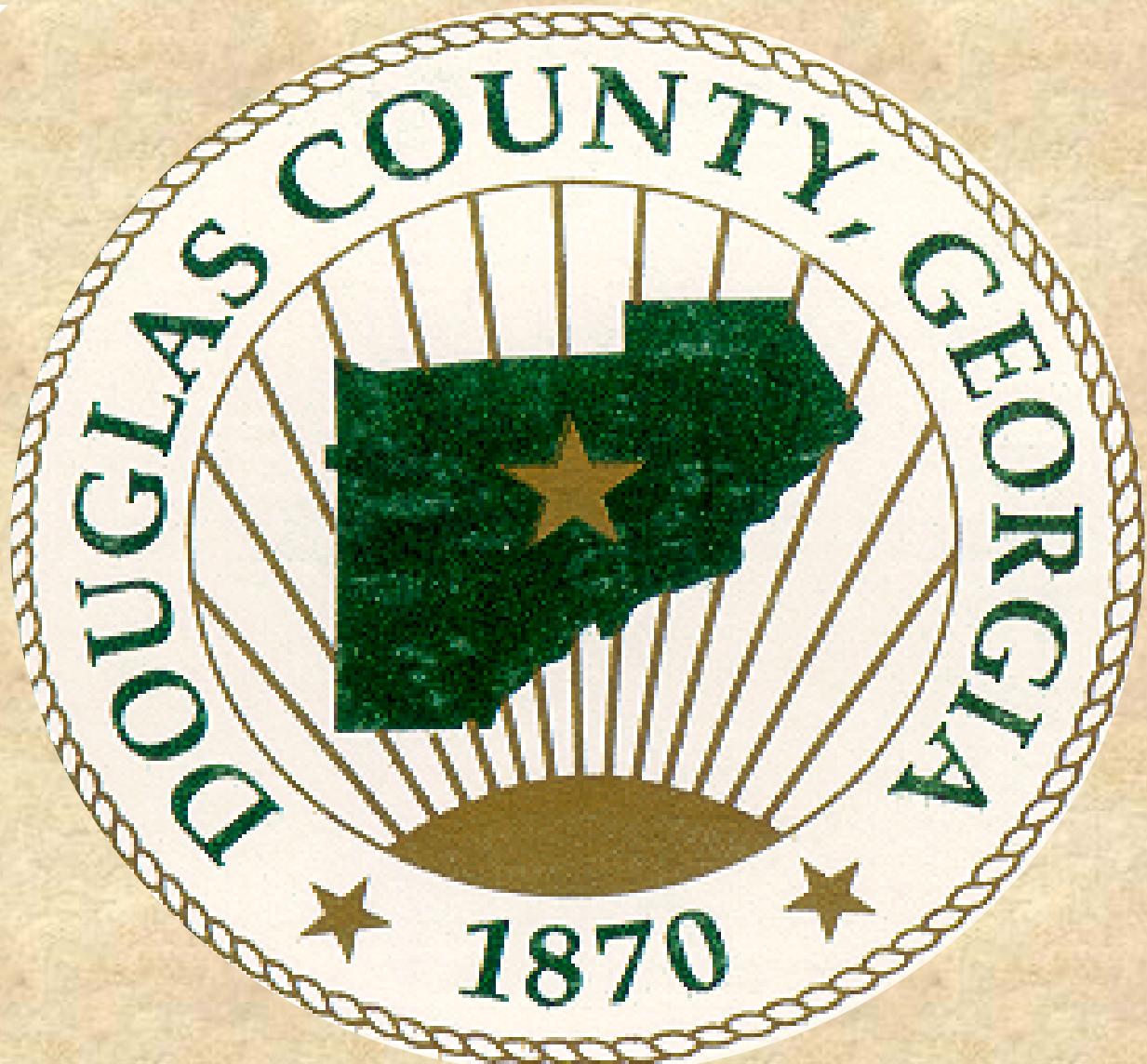


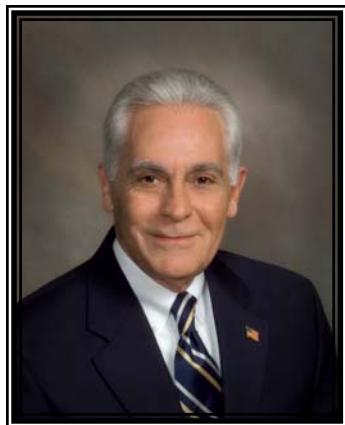
# DOUGLAS COUNTY,



**2011  
OPERATING  
BUDGET**



# DOUGLAS COUNTY BOARD OF COMMISSIONERS & COUNTY ADMINISTRATOR



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Chairman



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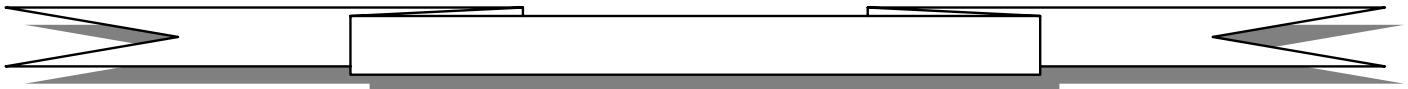


**Eric Linton**  
County Administrator

## 2011 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

# **DOUGLAS COUNTY FINANCE DEPARTMENT**



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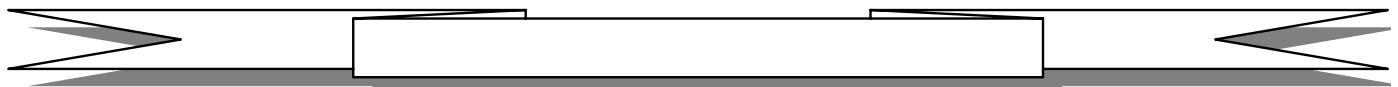
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**The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:**

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Douglas County  
Georgia**

For the Fiscal Year Beginning

**January 1, 2010**

Two handwritten signatures are placed side-by-side within the circular border. The signature on the left is for the President, and the signature on the right is for the Executive Director.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Douglas County, Georgia for its Annual Budget beginning January 1, 2010.

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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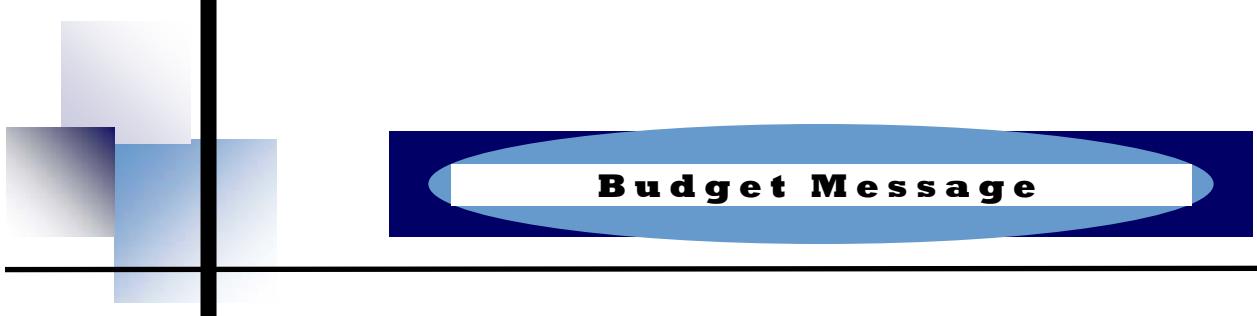
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## Budget Message

### 2011 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2011 annual operating and capital budgets totaling \$87,886,219. This amount includes the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Fund and Internal Service Funds. This budget reflects an expansion of service to adequately take care of the citizens of Douglas County.

#### GENERAL VIEW OF THE 2011 BUDGET

**General Fund.** The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning and Community Development Services. The 2011 budget totals \$77,350,365. The 2011 budget is reflective of the continued economic downturn with few Budget Improvement Requests being approved in this budget. The Board, however, is looking to better days ahead for Douglas County.

**Capital** \$1 million has been approved for the newly established Capital Transportation Fund for resurfacing, right of way acquisitions, and preliminary work on the Chattahoochee Trail System and Lee Road Extension. Of this \$822,254 will be reimbursed with State funds. Sheriff Enforcement has approved vehicle purchases in the amount of \$550,000. Other approved vehicle purchases include \$40,000 for the County's motor pool and \$22,980 for the Department of Transportation. A total of \$390,000 for the design and construction of a football field at the Boundary Waters Park is budgeted. The Election Board and Voter Registration are in need of equipment to keep up with regulations, so \$36,652 has been approved for the equipment. \$22,500 is approved for various replacements of technology equipment (i.e. computer, printers, etc.).

**Salaries, Benefits, and related Operational** This budget includes \$500,000 for employee Merit Increases. The hiring freeze established in 2009 continues to be in effect with only a few necessary additional positions being included for 2011. Most are related to areas where increased revenues are already being realized to help offset the cost of additional staff.

Public Safety continues to be priority within the County. A new high school will open in 2011 and will require two school resource officers. This will cost \$68,308 with the Board of Education reimbursing the County for one of these positions.

With the establishment of a second State Court in the latter part of 2010, there continues to be a need for additional staffing. Three positions scheduled to start in the last half of the year have \$53,454 in Salaries and Benefits allocated to them.

The aforementioned additional State Court has a need for another deputy, for which \$45,539 has been approved.

The construction on the Fairplay Library will be complete this year. The General Fund's budget includes \$451,250 for construction \$120,000 for a road leading to the library, \$16,881 for operating cost and \$44,677 for Salaries and Benefits for the new staff. It is anticipated that the Library will be operational the last month and a half of 2011.

## Budget Message

The development of a park in Lithia Springs, that has been funded with both prior years General Fund contributions and 2002 Special Local Option Sales Tax, will open this year and \$39,914 has been approved for personnel. To make this park operational in its first year \$75,000 is budgeted.

A new position for the Tax Commissioner has been approved for \$25,554. This position will be responsible for Delinquent Tax Collections which have increased in recent years in response to the overall economic situation of the county. Tax collections continue to come in at comparable rates to prior years, just at a significantly slower pace.

The budget includes \$34,421 for a Camera and Editing Technician for our Communications Department along with \$20,000 for software and equipment upgrades. Increased franchise fees from cable bills will cover this cost. The Board feels this position is needed to help adequately provide the citizens with quality and informative programming on the County's television station.

Due to increased work load with more filings in the Magistrate Court, one part-time position will be reclassified to full-time at a nominal cost of \$13,173.

The Fire Department has proposed a reorganization plan that will result in a savings in Salaries and Benefits of \$22,500.

The total increase to the budget for personnel related expenditures is \$802,540.

**Other** Jail Annex debt service payments and fees totaling \$891,183 are also included in the General Fund budget. The General Fund will contribute \$123,000 to make final payment on a Community Improvement District Levy that will fall short in collections. In the event the need arises for General Fund Contributions to the Employee Healthcare Fund, expenditures of \$532,148 are included in the 2011 budget for this.

The projected 2011 ending unreserved fund balance is \$8,569,396 which is 11.07% of the total expenditures of \$77,350,365.

**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 \$173,156. Estimated revenues are projected at \$175,000 and expenditures are budgeted at \$200,000 for operating costs of the fund. Projected ending fund balance is \$148,156.

**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 \$307,985. Estimated fines and interest are projected at \$67,830. Expenditures for classes and testing are budgeted at \$106,380. Projected ending fund balance is \$269,435.

**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 \$3,071,968. Estimated revenues total \$1,992,809. Total operating expenses that include salary and benefits for 26 employees total \$1,992,809. The construction of the E-911 Center will be complete in 2011.

## Budget Message

**Hotel-Motel Tax Fund.** The \$164,000 income generated in this fund is utilized to fund tourism through the Chamber of Commerce and to maintain the museum operated by the County Historical Commission. There is no fund balance in this fund because all receipts are transferred to the designated agencies and a portion to the General Fund. Most of the fee generating facilities are located within the City of Douglasville, however in 2010 a new hotel/convention center opened in the County and funds increased 268% in 2010 for the partial year this facility was open.

**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 2011 beginning fund balance is \$329,658. Estimated revenues from fines and earnings amount to \$75,300. Expenditures for operating expenses are budgeted at \$75,000. Ending fund balance should be \$329,958.

**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 \$3,330,795. Estimated revenues are projected at \$300,000 and expenditures are budgeted at \$950,000 for operating and capital expenses. Projected ending fund balance is \$2,680,795.

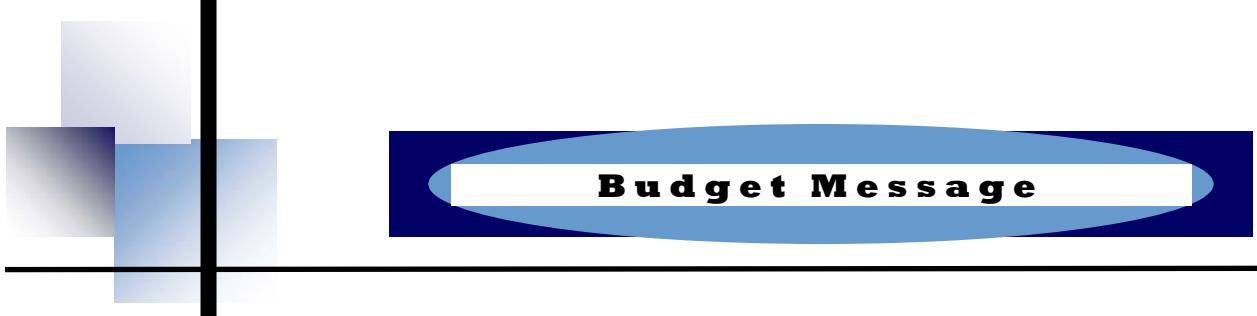
**Sheriff Inmate Commissary.** This fund generates revenue from the sale of supplies to jail inmates. The profit from the sales is used for the benefit of the general inmate population. Revenues are projected at \$12,500. Expenditures are estimated to be the same. There is a 2011 beginning fund balance of approximately \$83,008 and is projected to be \$83,008 at the end of 2011.

**Sheriff Other Programs.** This fund generates revenue from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education and Combined Accident Reduction Effort programs. Expenditures are budgeted for \$3,800.

**Victim Assistance Fund.** This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$155,098. Revenues are projected at \$153,948 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$24,286. There is a 2011 beginning fund balance of \$261,898 and is projected to be \$261,898 at the end of 2011.

**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 \$887,683 and administrative fees in the amount of \$3,500 are to be made in 2011. The debt service payments are being made by transfers from the General Fund. Outstanding debt at the end of 2011 is \$1,771,289 (including interest & principal).

**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 2011 beginning fund balance is estimated at a negative \$104,662 and estimated revenues total \$100,000. Debt service payments and administrative costs of \$128,150 are budgeted for the year of 2011. The original debt for this fund was \$1,400,000. This debt will be paid in full in 2011 with General Fund Contributions to complete the payments.



## Budget Message

### **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 2011 beginning retained earnings is \$736,036. Projected revenues are estimated at \$1,790,100. Expenditures are budgeted at \$1,983,011. The projected ending retained earnings are a negative \$543,125.

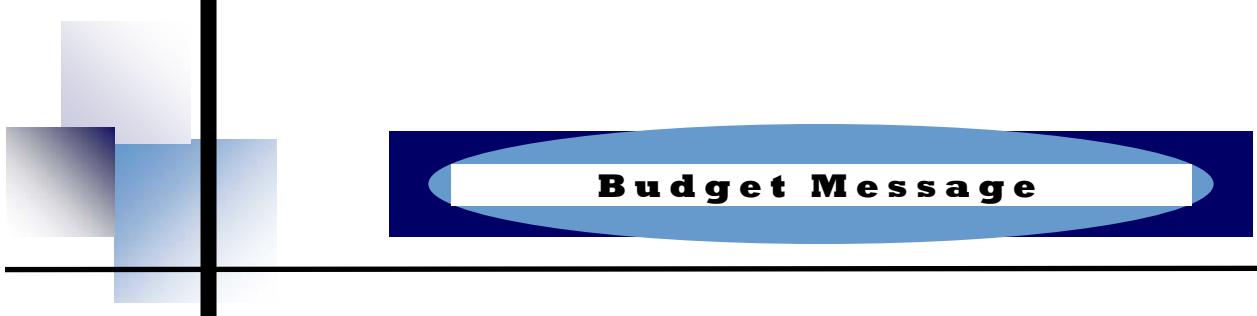
**Health and Employee Benefits Fund.** This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds, employees and retirees. Total expenditures for 2011 are \$9,467,600 compared to \$10,032,503 for the year 2010. The beginning fund balance is a negative \$1,102,313. This year the County is funding approximately \$6,823,427 to this fund. The employees contribute based on a tier structure of coverage which equals approximately \$1,570,370. Also, retirees, depending on their retirement plan, pay part of the premium.

