount collected from Hotel/Motel Taxes

- Chamber of Commerce
- Tourism & History Commission



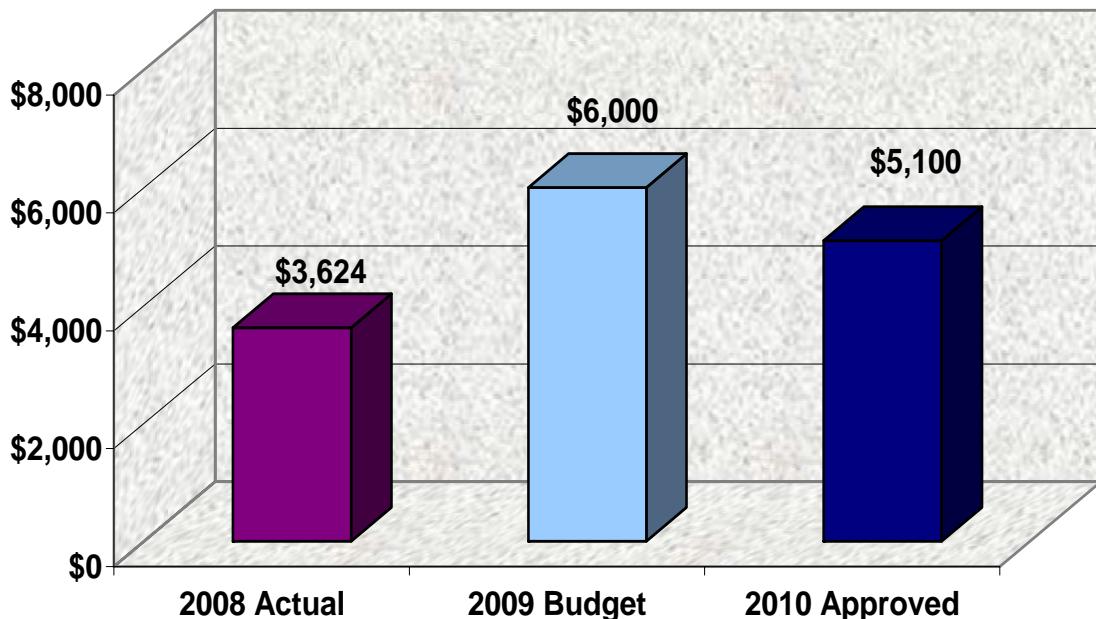
BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	-	-	-
Hotel-Motel Taxes	<u>3,624</u>	<u>6,000</u>	<u>5,100</u>
 Total Funding Sources	 <u>3,624</u>	 <u>6,000</u>	 <u>5,100</u>
 APPROPRIATIONS:			
Professional Services	<u>3,624</u>	<u>6,000</u>	<u>5,100</u>
 Total Appropriations	 <u>3,624</u>	 <u>6,000</u>	 <u>5,100</u>



BUDGET SUMMARY

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
General Fund Contribution	-	-	-
Hotel-Motel Taxes	<u>3,624</u>	<u>6,000</u>	<u>5,100</u>
Total Funding Sources	<u>3,624</u>	<u>6,000</u>	<u>5,100</u>
APPROPRIATIONS:			
Professional Services	<u>3,624</u>	<u>6,000</u>	<u>5,100</u>
Total Appropriations	<u>3,624</u>	<u>6,000</u>	<u>5,100</u>



DIRECTORY

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District Attorney Confiscated Funds

SPECIAL REVENUE TRENDS

	2003 ACTUAL	2004 ACTUAL	2005 ACTUAL	2006 ACTUAL
BEGINNING FUND BALANCE	62,786	164,609	189,401	170,568
REVENUES				
Courts and Law Enforcement	170,980	76,847	148,394	395,139
Use of Money and Property	1,000	1,758	1,073	5,904
Miscellaneous	-	5,000	-	-
TOTAL REVENUES	171,980	83,605	149,467	401,043
EXPENDITURES				
Operating	70,157	58,813	168,300	141,099
Fixed Assets	-	-	-	-
TOTAL EXPENDITURES	70,157	58,813	168,300	141,099
ENDING FUND BALANCE	164,609	189,401	170,568	430,512

TRENDS FOR THE YEAR ENDED December 31, 2010

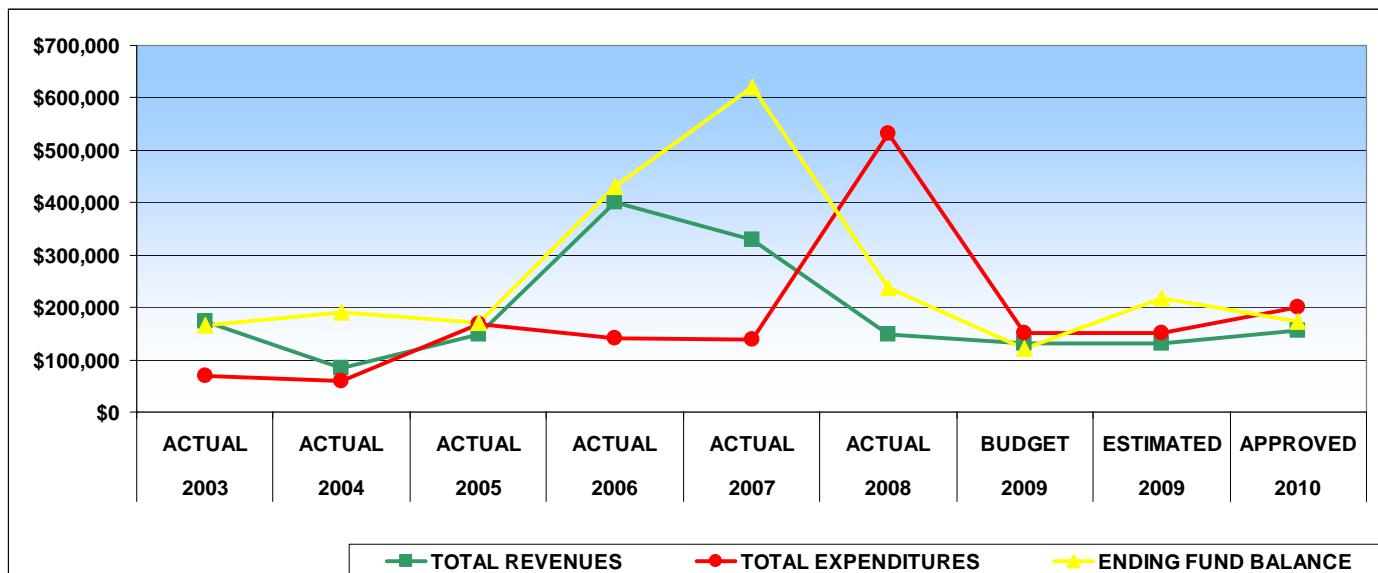
REVENUES: This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2010 is projected to be a 19% increase from the 2009 year.

EXPENDITURES: Funds are expensed to provide payment for any and all necessary expenses for the operation of District Attorney's Office. For instance, vehicles and weapons for investigators have been expensed in this Fund. Expenditures do not fluctuate as widely as Revenues. In 2008 this fund contributed \$ to the General Fund to cover over time for a death penalty case, salaries of two positions, salaries of furloughed State employees, the HOPE program and miscellaneous small projects. In 2009 contributions were made for furloughed salaries only so there was a 72% decrease in Expenditures. 2010 is projected to see a 33% increase over 2009 Expenditures.

FUND BALANCE: Projected 2010 Ending Fund Balance reflects an decrease of \$45,000 compared to 2009 estimated Ending Fund Balance. While projected Revenues are anticipated to increase in 2010, Expenditures are expected to increase at an even greater pace. This varies from the trend which has seen Revenues out pacing Expenditures many of the last few years.

District Attorney Confiscated Funds

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>430,512</u>	<u>621,240</u>	<u>141,401</u>	<u>238,156</u>	<u>218,156</u>	<u>100%</u>
317,493	139,977	125,000	125,000	150,000	97%
10,625	9,276	5,000	5,000	5,000	3%
-	-	-	-	-	0%
328,118	149,253	130,000	130,000	155,000	100%
137,390	532,337	150,000	150,000	200,000	100%
-	-	-	-	-	0%
137,390	532,337	150,000	150,000	200,000	100%
<u>621,240</u>	<u>238,156</u>	<u>121,401</u>	<u>218,156</u>	<u>173,156</u>	<u>100%</u>



Drug Abuse Treatment

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	206,964	246,787	276,945	277,750
REVENUES				
Courts and Law Enforcement	86,129	130,090	96,599	128,204
Interest	2,239	3,097	7,985	13,046
TOTAL REVENUES	88,368	133,187	104,584	141,250
EXPENDITURES				
Other Professional Services	43,766	99,765	96,000	102,303
Supplies	3,353	3,264	7,779	-
Training	1,426	-	-	-
Fixed Assets	-	-	-	-
TOTAL EXPENDITURES	48,545	103,029	103,779	102,303
ENDING FUND BALANCE	246,787	276,945	277,750	316,697

TRENDS FOR THE YEAR ENDED December 31, 2010

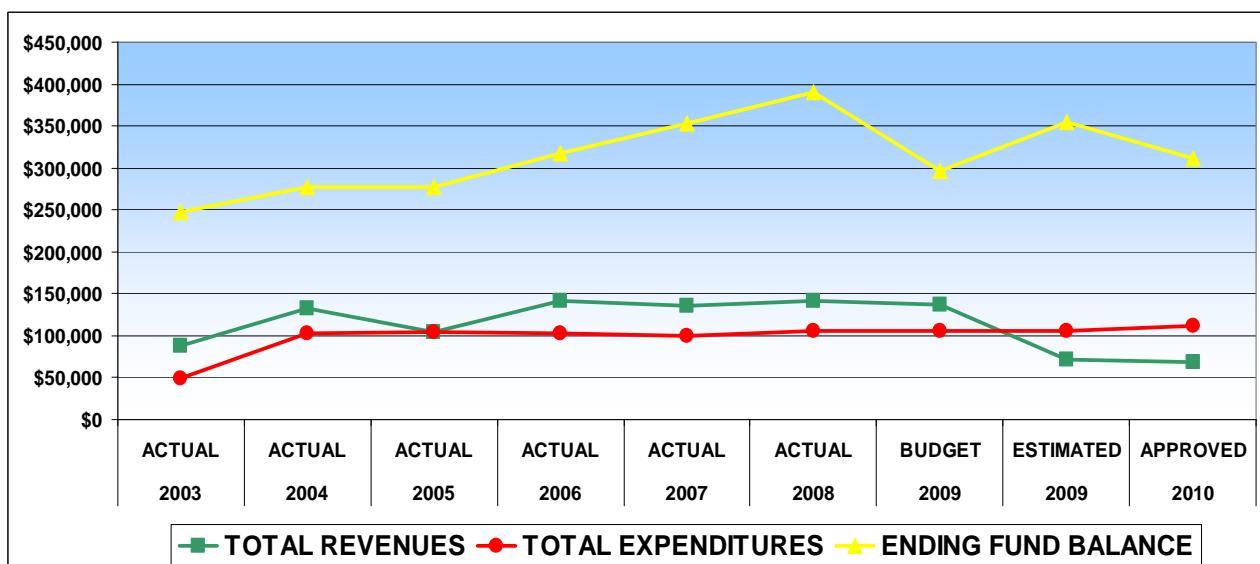
REVENUES: 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2010 Revenues are anticipated to be 4% less than those in 2009. The percentage change has varied over the years from a 21% 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 1% from the previous year and on the other have increased 165%. In recent years, however, these broad fluctuations have diminished. 2010 will increase a moderate 6% from the 2009 Estimated Expenditures.

FUND BALANCE: Projected 2010 Ending Fund Balance reflects a decrease of \$43,380 compared to 2009 estimated Ending Fund Balance. With Revenues expected to decrease in 2010, and Expenditures projected to increase the Fund Balance for the Drug Abuse Treatment Fund will decrease 12%. This is about average for recent years.

Drug Abuse Treatment

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
316,697	353,274	265,945	389,721	354,966	100%
121,736	136,215	130,000	69,600	67,000	98%
14,441	6,044	7,000	1,500	1,500	2%
136,177	142,259	137,000	71,100	68,500	100%
96,000	98,880	98,880	98,880	98,880	88%
3,600	6,932	6,975	6,975	13,000	12%
-	-	-	-	-	0%
-	-	-	-	-	0%
99,600	105,812	105,855	105,855	111,880	100%
353,274	389,721	297,090	354,966	311,586	100%



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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

Assist all contractors, vendors and county personnel in the construction and transfer of 911 operations to the new E-911 center while sustaining continuity of operations and service to the citizens of Douglas County.



E - 9 1 1 and Wireless

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>1,449,257</u>	<u>1,521,687</u>	<u>1,811,705</u>	<u>2,547,993</u>
REVENUES				
Wireless Charges	955,480	876,106	1,164,640	1,295,978
User Fees	588,299	955,475	940,926	941,739
Intergovernmental	-	-	-	-
Interest/Misc. Other	<u>15,500</u>	<u>27,238</u>	<u>95,705</u>	<u>144,736</u>
TOTAL REVENUES	1,559,279	1,858,819	2,201,271	2,382,453
EXPENDITURES				
Salaries and Related Costs	1,006,037	918,617	1,053,059	1,144,387
Other Expenses	371,560	631,196	380,563	358,233
Capital Outlay	<u>109,252</u>	<u>18,988</u>	<u>31,361</u>	<u>38,264</u>
TOTAL EXPENDITURES	1,486,849	1,568,801	1,464,983	1,540,884
ENDING FUND BALANCE	<u>1,521,687</u>	<u>1,811,705</u>	<u>2,547,993</u>	<u>3,389,562</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

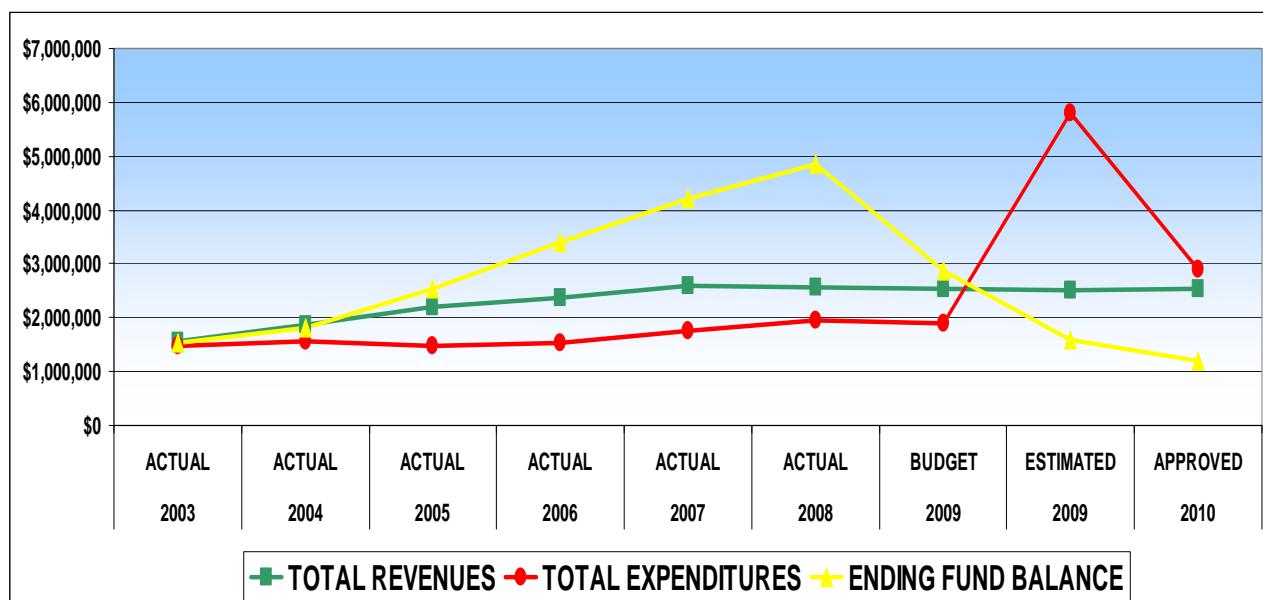
REVENUES: Wireless fees continue to increase slightly each year while Wireline user fees remain relatively constant and at times decline. The growth rate in total Revenues peaked in 2004 and has steadily declined in recent years. 2010 Total Revenues for this Fund are projected to increase by .4% from 2009.