**Workers' Compensation Fund.** This is an internal service fund that provides workers' compensation benefits for Douglas County employees. Revenues are generated by transfer payments from the General Fund, E-911 Fund, Victim Assistance Fund and Landfill Fund. For 2009 these funds postponed contributions to the Worker's Comp Fund because it was determined to have enough reserves to cover one year of claim and plan administration costs. Claims exceeded budget in 2009 leaving a negative beginning 2010 Retained Earnings. Funding resumed in 2010 which reduced this negative ending Retained Earnings. 2011 begins with a negative \$196,879. Total expenditures for 2011 are budgeted at \$701,548 with revenues to be the same. This leaves the projected 2011 ending net assets for this fund with a negative \$196,879.

## ACCOMPLISHMENTS FOR 2010

### **Improved Finance, Purchasing and Human Resources by:**

- In late 2009 the County procured a new financial, purchasing and human resource software package. The implementation in 2010 was seamless. There were no delays in payments to vendors or employees and work efficiency increased tremendously. Greater transparency and reduced time and paper are just two of the many benefits derived from the system.



## Budget Message

### **Improved the Department of Transportation by:**

- In the fall of 2009 we were faced with what experts call a 10,000 year flood. During this period we had over 150 roads damaged. Crews worked day and night to insure the traveling public was safe. Through carefully coordinated efforts with FEMA and GEMA we had all but one of the locations repaired and completed within nine months.
- Intersection improvements covered under the 2002 SPLOST began to be completed in 2010, with only 32% of these projects remaining at years end.

### **Expanded and Improved Transportation Services by:**

- Adding two staff service/administrative vehicles with grant funding
- Partnering with the Greater Regional Transportation Authority to open an additional park and ride lot
- Operating 60 daily Vanpool routes

### **Improved the Courts and Legal System by:**

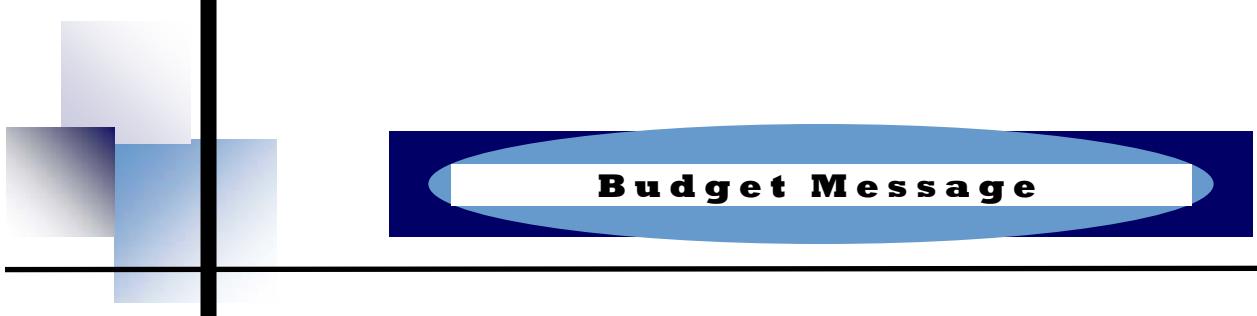
- Establishing and staffing a second State Court to expedite the every increasing number of cases

### **Improved Public Safety by:**

- The Fire Department
  - Responded to 13,503 requests for assistance during the 2010
  - Participated in 2,397 classes with 9,841 attendees
  - Staff completed 67,700 of training hours
  - Maintained an average response time of less than 8 minutes to calls
- E-911 and Emergency Management
  - Began work with FirstCall Emergency Notification System to develop communications that will alert citizens quickly of specific localized emergencies
- The Sheriff's Department
  - Continuing to maintain County's position as one of the safest places to live in metro Atlanta

### **Improved Animal Control Operations by:**

- Conducting public education campaigns on animal care and owner responsibility
- Partners with CatSnip a Mobile low-cost spay/neuter service that visits Douglas County monthly



## Budget Message

### **Improved Parks and Recreation Operations and Facilities by:**

- Implemented the use of a new Recreation Software to track participation and revenues
- Hosted the last triathlon of the North Georgia season at the Boundary Waters Aquatic Center
- Maintained nearly 2,000 acres of park land and other recreation facilities with continue growth in the number of citizens taking advantage of these facilities and programs
- Expanded programs offered through out the year to include the first Fairy Princess Ball that included carriage rides

### **Improved Landfill Operations by:**

- 2010 Disposal of 17,074 tons of solid waste

### **PRIORITIES FOR 2011**

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

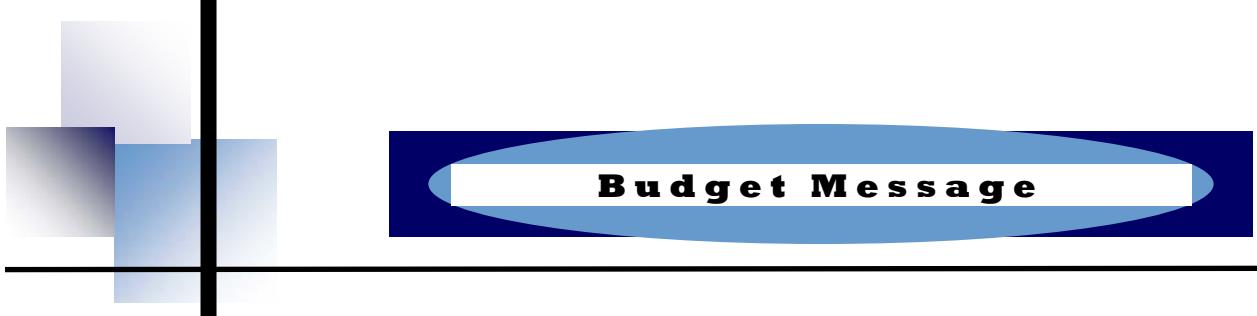
- Operate within the 2011 budget while providing quality services to the citizens

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

- Complete the construction of an E-911 facility and Emergency Operations Center
- Replacing \$550,000 worth of Sheriff Enforcement vehicles
- Complete construction on a new Jail and law enforcement center to be funded with SPLOST

#### **Improve the Department of Transportation by:**

- Completing 14 Major Transportation Projects to include the following:
  - Duralee Lane Roadway Extension from Fairburn Road to Dorris Road
  - Interstate 20 at Liberty Road
  - Junior High Drive Sidewalks to serve two Lithia Springs Schools and the Lithia Springs Public Library
  - Chattahoochee Hill County Regional Greenway Multi-Use Trail
  - Safety Action Plan Improvements including guardrails and raised pavement markers
  - Approximately 15 miles of street paving
  - The development of a Traffic Control/Advanced Traffic Management Center to help with traffic flow



## Budget Message

### **Improve Parks and Recreation Operations and Facilities by:**

- Complete the construction of and begin operations at the New Lithia Springs Park
- Complete construction of a library in the south portion of the County – the Fairplay area
- Strive for record attendance in our parks

### **NEW PATHS TO FOLLOW**

The economic downturn that began in September 2008 continued in 2009 and 2010. During this period, County revenues have declined and expenditures have been greatly reduced, however the County has continued to provide essential services to its citizens. Our economic indicators show a slight growth in sales tax revenue, one of the first signs of a recovering economy. Through solid and conservative leadership, the financial condition of the County remains strong.

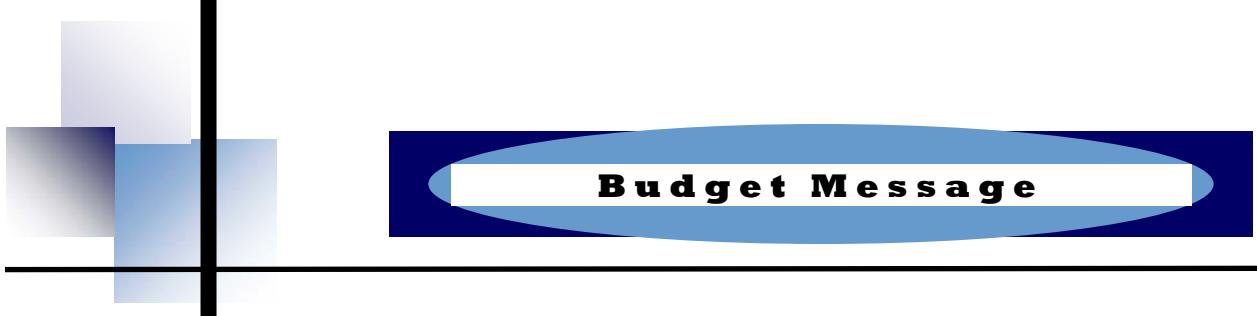
The General Funds' Budget decreases from the 2010 budget by \$1,652,185 and the 2011 Budget realizes a probable decrease in property tax valuations. Even so, it is of vital importance that the County maintains a reserve fund in case of major emergencies. Our goal is to maintain a reserve balance of at least 10 percent of the total General Fund Budget. Looking back to the 2009 floods that caused us to use over \$6 million to rebuild roads and bridges we were thankful to have had the reserves to handle an unforeseen emergency of this magnitude. Federal funding for this emergency are still being received to replenish our reserves.

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. And the newly SPLOST funded jail and law enforcement complex will be paid off in 2016.

We are choosing to move positively into the future. 2011 will no doubt be a year of continued 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 2011, 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 2009 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

In addition to the new jail and law enforcement center we continue to assess our needs for additional fire stations and funding options it is vitally important that all areas of our County are better protected.

This year the construction of a new library just south of the Dog River off Highway 5 will be complete. 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 last quarter of 2011.

The new Lithia Springs Park will open 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. Programs in our Parks also are expected to have record attendance. Four of the 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 2010, and its popularity increases each year. The Woodie Fite Senior Center activities are at capacity.

Using State, Federal and local funds, we plan on constructing fourteen transportation improvement projects in 2011 as well as finalizing repairs needed 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. 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.

We continue to look for ways to streamline the budget while keeping the level of County services high. We continue the three-year moratorium on hiring new employees, except for filling critical positions when people resign/retire, and we now have over 50 frozen positions. We are doing more with less, and are being responsible with the citizen tax dollars entrusted to the County.

2011 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:

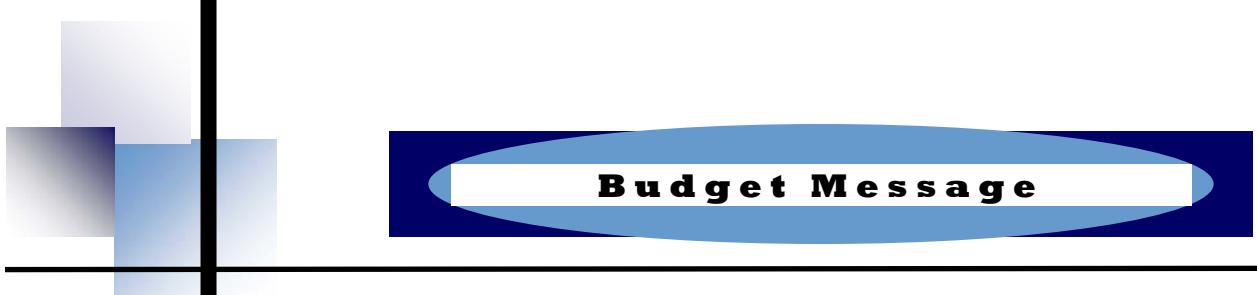
- Continuing to coordinate with, providing vital economic information to, and supporting the Douglas County Chamber of Commerce and Development Authority, its existing Industries Committee and local businesses and industries towards the retention of existing businesses and the attraction of new businesses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

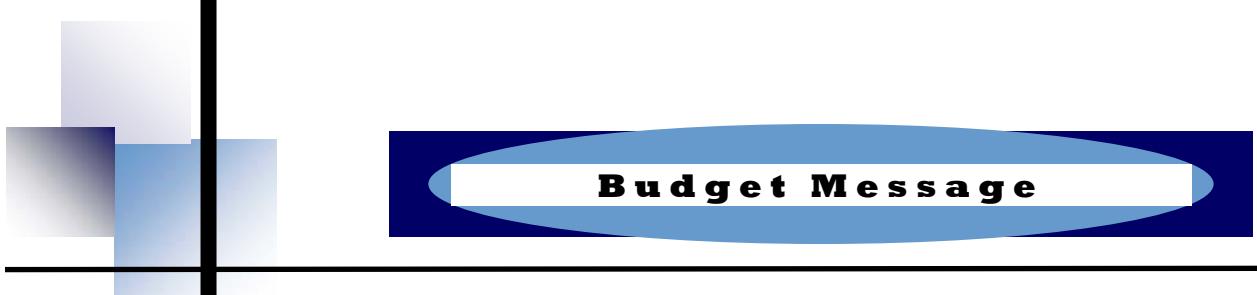
- Developing an overall countywide environmental improvement and maintenance effort coordinated with efforts at the regional level, State and Federal levels
- Actively reducing the solid waste stream within the County
- Ensuring the integrity of those historic and archaeological resources found in Douglas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

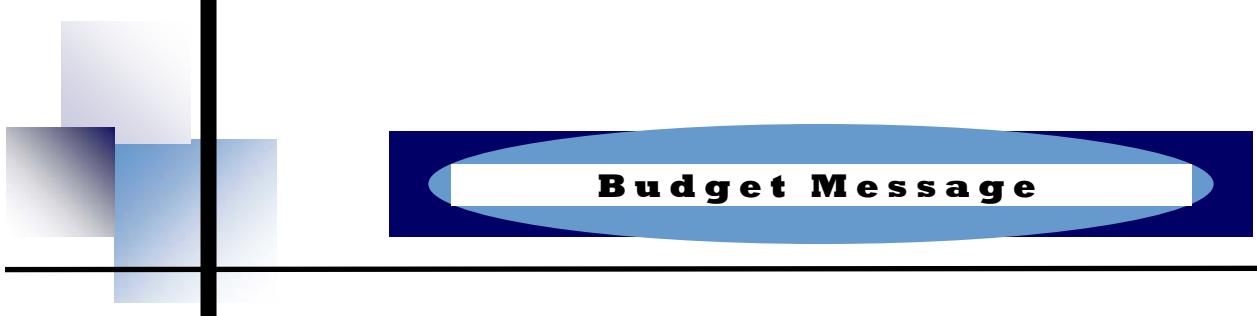
The *Public Facilities and Services Goal* is to provide for efficient, effective and high quality public facilities and services for the citizens and businesses of the County by:

- 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



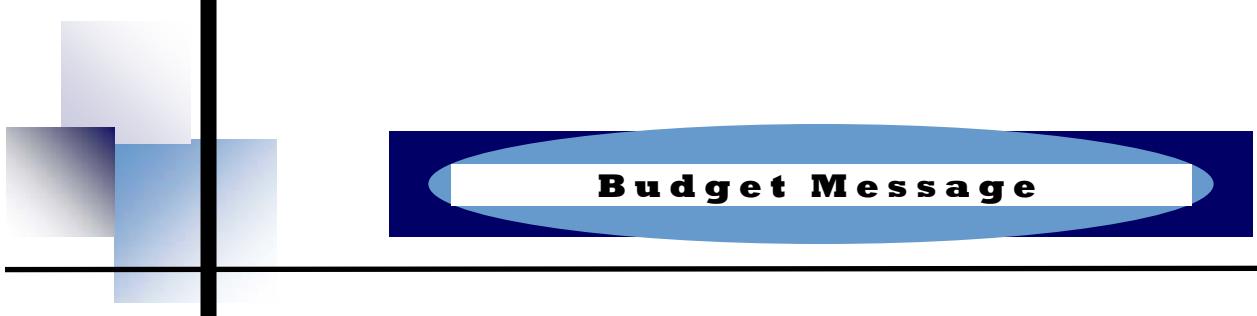
## Budget Message

### *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:

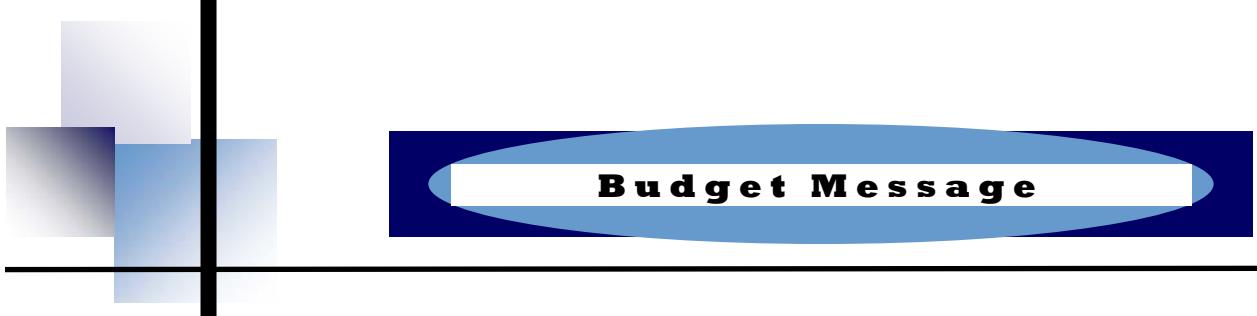
- Increasing the offering of, and participation in cultural events, programs, and organizations. Consider the development of cultural institutions in Douglas County such as a performing arts center, art museum, concert hall, history museum, and other institutions
- Completing a master parks plan to identify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

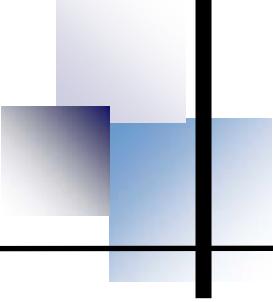


## Budget Message

- 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



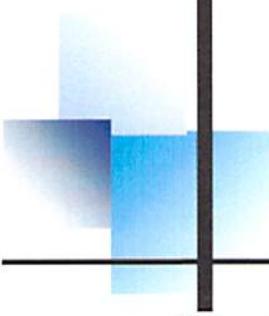
## Budget Message

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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





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## 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.

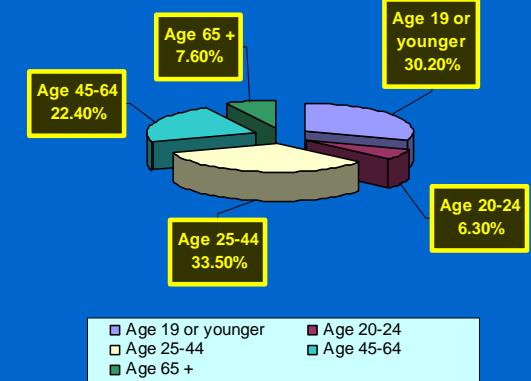


## General Information

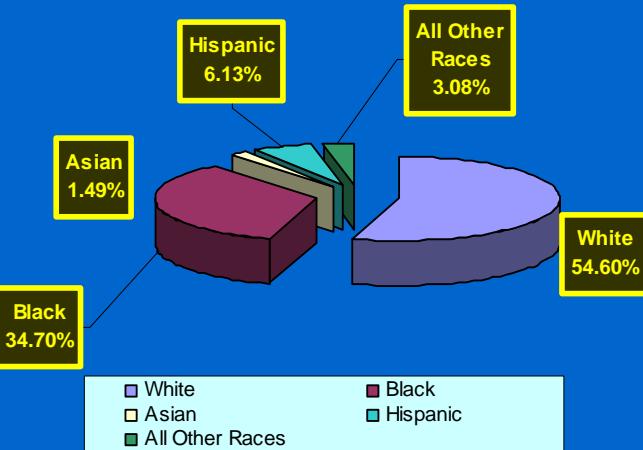
### DOUGLAS COUNTY'S DEMOGRAPHICS AGE COMPOSITION

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



## General Information

# DESCRIPTION

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

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

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

Law enforcement is provided through an elected Sheriff.

Tax collection is provided through an elected Tax Commissioner.

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

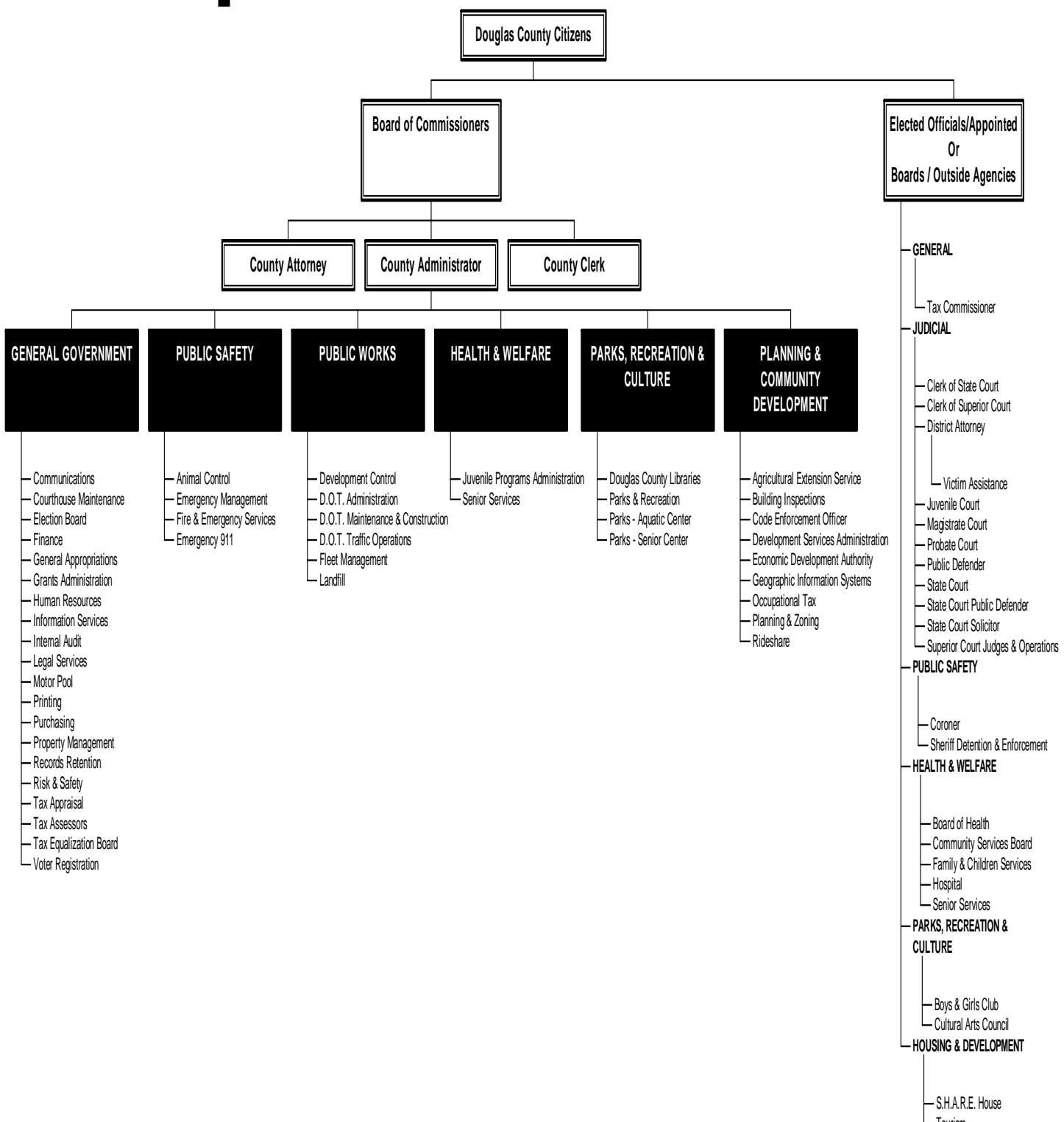
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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

Douglas County also provides the following urban services:

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

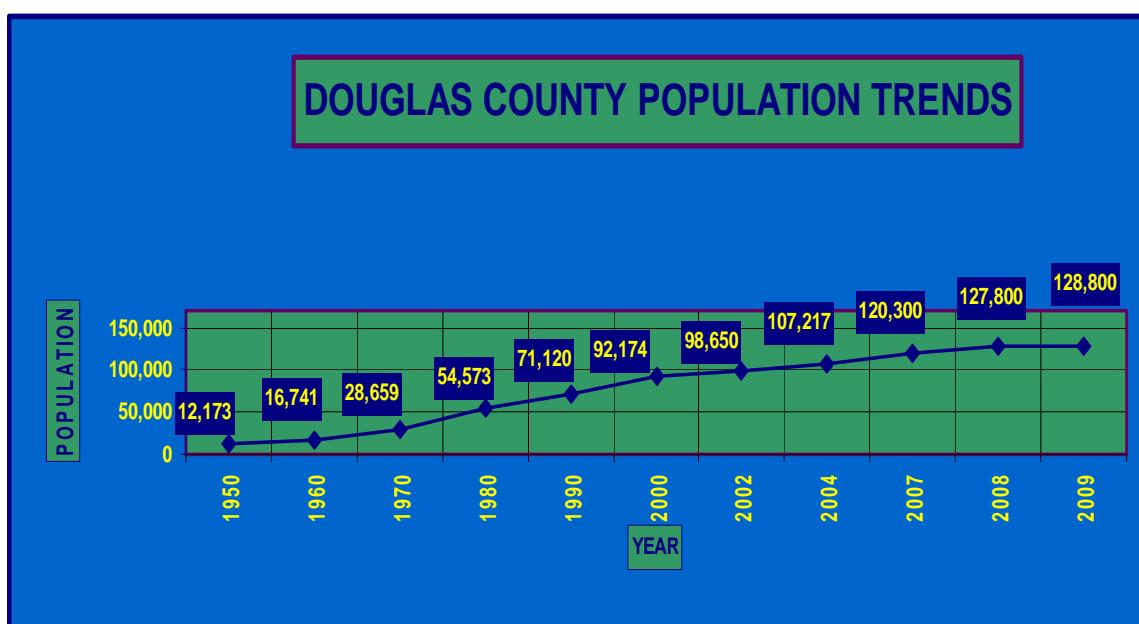


# Organizational Chart



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.



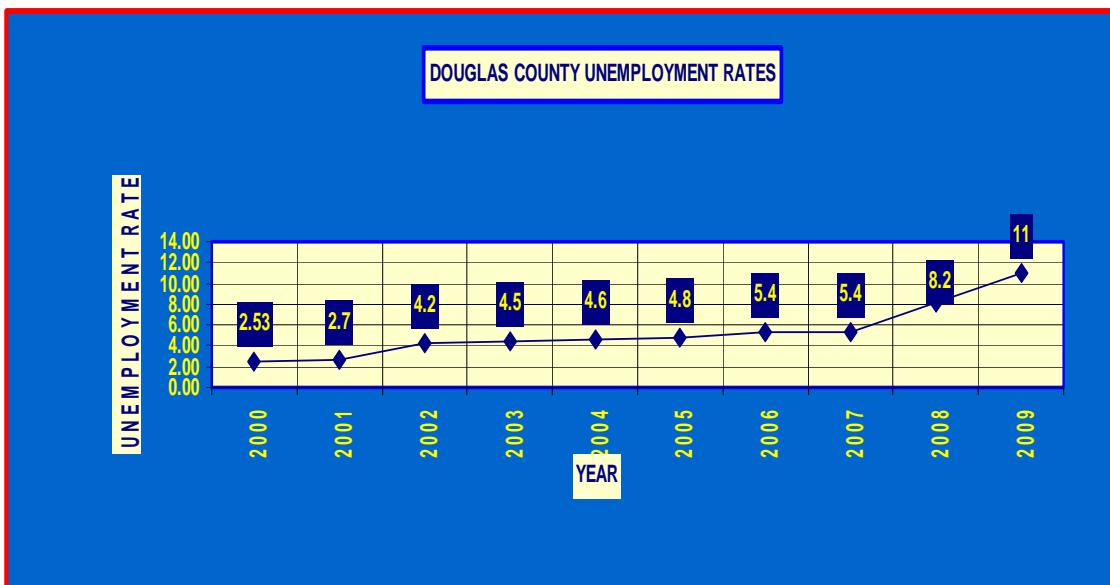
## Local Economic Conditions

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](http://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.

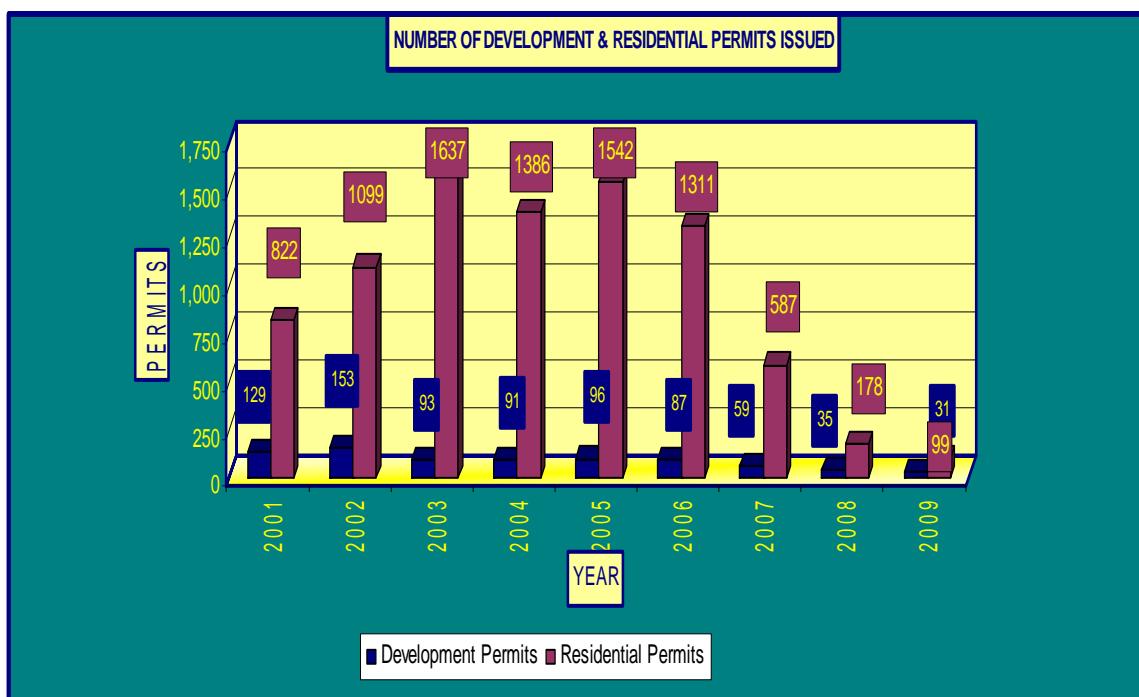
## Local Economic Conditions

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

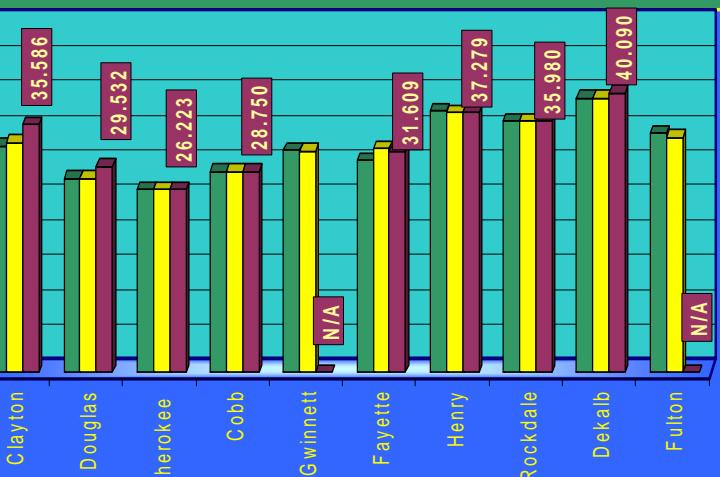


In 2009, Douglas County's millage rate was the third lowest in comparison to the other Metro-Atlanta Counties. The following chart shows the millage rates of the Metro-Atlanta counties. This contributes to making Douglas County very attractive for both residential and commercial growth.

### 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.

## Budget Process

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

The formal process of budget preparation begins in July. In prior years, a Budget Submission Package is prepared for each cost center (or department). This package contained information which was designed to assist each department in the preparation of their budget. It included 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. In 2010 the County implemented new financial software and utilized this software's budget module for the first time. Formal procedures for the 2011 budget process were primarily trial and error. With one year's experience with the software from the initializing the budget in late summer to opening the budget in the system in 2011 we are in the beginning stages of formalizing new budget processes and procedures.

While the procedures that follow are those under a more manual process, the steps were essentially the same, only streamlined and in electronic format.

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.



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.

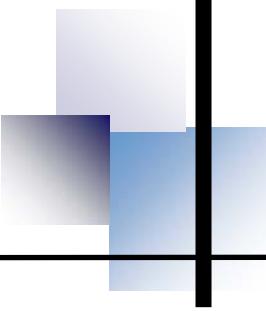


## Budget Process

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**

**July 27-28, 2010**

**Elected Officials and Department Heads** trained on submitting budgets in the new financial software acquired this year.