EXPENDITURES: Salaries and related cost are anticipated to increase by 2% over 2009 estimated expenditures. Non Salary related Operating Expenditures are expected to decrease 65%. Wireless companies are now charging Phase II rates in addition to Phase I. These additional charges account for a 5% increase in 2010. There are \$2,950,000 less in Capital Expenditures planned for the 2010 Budget. Total Expenditures are projected to decrease 50% over 2009.

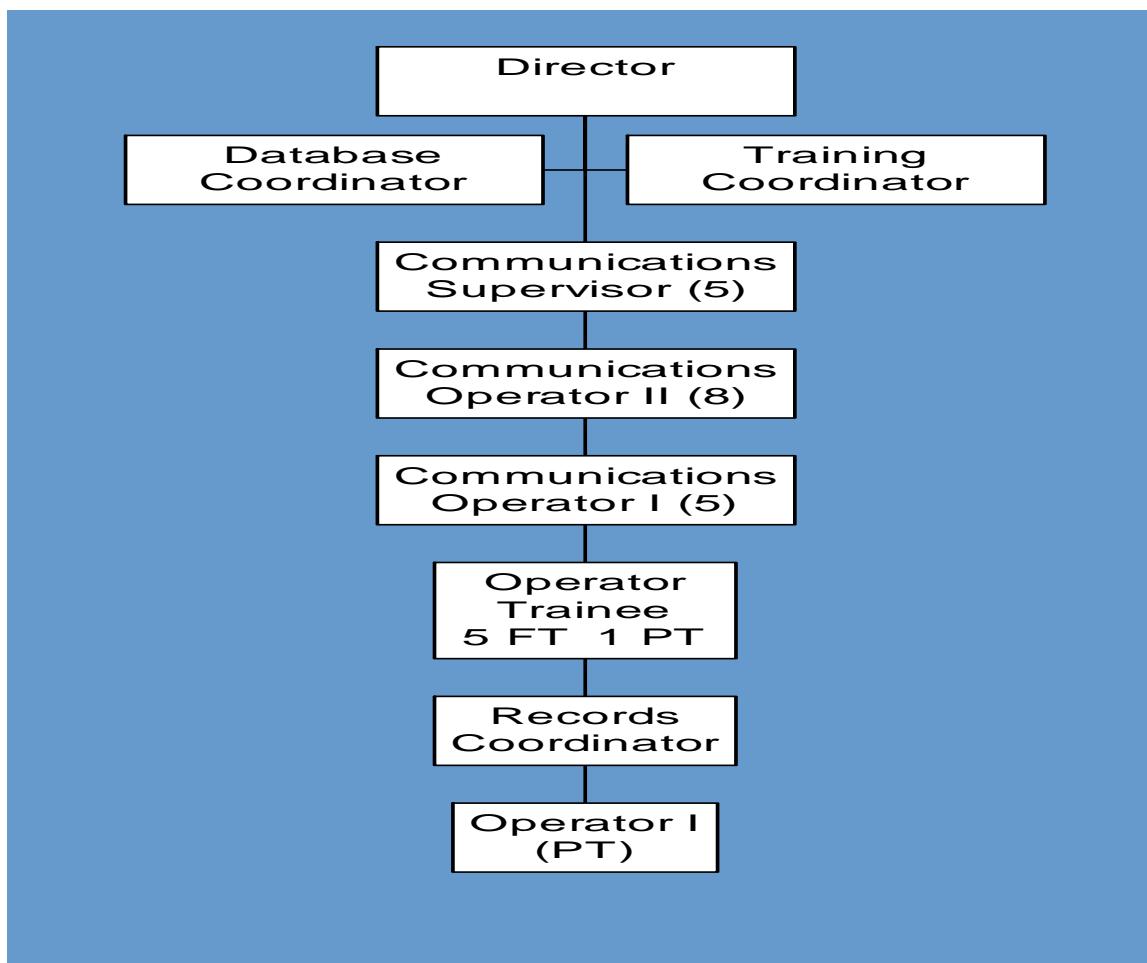
FUND BALANCE: The 2010 Fund Balance reflects a decrease of \$375,379, leaving a Fund Balance of \$1,203,314.

E - 9 1 1 and Wireless

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>3,389,562</u>	<u>4,223,286</u>	<u>2,230,355</u>	<u>4,856,541</u>	<u>1,578,693</u>	<u>100%</u>
1,469,580	1,601,962	1,550,000	1,600,000	1,620,000	64%
951,731	896,053	935,000	900,000	900,000	36%
-	-	-	-	-	0%
<u>173,697</u>	<u>75,553</u>	<u>60,000</u>	<u>20,000</u>	<u>10,000</u>	<u>0%</u>
2,595,008	2,573,568	2,545,000	2,520,000	2,530,000	100%
1,176,819	1,286,240	1,312,848	1,312,848	1,344,549	46%
464,007	473,857	591,277	535,000	560,830	19%
<u>120,458</u>	<u>180,216</u>	-	<u>3,950,000</u>	<u>1,000,000</u>	<u>34%</u>
1,761,284	1,940,313	1,904,125	5,797,848	2,905,379	100%
<u>4,223,286</u>	<u>4,856,541</u>	<u>2,871,230</u>	<u>1,578,693</u>	<u>1,203,314</u>	<u>100%</u>



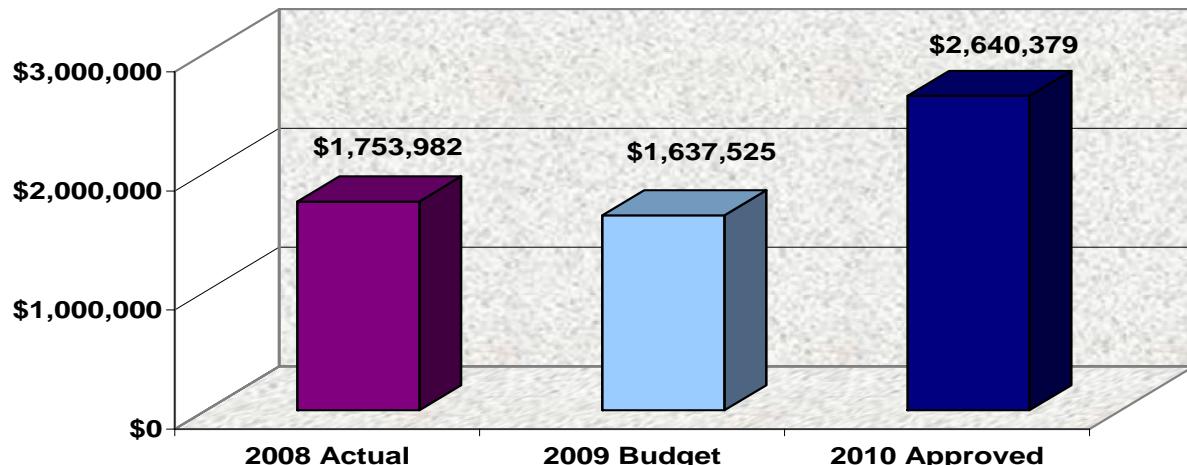
PERSONNEL SUMMARY AND ORGANIZATION



<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
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	8	8
Operator I	21	5	5	5
Operator Trainee	20	5	4	4
Records Coordinator	20	1	0	0
Operator Trainee	PT	1	0	0
Operator I	PT	1	1	1
TOTAL FULL TIME		27	25	25
TOTAL PART TIME		2	1	1

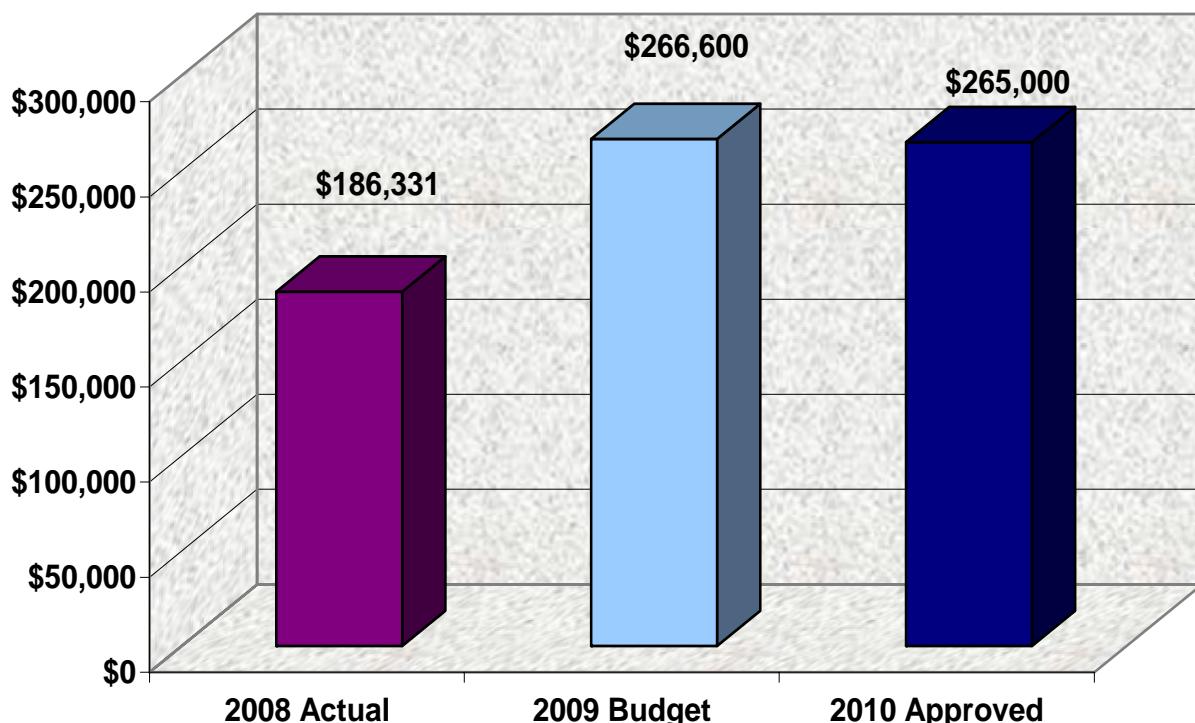
E-911 Wireline

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
User Fees	896,053	935,000	900,000
Grants	-	-	-
Interest	<u>75,553</u>	<u>60,000</u>	<u>10,000</u>
Total Funding Sources	<u>971,606</u>	<u>995,000</u>	<u>910,000</u>
APPROPRIATIONS:			
Salary and Wages	953,401	998,175	1,012,049
Benefits	332,839	314,673	332,500
Advertising	567	250	300
Vehicle Expenses	2,291	1,867	1,700
Dues and Subscriptions	943	1,200	1,000
Equipment Rental	428	260	130
Maintenance Charges	24,398	27,900	19,900
Miscellaneous Expenses	-	-	-
Supplies	11,554	8,500	8,300
Professional Services	57,570	59,700	60,000
Utilities	195,448	219,000	199,000
Travel and Training	4,708	5,000	4,500
Uniforms	-	1,000	1,000
Minor Equipment/Improvements	-	-	-
Fixed Assets	<u>169,835</u>	<u>-</u>	<u>1,000,000</u>
Total Appropriations	<u>1,753,982</u>	<u>1,637,525</u>	<u>2,640,379</u>

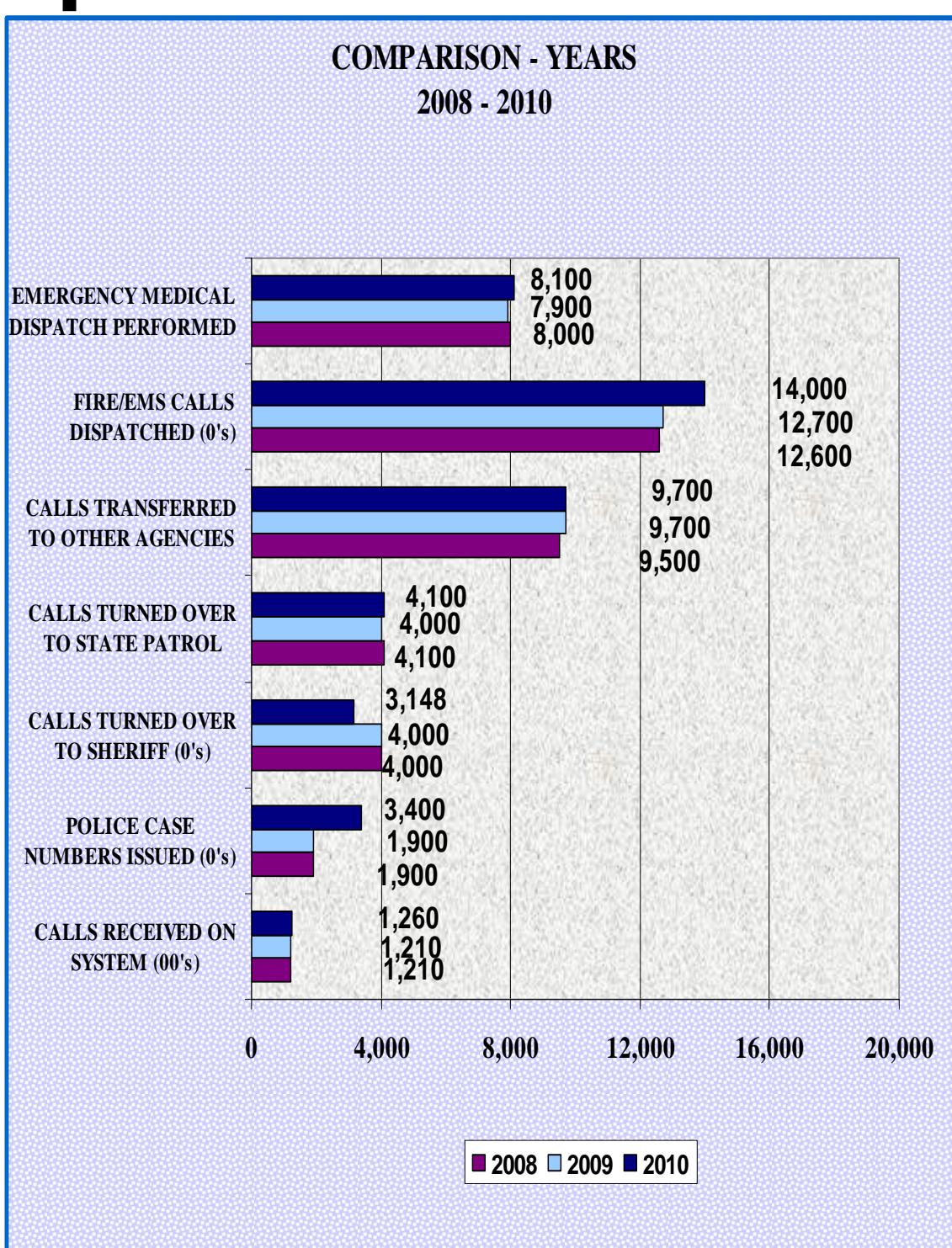


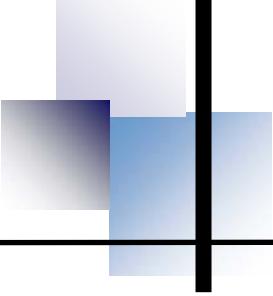
E - 9 1 1 Wireless

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
Wireless Surcharges	<u>1,601,962</u>	<u>1,550,000</u>	<u>1,620,000</u>
<hr/>			
Total Funding Sources	<u>1,601,962</u>	<u>1,550,000</u>	<u>1,620,000</u>
<hr/>			
APPROPRIATIONS:			
Professional Services	175,950	266,600	265,000
Minor Equipment/Improvements	-	-	-
Fixed Assets	<u>10,381</u>	-	-
<hr/>			
Total Appropriations	<u>186,331</u>	<u>266,600</u>	<u>265,000</u>