**August 27, 2010**

**Deadline for budget packages completed and returned to the Finance Department in the system.**

**Aug. 30–Sept. 1, 2010**

**Finance Director & Financial Analyst** review budget submissions and record recommended changes for presentation to County Administrator.

**Oct. 6-12, 2010**

**County Administrator, Finance Director & Financial Analyst** meet with Elected Officials and Department Heads for budget hearings.

**Oct. 13–Nov. 12, 2010**

**Finance Director & Financial Analyst** prepare budget summary documents.

**November 18-19, 2010**

**County Administrator, Finance Director and Financial Analyst** meet with the Board of Commissioners to review and revise the budget.

**November 28, 2010**

**Advertise for public hearing to review the budget.**

**December 7, 2010**

**Public hearing to review the budget.**

**December 21, 2010**

**Board of Commissioners adopts the 2011 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 \$8,569,396. Therefore, with an expenditure budget of \$77,409,345, there would be a 11.07% reserve. Of the \$8.5 million Fund Balance, the Undesignated Unreserved Fund Balance is \$6,627,474 which is approximately 8.56% of the General Fund budget.



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

#### **REVENUE ADMINISTRATION POLICIES**

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

#### **ACCOUNTING, AUDITING AND FINANCIAL REPORTING**

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



## **INVESTMENT POLICIES**

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

## **PURCHASING POLICIES**

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

## **DEBT POLICIES**

1. Douglas County will utilize only Tax Anticipation Notes payable by December 31 of each year as short-term debt for operating purposes.



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

#### LEGAL DEBT MARGIN / GENERAL OBLIGATION DEBT

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

Assessed Value of Taxable Property	\$4,158,230,000
Debt Limit – 10% of Assessed Value	\$ 415,823,000
Less General Obligation Bonds Outstanding	\$ 0
Legal Debt Margin	\$ 415,823,000

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



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## Funding Sources & Appropriations

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

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

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



# BUDGET SUMMARIES

## Funding Sources

DOUGLAS COUNTY, GEORGIA  
 BUDGET SUMMARY  
 SUMMARY OF REVENUES AND OTHER FUNDING SOURCES  
 YEAR ENDED DECEMBER 31, 2011

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>77,350,365</u>	-	-	-	<u>77,350,365</u>
Special Revenue Funds:					
District Atty Confiscated Funds	175,000	25,000	-	-	200,000
Drug Abuse Treatment	67,830	38,550	-	-	106,380
E-911	1,992,809	-	-	-	1,992,809
Hotel-Motel Tax Fund	164,000	-	-	-	164,000
Law Library	75,300	-	-	-	75,300
Sheriff Inmate Commissary	12,500	-	-	-	12,500
Sheriff Confiscated Funds	300,000	650,000	-	-	950,000
Sheriff Other	3,800	-	-	-	3,800
Sidewalk Fund	100	-	-	-	100
Victim Assistance	<u>155,098</u>	-	-	-	<u>155,098</u>
Total Special Revenue Fund	2,946,437	713,550	-	-	3,659,987
Enterprise Funds:					
Landfill Enterprise Fund	<u>1,790,100</u>	<u>192,911</u>	-	-	<u>1,983,011</u>
Total Enterprise Funds	1,790,100	192,911	-	-	1,983,011
Internal Service Funds:					
Employee Benefit	8,935,452	-	532,148	-	9,467,600
Worker's Compensation	<u>701,548</u>	-	-	-	<u>701,548</u>
Total Internal Service	9,637,000	-	532,148	-	10,169,148
Capital Project Funds:					
Capital Transportation Fund	<u>1,827,817</u>	-	-	-	<u>1,827,817</u>
Total Capital Project Funds	1,827,817	-	-	-	1,827,817
Debt Service Funds:					
Jail Annex	-	-	891,183	-	891,183
Special Tax District	<u>100,000</u>	<u>28,150</u>	-	-	<u>128,150</u>
Total Debt Service Funds	100,000	28,150	891,183	-	1,019,333
<b>Total of All Budgeted Funds</b>	<b><u>93,651,719</u></b>	<b><u>934,611</u></b>	<b><u>1,423,331</u></b>	<b>-</b>	<b><u>96,009,661</u></b>

## Appropriations

# BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA  
BUDGET SUMMARY  
SUMMARY OF APPROPRIATIONS  
YEAR ENDED DECEMBER 31, 2011**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<b>BUDGETED FUNDS</b>			
<b>Governmental Fund:</b>			
General Fund	<u>77,409,345</u>	<u>891,183</u>	<u>78,300,528</u>
<b>Special Revenue Funds:</b>			
District Atty Confiscated Funds	200,000	-	200,000
Drug Abuse Treatment	106,380	-	106,380
E-911 Dispatch	1,992,809	-	1,992,809
Hotel-Motel Tax Fund	164,000	(30,000)	134,000
Law Library	75,000	-	75,000
Sheriff Inmate Commissary	12,500	-	12,500
Sheriff Confiscated Funds	950,000	-	950,000
Sheriff Other	3,800	-	3,800
Sidewalk Fund	-	-	-
Victim Assistance	<u>155,098</u>	<u>(45,000)</u>	<u>110,098</u>
Total Special Revenue Fund	3,659,587	(75,000)	3,584,587
<b>Enterprise Funds:</b>			
Landfill Enterprise Fund	<u>1,983,011</u>	-	<u>1,983,011</u>
Total Enterprise Funds	1,983,011	-	1,983,011
<b>Internal Service Funds:</b>			
Employee Benefit	9,467,600	-	9,467,600
Worker's Compensation	<u>701,548</u>	-	<u>701,548</u>
Total Internal Service	10,169,148	-	10,169,148
<b>Capital Project Funds:</b>			
Capital Transportation Fund	<u>1,827,817</u>	<u>(450,000)</u>	-
Total Capital Project Funds	1,827,817	(450,000)	-
<b>Debt Service Funds:</b>			
Jail Annex	891,183	-	891,183
Special Tax District	<u>128,150</u>	-	-
Total Debt Service Funds	1,019,333	-	891,183
<b>Total of All Budgeted Funds</b>	<b><u>96,068,241</u></b>	<b><u>366,183</u></b>	<b><u>94,928,457</u></b>

## Financing Sources by Type

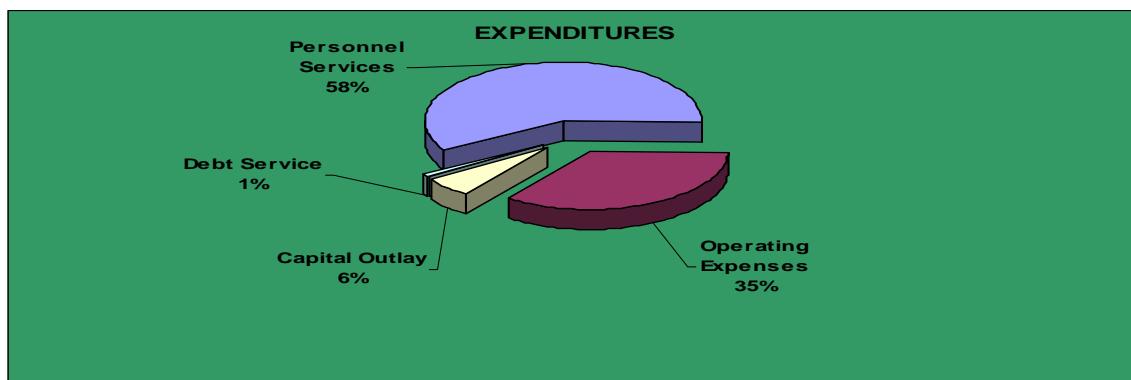
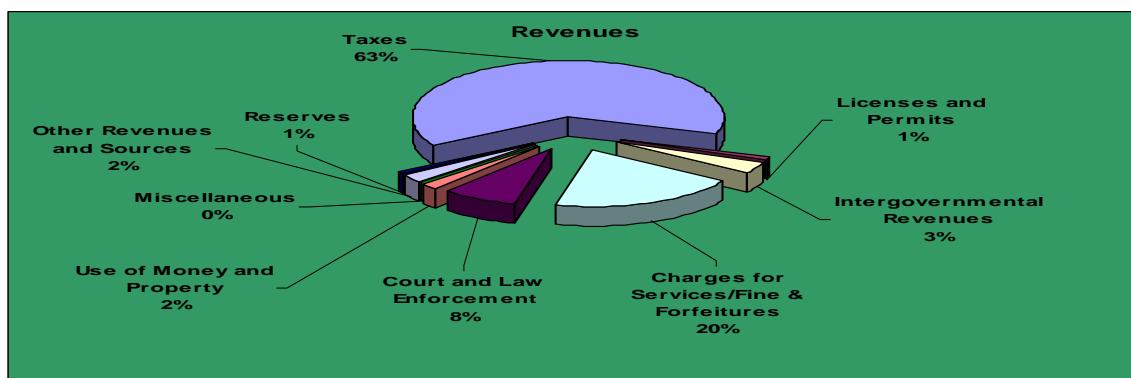
	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS					
			D.A. CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY	
<b>Revenues</b>								
Taxes								
Real and Personal Property	\$ 34,075,000	\$ 34,075,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Use	16,650,000	16,650,000	-	-	-	-	-	-
Insurance Premium	3,400,000	3,400,000	-	-	-	-	-	-
Other Taxes / Penalties	6,541,300	6,377,300	-	-	-	164,000	-	-
Licenses and Permits								
Business Licenses	680,000	680,000	-	-	-	-	-	-
Trade Licenses	225,200	225,200	-	-	-	-	-	-
Inspection Fees	38,500	38,500	-	-	-	-	-	-
Alcohol License	47,000	47,000	-	-	-	-	-	-
Intergovernmental	3,104,469	3,104,469	-	-	-	-	-	-
Charges for Services/Fines								
Telephone	1,987,809	-	-	-	1,987,809	-	-	-
Landfill	1,790,000	-	-	-	-	-	-	-
Tax Commissions	875,000	875,000	-	-	-	-	-	-
Ambulance Charges	1,377,000	1,377,000	-	-	-	-	-	-
Sheriff's Fees	1,325,000	1,325,000	-	-	-	-	-	-
Streetlights	-	-	-	-	-	-	-	-
Rideshare Fees	427,000	427,000	-	-	-	-	-	-
Parks & Rec Fees	440,000	440,000	-	-	-	-	-	-
Other Charges	10,798,735	1,162,110	-	-	-	-	-	-
Courts and Law Enforcement								
Superior Court	1,105,000	1,030,000	-	-	-	-	75,000	-
State Court	3,954,300	3,954,300	-	-	-	-	-	-
Probate Court	250,000	250,000	-	-	-	-	-	-
Magistrate Court	720,000	720,000	-	-	-	-	-	-
Juvenile Court	-	-	-	-	-	-	-	-
Surcharges	295,000	295,000	-	-	-	-	-	-
Fees and Fines	518,948	298,000	-	67,000	-	-	-	-
Confiscated/Commissary	482,200	-	170,000	-	-	-	-	-
Use of Property and Money	1,886,572	45,600	5,000	830	5,000	-	300	
Miscellaneous	169,400	165,600	-	-	-	-	-	
Other Financing Sources								
Bond Proceeds	-	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-	-
Transfers	1,939,767	388,286	-	-	-	-	-	-
Appropriated Fund Balance	906,461	-	25,000	38,550	-	-	-	-
Total Revenues & Other Financing Sources	\$ 96,009,661	\$ 77,350,365	\$ 200,000	\$ 106,380	\$ 1,992,809	\$ 164,000	\$ 75,300	

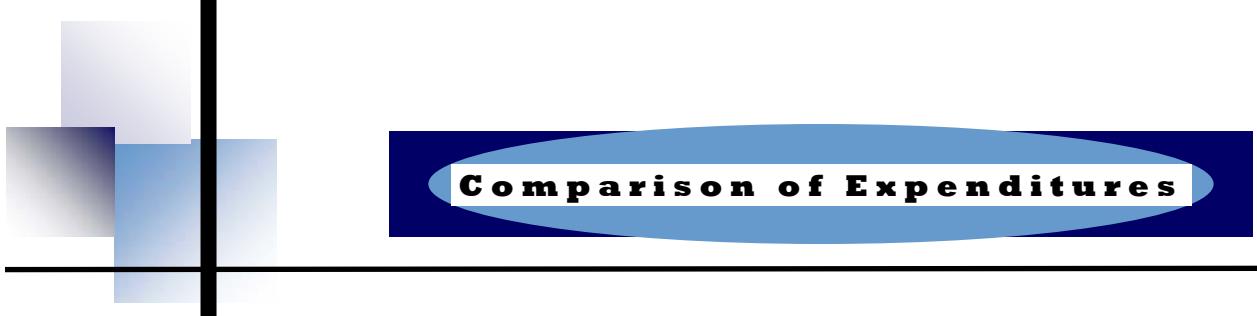
## **Financing Sources by Type**

# BUDGET SUMMARIES

## Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
<b>Revenues</b>							
Taxes							
Real & Personal Property Taxes	34,075,000	34,075,000	-	-	-	-	-
Sales and Use Taxes	16,650,000	16,650,000	-	-	-	-	-
Insurance Premium Taxes	3,400,000	3,400,000	-	-	-	-	-
Other Taxes / Penalties	6,541,300	6,377,300	164,000	-	-	-	-
Licenses and Permits	990,700	990,700	-	-	-	-	-
Intergovernmental Revenues	3,104,469	3,104,469	-	-	-	-	-
Charges for Services/Fine & Forfeitures	19,020,544	5,606,110	1,987,809	1,790,000	9,636,625	-	-
Court and Law Enforcement	7,325,448	6,547,300	778,148	-	-	-	-
Use of Money and Property	1,886,572	45,600	12,680	100	375	1,827,817	-
Miscellaneous	169,400	165,600	3,800	-	-	-	-
Other Revenues and Sources	1,939,767	388,286	-	-	532,148	-	1,019,333
Reserves	906,461	-	713,550	192,911	-	-	-
	<u>96,009,661</u>	<u>77,350,365</u>	<u>3,659,987</u>	<u>1,983,011</u>	<u>10,169,148</u>	<u>1,827,817</u>	<u>1,019,333</u>
<b>Expenditures</b>							
Personnel Services	54,703,952	52,598,401	1,518,119	587,432	-	-	-
Operating Expenses	32,295,074	19,451,879	1,278,468	1,395,579	10,169,148	-	-
Capital Outlay	5,239,538	2,748,191	863,000	-	-	1,627,817	530
Debt Service	1,018,803	-	-	-	-	-	1,018,803
Transfers Out	2,751,894	2,551,894	-	-	-	200,000	-
	<u>96,009,261</u>	<u>77,350,365</u>	<u>3,659,587</u>	<u>1,983,011</u>	<u>10,169,148</u>	<u>1,827,817</u>	<u>1,019,333</u>





## Comparison of Expenditures

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

- **General Government** decreases \$779,249 over the prior year adopted budget. In 2010 the economy continued to decline. Cost containment measures implemented in 2009 continued. The hiring freeze established in 2008 was maintained and positions vacated were consider for attrition. Training and travel continued to be limited to only what was absolutely necessary. The 2011 budget includes decreases over 2010 in all but a few General Government Departments. The largest area of increase is in the Property Management budget which includes \$214,000 for repairs to older buildings that can no longer be deferred. This amount includes \$120,000 to pave the road leading to the new Fairplay Library. The second largest increase over 2010 is in the Motor Pool where \$40,000 for vehicles is budgeted. \$980,000 for contingencies are budgeted in General Appropriations. These contingencies coupled with other spending constraints results in only a slight increase of \$20,859. The Communications Department has an increase of \$19,549. The Board feels strongly that the public needs to be well informed and the quality of programming of dctv23, the County's local cable television station needs to improve to facilitate this. A camera and editing technician position has been added along with some additional funding for some software. A few other areas have increases of less than \$20,000 each.
- **Judicial** increases a little over 1% for 2011. This equates to \$100,317. Six 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. Due to the addition of a second State Court late in 2010 the State Court's budget as well as related areas, such as the State Court Solicitor, the State Court Public Defender and the Clerk of State Court will increase a total of \$210,551. Two new positions will be added in the Solicitor's office for the new court. Overall State Court and related operations will show an 11% increase. The Clerk of Superior Court will see an increase of \$62,741. The District Attorney will cut expenditures again this year by \$38,869 while the Juvenile Court will experience the largest dollar decrease of \$77,983. 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 increases \$357,063. While the overall increase in this function is .95%, individual departments variance from prior year range from a decrease of 79% to an increase of 6%, with Emergency Management decreasing the largest percentage in 2011. 2010's budget for this department included \$667,000 for their contribution to the new E-911 Center that will also house Emergency Management. Exclusive of this, Emergency Management will experience a 14% operating expenditure decrease. The Sheriff Detention budget increased \$827,947. This is a slight 6% increase needed to continue to meet the needs of the increasing inmate population. Prisoner Care will increase \$656,000 for 2011. The Coroner's budget increased a slight \$3,974. The majority of this was to the increasing number of pauper funerals that is now recorded in the Coroner's departmental expenditures. The Sheriff's Enforcement is up \$253,232. \$550,000 is included in this budget for vehicles, and is offset with planned decreases in other areas to help cover the cost of the much needed vehicle replacements. 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 decreases \$1.9 million. The planned road projects for 2011 will come primarily from the newly established Capital Transportation Fund. The 2002 SPLOST projects are being completed and future road, bridge and intersection projects will fall to the General Fund. By establishing the Capital Transportation Fund, the General Fund can contribute annual funds as they are available and they can better be managed through the use of the capital fund.
- Health and Welfare increases \$132,911. The Board of Health, Community Services Board and Family and Children Services are all agencies outside the County. These agencies are also receiving budget cuts from the State and other funding sources. So the subsidies they receive from the County were given careful considerations for cuts this year. The Department of Family and Children Services' (DFACS) budget will be receiving the largest decrease of \$61,000. These funds will be shifted to the Senior Services 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. This transition was complete in 2010 and for 2011 they are fully included in the budget as a County Department. 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 decreases \$2 million. 2011 will see the completion of a library in the south portion of the County with the County's contribution to the construction being \$848,750 less than 2010's contribution. The 2010 budget also includes \$1.7 million for the construction of a park in Lithia Springs. There is no such contribution for 2011. For operations within the department of Culture and Recreation cost constraints will be consistent with all other County departments. For 2011 the County will fund the outside agencies of the Boys and Girls Club and the Cultural Arts Council at the same level as in 2010.

- Planning and Community Development decreases \$306,222. For 2011 Rideshare will not have the Capital Expenditures as in 2010. In 2010 they were budgeted \$232,500 for small improvements of which 80% was to be reimbursed by the Federal Transit Authority and 10% by the Georgia Department of Transportation. All other Planning and Community Development departments have tighter budgets in 2011. With increase where deemed necessary to help improve the current economy in the County. The outside agency of the Development Authority will receive a \$16,000 increase in the contribution they receive from the County. In recent years they experienced growth and offered to take a substantial cut for 2010. Under the direction of a new Director, 2011 funding is needed to aggressively address the County's economic state as it relates to development. Tourism expenditures will increase significantly. The opening of a new Hotel/Conference Center in the County resulted in significant increase in Hotel/Motel Tax collected and remitted to the County. The Chamber of Commerce and the Tourism Commission receive a percentage of this tax. Excluding this increase, the County Departments will exercise cost containment measures that will result in decreases from 41% to increases of 2%.
- Special Revenue Funds decrease \$3.9 million. As with General Government Departments most budgets within this category will decrease with the exceptions of the Hotel/Motel Fund. As the revenues increase as explained in the paragraph above, the expenditure of a transfer out to the General Fund increase in the same amount. The E-911 Fund will also decrease over \$4 million with the construction a new E-911 facility being completed in 2011, the expenditures will be far less than those in the early 2010 months of construction. The Sheriff Confiscated Asset Fund is also increasing due to planned Capital Outlay for 2011. All Special Revenue Funds are projected to decrease 52%.
- Enterprise Fund reflects a increase of \$79,802. This is a 4% increase. No capital expenditures are planned and tight constraints will be exercised in all areas of spending. \$225,000 for Closure and Post Closure cost are included in 2011's budget. There were no funds set aside in 2010 as it was determined that the liability at that time was sufficient.

## Comparison of Expenditures

- Internal Service Funds increase by \$443,148 (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. 2011 is anticipated to experience an increase of 6% in expenditures. Rising healthcare costs will be offset by the fact that administrative fees have come down in recent years and better management of claims in these past years have helped keep the increases to a minimum. For the Worker's Compensation Fund costs are anticipated to have a decrease of \$76,452, which is a 10% decrease. Settlement of older claims have caused increases in the past, but now that they are managed by our Risk Manager, overall claims should continue to decline.
- Debt Service Funds will increase \$2,945. This is due to the reclassifying the Special Tax District Fund from the Special Revenue Funds to Debt Services. The other Fund in this category will remain constant with outstanding debt 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

		2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIORITY</u>
<b>GENERAL FUND</b>					
General Government					
Board of Commissioners		814,987	908,305	870,168	(38,137)
Communications		337,621	336,955	356,504	19,549
Courthouse Maintenance		891,718	872,520	813,629	(58,891)
Election Board		228,444	416,994	229,840	(187,154)
Finance		677,195	675,668	671,505	(4,163)
General Appropriations		4,058,109	4,873,553	4,894,412	20,859
Grants Administration		487,486	304,197	69,404	(234,793)
Human Resources		251,822	250,300	239,865	(10,435)
Information Services		1,178,279	1,299,889	975,496	(324,393)
Internal Audit		73,343	79,326	80,314	988
Legal Services		723,160	850,948	723,678	(127,270)
Motor Pool		270	1,139	41,070	39,931
Printing		149,481	152,622	157,717	5,095
Property Management		434,325	483,683	692,062	208,379
Purchasing		314,782	297,647	291,758	(5,889)
Records Retention		100,355	100,077	113,355	13,278
Risk & Safety		127,312	133,952	132,613	(1,339)
Tax Appraisal		986,966	1,030,099	968,696	(61,403)
Tax Assessor		136,950	163,741	175,789	12,048
Tax Commissioner		966,841	1,098,015	1,043,338	(54,677)
Tax Equalization Board		29,519	56,210	72,786	16,576
Voter Registration		92,886	118,811	111,403	(7,408)
<b>TOTAL GENERAL GOVERNMENT</b>		<b>13,061,853</b>	<b>14,504,651</b>	<b>13,725,402</b>	<b>(779,249)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

				INCREASE/ DECREASE
	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>	<u>FM PRIORITY</u>
<b>Judicial</b>				
Clerk of State Court	378,886	388,660	406,713	18,053
Clerk of Superior Court	1,616,074	1,715,614	1,778,355	62,741
District Attorney	1,714,219	1,921,451	1,882,582	(38,869)
Juvenile Court	1,225,145	1,124,799	1,046,816	(77,983)
Magistrate Court	565,357	578,534	597,562	19,028
Probate Court	360,754	340,820	338,636	(2,184)
Public Defender	1,417,427	1,469,987	1,444,608	(25,379)
State Court Judges	321,491	445,879	571,321	125,442
State Court Public Defender	207,055	207,950	218,757	10,807
State Court Solicitor	758,556	826,527	882,776	56,249
Superior Court Judges	221,230	229,201	216,582	(12,619)
Superior Court Operations	214,507	269,480	234,511	(34,969)
<b>TOTAL JUDICIAL</b>	<b>9,000,703</b>	<b>9,518,902</b>	<b>9,619,219</b>	<b>100,317</b>
<b>Public Safety</b>				
Animal Control	558,977	518,489	532,232	13,743
Coroner	69,025	85,427	89,401	3,974
Emergency Management	198,776	885,236	187,034	(698,202)
Fire and Emergency Services	11,821,619	11,546,540	11,502,908	(43,632)
Sheriff Detention	12,893,114	13,080,105	13,908,053	827,948
Sheriff Enforcement	10,980,068	11,452,063	11,705,295	253,232
<b>TOTAL PUBLIC SAFETY</b>	<b>36,521,578</b>	<b>37,567,860</b>	<b>37,924,923</b>	<b>357,063</b>
<b>Public Works</b>				
Development Control	302,084	302,559	305,668	3,109
D.O.T. Administration	302,202	520,980	285,375	(235,605)
D.O.T. Maintenance & Construction	4,853,411	4,534,975	2,989,760	(1,545,215)
D.O.T. Traffic Operations	1,337,535	1,734,884	1,712,246	(22,638)
Fleet Management	703,820	792,321	694,403	(97,918)
<b>TOTAL PUBLIC WORKS</b>	<b>7,499,052</b>	<b>7,885,719</b>	<b>5,987,452</b>	<b>(1,898,267)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

				INCREASE/
	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>	DECREASE FM PRIOR YEAR
Health and Welfare				
Board of Health	475,000	400,000	400,000	-
Community Services Board	150,000	150,000	141,000	(9,000)
Family and Children Services	693,743	155,000	94,000	(61,000)
Juvenile Programs Administration	773,769	812,853	797,938	(14,915)
Senior Services	86,374	729,025	946,851	217,826
<b>TOTAL HEALTH AND WELFARE</b>	<b>2,178,886</b>	<b>2,246,878</b>	<b>2,379,789</b>	<b>132,911</b>
Culture/Recreation				
Boys & Girls Club	15,000	15,000	15,000	-
Cultural Arts Council	35,000	35,000	35,000	-
Douglas County Library	1,327,177	2,481,464	1,695,519	(785,945)
Parks and Recreation	2,372,649	4,075,562	2,869,445	(1,206,117)
Parks and Recreation Aquatic Center	757,898	704,892	671,076	(33,816)
Parks and Recreation Senior Center	306,845	293,185	317,174	23,989
<b>TOTAL CULTURE/RECREATION</b>	<b>4,814,569</b>	<b>7,605,103</b>	<b>5,603,214</b>	<b>(2,001,889)</b>
Planning and Community Development				
Cooperative Extension	145,780	147,899	147,188	(711)
Building Inspection	577,120	508,443	401,164	(107,279)
Code Enforcement Officer Division	147,623	150,939	153,073	2,134
Development Services Administration	124,531	124,812	126,916	2,104
Economic Development	100,000	25,000	41,000	16,000
Geographic Information Systems	209,101	196,697	196,443	(254)
Occupational Tax Division	141,719	135,659	80,204	(55,455)
Planning and Zoning	382,015	314,095	316,309	2,214
Rideshare Program	839,923	792,845	577,006	(215,839)
S.H.A.R.E. House	10,000	10,000	9,400	(600)
Tourism	15,231	10,200	61,664	51,464
<b>TOTAL PLANNING AND COMMUNITY DEVELOPMENT</b>	<b>2,693,043</b>	<b>2,416,589</b>	<b>2,110,367</b>	<b>(306,222)</b>
<b>TOTAL GENERAL FUND</b>	<b>75,769,683</b>	<b>81,745,702</b>	<b>77,350,365</b>	<b>(4,395,337)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>				
District Attorney Confiscated Funds	150,000	200,000	200,000	-
Drug Abuse Treatment	105,317	111,880	106,380	(5,500)
E-911 & Wireless	2,174,774	6,443,871	1,992,809	(4,451,062)
Hotel-Motel Tax Fund	38,077	30,000	164,000	134,000
Law Library	86,000	86,000	75,000	(11,000)
Sheriff Confiscated Funds	811,000	496,000	950,000	454,000
Sheriff Inmate Commissary	167,000	56,000	12,500	(43,500)
Sheriff Other Programs	9,500	4,400	3,800	(600)
Sidewalk	7,550	-	-	-
Victim Assistance	159,996	168,859	130,812	(38,047)
Transfers Out	32,581	45,000	24,286	(20,714)
<b>TOTAL SPECIAL REVENUE</b>	<b>3,741,795</b>	<b>7,642,010</b>	<b>3,659,587</b>	<b>(3,982,423)</b>
<b>ENTERPRISE FUND</b>				
Landfill	1,858,450	1,903,209	1,983,011	79,802
<b>TOTAL ENTERPRISE</b>	<b>1,858,450</b>	<b>1,903,209</b>	<b>1,983,011</b>	<b>79,802</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health and Employee Benefits	8,730,688	8,948,000	9,467,600	519,600
Worker's Compensation	1,046,211	778,000	701,548	(76,452)
Transfers Out	(7,110,000)	(7,818,213)	(7,934,855)	(116,642)
<b>TOTAL INTERNAL SERVICE</b>	<b>2,666,898</b>	<b>1,907,787</b>	<b>2,234,293</b>	<b>326,506</b>
<b>CAPITAL PROJECT FUND</b>				
Capital Transportation Fund	-	-	1,827,817	1,827,817
Transfers Out	-	-	(450,000)	(450,000)
<b>TOTAL CAPITAL PROJECT</b>	<b>-</b>	<b>-</b>	<b>1,377,817</b>	<b>1,377,817</b>
<b>DEBT SERVICE FUND</b>				
Jail Annex Project	890,273	890,373	889,683	(690)
Special Tax District Infrastructure	126,873	125,205	128,150	2,945
<b>TOTAL DEBT SERVICE</b>	<b>1,017,146</b>	<b>1,015,578</b>	<b>1,017,833</b>	<b>2,255</b>
<b>TOTAL ALL FUNDS</b>	<b>85,053,972</b>	<b>94,214,286</b>	<b>87,622,906</b>	<b>(6,591,380)</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>General Fund</b>			
Taxes			
Real & Personal Property	34,717,851	40,459,600	37,064,000
Sales and Use Taxes	15,958,262	16,700,000	16,650,000
Insurance Premium Taxes	3,514,807	3,650,000	3,400,000
Other Taxes / Penalties	3,953,600	3,902,800	4,139,300
Licenses and Permits	450,580	327,500	230,000
Intergovernmental	5,904,191	4,260,664	3,064,469
Charges for Services/Fines & Forfeitures	6,249,345	5,164,175	5,987,210
Courts and Law Enforcement	5,350,827	5,271,007	6,347,300
Use of Money and Property	75,759	60,500	26,800
Other Financing Sources	102,454	49,500	388,286
Miscellaneous	288,411	501,248	53,000
<b>TOTAL REVENUES</b>	<b>76,566,087</b>	<b>80,346,994</b>	<b>77,350,365</b>
<b>Special Revenue Funds</b>			
<b>District Attorney Confiscated Assets</b>			
Courts and Law Enforcement	125,000	150,000	170,000
Use of Money and Property	5,000	5,000	5,000
Miscellaneous	-	-	-
<b>TOTAL REVENUES</b>	<b>130,000</b>	<b>155,000</b>	<b>175,000</b>
<b>Drug Abuse Treatment Fund</b>			
Courts and Law Enforcement	65,470	67,000	67,000
Interest	1,491	1,500	830
<b>TOTAL REVENUES</b>	<b>66,961</b>	<b>68,500</b>	<b>67,830</b>
<b>E-911 and Wireless Fund</b>			
Wireless Charges	1,510,534	1,620,000	1,239,809
User Fees	952,994	900,000	748,000
Intergovernmental	-	-	-
Interest/Misc. Other	19,696	10,000	5,000
<b>TOTAL REVENUES</b>	<b>2,483,223</b>	<b>2,530,000</b>	<b>1,992,809</b>
<b>Hotel-Motel Tax Fund</b>			
Hotel-Motel Taxes	38,077	30,000	164,000
<b>TOTAL REVENUES</b>	<b>38,077</b>	<b>30,000</b>	<b>164,000</b>
<b>Law Library</b>			
Courts and Law Enforcement	91,623	92,000	75,000
Use of Money and Property	800	450	300
<b>TOTAL REVENUES</b>	<b>92,423</b>	<b>92,450</b>	<b>75,300</b>
<b>Sheriff Confiscated Assets Fund</b>			
Intergovernmental	160,000	200,000	231,000
Miscellaneous	88,000	61,000	69,000
<b>TOTAL REVENUES</b>	<b>248,000</b>	<b>261,000</b>	<b>300,000</b>
<b>Sheriff Inmate Commissary</b>			
Intergovernmental	-	-	-
Use of Money and Property	300	300	300
Miscellaneous	36,000	36,000	12,200
<b>TOTAL REVENUES</b>	<b>36,300</b>	<b>36,300</b>	<b>12,500</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>Sheriff Other Programs</b>			
Charges for Service	15,000	6,000	3,800
Miscellaneous			
<b>TOTAL REVENUES</b>	<b>15,000</b>	<b>6,000</b>	<b>3,800</b>
<b>Sidewalk Fund</b>			
Sidewalk Fees	7,550	-	-
Use of Property & Money	205	200	100
<b>TOTAL REVENUES</b>	<b>7,755</b>	<b>200</b>	<b>100</b>
<b>Victim Assistance Fund</b>			
Victim Assistance Fines	186,009	184,000	155,098
<b>TOTAL REVENUES</b>	<b>186,009</b>	<b>184,000</b>	<b>155,098</b>
<b>Enterprise Funds</b>			
<b>Landfill Fund</b>			
Transfer Fees	920,164	920,000	881,000
C & D Fees	638,583	630,000	603,000
Camp Road Transfer	70,274	71,000	62,000
Investments	151	150	100
Recycling Sales	163,489	166,000	244,000
Other	86,268	-	-
<b>TOTAL REVENUES</b>	<b>1,878,930</b>	<b>1,787,150</b>	<b>1,790,100</b>
<b>Internal Service Funds</b>			
<b>Health and Employee Benefit Fund</b>			
Charges for Services	8,239,774	8,682,213	8,935,197
Interest	364	400	255
Transfer In	-	-	532,148
<b>TOTAL REVENUES</b>	<b>8,240,138</b>	<b>8,682,613</b>	<b>9,467,600</b>
<b>Worker's Compensation Fund</b>			
Charges for Services	-	752,000	701,428
Interest Earned	140	145	120
<b>TOTAL REVENUES</b>	<b>140</b>	<b>752,145</b>	<b>701,548</b>
<b>Capital Projects Fund</b>			
<b>Capital Transportation Fund</b>			
Transfers In	-	-	1,827,817
<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>1,827,817</b>
<b>Debt Service Funds</b>			
<b>Jail Annex Debt Service</b>			
Transfers In	882,174	889,683	891,183
<b>TOTAL REVENUES</b>	<b>882,174</b>	<b>889,683</b>	<b>891,183</b>
<b>Special Tax District</b>			
Taxes	80,642	115,000	100,000
Transfers in	46,160	10,205	28,150
<b>TOTAL REVENUES</b>	<b>126,802</b>	<b>125,205</b>	<b>128,150</b>
<b>TOTAL REVENUES OF ALL FUNDS</b>	<b>90,998,018</b>	<b>95,947,240</b>	<b>95,103,200</b>
<b>TOTAL APPROPRIATED FUND BALANCE</b>	<b>1,139,274</b>	<b>822,323</b>	<b>906,461</b>
<b>TOTAL OF ALL FUNDING SOURCES</b>	<b>92,137,292</b>	<b>96,769,563</b>	<b>96,009,661</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>General Fund</b>				
General Government		13,061,853	14,504,651	13,725,402
Judicial System		9,000,703	9,518,902	9,619,219
Public Safety		36,521,578	37,567,860	37,924,923
Public Works		7,499,052	7,885,719	5,987,452
Health and Welfare		2,178,886	2,246,878	2,379,789
Culture/Recreation		4,814,569	7,605,103	5,603,214
Planning and Community Development		2,693,043	2,416,589	2,110,367
<b>TOTAL EXPENDITURES</b>		<b>75,769,683</b>	<b>81,745,702</b>	<b>77,350,365</b>
<b>Special Revenue Funds</b>				
<b>District Attorney Confiscated Assets</b>				
Operating		150,000	200,000	200,000
Capital Outlay		-	-	-
<b>TOTAL EXPENDITURES</b>		<b>150,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Drug Abuse Treatment Fund</b>				
Other Professional Services		98,880	98,880	98,880
Supplies		6,437	10,900	7,500
Minor Equipment and Improvements		-	2,100	-
<b>TOTAL EXPENDITURES</b>		<b>105,317</b>	<b>111,880</b>	<b>106,380</b>
<b>E-911 and Wireless Fund</b>				
Salaries and Related Costs		1,288,056	1,343,549	1,391,607
Other Expenses		422,683	562,225	593,202
Capital Outlay		464,035	4,538,097	8,000
<b>TOTAL EXPENDITURES</b>		<b>2,174,774</b>	<b>6,443,871</b>	<b>1,992,809</b>
<b>Hotel-Motel Tax Fund</b>				
Transfers Out		38,077	30,000	164,000
<b>TOTAL EXPENDITURES</b>		<b>38,077</b>	<b>30,000</b>	<b>164,000</b>
<b>Law Library</b>				
Operating		86,000	86,000	75,000
<b>TOTAL EXPENDITURES</b>		<b>86,000</b>	<b>86,000</b>	<b>75,000</b>
<b>Sheriff Confiscated Assets Fund</b>				
Operating		11,000	51,000	95,000
Capital Outlay		800,000	445,000	855,000
<b>TOTAL EXPENDITURES</b>		<b>811,000</b>	<b>496,000</b>	<b>950,000</b>
<b>Sheriff Inmate Commissary</b>				
Operating		167,000	28,000	12,500
Capital Outlay		-	28,000	-
<b>TOTAL EXPENDITURES</b>		<b>167,000</b>	<b>56,000</b>	<b>12,500</b>
<b>Sheriff Other Programs</b>				
Operating		9,500	1,200	3,800
Capital Outlay		-	3,200	-
<b>TOTAL EXPENDITURES</b>		<b>9,500</b>	<b>4,400</b>	<b>3,800</b>
<b>Sidewalk Fund</b>				
Operating		-	-	-
Capital Outlay		7,550	-	-
<b>TOTAL EXPENDITURES</b>		<b>7,550</b>	<b>-</b>	<b>-</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>Victim Assistance Fund</b>				
Salaries and Related Costs	159,931	147,459	126,512	
Other Expenses	65	21,400	4,300	
Transfers Out	32,581	45,000	24,286	
<b>TOTAL EXPENDITURES</b>	<b>192,577</b>	<b>213,859</b>	<b>155,098</b>	
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>				
Salary and Benefits	572,045	648,613	587,432	
Operating Expenses	1,162,639	1,132,596	1,295,579	
Capital Outlay	(2,440)	-	-	
Depreciation	126,206	122,000	100,000	
<b>TOTAL EXPENDITURES</b>	<b>1,858,450</b>	<b>1,903,209</b>	<b>1,983,011</b>	
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>				
Claims	8,305,018	8,556,000	9,069,600	
Administrative	425,669	392,000	398,000	
<b>TOTAL EXPENDITURES</b>	<b>8,730,688</b>	<b>8,948,000</b>	<b>9,467,600</b>	
<b>Worker's Compensation Fund</b>				
Claims	940,989	665,000	596,048	
Administrative	105,222	113,000	105,500	
<b>TOTAL EXPENDITURES</b>	<b>1,046,211</b>	<b>778,000</b>	<b>701,548</b>	
<b>Capital Projects Fund</b>				
<b>Capital Transportation Fund</b>				
Capital Outlay	-	-	1,827,817	
Transfers Out	-	-	450,000	
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>2,277,817</b>	
<b>Debt Service Funds</b>				
<b>Jail Annex Debt Service</b>				
Principal	740,000	760,000	800,000	
Interest and Fees	150,273	129,683	91,183	
<b>TOTAL EXPENDITURES</b>	<b>890,273</b>	<b>889,683</b>	<b>891,183</b>	
<b>Special Tax District</b>				
Miscellaneous Expense	530	600	530	
Debt Service Principal	105,000	110,000	120,000	
Debt Service Interest	21,272	14,605	7,620	
<b>TOTAL EXPENDITURES</b>	<b>126,802</b>	<b>125,205</b>	<b>128,150</b>	
<b>TOTAL EXPENDITURES OF ALL FUNDS</b>	<b>92,163,901</b>	<b>102,031,809</b>	<b>96,459,261</b>	
<b>LESS INTERNAL SERVICE FUNDS</b>	<b>(9,776,898)</b>	<b>(9,726,000)</b>	<b>(10,169,148)</b>	
<b>LESS TRANSFERS OUT</b>	<b>70,658</b>	<b>75,000</b>	<b>638,286</b>	
<b>TOTAL NET INTERNAL SERVICE FUNDS</b>	<b>82,457,661</b>	<b>92,380,809</b>	<b>86,928,399</b>	