WORKLOAD INDICATORS





Hotel/Motel Tax Fund

SPECIAL REVENUE TRENDS

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

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Hotel-Motel Taxes	-	22,755	24,924	27,616
TOTAL REVENUES	-	22,755	24,924	27,616
EXPENDITURES				
Transfers Out	-	22,755	24,924	27,616
TOTAL EXPENDITURES	-	22,755	24,924	27,616
ENDING FUND BALANCE	-	-	-	-

TRENDS FOR THE YEAR ENDED December 31, 2010

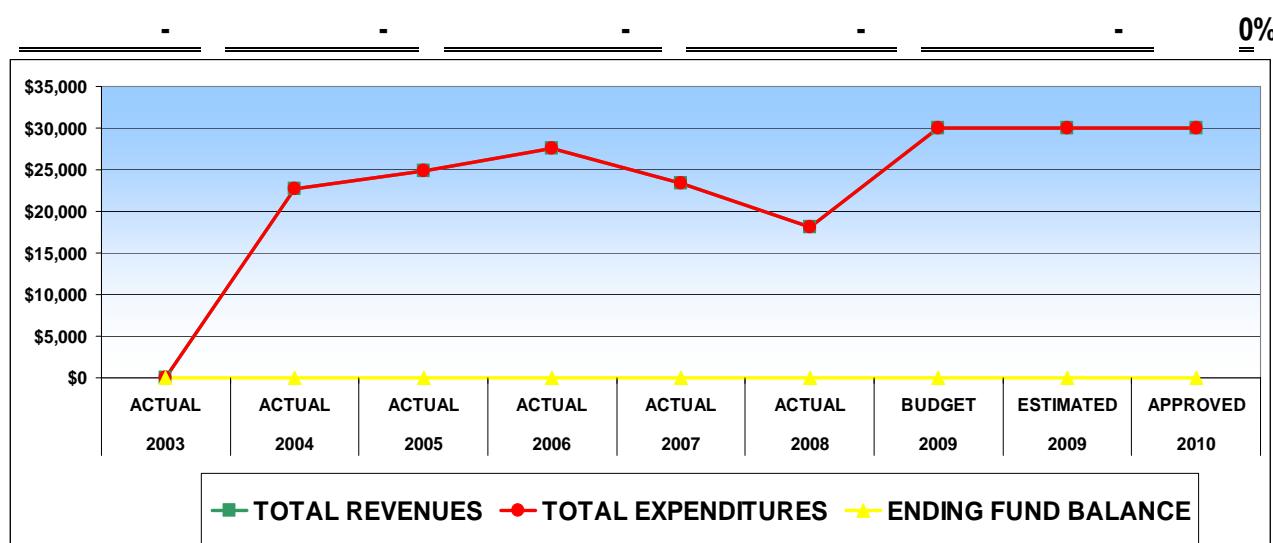
REVENUES: The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have remained fairly constant since that time with the exception of 2009. Revenues rose 66% with the addition of one new hotel. 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.

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 2010 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>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
-	-	-	-	-	<u>0%</u>
<u>23,400</u>	<u>18,119</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>100%</u>
23,400	18,119	30,000	30,000	30,000	100%
<u>23,400</u>	<u>18,119</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>100%</u>
23,400	18,119	30,000	30,000	30,000	100%



SPECIAL REVENUE TRENDS

	<u>2003 ACTUAL</u>	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>
BEGINNING FUND BALANCE	<u>131,570</u>	<u>137,781</u>	<u>135,415</u>	<u>135,180</u>
REVENUES				
Courts and Law Enforcement	81,962	99,653	88,733	123,984
Use of Money and Property	<u>1,929</u>	<u>1,380</u>	<u>1,860</u>	<u>2,784</u>
TOTAL REVENUES	83,891	101,033	90,593	126,768
EXPENDITURES				
Operating	77,680	103,399	90,828	89,201
Fixed Assets	-	-	-	-
TOTAL EXPENDITURES	77,680	103,399	90,828	89,201
ENDING FUND BALANCE	<u>137,781</u>	<u>135,415</u>	<u>135,180</u>	<u>172,747</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

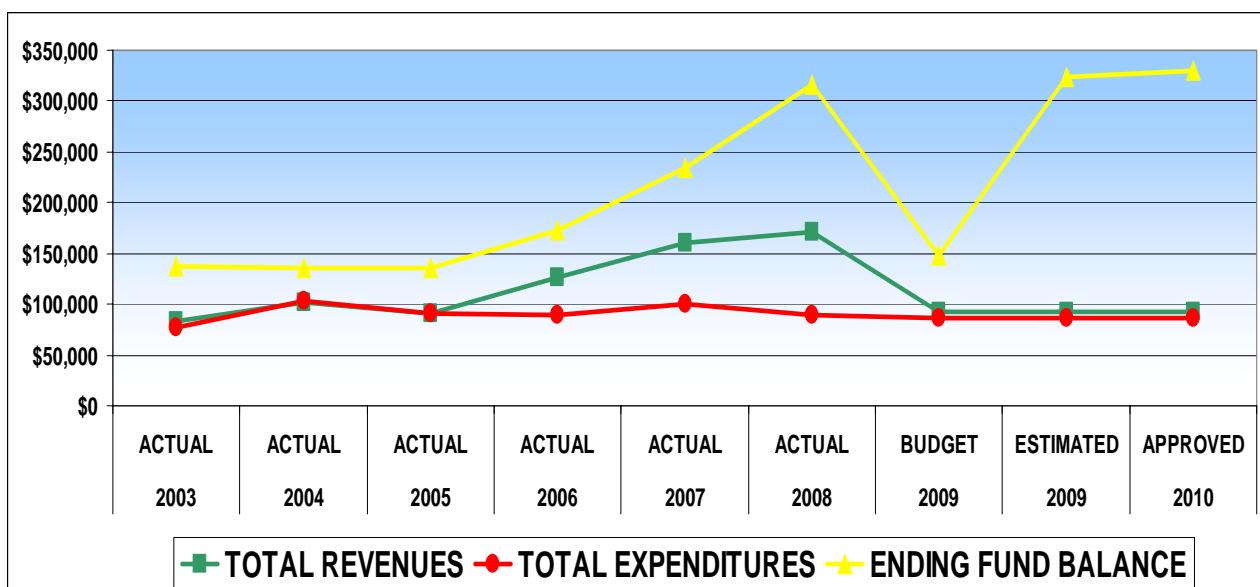
REVENUES: Revenues for this Fund are received from State Court, Superior Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal fees or filing fees include a Law Library fee. Because these fees vary, the Law Library Revenue varies from year to year. The variation in Revenues over the years has ranged from a negative 46% to positive 40%. For 2010 Revenues are expected to decrease less than 1% from 2009.

EXPENDITURES: Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 3% change to a positive 33% change over the years. Expenditures are anticipated to remain constant in 2010 as compared to 2009's estimated Expenditures.

FUND BALANCE: Revenues have exceeded Expenditures in most past years; therefore, Fund Balance continues to increase. In 2010 it is budgeted to increase by \$6,450 or by 2% to give a \$329,658 Ending Fund Balance.

Law Library

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
172,747	233,965	141,988	316,785	323,208	100%
156,550 4,192	169,896 1,896	91,623 800	91,623 800	92,000 450	100% 0%
160,742	171,792	92,423	92,423	92,450	100%
99,524 -	88,972 -	86,000 -	86,000 -	86,000 -	100% 0%
99,524	88,972	86,000	86,000	86,000	100%
233,965	316,785	148,411	323,208	329,658	100%



Sheriff Confiscated Funds

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	607,651	1,106,766	1,183,479	1,742,618
REVENUES				
Intergovernmental	1,001,443	439,681	966,002	2,276,237
Miscellaneous	16	891	11,806	73,313
TOTAL REVENUES	1,001,459	440,572	977,808	2,349,550
EXPENDITURES				
Operating	502,344	363,859	418,669	674,584
Fixed Assets	-	-	-	-
TOTAL EXPENDITURES	502,344	363,859	418,669	674,584
ENDING FUND BALANCE	1,106,766	1,183,479	1,742,618	3,417,584

TRENDS FOR THE YEAR ENDED December 31, 2010

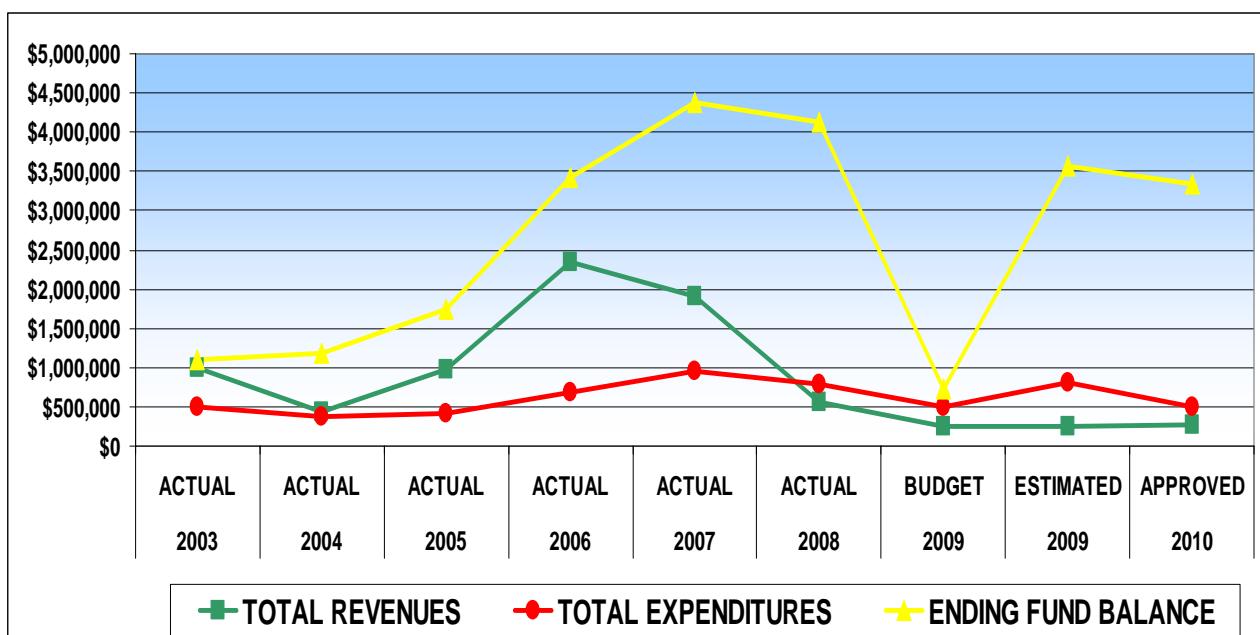
REVENUES: This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues can be difficult to forecast. There is projected to be an approximate 5.2% increase is estimated 2010 Revenues over 2009 estimated Revenues. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high at 140% of a prior year.

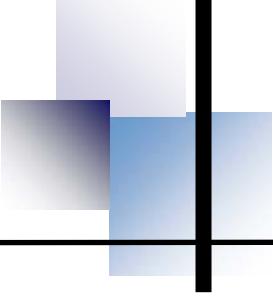
EXPENDITURES: Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2010 Expenditures are estimated to decrease 38.8%.