# BUDGET SUMMARIES

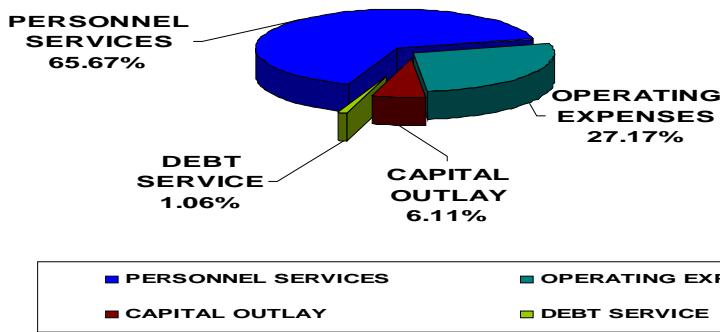
## Appropriation Class Comparison

<u>APPROPRIATION CLASSIFICATION</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Salary and Wages	42,135,135	42,827,127	43,358,887
Benefits	12,157,211	13,311,453	12,863,183
Restitution	8,076	20,800	14,100
Advertising	211,654	119,612	97,106
Arrest Expense	28,380	16,350	27,213
Audit & Legal	1,437,010	1,535,689	1,382,433
Vehicle Expenses	1,707,756	1,872,952	1,787,401
Dues and Subscriptions	236,200	249,915	238,478
Jurors, Bailiffs & Witness	242,075	314,850	366,600
Equipment Rental	24,584	24,936	27,865
Insurance	1,054,554	1,170,000	1,109,200
Interest	130,743	92,114	133,480
Medical Services	111,207	71,913	78,280
Minor Equipment/Improvements	98,259	660,374	1,196,862
Miscellaneous Expense	600	600	600
Maintenance Charges	1,206,636	933,890	963,946
Supplies	3,315,451	3,257,701	3,233,670
Professional Services	231,741	241,400	224,474
Prisoner Care	2,413,827	2,490,586	3,147,388
Rent	96,153	94,753	92,640
Utilities	3,613,111	3,687,947	3,615,421
Traffic Light Maintenance/Utilities	60,984	60,400	68,620
Travel and Training	244,845	269,834	346,727
User Fees	195,628	164,903	190,097
Uniforms	825,964	491,473	198,832
Contributions	1,761,937	3,725,558	2,197,251
Capital Outlay	2,964,787	6,990,771	5,070,275
Depreciation	160,984	150,000	123,500
Bad Debts	742	-	20,000
Road and Bridge Materials	3,267,054	164,668	131,600
Debt Service Interest	171,545	144,288	98,803
Debt Service Principal	845,000	870,000	920,000
Transfers In/Out	1,427,170	6,278,952	2,965,180
<b>TOTAL</b>	<b>\$ 82,387,003</b>	<b>\$ 92,305,809</b>	<b>\$ 86,290,112</b>

# BUDGET SUMMARIES

## Appropriations by Type

	Personnel Services	Operating Expenses	Capital Outlay	Debt Service	Total
General Fund	\$ 51,066,047	\$ 23,536,127	\$ 2,748,191	\$ -	\$ 77,350,365
Special Revenue Funds:					
District Attorney Confiscated Funds	-	200,000	-	-	200,000
Drug Abuse Treatment	-	106,380	-	-	106,380
E-911 & Wireless	1,391,607	593,202	8,000	-	1,992,809
Hotel-Motel Tax	-	-	-	-	-
Law Library	-	75,000	-	-	75,000
Sheriff Confiscated Funds	-	95,000	855,000	-	950,000
Sheriff Inmate Commissary	-	12,500	-	-	12,500
Sheriff Other Programs	-	3,800	-	-	3,800
Victim Assistance	126,512	4,300	-	-	130,812
Transfers Out	-	188,286	-	-	188,286
Enterprise Funds:					
Landfill	587,432	1,395,579	-	-	1,983,011
Debt Service Fund:					
Jail Annex Project	-	-	-	891,183	891,183
Special Tax District	-	530	-	127,620	128,150
Capital Project Funds:					
Capital Transportatoin	-	-	1,827,817	-	1,827,817
Library Construction	-	-	-	-	-
Transfers Out	-	-	450,000	-	450,000
Internal Service Funds:					
Health and Employee Benefits	9,467,600	-	-	-	9,467,600
Worker's Compensation	701,548	-	-	-	701,548
Transfers Out	-	-	-	-	-
Total Appropriations	\$ 63,340,746	\$ 26,210,704	\$ 5,889,008	\$ 1,018,803	\$ 96,459,261



# BUDGET SUMMARIES

## Fund Balance Summary

	2011 BEGINNING FUND BALANCE	2011 APPROVED REVENUES	2011 APPROVED EXPENDITURES	2011 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
<b><u>BUDGETED FUNDS</u></b>					
<b>Governmental Fund:</b>					
General Fund	<u>8,628,376</u>	<u>77,350,365</u>	<u>77,409,345</u>	<u>8,569,396</u>	<u>-0.68%</u>
<b>Special Revenue Funds:</b>					
District Atty Confiscated Funds	173,156	175,000	200,000	148,156	-14.44%
Drug Abuse Treatment	307,985	67,830	106,380	269,435	-12.52%
E-911	3,071,968	1,992,809	1,992,809	3,071,968	0.00%
Hotel-Motel Tax Fund	-	164,000	164,000	-	0.00%
Law Library	329,658	75,300	75,000	329,958	0.09%
Sheriff Inmate Commissary	83,008	12,500	12,500	83,008	0.00%
Sheriff Confiscated Funds	3,330,795	300,000	950,000	2,680,795	-19.51%
Sheriff Other	74,750	3,800	3,800	74,750	0.00%
Sidewalk Fund	28,458	100	-	28,558	0.35%
Victim Assistance	<u>261,898</u>	<u>155,098</u>	<u>155,098</u>	<u>261,898</u>	<u>0.00%</u>
Total Special Revenue Fund	<u>7,661,675</u>	<u>2,946,437</u>	<u>3,659,587</u>	<u>6,948,526</u>	<u>-9.31%</u>
<b>Enterprise Funds:</b>					
Landfill Enterprise Fund	<u>736,036</u>	<u>1,790,100</u>	<u>1,983,011</u>	<u>543,125</u>	<u>-26.21%</u>
Total Enterprise Funds	<u>736,036</u>	<u>1,790,100</u>	<u>1,983,011</u>	<u>543,125</u>	<u>-26.21%</u>
<b>Internal Service Funds:</b>					
Employee Benefit	(1,102,313)	9,467,600	9,467,600	(1,102,313)	0.00%
Worker's Compensation	<u>(196,879)</u>	<u>701,548</u>	<u>701,548</u>	<u>(196,879)</u>	<u>0.00%</u>
Total Internal Service	<u>(1,299,192)</u>	<u>10,169,148</u>	<u>10,169,148</u>	<u>(1,299,192)</u>	<u>0.00%</u>
<b>Capital Project Fund</b>					
Capital Transportation Fund	<u>280,752</u>	<u>1,827,817</u>	<u>1,827,817</u>	<u>280,752</u>	<u>0.00%</u>
Total Capital Project Funds	<u>280,752</u>	<u>1,827,817</u>	<u>1,827,817</u>	<u>280,752</u>	<u>0.00%</u>
<b>Debt Service</b>					
Jail Annex	62,842	891,183	891,183	62,842	0.00%
Special Tax District	<u>(104,662)</u>	<u>100,000</u>	<u>128,150</u>	<u>(132,812)</u>	<u>0.00%</u>
Total Debt Service Funds	<u>(41,820)</u>	<u>991,183</u>	<u>1,019,333</u>	<u>(69,970)</u>	<u>67.31%</u>
<b>Total of All Budgeted Funds</b>	<b><u>15,965,828</u></b>	<b><u>95,075,050</u></b>	<b><u>96,068,241</u></b>	<b><u>14,972,637</u></b>	<b><u>-6.22%</u></b>

## Fund Balance Summary

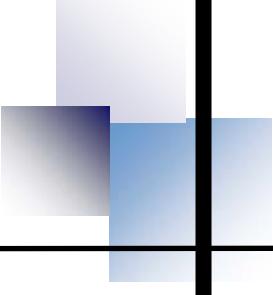
As reflected on the previous page, the following funds reflect at least a ten-percent (10%) increase or decrease in the 2011 Ending Fund Balance:

**District Attorney Confiscated Funds.** The ending fund balance is estimated at \$148,146, which reflects a decrease of \$25,000 (14.4%). Trends show this fund's revenues and expenditures usually vary from prior years. In recent years expenditures have exceeded revenues and the fund balance has steadily decreased. For 2011, expenditures will once again exceed revenues due to the additional planned purchases. The fund balance may continue to decline but should remain this fund should continue to be self-sufficient.

**Drug Abuse Treatment Fund.** The ending fund balance is estimated at \$269.435, which reflects a decrease of \$38.550 (12.5%). The expenditures have slowly increased each year due to a growing need for these funds for mediation of drug abuse offenders for classes and testing. The revenue from fines has remained constant in recent years.

**Sheriff Confiscated Funds.** The ending fund balance is \$2,680.795. While revenues are planned to be up slightly, the expenditures will increase at a greater rate, resulting in a decrease in the fund balance of \$650,000 (19.5%). These funds can be used for law enforcement purposes with the exception of salaries and other forms of compensation or rewards to personnel.

**Landfill Fund.** This fund has an ending fund balance of \$543,125, which reflects a decrease of 26.2%. Both the expenditures and revenues have increased over the last several years. In 2010 funds were not allocated for Closure / Post Closure cost, as it was determined that the liability set aside for this was adequate at the time. For 2011 additional funding will be needed for this which results in expenditures exceeding revenues.



## 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 44.51% of the total. They also have 16.88% of the total part-time County employees.

The Judicial function is the second largest employer of the Douglas County Government full-time workforce with 14.59%. Also, 3.75% of the total part-time employees belongs to the Judicial function.

The General Government has 13.32% 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 7.30% of the total full-time workforce. This function encompasses 47.47% 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 20.28% full-time and 7.50% of the part-time workforce. These functions are as follows:

Function	Percentage	Percentage	Increase (Decrease)	Increase (Decrease)
	Of Total	Of Total	In Full-Time	In Part-Time
	Full-Time	Part-Time	Positions	Positions
Public Works	8.57%	1.25%	-2	-2
Health & Welfare	2.67%	0.00%	6	0
Planning & Community Development	4.34%	1.25%	-7	0
Special Revenue	3.51%	1.26%	-3	0
Enterprise Funds	1.12%	3.75%	0	0

# BUDGET SUMMARIES

## Full-Time Personnel

	2009 ACTUAL	2010 BUDGET	2011 APPROVED	2011 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	7	7	5	0.70%	(2)
Communications & Community Relations	3	3	4	0.56%	1
Courthouse Maintenance	1	1	1	0.14%	-
Election Board	2	2	2	0.28%	-
Finance	11	11	11	1.54%	-
Human Resources	4	4	4	0.56%	-
Information Services	11	11	9	1.26%	(2)
Internal Audit	1	1	1	0.14%	-
Legal Services	2	2	1	0.14%	(1)
Printing & Mail	3	3	3	0.42%	-
Property Management	7	7	7	0.98%	-
Purchasing	5	5	5	0.70%	-
Records Retention	2	2	2	0.28%	-
Risk & Safety	2	2	2	0.28%	-
Tax Appraisal	19	19	17	2.39%	(2)
Tax Commissioner	20	20	19	2.67%	(1)
Voter Registration	2	2	2	0.28%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>102</b>	<b>102</b>	<b>95</b>	<b>13.32%</b>	<b>(7)</b>
<i>Judicial</i>					
Clerk of State Court	10	10	10	1.40%	-
Clerk of Superior Court	30	31	31	4.35%	-
District Attorney	-	-	1	0.14%	1
Juvenile Court	7	7	7	0.98%	-
Magistrate Court	8	8	8	1.12%	-
Probate Court	7	7	6	0.84%	(1)
Public Defender	15	15	15	2.11%	-
State Court Judges	2	4	4	0.56%	-
State Court Public Defender	3	3	3	0.42%	-
State Court Solicitor	12	12	13	1.83%	1
Superior Court Judges	6	6	6	0.84%	-
<b>TOTAL JUDICIAL</b>	<b>100</b>	<b>103</b>	<b>104</b>	<b>14.59%</b>	<b>1</b>

# BUDGET SUMMARIES

## Full-Time Personnel

	2009 ACTUAL	2010 BUDGET	2011 APPROVED	2011 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND (cont'd)</b>					
<i>Public Safety</i>					
Animal Control	10	10	10	1.40%	-
Coroner	1	1	1	0.14%	-
Emergency Management	2	2	2	0.28%	-
Fire and Emergency Services	-	-	1	0.13%	1
Sheriff Detention	160	160	147	20.65%	(13)
Sheriff Enforcement	165	165	156	21.91%	(9)
<b>TOTAL PUBLIC SAFETY</b>	<b>338</b>	<b>338</b>	<b>317</b>	<b>44.51%</b>	<b>(21)</b>
<i>Public Works</i>					
Development Control	4	4	5	0.70%	1
D.O.T - Administration	4	4	3	0.42%	(1)
D.O.T - Maintenance & Construction	30	30	28	3.93%	(2)
D.O.T - Traffic Operations	13	13	13	1.83%	-
Fleet Management	12	12	12	1.69%	-
<b>TOTAL PUBLIC WORKS</b>	<b>63</b>	<b>63</b>	<b>61</b>	<b>8.57%</b>	<b>(2)</b>
<i>Health and Welfare</i>					
Juvenile Programs Administration	13	13	12	1.69%	(1)
Senior Services	-	-	7	0.98%	7
<b>TOTAL HEALTH AND WELFARE</b>	<b>13</b>	<b>13</b>	<b>19</b>	<b>2.67%</b>	<b>6</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	15	15	15	2.11%	-
Parks and Recreation	31	31	29	4.07%	(2)
Parks and Recreation Aquatic Center	4	4	4	0.56%	-
Parks and Recreation Senior Center	4	4	4	0.56%	-
<b>TOTAL CULTURE/RECREATION</b>	<b>54</b>	<b>54</b>	<b>52</b>	<b>7.30%</b>	<b>(2)</b>
<i>Planning and Community Development</i>					
Agriculture Extension	6	6	6	0.84%	-
Building Inspection	13	13	8	1.12%	(5)
Code Enforcement Officers Division	3	3	3	0.42%	-
Development Services Administration	1	1	1	0.14%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.42%	-
Occupational Tax Division	3	3	2	0.28%	(1)
Planning and Zoning	5	5	5	0.70%	-
Rideshare Program	4	4	3	0.42%	(1)
<b>TOTAL HOUSING AND DEVELOPMENT</b>	<b>38</b>	<b>38</b>	<b>31</b>	<b>4.34%</b>	<b>(7)</b>
<b>TOTAL GENERAL FUND</b>	<b>708</b>	<b>711</b>	<b>679</b>	<b>95.30%</b>	<b>(32)</b>

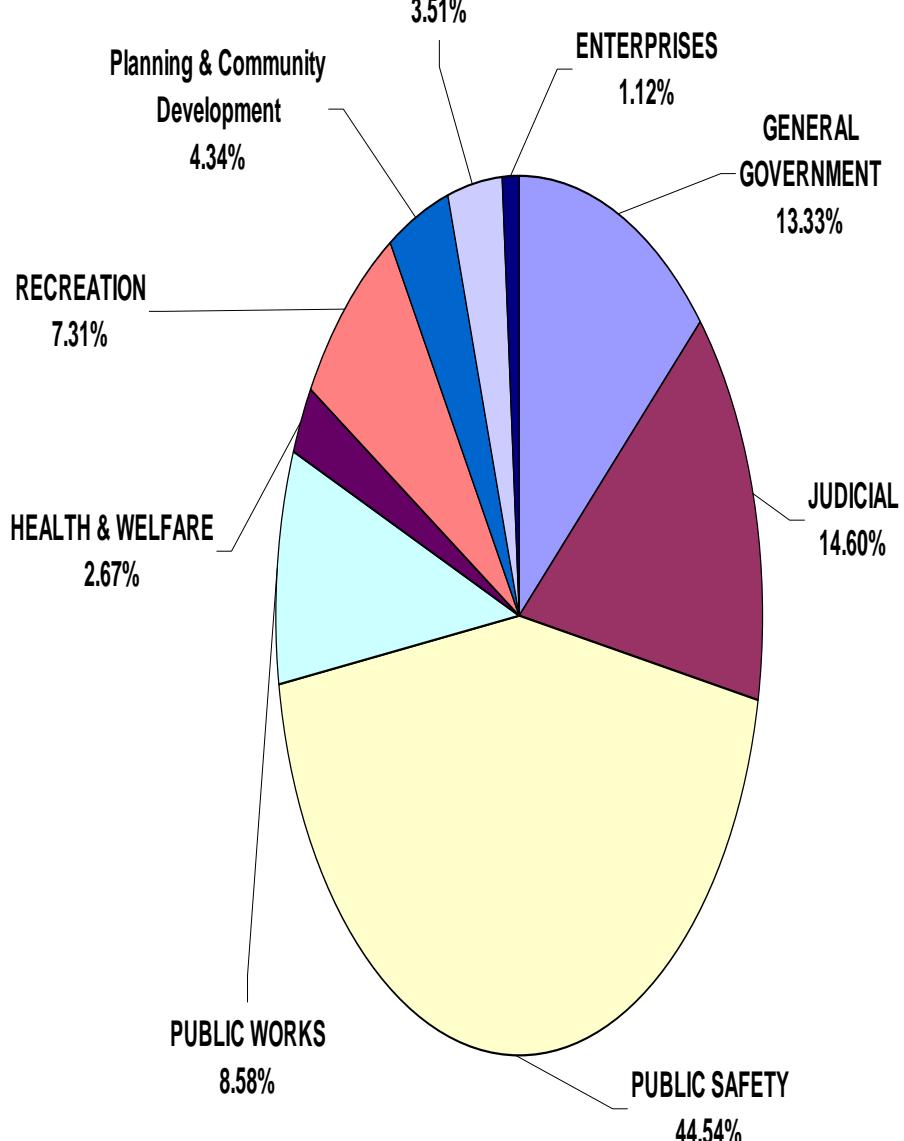
## Full-Time Personnel

# BUDGET SUMMARIES

	2009 ACTUAL	2010 BUDGET	2011 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>					
<i>E-911</i>	25	25	23	3.23%	(2)
<i>Victim Assistance</i>	3	3	2	0.28%	(1)
<b>TOTAL SPECIAL REVENUE</b>	<b>28</b>	<b>28</b>	<b>25</b>	<b>3.51%</b>	<b>(3)</b>
<b>ENTERPRISE FUNDS</b>					
<i>Landfill</i>	8	8	8	1.12%	-
<b>TOTAL ENTERPRISES</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>1.12%</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>744</b>	<b>747</b>	<b>712</b>	<b>99.93%</b>	<b>(35)</b>

# BUDGET SUMMARIES

## SPECIAL REVENUE



**Full-Time Personnel**

# BUDGET SUMMARIES

## Part-Time Personnel

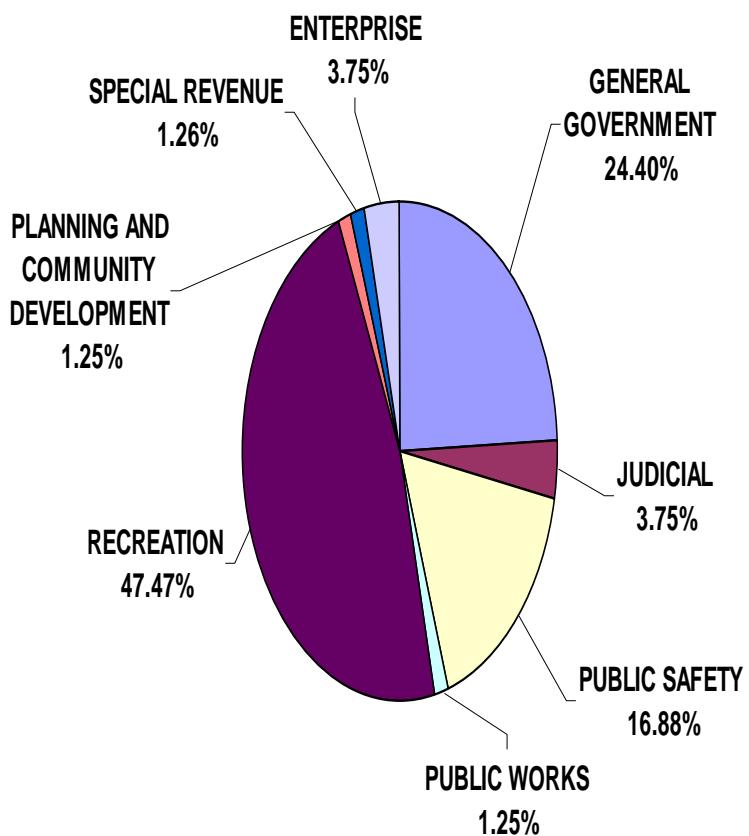
	2009 ACTUAL	2010 BUDGET	2011 APPROVED	2011 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	6	6	6	3.75%	-
Election Board	5	5	5	3.13%	-
Property Management	1	1	1	0.63%	-
Tax Appraisal	1	1	1	0.63%	-
Tax Assessor	5	5	5	3.13%	-
Tax Commissioner	20	20	19	11.88%	(1)
Voter Registration	2	2	2	1.25%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>40</b>	<b>40</b>	<b>39</b>	<b>24.40%</b>	<b>(1)</b>
<i>Judicial</i>					
Clerk of Superior Court	2	2	2	1.25%	-
Magistrate Court	2	2	2	1.25%	-
State Court	2	2	2	1.25%	-
<b>TOTAL JUDICIAL</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>3.75%</b>	<b>-</b>
<i>Public Safety</i>					
Animal Control	2	2	2	1.25%	-
Sheriff Detention	20	20	22	13.75%	2
Sheriff Enforcement	4	4	3	1.88%	(1)
<b>TOTAL PUBLIC SAFETY</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>16.88%</b>	<b>1</b>
<i>Public Works</i>					
Development Control	1	1	-	0.00%	(1)
Rideshare Program	2	2	2	1.25%	-
Fleet Management	1	1	-	0.00%	(1)
<b>TOTAL PUBLIC WORKS</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>1.25%</b>	<b>(2)</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	10	10	10	6.25%	-
Parks & Recreation	34	34	33	20.63%	(1)
Parks & Recreation Aquatic Center	34	34	33	20.59%	(1)
<b>TOTAL CULTURE/RECREATION</b>	<b>78</b>	<b>78</b>	<b>76</b>	<b>47.47%</b>	<b>(2)</b>

# BUDGET SUMMARIES

## Part-Time Personnel

	2009 ACTUAL	2010 BUDGET	2011 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd.)					
<i>Planning and Community Development</i>					
Agriculture Extension	2	2	2	1.25%	-
TOTAL PLANNING AND DEVELOPMENT	2	2	2	1.25%	-
<b>TOTAL GENERAL FUND</b>	<b>156</b>	<b>156</b>	<b>152</b>	<b>95.00%</b>	<b>(4)</b>
<i>SPECIAL REVENUE FUNDS</i>					
E-911	1	1	1	0.63%	-
Victim Assistance	1	1	1	0.63%	-
TOTAL SPECIAL REVENUE	2	2	2	1.26%	-
<i>ENTERPRISE FUND</i>					
Landfill	6	6	6	3.75%	-
TOTAL ENTERPRISE	6	6	6	3.75%	-
<b>TOTAL ALL FUNDS</b>	<b>164</b>	<b>164</b>	<b>160</b>	<b>100.01%</b>	<b>(4)</b>

# BUDGET SUMMARIES



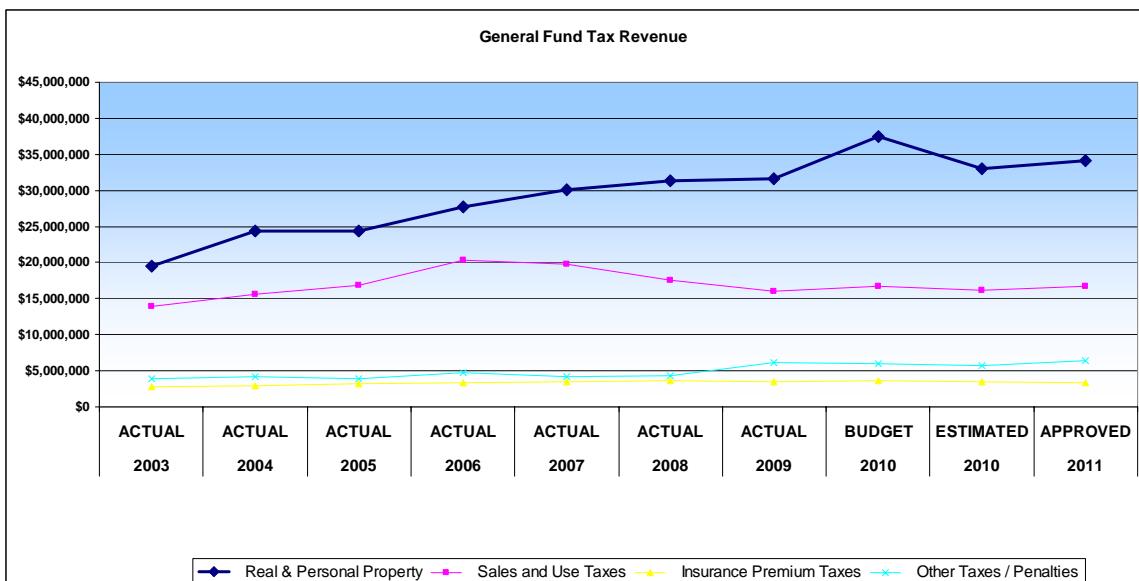
### GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 65.58% of all General Fund revenues. The remaining 34.42% are from other revenue sources. Over all, the 2010 estimated General Fund Revenue decreased approximately 1.21% compared to 2009 actual. The 2011 approved General Fund revenues are \$77,350,365, which is an increase of \$1,706,975 compared to the 2010 estimated revenues totaling \$75,643,390.