FUND BALANCE: The Ending Fund Balance for 2010 is \$3,330,795. The Fund Balance in this fund has increased every year until 2008. This trend turned and now a consistent decrease in Fund Balance has occurred in recent years. These slight 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

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>3,417,584</u>	<u>4,370,908</u>	<u>983,479</u>	<u>4,128,795</u>	<u>3,565,795</u>	<u>100%</u>
1,764,841 136,249	380,651 171,166	160,000 88,000	160,000 88,000	200,000 61,000	77% 23%
1,901,090	551,817	248,000	248,000	261,000	100%
947,766 -	793,930	49,000 455,000	11,000 800,000	51,000 445,000	10% 90%
947,766	793,930	504,000	811,000	496,000	100%
<u>4,370,908</u>	<u>4,128,795</u>	<u>727,479</u>	<u>3,565,795</u>	<u>3,330,795</u>	<u>100%</u>





Sheriff Inmate Commissary

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	478,782	672,804	144,091	149,317
REVENUES				
Intergovernmental	-	367,912	-	-
Use of Money and Property	3,121	1,457	630	743
Miscellaneous	<u>353,549</u>	<u>-</u>	<u>378,579</u>	<u>292,300</u>
TOTAL REVENUES	356,670	369,369	379,209	293,043
EXPENDITURES				
Operating	162,648	898,082	208,983	264,735
Fixed Assets	<u>-</u>	<u>-</u>	<u>165,000</u>	<u>-</u>
TOTAL EXPENDITURES	162,648	898,082	373,983	264,735
ENDING FUND BALANCE	<u>672,804</u>	<u>144,091</u>	<u>149,317</u>	<u>177,625</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

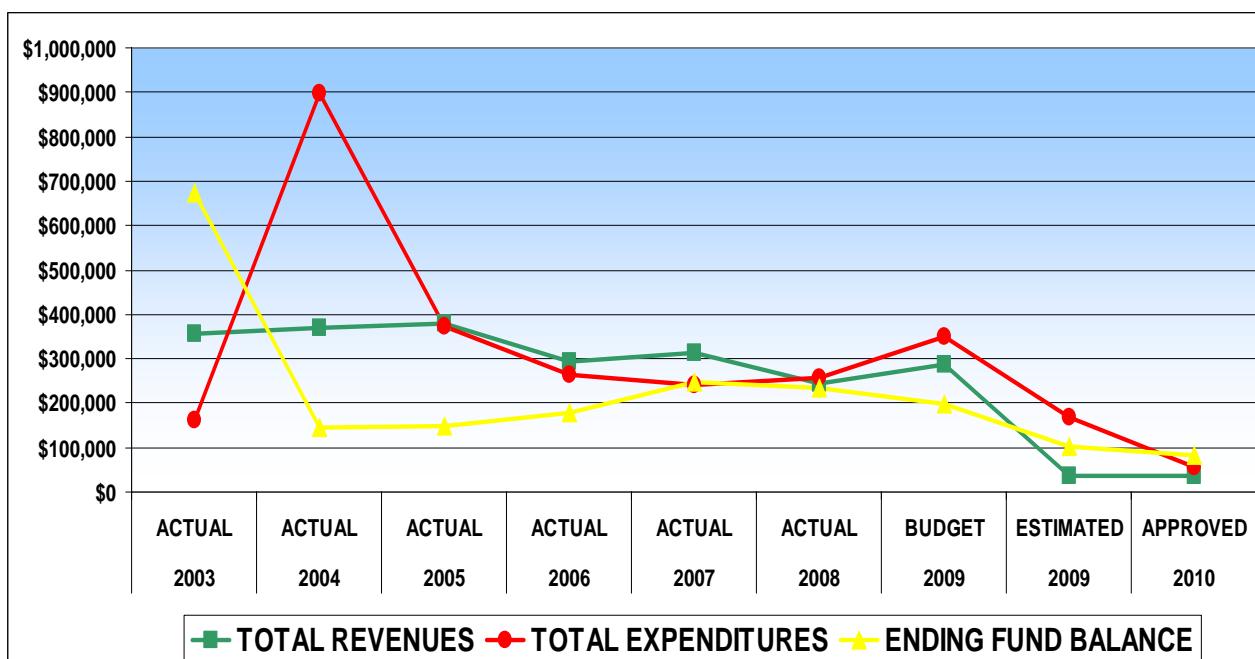
REVENUES: Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2010 Revenues are projected to be constant as compared to 2009's estimate. Revenues fluctuate from year to year as the inmate population and 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: 2010 Expenditures are \$111,000 less than estimated Expenditures for 2009. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$28,000 for 2010 is budgeted for Capital items in these areas.

FUND BALANCE: Expenditures have increased while Revenues have remained the same resulting in a decrease in the Ending Fund Balance of 19.8% from 2009 to 2010.

Sheriff Inmate Commissary

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
177,625	248,113	259,833	233,408	102,708	100%
1,362	1,249	1,600	300	300	0%
310,654	242,891	285,000	36,000	36,000	1%
					99%
312,016	244,140	286,600	36,300	36,300	100%
241,528	258,845	175,000	167,000	28,000	50%
		175,000	-	28,000	50%
241,528	258,845	350,000	167,000	56,000	100%
248,113	233,408	196,433	102,708	83,008	100%



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

SPECIAL REVENUE TRENDS

	<u>2003 ACTUAL</u>	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>
BEGINNING FUND BALANCE	<u>14,677</u>	<u>22,344</u>	<u>28,155</u>	<u>35,724</u>
REVENUES				
Charges for Service	23	29,208	15,401	7,949
Miscellaneous	<u>27,080</u>	-	-	-
TOTAL REVENUES	27,103	29,208	15,401	7,949
EXPENDITURES				
Operating	19,436	23,397	7,832	6,822
Fixed Assets	-	-	-	-
TOTAL EXPENDITURES	19,436	23,397	7,832	6,822
ENDING FUND BALANCE	<u>22,344</u>	<u>28,155</u>	<u>35,724</u>	<u>36,851</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

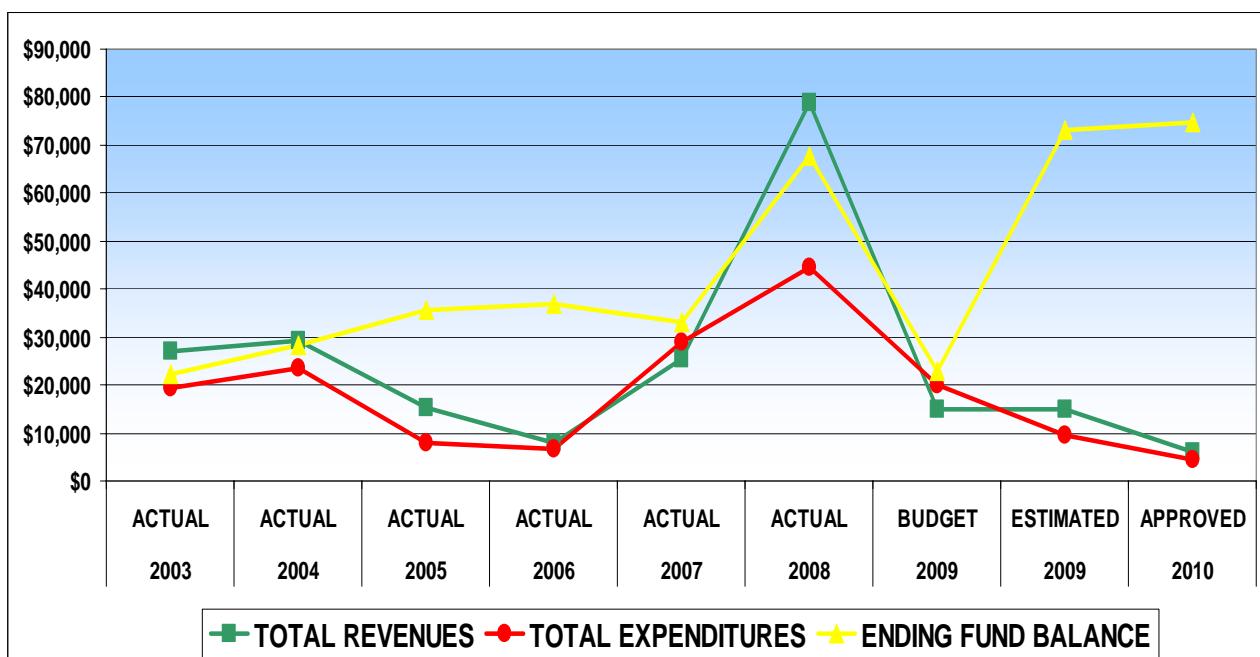
REVENUES: Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2010 are estimated to be \$6,000. This is a 60% decrease from the 2009 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 \$5,100 less than the Expenditures for 2009. Expenditures have fluctuated between \$6,822 and \$44,425 in recent years. 2010 Expenditures are a 54% decrease from 2009.

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, continued in 2009, and will increase yet another year in 2010. This 2% increase will come as Revenues continue to outpace Expenditures in this fund.

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

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>36,851</u>	<u>33,192</u>	<u>27,805</u>	<u>67,650</u>	<u>73,150</u>	<u>100%</u>
<u>25,316</u>	<u>78,761</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>-</u>	<u>122</u>	<u>15,000</u>	<u>15,000</u>	<u>6,000</u>	<u>100%</u>
<u>25,316</u>	<u>78,883</u>	<u>15,000</u>	<u>15,000</u>	<u>6,000</u>	<u>100%</u>
<u>28,975</u>	<u>44,425</u>	<u>10,000</u>	<u>9,500</u>	<u>1,200</u>	<u>27%</u>
<u>-</u>	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>3,200</u>	<u>73%</u>
<u>28,975</u>	<u>44,425</u>	<u>20,000</u>	<u>9,500</u>	<u>4,400</u>	<u>100%</u>
<u>33,192</u>	<u>67,650</u>	<u>22,805</u>	<u>73,150</u>	<u>74,750</u>	<u>100%</u>



SPECIAL REVENUE TRENDS

Sidewalk Fund

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>7,467</u>	<u>20,004</u>	<u>20,258</u>	<u>(9,478)</u>
REVENUES				
Fees	12,345	-	-	35,275
Use of Property & Money	<u>192</u>	<u>254</u>	<u>264</u>	<u>564</u>
TOTAL REVENUES	12,537	254	264	35,839
EXPENDITURES				
Operating	-	-	30,000	-
Fixed Assets	-	-	-	-
Miscellaneous	-	-	-	-
TOTAL EXPENDITURES	-	-	30,000	-
ENDING FUND BALANCE	<u>20,004</u>	<u>20,258</u>	<u>(9,478)</u>	<u>26,361</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

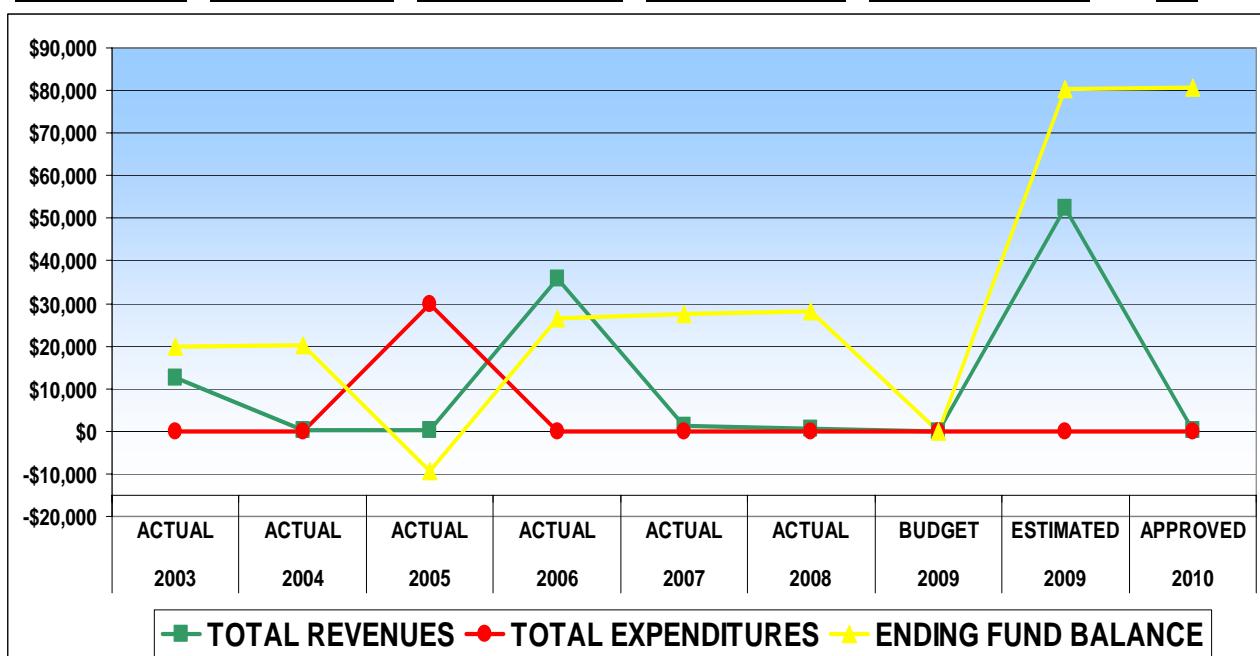
REVENUES: Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are totally received by developers/builders. No Revenue other than interest was budgeted for 2010.

EXPENDITURES: No Expenditures were budgeted for 2010. However, if a need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

FUND BALANCE: Fund Balance increased due to unanticipated Revenues being received in 2009. The ending 2010 Fund Balance is projected to be \$80,633.

Sidewalk Fund

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>26,361</u>	<u>27,582</u>	-	<u>28,053</u>	<u>80,433</u>	<u>100%</u>
<u>1,221</u>	<u>471</u>	-	<u>52,200</u>	-	<u>0%</u>
<u>1,221</u>	<u>471</u>	-	<u>52,380</u>	<u>200</u>	<u>0%</u>
-	-	-	-	-	<u>0%</u>
-	-	-	-	-	<u>0%</u>
-	-	-	-	-	<u>0%</u>
<u>27,582</u>	<u>28,053</u>	-	<u>80,433</u>	<u>80,633</u>	<u>100%</u>



Special Tax District

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	19,869	3,902	(1,496)	1,923
REVENUES				
Taxes	112,621	118,764	128,081	106,078
TOTAL REVENUES	112,621	118,764	128,081	106,078
EXPENDITURES				
Miscellaneous Expense	530	530	530	530
Debt Service Principal	75,000	75,000	80,000	85,000
Debt Service Interest	53,058	48,632	44,132	39,053
TOTAL EXPENDITURES	128,588	124,162	124,662	124,583
ENDING FUND BALANCE	3,902	(1,496)	1,923	(16,582)
	PRINCIPAL	INTEREST	BALANCE	
2006	85,000	39,052	\$ 634,776	
2007	95,000	33,655	506,121	
2008	100,000	27,623	378,498	
2009	105,000	21,272	252,226	
2010-2011	230,000	22,226	-	

TRENDS FOR THE YEAR ENDED December 31, 2010

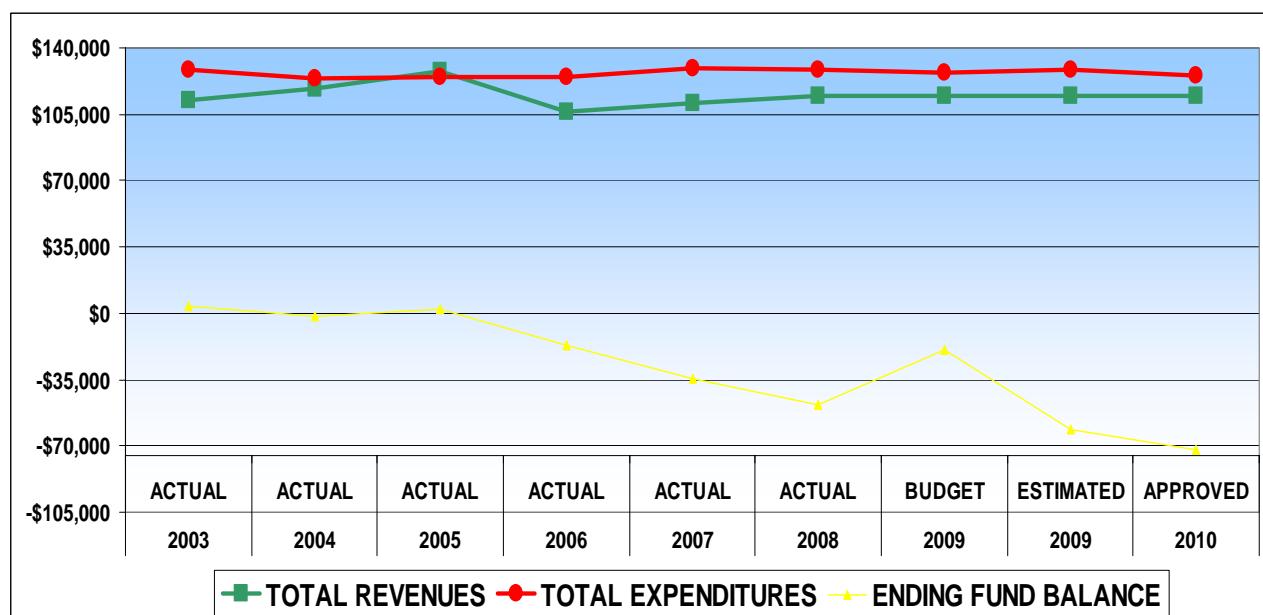
REVENUES: This source of taxes is paid by a special property tax levy on the taxpayers of Community Improvement District I. A tax rate is established each year to cover the debt service for that year.

EXPENDITURES: There is an slight 2 % decrease over the previous year. The original debt for this fund was \$1,400,000.

FUND BALANCE: The Ending Fund Balance is a negative \$71,725 for 2010.

Special Tax District

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>(16,582)</u>	<u>(34,531)</u>	<u>(7,228)</u>	<u>(48,297)</u>	<u>(61,520)</u>	<u>100.00%</u>
111,162	114,387	115,000	115,000	115,000	100.00%
111,162	114,387	115,000	115,000	115,000	100.00%
530	530	600	600	600	0.48%
95,000	100,000	105,000	100,000	110,000	87.86%
33,581	27,623	21,273	27,623	14,605	11.66%
129,111	128,153	126,873	128,223	125,205	100.00%
<u>(34,531)</u>	<u>(48,297)</u>	<u>(19,101)</u>	<u>(61,520)</u>	<u>(71,725)</u>	<u>0.00%</u>



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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

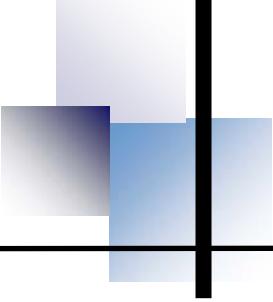
To continue to meet the needs of all Victims of crime with professional service and assistance by:

- 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.






Victim Assistance

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	271,526	287,124	282,603	261,194
REVENUES				
Victim Assistance Fines	174,800	169,597	148,977	195,752
Interest	271	292	283	247
TOTAL REVENUES	175,071	169,889	149,260	195,999
EXPENDITURES				
Salaries and Related Costs	129,980	133,930	136,488	143,000
Other Expenses	410	605	561	185
Transfers Out	29,083	34,789	33,620	41,516
Capital Outlay	-	5,086	-	-
TOTAL EXPENDITURES	159,473	174,410	170,669	184,701
ENDING FUND BALANCE	287,124	282,603	261,194	272,492

TRENDS FOR THE YEAR ENDED December 31, 2009

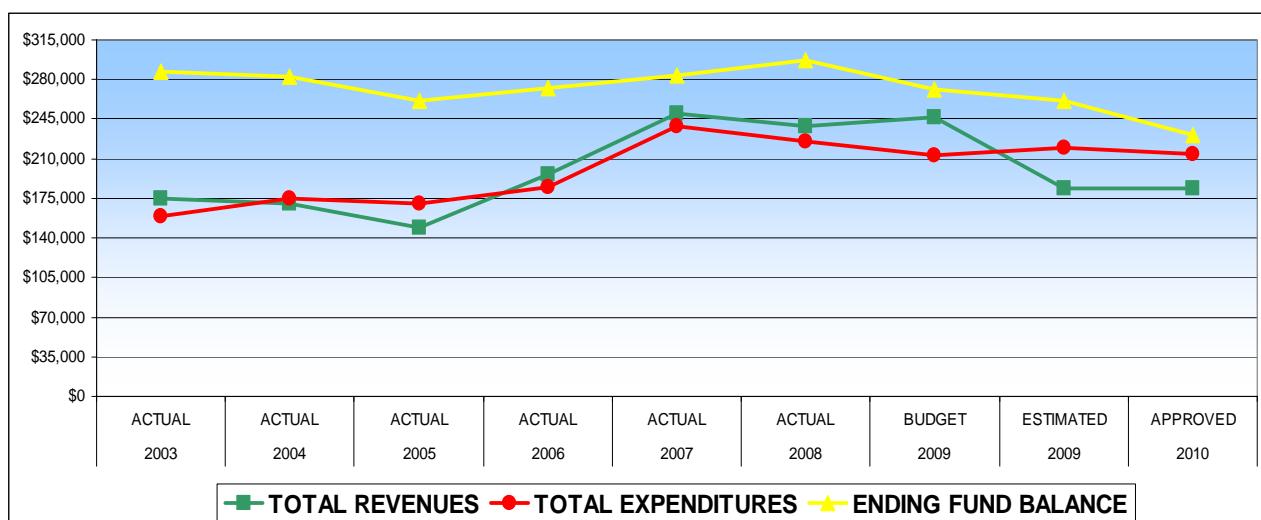
REVENUES: 2010 Revenues in this fund is to projected to have an less than 1% decrease totaling only \$30 compared to 2009's Estimated Revenue. The trend in fluctuation of Revenue has varied. 2006 was the first year in several years that saw an increase in Revenue. In 2008 this trend reversed with a 5% decrease.

EXPENDITURES: Expenditures for 2010 are expected to decrease by \$6,241 compared to 2009's Estimated Expenditures. This is a 3% decrease. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years with a 10% increase occurring in 2010. Other Expenses for 2010 will increase by \$20,700 over 2009. 2007 saw the most significant increase in seven years, this has fluctuated in the years since with each year experiencing a decrease over the prior year. Operating transfers occur in this Fund when funds are transferred to the General Fund to help cover the Salaries and Related Costs of employees in the District Attorney's Office. These costs have risen progressively with the exception of 2007. In 2007 the Board of Commissioners approved a position for an additional Victim Witness Coordinator to be paid for from this Fund. Transfers out included an additional \$65,236 this year. For the years following these transfers are back in line with other years. At \$45,000 this is a 29% increase over 2009.

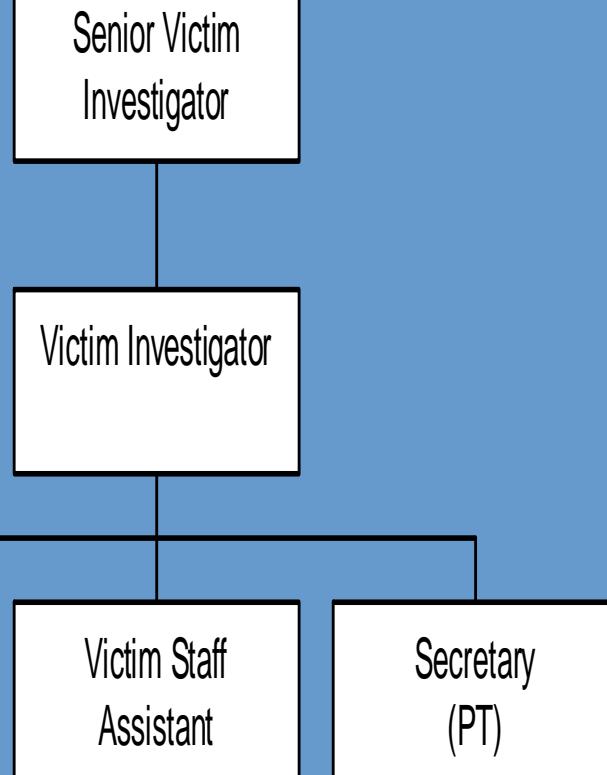
FUND BALANCE: Projected 2010 ending Fund Balance reflects an decrease of \$28,859. Prior year's activity show a slowing trend that caused this Fund to be evaluated in 2005. Had this downward trend continued it would have required a reduction in the scope of this service for future years. The 11% decrease in Fund Balance for 2010 may indicate that this reduction in services may need to be reconsidered.

Victim Assistance

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>272,492</u>	<u>283,806</u>	<u>236,603</u>	<u>297,362</u>	<u>261,292</u>	<u>100%</u>
240,361	233,699	242,000	183,000	183,000	99%
9,974	4,662	5,000	1,030	1,000	1%
250,335	238,361	247,000	184,030	184,000	100%
137,170	154,003	162,560	149,100	163,559	76%
65	36,000	5,300	36,000	5,300	2%
101,786	34,802	45,000	35,000	45,000	21%
-	-	-	-	-	<u>0%</u>
239,021	224,805	212,860	220,100	213,859	100%
<u>283,806</u>	<u>297,362</u>	<u>270,743</u>	<u>261,292</u>	<u>231,433</u>	<u>100%</u>



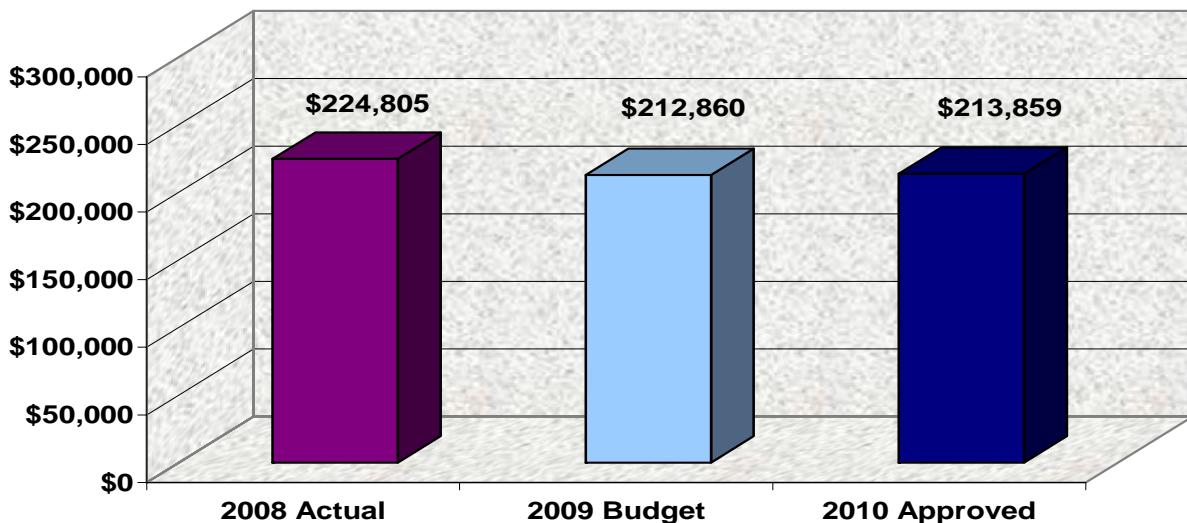
PERSONNEL SUMMARY AND ORGANIZATION



<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
Senior Victim Investigator	UNC	1	1	1
Victim Investigator	UNC	1	0	0
Legal Staff Assistant	21	1	1	1
Victim Staff Assistant	21	1	1	1
Secretary	PT	1	1	1
TOTAL FULL TIME		4	3	3
TOTAL PART TIME		1	1	1

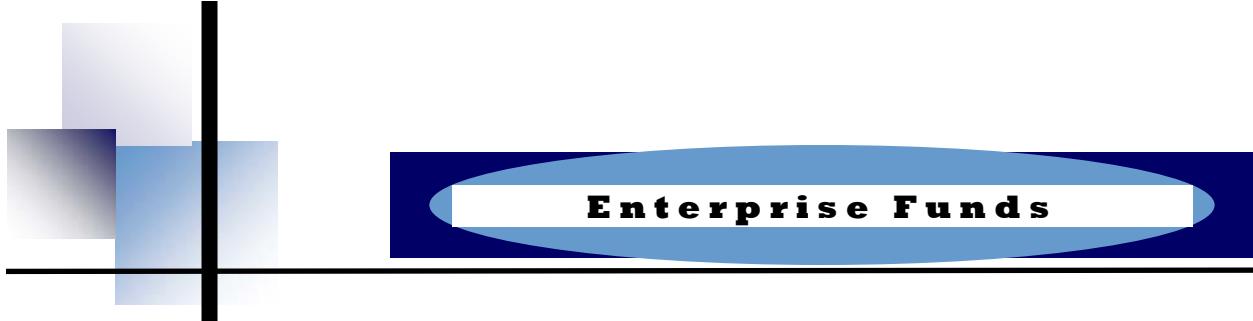
Victim Assistance

	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
Fines	233,699	242,000	183,000
Interest	<u>4,662</u>	<u>5,000</u>	<u>1,000</u>
Total Funding Sources	<u>238,361</u>	<u>247,000</u>	<u>184,000</u>
APPROPRIATIONS:			
Salary and Wages	111,430	120,810	120,232
Benefits	42,573	41,750	43,327
Advertising	-	100	100
Vehicle Expenses	-	-	-
Equipment Rental	-	-	-
Supplies	-	1,200	1,200
Miscellaneous Expenses	-	-	-
Professional Services	36,000	1,000	1,000
Utilities	-	1,000	1,000
Operating Transfers	34,802	45,000	45,000
Travel and Training	-	2,000	2,000
Minor Equipment/Improvements	-	-	-
Fixed Assets	-	-	-
Total Appropriations	<u>224,805</u>	<u>212,860</u>	<u>213,859</u>



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DIRECTORY



Landfill Fund..... 353

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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 project 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
- Complete general Fund, SPLOST, and Special Projects

GOALS

Enhance operational efficiency and maintain revenue flow by:

- Completing General Fund and SPLOST projects and subsequent reimbursement for services
- Completion of annual analysis of revenue sources for waste diversion material
- Continued implementation of goal-oriented employee appraisal system
- Maintain accurate financial and administrative records
- Continued implementation of state of the art technology systems and equipment
- Continued implementation and annual updates to the Department “Standard Operating Procedures”

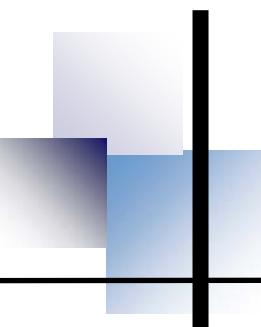
Comply with the Douglas County “Solid Waste Management Plan” by:

- Enhancement and improvement to educational and promotional campaigns
- Removal of the highest volume of recyclables/reuse items and waste diversion material form the waste stream

Maintain compliance with all local, state and federal agencies responsible for regulating solid waste handling facilities by:

- Receiving a 90% or above “inspection Reports”
- Maintaining employee “Certified Landfill operator” credentials





ENTERPRISE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	1,000,863	399,938	472,549	240,444
REVENUES				
Transfer Fees	488,704	585,626	724,287	801,644
C & D Fees	782,066	1,010,297	862,320	922,900
Camp Road Transfer Fees	21,836	-	45,412	64,435
Investments	-	6,246	12,064	24,056
Insurance Claims	-	-	-	-
Recycling Sales	271,296	294,253	162,713	193,762
Other	-	70,032	1,496	155,149
TOTAL REVENUES	1,563,902	1,966,454	1,808,292	2,161,946
EXPENDITURES				
Salary and Benefits	468,859	473,679	512,573	527,910
Operating Expenses	1,562,525	1,302,524	1,442,514	1,221,285
Fixed Assets	-	-	-	-
Depreciation	133,443	117,640	85,310	131,658
TOTAL EXPENDITURES	2,164,827	1,893,843	2,040,397	1,880,853
ENDING FUND BALANCE	399,938	472,549	240,444	521,537

TRENDS FOR THE YEAR ENDED December 31, 2010

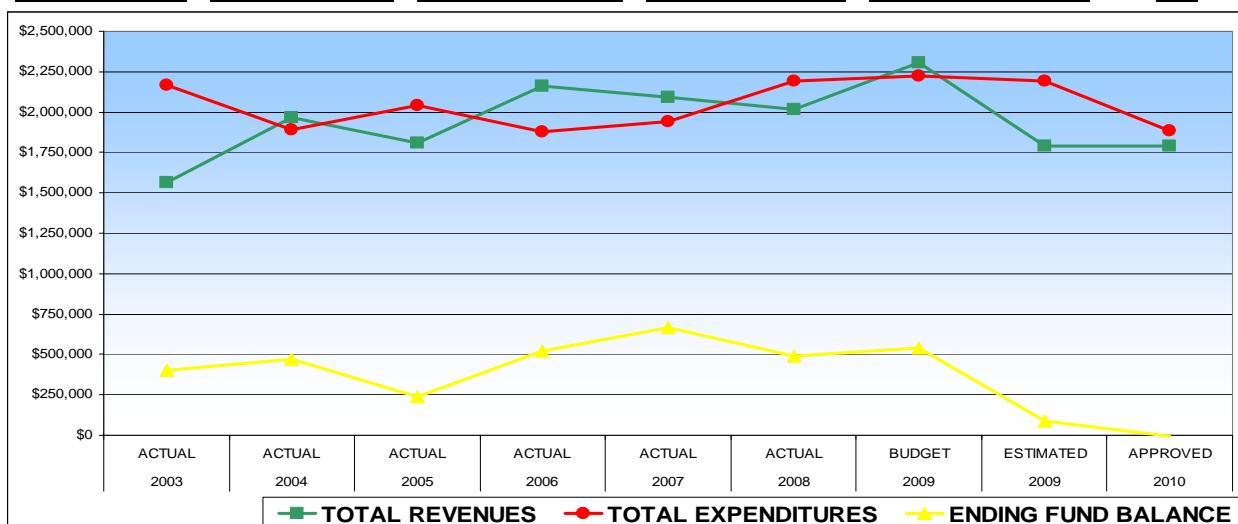
REVENUES: While 2009 revenues experienced an 11% decrease over 2008 even with an approved rate increase in place for the year. The trend in Revenues has ranged from a 19% decrease over the prior year to as much as a 26% increase with the most recent years experiencing decreases. Revenues for 2010 are projected to hold steady with those of 2009.

EXPENDITURES: Expenditures are anticipated to decrease by \$308,191 compared to 2009's estimate. This is a 14% decrease over 2009's Estimated Expenditures. While the cost of Salaries and Benefits are rising, Operating Expenses as well as Depreciation Expense are decreasing for 2010. Expenditures will go down as cost containment measures are implemented and assets become fully depreciated.

FUND BALANCE: The Landfill is projected to have small negative Fund Balance at year end. This is an 104.4% decrease over 2009's ending Fund Balance.

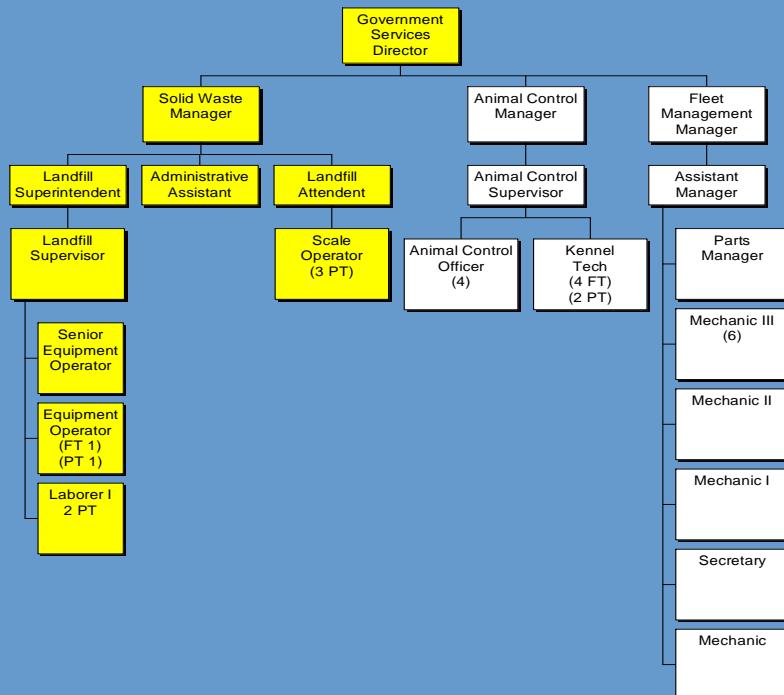
Landfill

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>521,537</u>	<u>668,937</u>	<u>460,448</u>	<u>491,541</u>	<u>89,672</u>	<u>100%</u>
851,952	889,635	985,000	920,000	920,000	51%
983,098	846,296	990,000	630,000	630,000	35%
66,389	66,707	70,000	71,000	71,000	4%
3,559	1,568	2,000	150	150	0%
-	-	-	-	-	0%
174,229	210,387	256,000	166,000	166,000	9%
10,166	1,446	2,000	981	1,000	0%
2,089,393	2,016,039	2,305,000	1,788,131	1,788,150	100%
592,301	613,544	618,213	600,000	648,613	34%
1,212,663	1,449,485	1,508,515	1,450,000	1,111,196	59%
-	-	-	-	-	0%
137,029	130,406	100,000	140,000	122,000	6%
1,941,993	2,193,435	2,226,728	2,190,000	1,881,809	100%
668,937	491,541	538,720	89,672	(3,987)	100%



PERSONNEL SUMMARY AND ORGANIZATION

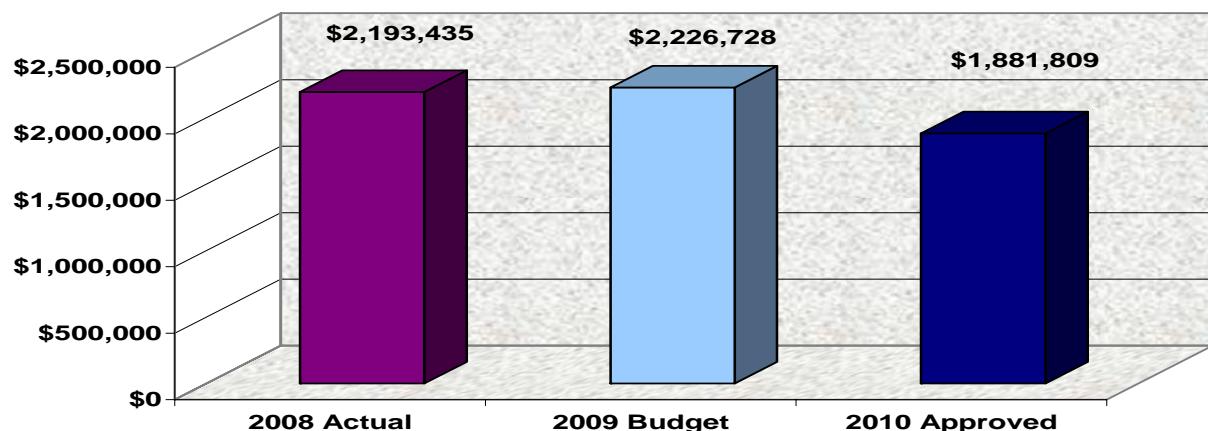
Landfill



<u>POSITION</u>	<u>GRADE</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 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
Equipment Operator II	PT	1	0	0
Laborer I	PT	2	2	2
TOTAL FULL TIME		8	8	8
TOTAL PART TIME		7	6	6

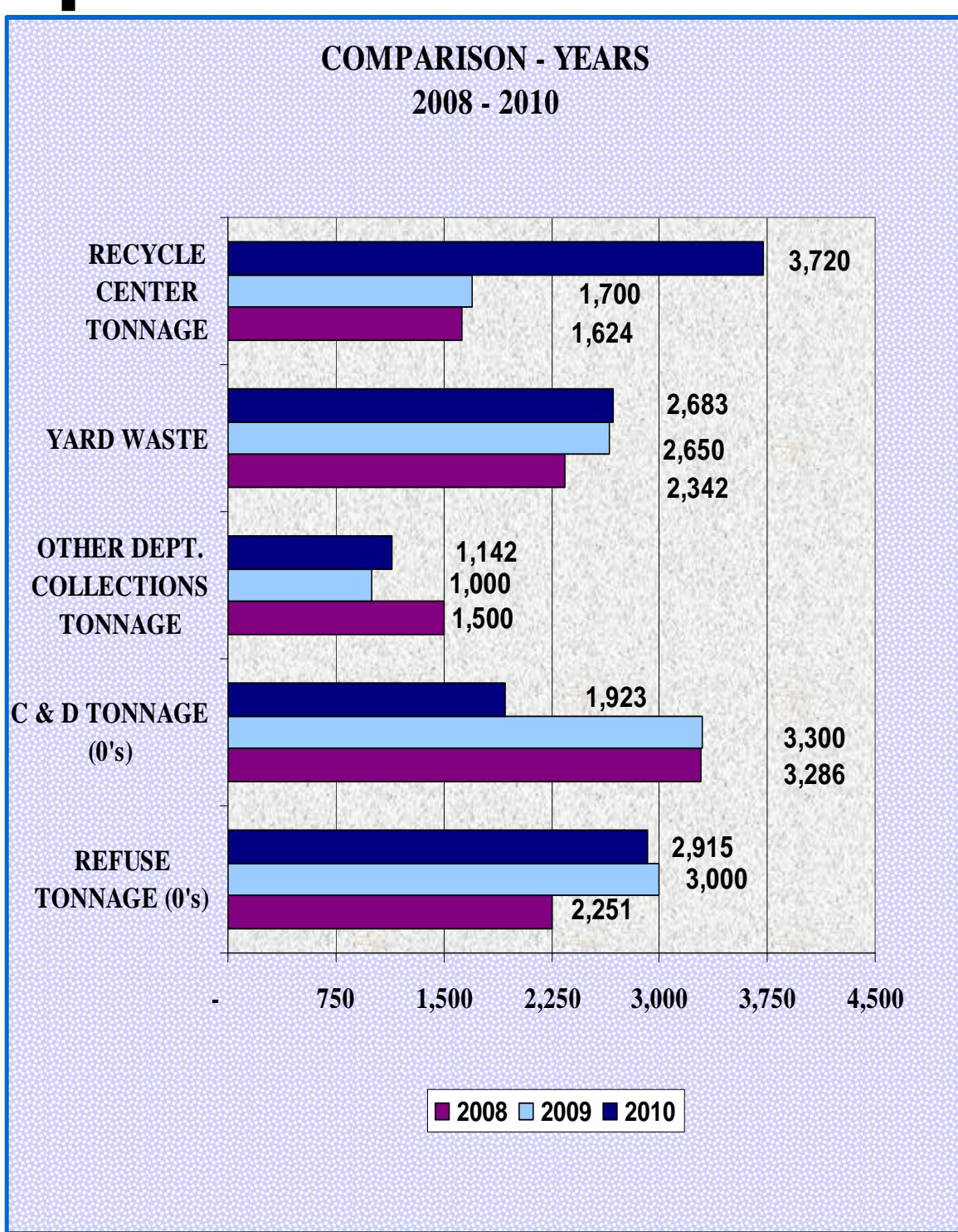
Landfill

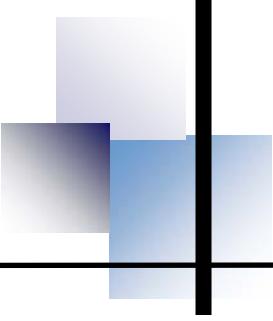
	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2010 APPROVED</u>
FUNDING SOURCES:			
Transfer Fees	889,635	985,000	920,000
C & D Fees	846,296	990,000	630,000
Camp Road Transfer	66,707	70,000	71,000
Investments	1,568	2,000	150
Insurance Claims	-	-	-
Recycling Sales	210,387	256,000	166,000
Other	1,446	2,000	1,000
Total Funding Sources	<u>2,016,039</u>	<u>2,305,000</u>	<u>1,788,150</u>
APPROPRIATIONS:			
Salary and Wages	467,635	486,134	498,288
Benefits	145,909	132,079	150,325
Advertising	2,482	3,000	2,715
Vehicle Expenses	345,347	327,319	190,000
Dues and Subscriptions	1,189	1,200	1,200
Equipment Rental	1,149	600	2,200
Maintenance Charges	51,899	41,300	30,756
Miscellaneous	116,272	205,071	-
Supplies	13,968	12,325	13,325
Professional Services	242,994	200,000	220,000
Utilities	651,508	707,700	646,000
Operating Transfers	-	-	-
Travel and Training	1,888	3,000	3,000
Uniforms	3,040	2,000	2,000
Minor Equipment/Improvements	17,737	-	-
Fixed Assets	-	-	-
Depreciation	130,406	100,000	122,000
Bad Debts	12	5,000	-
Total Appropriations	<u>2,193,435</u>	<u>2,226,728</u>	<u>1,881,809</u>



WORKLOAD INDICATORS

Landfill





Internal Service Funds

Health and Employee Benefits..... 360

Workers' Compensation 362

DIRECTORY

Health / Employee Benefits

INTERNAL SERVICE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>580,608</u>	<u>(408,176)</u>	<u>(474,620)</u>	<u>(831,179)</u>
REVENUES				
Charges for Services	5,214,336	5,929,031	6,524,068	7,689,360
Interest	2,984	2,044	4,289	230
Transfer In	-	-	-	-
TOTAL REVENUES	<u>5,217,320</u>	<u>5,931,075</u>	<u>6,528,357</u>	<u>7,689,590</u>
EXPENDITURES				
Claims	5,705,736	5,414,430	6,103,692	7,227,937
Administrative	500,368	583,089	781,224	219,958
TOTAL EXPENDITURES	<u>6,206,104</u>	<u>5,997,519</u>	<u>6,884,916</u>	<u>7,447,895</u>
ENDING FUND BALANCE	<u>(408,176)</u>	<u>(474,620)</u>	<u>(831,179)</u>	<u>(589,484)</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

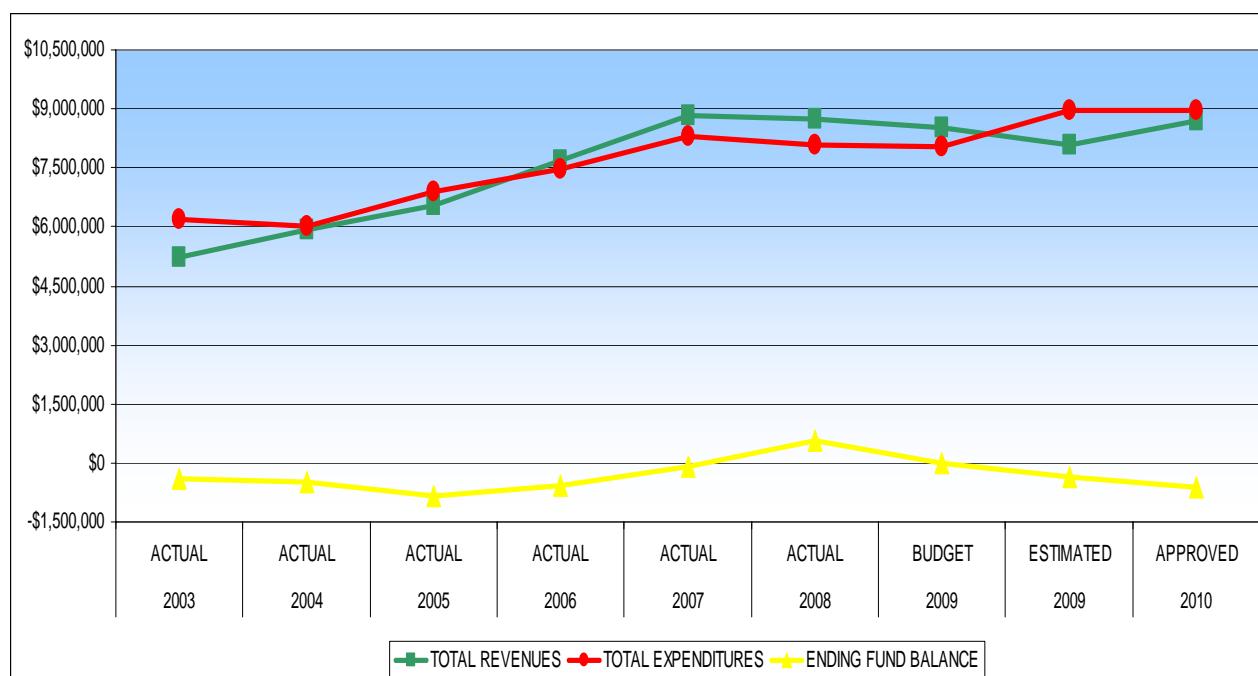
REVENUES: Revenues are anticipated to increase by \$604,752 compared to 2009's Estimated Revenue. The General Fund and the employees are contributing to this Fund to offset the increase cost of Healthcare claims. This is a 7.5% increase. The trend in prior years has been for Revenue in this Fund to experience between a 10% 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. This next years increase will offset this.

EXPENDITURES: Claims are estimated to remain constant while Administrative fees display a 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 are in their third year of decline. 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.

FUND BALANCE: The 2010 Estimated Ending Fund Balance is a negative \$603,270. 2009 also ended with a negative Fund Balance. This negative balance increases in 2010 by a significant 79%. The Fund Balance had consistently remained negative with the exception of 2008 that followed an additional transfer in from the General Fund in 2007.

Health / Employee Benefits

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>(589,484)</u>	<u>(90,887)</u>	<u>(474,619)</u>	<u>554,356</u>	<u>(337,883)</u>	<u>100%</u>
8,301,277	8,734,947	8,530,000	8,077,500	8,682,213	100%
12,366	1,424	-	361	400	0%
<u>500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
8,813,643	8,736,371	8,530,000	8,077,861	8,682,613	100%
7,080,730	7,128,157	7,100,000	7,800,000	7,800,000	87%
<u>1,234,316</u>	<u>962,971</u>	<u>952,000</u>	<u>1,170,100</u>	<u>1,148,000</u>	<u>13%</u>
8,315,046	8,091,128	8,052,000	8,970,100	8,948,000	100%
<u>(90,887)</u>	<u>554,356</u>	<u>3,381</u>	<u>(337,883)</u>	<u>(603,270)</u>	<u>0%</u>



Workers' Compensation

INTERNAL SERVICE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>1,877,102</u>	<u>1,869,706</u>	<u>1,752,857</u>	<u>1,610,318</u>
REVENUES				
Charges for Services	528,988	556,422	594,299	622,019
Interest Earned	<u>10,160</u>	<u>8,513</u>	<u>17,127</u>	<u>66,016</u>
TOTAL REVENUES	539,148	564,935	611,426	688,035
EXPENDITURES				
Claims	373,867	521,899	512,094	661,280
Administrative	<u>172,677</u>	<u>159,885</u>	<u>241,871</u>	<u>19,939</u>
Transfer Out	-	-	-	-
TOTAL EXPENDITURES	546,544	681,784	753,965	681,219
ENDING FUND BALANCE	<u>1,869,706</u>	<u>1,752,857</u>	<u>1,610,318</u>	<u>1,617,134</u>

TRENDS FOR THE YEAR ENDED December 31, 2010

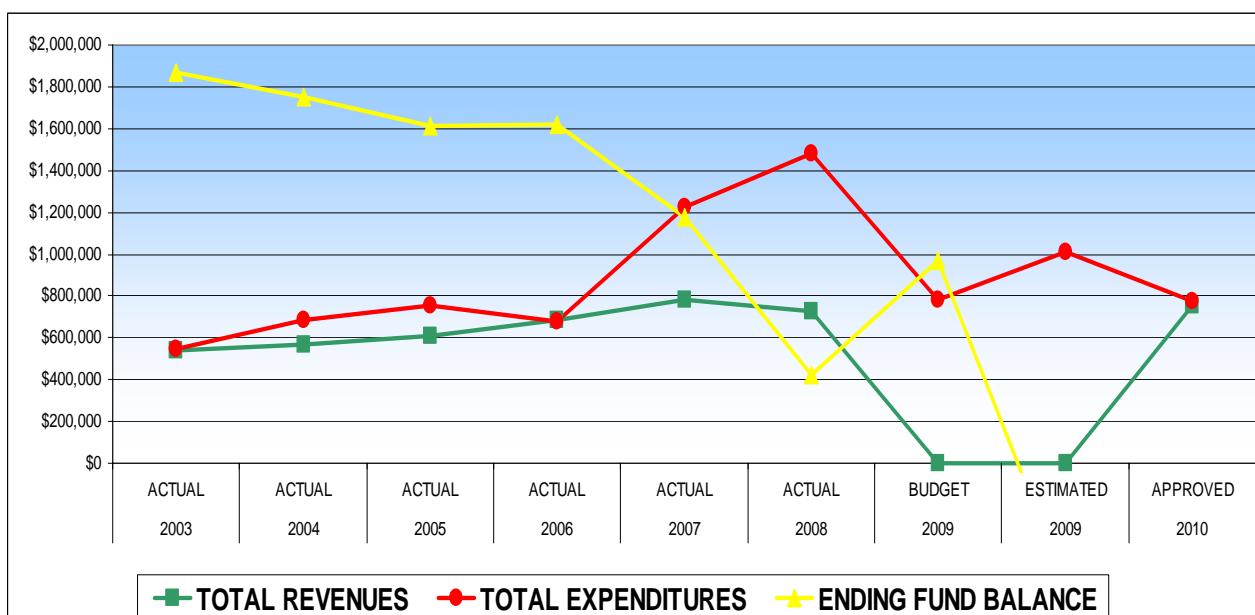
REVENUES: Revenue trends in recent years have ranged from a decrease of 1% to increases as high as 18%. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding of this fund will resume in 2010 with anticipated contributions and interest earnings of \$752,145.

EXPENDITURES: Costs are anticipated to have an decrease of \$230,471, which is a 23% decrease. In 2007 \$500,000 was transferred from this Fund to the Health and Employee Benefit Fund. Such a transfer did not occur in 2008, 2009 nor is one planned for 2010.

FUND BALANCE: Fund Balance will decrease by \$25,855 compared to 2009 Estimated Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. This trend continues downward but at a much slower pace. This is the result of the efforts of a Risk Manager that has been on board since 2007.

Workers' Compensation

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
1,617,134	1,173,900	1,752,856	424,378	(583,948)	100%
735,428	724,580	-	-	752,000	0%
49,068	3,856	-	145	145	0%
784,496	728,436	-	145	752,145	0%
534,602	1,300,514	550,000	782,750	550,000	71%
193,128	177,444	233,000	225,721	228,000	29%
<u>500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
1,227,730	1,477,958	783,000	1,008,471	778,000	100%
<u>1,173,900</u>	<u>424,378</u>	<u>969,856</u>	<u>(583,948)</u>	<u>(609,803)</u>	<u>100%</u>



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DIRECTORY



Jail Annex Debt Service Fund 366

Jail Annex Debt Service

DEBT SERVICE TRENDS

	<u>2003 ACTUAL</u>	<u>2004 ACTUAL</u>	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>
BEGINNING FUND BALANCE	-	137,810	139,148	140,534	148,709
REVENUES					
Miscellaneous	599	1,376	4,933	8,175	7,910
TOTAL REVENUES	599	1,376	4,933	8,175	7,910
EXPENDITURES					
Principal	-	-	680,000	700,000	705,000
Interest and Fees	116,681	205,908	209,455	199,254	185,208
TOTAL EXPENDITURES	116,681	205,908	889,455	899,254	890,208
OTHER FINANCING SOURCES					
Transfers In / (Out)	253,892	205,870	885,908	899,254	886,708
ENDING FUND BALANCE	<u>137,810</u>	<u>139,148</u>	<u>140,534</u>	<u>148,709</u>	<u>153,119</u>
		<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>BALANCE</u>	
			\$ 8,328,422		
	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	-	
		<u>\$ 6,785,000</u>	<u>\$ 1,543,422</u>	<u>\$ 8,328,422</u>	

TRENDS FOR THE YEAR ENDED December 31, 2010

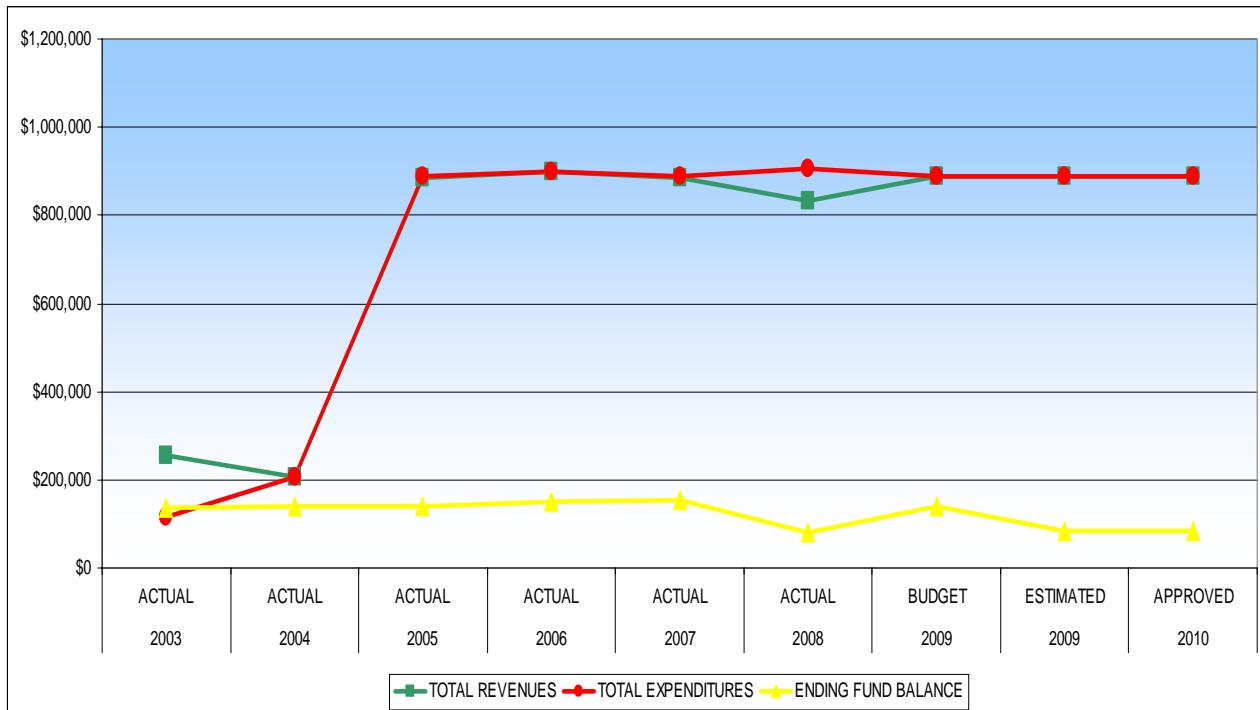
REVENUES: For 2010 there will only be a transfer in to cover the debt service payment.

EXPENDITURES: For 2010 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 BUDGET</u>	<u>2009 ESTIMATED</u>	<u>2010 APPROVED</u>	<u>2010 PERCENT OF TOTAL</u>
<u>153,119</u>	<u>139,148</u>	<u>82,034</u>	<u>83,369</u>	<u>100%</u>
<u>1,857</u>	-	<u>55</u>	<u>55</u>	<u>100%</u>
1,857	-	55	55	100%
<u>720,000</u> <u>184,624</u>	<u>740,000</u> <u>150,373</u>	<u>720,000</u> <u>169,093</u>	<u>760,000</u> <u>129,683</u>	<u>85%</u> <u>15%</u>
904,624	890,373	889,093	889,683	100%
831,682	890,373	890,373	889,738	100%
82,034	139,148	83,369	83,479	100%



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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.



CAPITAL BUDGETING

Approved Capital Purchases Within Various Funds Other Than Capital Project Funds

DEPARTMENT	DESCRIPTION	AMOUNT
BOARD OF COMMISSIONERS	Vehicle	28,000
INFORMATION SERVICES	Disk to Disk Backup Recovery System, Network Switches, PC Replacement Program	65,000
	GENERAL GOVERNMENT TOTAL:	\$ 93,000
SUPERIOR COURT	Server	10,000
	JUDICIAL TOTAL:	\$ 10,000
SHERIFF ENFORCEMENT	Vehicles	100,000
ANIMAL CONTROL	Software	5,300
	PUBLIC SAFETY TOTAL:	\$ 105,300
DEPARTMENT OF TRANSPORTATION	LARP Resurfacing	1,825,000
	Chattahooche Trail System - Preliminary Engineering	19,437
	Transportation Center Sidewalk	66,500
	PUBLIC WORKS TOTAL:	\$ 2,299,537
PARKS & RECREATION	Contribution to the SPLOST project for the Lithia Springs park	1,700,000
DOUGLAS COUNTY LIBRARIES	Construction of the Fairplay Library in the south portion of the County	1,353,750
	PARKS, RECREATION AND CULTURE TOTAL:	\$ 3,053,750
RIDEShare	Pedestrian access improvements	222,500
	Replacement of two passenger shelters at park-n-ride lots	10,000
	HOUSING AND COMMUNITY DEVELOPMENT TOTAL:	\$ 232,500
	GENERAL FUND TOTAL:	\$ 5,794,087
	TOTAL CAPITAL ASSETS ALL FUNDS:	\$ 5,794,087
	(EXCLUDING CAPITAL PROJECT FUNDS):	

CAPITAL BUDGETING

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

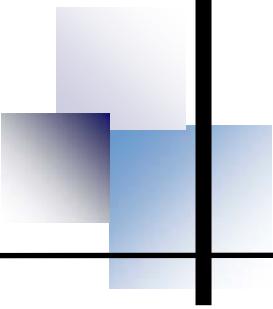
The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements began in 2009 and were hoped to be completed in 2010. Flooding in 2009 caused a need for projects to be reprioritized. While much work was done in 2009 there is still much to be done. SPLOST road projects will continue but may be at a slower rate than originally scheduled for the 2010 year. SPLOST funding has ceased to be received but there will still be funding for these projects from the Georgia Department of Transportation.

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. In 2010, we will complete renovations started on Station # 5, make the final touches to the Training Complex, purchase equipment and possibly vehicles, and contingent on grant funding may begin work on Station # 9.

The S.P.L.O.S.T. funds have and will continue to be used for major renovations in our parks at Beulah, Bill Arp, Post Road, and Winston . 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 we plan to build more ball fields and recreational facilities to replace those constantly affected by the flooding from Sweetwater Creek. In 2010 the General Fund will contribute \$1.7 million to see that this park is completed. The major expansion of Winston Park which consists of new ball fields, a concession stand, walking trails and a playground/picnic area will be finalized in 2010. This park expansion has been needed for many years. Programs continue to increase at the Woodie Fite Senior Center, and the need for a second facility has become obvious. 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 2010.





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

CAPITAL BUDGETING

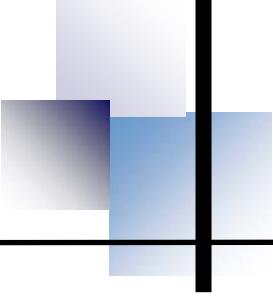
DOUGLAS COUNTY, GEORGIA S P L O S T ~ ROAD PROJECTS

REVENUES	CURRENT BUDGET
Sales Tax	\$ 31,835,761
Intergovernmental Grants	7,265,576
Misc. Other	193,432
Interest	1,417,116
	<hr/> <hr/>
	\$ 40,711,885

Project File Summary - Roads	CURRENT BUDGET	TOTAL SPENT TO DATE (INCL. ENCUMBRANCES)	REMAINING BALANCE
Project Manager Cost	\$ 1,518,618	\$ 1,611,219	\$ (92,601)
Administrative/Professional Services	38,000	38,000	0
Transportation Modeling	688,771	688,771	-
Unpaved Roads	2,311,986	1,698,614	613,372
Intersection Imp. Mt Vernon & Skyview Dr	74,163	74,163	-
Sidewalks Junior High Drive	400,000	40,632	359,368
Intersection Impv Central Chruch & Kings Hwy	519,945	519,945	(0)
Intersection Impv Chapel Hill & W Chapel Hill	198,152	198,152	0
Intersection Impv Timber Ridge @ Presley Mill	1,847,652	1,431,185	416,467
Intersection Impv Chapel Hill @ Dorsett	5,283,096	4,034,907	1,248,189
Intersection Impv Chapel Hill @ Central Church	3,410,960	1,972,958	1,438,002
Intersection Impv Stewart Mill @ Yancy	1,180,000	184,175	995,825
Intersection Impv Bright Star & Douglas Blvd	98,600	98,600	0
Intersection Impv SR 5 & Bright Star	324,600	320,601	3,999
Bridge Anneewakee Creek	82,400	82,400	-
Bridge Stewarts Mill @ Reynolds	547,400	67,900	479,500
Bridge Post Rd @ Dog River	21,000	-	21,000
Bridge Stockmar Rd @ Mud Creek	62,104	62,062	42
Bridge Mason Creek @ Mobley	100,000	-	100,000
Bridge Tyree @ Hurricane Creek	81,046	81,046	0
Bridge Brewer @ Town Branch	165,535	165,534	1
Bridge N Sweetwater @ Mill Branch	37,104	37,104	0
Bridge Cedar Mt @ Gothards Creek	161,710	161,709	1
Bridge N Flat Rock @ Gothards Creek	213,754	213,754	0
Sidewalks on Wenona Rd SR5	38,319	-	38,319
Sidewalks on W Stewarts Mill to Wenona	32,343	-	32,343
Sidewalks Stewarts Mill - Chapel Hill - Central	50,309	-	50,309
Chapel Hill - Stewart Mill Rd Improvement	633,984	633,983	1
Unincorporated Road Projects	2,490,024	2,275,125	214,899
Resurfaced Roads & Prep & Shoulder Work (2 Projects)	16,516,269	16,231,442	284,827
Safety Action Project	1,484,899	1,484,898	1
Mt Vernon Culvert	37,678	36,890	788
Contingency Interest	61,464	-	61,464
 TOTAL DOUGLAS COUNTY ROAD PROJECTS	 <hr/> <hr/> <hr/>	 <hr/> <hr/> <hr/>	 <hr/> <hr/> <hr/>
	\$ 40,711,885	\$ 34,445,768	\$ 6,266,117

Road Projects that will begin and/or be completed in 2010:

It is anticipated in 2010 that work will continue on roads and bridges that were damaged in the 2009 floods. SPLOST projects will continue but now are prioritized in a different manner. Most projects should be completed in either 2010 or 2011.



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

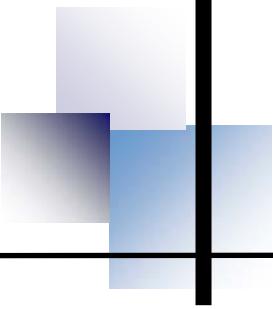
CAPITAL BUDGETING

DOUGLAS COUNTY, GEORGIA S P L O S T ~ FIRE PROJECTS

<u>REVENUES:</u>	<u>CURRENT BUDGET</u>
Sales Tax	\$ 12,591,511
Interest	<u>709,280</u>
	<hr/>
	\$ 13,300,791
Project File Summary - Fire	CURRENT BUDGET
Training Facility	\$ 1,497,188
Administrative Professional Services	11,400.00
Administrative Building	111,121
Equipment	1,983,202
8 Pumper Trucks	2,048,392
2 Ariel Trucks	1,167,759
8 Specialized Trucks	1,237,580
8 Ambulances	558,325
16 Administrative Units	347,620
Station 11 Dallas Hwy Renovation	148,673
Station 8 Westside/Mirror Lake	1,366,904
Station 5 Chapel Hill Renovation	272,699
Station 6 Riverside Renovation	109,899
Station 9 Eastside	1,000,000
Station 1 Lithia Springs Groovers Lake Road	1,254,195
General Renovations to Other Stations	108,551
Contingency from Reduced Interest Projections	<u>77,283</u>
	<hr/>
TOTAL DOUGLAS COUNTY FIRE PROJECTS	<u>\$ 13,300,791</u>
	<hr/>
	\$ 13,300,791
	\$ 10,531,761
	\$ 2,769,030

Fire Projects that will begin and/or be completed in 2010:

Station 9 Eastside	940,000
Station 5 Chapel Hill Renovation	166,179
Equipment	445,251
Training Facility	<u>6,215</u>
	<hr/>
	1,557,645



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

CAPITAL BUDGETING

DOUGLAS COUNTY, GEORGIA S P L O S T ~ PARK PROJECTS

REVENUES	CURRENT BUDGET
Sales Tax	\$ 3,554,528
Bond Proceeds	28,391,036
Intergovernmental Grants	125,000
Interest	2,443,254
Total	<u>\$ 34,513,818</u>
Transfer In from General Fund	<u>3,675,000</u>
	<u><u>\$ 38,188,818</u></u>

Project File Summary - Parks	CURRENT BUDGET	TOTAL SPENT TO DATE (INCL. ENCUMBRANCES)	REMAINING BALANCE
Bond Issuance Cost	\$ 531,750	\$ 498,188	\$ 33,562
Administrative Professional Services	337,814	336,854	960
Land	8,373,864	8,373,864	0
Boundary Waters Multi Purpose Stadium	145,264	145,264	0
Deer Lick Multi Purpose Building	2,399	2,398	1
Deer Lick Skateboard Complex	297,907	297,906	1
Boundary Waters Baseball Complex	744,295	744,294	1
Boundary Waters Sports Complex	7,547,792	7,547,791	1
Boundary Waters Soccer/Football Complex	163,252	163,251	1
Senior Center	1,995,554	1,995,554	0
Aquatic Center	8,207,553	8,207,553	(0)
Deer Lick Tennis Center	231,485	231,485	(0)
Equipment	355,551	362,852	(7,301)
Woodrow Wilson Park Renovation	84,863	84,863	(0)
Lithia Springs Park Renovation	37,956	37,957	(1)
Deer Lick Park Renovation	791,618	790,247	1,371
Mt Carmel Park Renovation	83,951	83,986	(35)
Bill Arp Park Renovation	639,102	627,726	11,376
Winston Park Renovation	3,114,000	3,114,076	(76)
Post Road Park Renovation	500,107	496,252	3,855
Dog River Park Renovation	245,139	245,139	(0)
Project Manager	1,300,128	1,300,128	0
Contingency from Add'l SPLOST Projections	18,305	-	18,305
Buleah Ruritan Park Renovation	276,300	232,847	43,453
Fairplay Renovation	232,700	232,656	44
Clinton Estates Park Renovation	115,139	115,139	0
Deer Lick Dam Replacement & Drainage	668,758	668,758	0
Lithia Springs Park	<u>1,146,272</u>	<u>646,272</u>	<u>500,000</u>
TOTAL DOUGLAS COUNTY PARK PROJECTS	\$ 38,188,818	\$ 37,583,301	\$ 605,517

Park Projects that will begin and/or be completed in 2010:

Lithia Springs Park	500,000
Deer Lick Park Renovation	1,371
Post Road Park Renovation	3,855
Bill Arp Park Renovation	<u>11,376</u>
	<u>516,602</u>

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 Land to Dorris Road.
- 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 with a total budget of \$10,335,000 (which includes professional engineering, right-of-way and construction) and will widen 2 to 4 lanes from I-20 to SR 92.

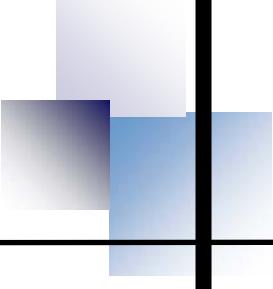
CAPITAL BUDGETING

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

<u>Project</u>	<u>Budget</u>	<u>Total Spent*</u>	<u>Remaining</u>
DuraLee Lane Extension	\$ 2,100,000	\$ 845,076	\$ 1,254,924
Lee Rd/S. Sweetwater Rd Phase I	7,284,000	633,783	6,650,217
Lee Rd Phase II	<u>10,335,000</u>	<u>749,273</u>	<u>9,585,727</u>
	\$ 19,719,000	\$ 2,228,132	\$ 17,490,868

*Includes encumbrances





G.R.T.A. Capital Project Fund

CAPITAL BUDGETING

	PROJECT AUTHORIZATION	PRIOR YEARS	2010 ESTIMATED	TOTAL AT END OF 2010
REVENUES:				
Intergovernmental Interest	\$ 19,719,000	\$ 1,574,595	\$ 779,800	\$ 2,354,395
TOTAL REVENUES	\$ 19,719,000	\$ 1,574,595	\$ 779,800	\$ 2,354,395
EXPENDITURES:				
Capital Outlay - Public Works	19,719,000	1,854,395	500,000	2,354,395
TOTAL EXPENDITURES	\$ 19,719,000	\$ 1,854,395	\$ 500,000	\$ 2,354,395
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ -	\$ (279,800)	\$ 279,800	\$ (0)
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ -	\$ (279,800)	\$ 279,800	
FUND BALANCE BEGINNING OF YEAR			\$ -	\$ (279,800)
FUND BALANCE END OF YEAR			\$ (279,800)	\$ (0)

Negotiations continue with the Georgia Department of Transportation regarding revenues we've deferred for a number of years. It is anticipated this issue will be resolved in 2010. Once this happens, reimbursements will be received, acquisitions of right of ways can proceed and work on these projects can continue. It is estimated that in 2010, expenditures on these three projects will be \$500,000.

APPENDIX

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX

Glossary

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

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

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

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

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

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

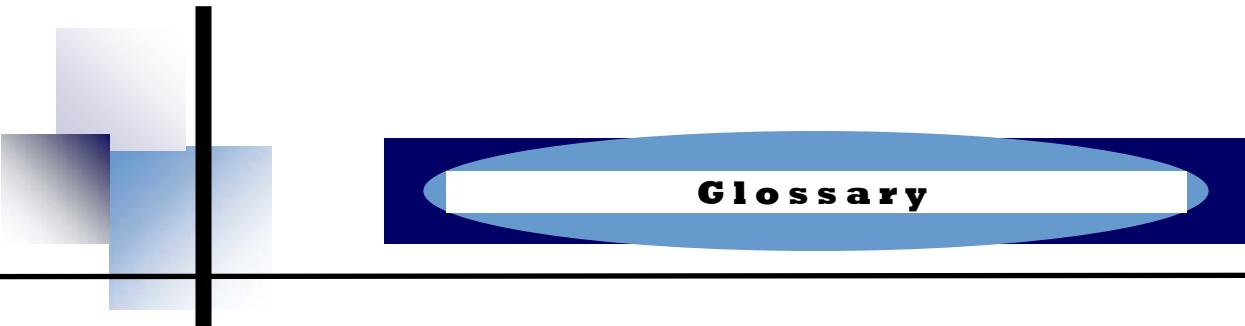
Franchise Taxes – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

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

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

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

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



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.

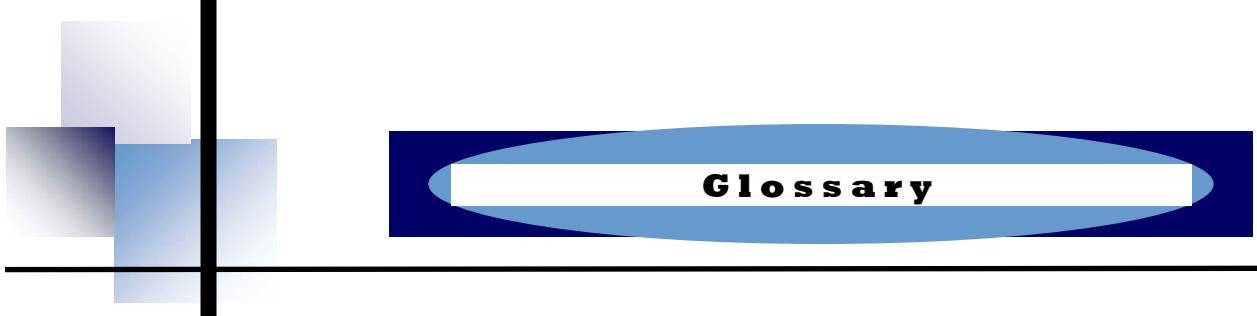
Revenue – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

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.

APPENDIX

Acronyms

A.R.C.—Atlanta Regional Commission

B.I.R.—Budget Improvement Request

B.O.C.—Board of Commissioners

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

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

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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