### OVERVIEW OF TAX REVENUE

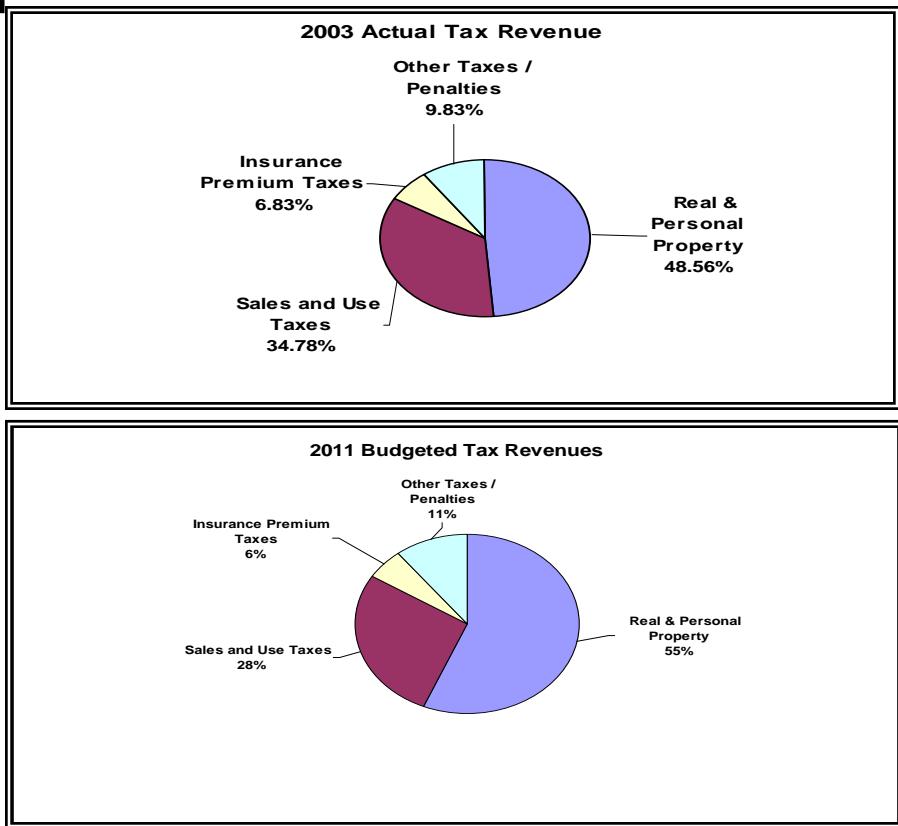
As stated above, tax revenue comprises the majority of General Fund revenues. Tax revenue consists of real & personal property taxes, sales taxes, insurance premium taxes and other taxes. Below is a chart showing the trends for each of these since 2003.

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 2011.

## General Fund



### Real and Personal Property Taxes:

The trend in the digest, usually an upward trend, is used to calculate real and personal property tax revenue. Average growth rate of the digest is 3% - 5% a year. Usually, historical averages are the best measurement for future estimates. However, the past few years have not followed the trend. 2011 will fall into this category where due to the current economy and housing market the digest is anticipated to decrease. This coupled with there being no planned increase in the millage rate for 2011, revenue is estimated to be less than 2010's budget. At \$34,075,000, 2011 reflects an increase of \$1,047,608 (3.17%) over 2010's estimate. This increase is anticipated because even with the uncertainty of what lies ahead for property values in Douglas County, tax collections are comparable with prior years, but the revenues are coming in at a much slower pace. As the economy begins to improve, it is anticipated that this pace will pick up. The chart on the next page reflects the changes in the digest from 2005 to 2010.

## General Fund

### CURRENT 2010 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY (In Thousands)

COUNTY WIDE	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Real & Personal	3,408,082	3,821,013	4,361,404	4,587,767	4,558,272	3,880,139
Motor Vehicles	259,763	255,953	280,208	297,452	313,853	270,104
Mobile Homes	8,429	10,394	9,632	9,128	8,810	7,602
Timber-100%	99	224	339	527	143	339
Heavy Duty Equipment	331	509	429	56	285	46
 Gross Digest	 3,676,704	 4,088,093	 4,652,012	 4,894,930	 4,881,363	 4,158,230
Less M & O Exemptions	(381,584)	(452,518)	(572,956)	(594,665)	(567,630)	(421,371)
Net M & O Digest	3,295,120	3,635,575	4,079,056	4,300,265	4,313,733	3,736,859
 State of Georgia Forest Land	 Assistance Grant Value	 0	 0	 0	 0	 0
Adjusted Net M & O Digest	3,295,120	3,635,575	4,079,056	4,300,265	4,313,733	3,736,859
 Gross M & O Millage Rate	 12.224	 12.813	 13.160	 12.497	 11.934	 14.084
Less Millage Rate Rollbacks	(4.593)	(4.557)	(4.920)	(4.636)	(4.108)	(4.566)
Less Revaluation Rollback	(0.282)	(0.016)	(0.379)	(0.035)	0.106	0.510
Net M & O Millage Rate	7.349	8.240	7.861	7.826	7.932	10.028
Net Taxes \$ Levied	24,215,837	29,957,138	32,065,459	33,653,874	34,216,530	37,473,222
 Net Taxes \$ Increase	 1,556,506	 5,741,301	 2,108,321	 1,588,415	 562,656	 3,256,692
Net Taxes % Increase	6.87%	23.71%	7.04%	4.95%	1.67%	9.52%

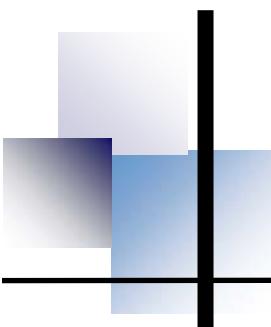
## TRENDS

### Sales and Use Taxes:

This source of income is projected at **\$16,650,000 (21.53% of total revenue)** which is the higher than the prior year estimated. Fiscal year 2010 is estimated to be **\$228,008** higher than 2009's actual of **\$15,958,261**. This revenue is very volatile to the economic condition and travels parallel with the economy. Therefore, this revenue is estimated based on historical averages as well as acknowledging that economic conditions have declined in recent years. It is forecasted that the economic condition for the new budget year will begin to improve, showing a slight increase in Sales Tax Revenues. The chart to the right shows the percentage change (increase or decrease) from one year to the next.

<u>Year</u>	<u>Sales Tax Revenue</u>	<u>% Change from Prior Year</u>
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	15,958,261	-8.79%
2010	* 16,186,269	1.43%
2011	* 16,650,000	2.86%

\* Estimated



## General Fund

# TRENDS

### Insurance Premium Taxes:

This anticipated tax revenue is \$3,400,000. Fiscal year 2010 estimated revenues were \$3,418,401 while 2009 actual revenues were \$3,514,806. This demonstrates a 2011 budgeted decrease of \$14,806 compared to 2010's estimated. 2009 saw the first decrease in this revenue with a 1.43% decline. While 2010's decrease is even larger, the decrease in the 2011 estimate is conservative and represents an approximate .54% decrease over the 2010 estimate.

### Other Taxes:

This category consist mainly of alcohol taxes, franchise taxes and intangible taxes. Alcohol taxes are estimated at \$608,700. This revenue has remained fairly consistent over the past few years. Franchise taxes are estimated at 1,270,000; which is an increase over 2010's estimate and is based on historical trends as well as a rate increase by the local cable company. Intangible Taxes are projected at \$430,000 for 2011. 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 revenues comprises 10.54% of the total tax revenue and includes the following major categories:

Alcohol Taxes	1.01%
Franchise Taxes	2.10%
Intangible Taxes	0.71%
Tax Penalties	1.47%

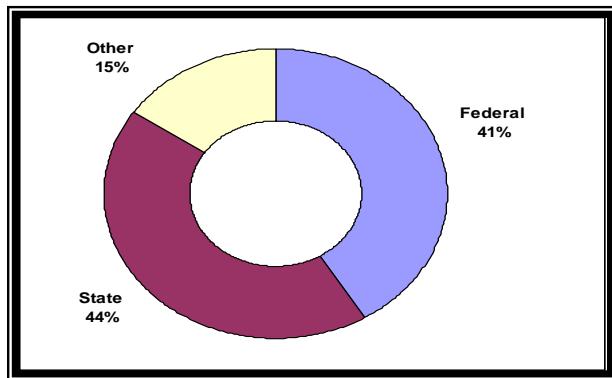
### OTHER REVENUES CATEGORIES:

#### Licenses and Permits:

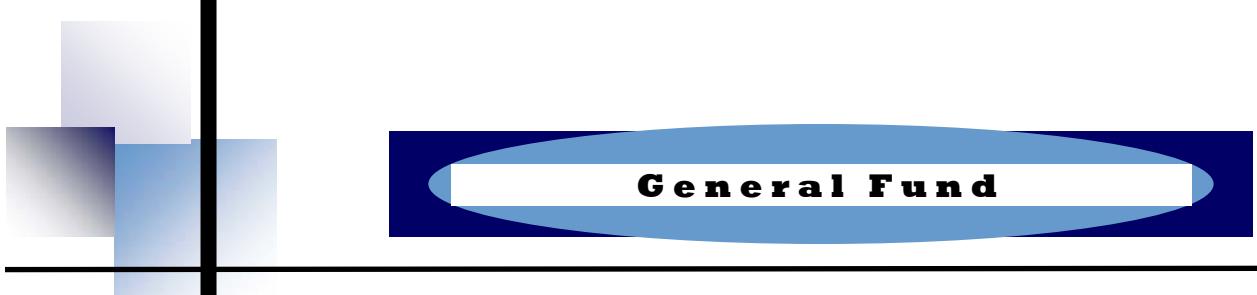
These revenues are 1.28% of 2011 revenues and reflect a decrease from the 2010 estimated amount of \$229,609. Due to the recent economy, it has experienced a decrease compared to previous years (i.e. 2003 & 2005). There has been a decline in the issuance of permits (i.e. building, plumbing, electrical, etc.). For instance, 2011 estimate reflects a 3.46% decrease compared to 2010.

**Intergovernmental Revenues:**

These revenues are estimated at approximately \$3.1 million for 2011, which is a decrease of 28.9% (\$1.2 million) compared to 2010 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 2011, \$1 million is still to be received from FEMA as reimbursement for damages done in late 2009 from severe flooding in the County. \$233,673 for various Juvenile Programs grants. Funds are also received from the State to assist in the Public Defender's operations in the amount of \$200,000. Funds in the amount of \$416,665 are received from the Atlanta Regional Commission. In the past these funds have been passed through to Senior Services, however, in 2010 the County absorbed these operations, so these funds will remain in the General Fund to offset Senior Services operations. The graph below shows the percentage of intergovernmental revenue estimated to be received from Federal, State or Other (Local) governments in 2011.

**Charges for Services:**

These revenues are estimated at \$5.6 million and reflect a decrease of 12.9% (\$830,052). This revenue category varies from year to year but does not respond as drastically to the economy as Taxes or License and Permits. Real & personal property tax commission and street light revenue comprise \$1.8 million of the 2011 total. Emergency Medical Service revenue is estimated at \$1.4 million and Sheriff State Boarding fees at \$1.1 million. Historical trend data is most commonly used to estimate this revenue source.



## General Fund

### Court and Law Enforcement:

These revenues consist of approximately \$6.5 million (8.46%) of the current year's budgeted revenues. Over 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 2011 will be the first full year of operations of a second State Court added in 2010. This was a driving factor in the 2011 estimates. The following statistics and historical collections for State Court support this estimate.

<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
\$ 1,485,452	\$ 1,724,424	\$ 1,518,352	\$ 1,835,277	\$ 3,004,648	\$ 3,111,999	\$ 2,937,537	\$ 2,479,960	\$ 3,897,000

## TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2011, \$1,229.300 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 2010 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. This revenue has experienced increases in the past, and 2011 reflects revenues levels with a record 32.5% increase over the prior year. Below are statistics and historical collections that support the Magistrate Court estimate.

<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
\$ 292,388	\$ 330,075	\$ 347,428	\$ 378,899	\$ 414,162	\$ 438,606	\$ 415,070	\$ 543,416	\$ 720,000

### Use of Money & Property:

This revenue will continue to decline as the 2011 estimate is projected to decrease 14.8% from 2010. Investments (interest earnings) comprise \$28,600 of the \$45,600 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

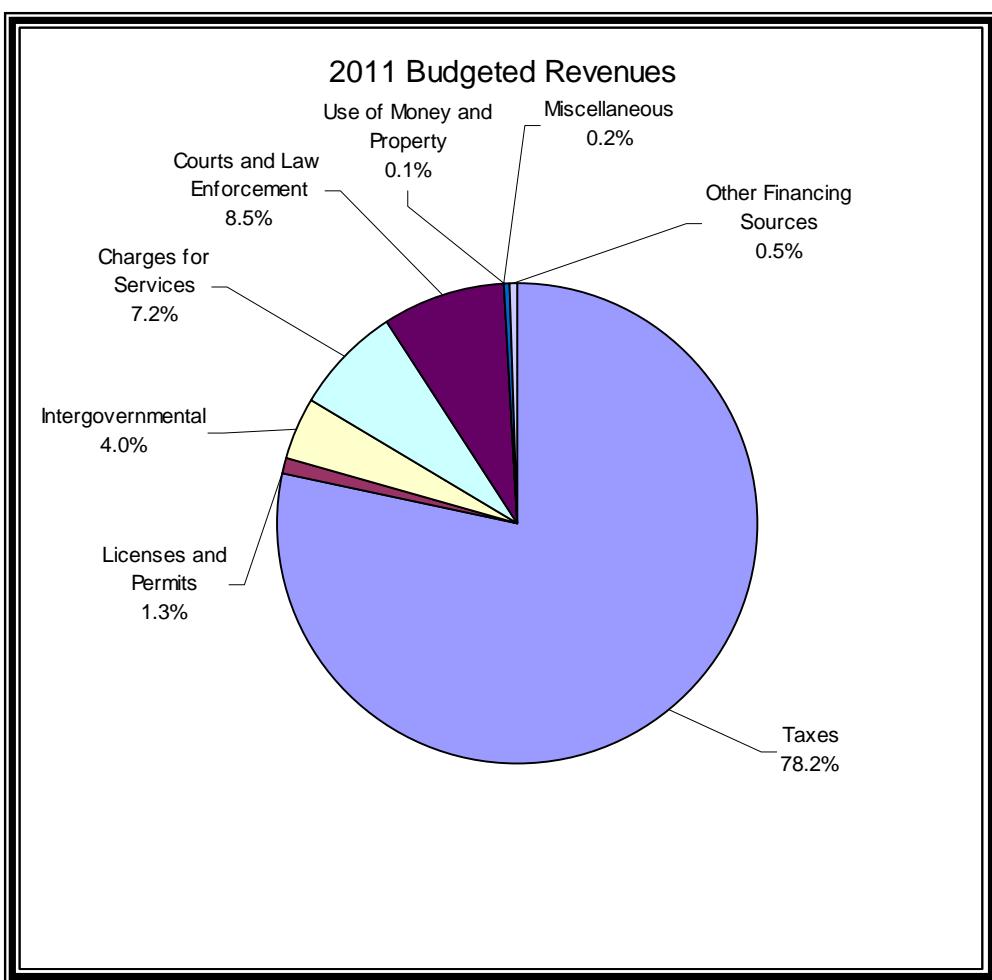
## General Fund

### Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect only 0.72% (\$553,886) of the total budgeted revenues for 2011. The major revenue sources transfers in and charges between funds. Transfers in from other funds are reimbursements from the Neighborhood Stabilization Program of \$200,000, the Hotel/Motel Fund of \$164,000 and the Victim Assistance Fund & District Attorney Asset Forfeiture Fund for various employees salaries and benefits or salary supplements of \$24,286. Charges between funds are the Landfill Fund's reimbursement for sheriff deputies' salary & benefits for Landfill inmate work crews.

Below is a summary of 2011 General Fund Budgeted Revenues:

T R E N D S



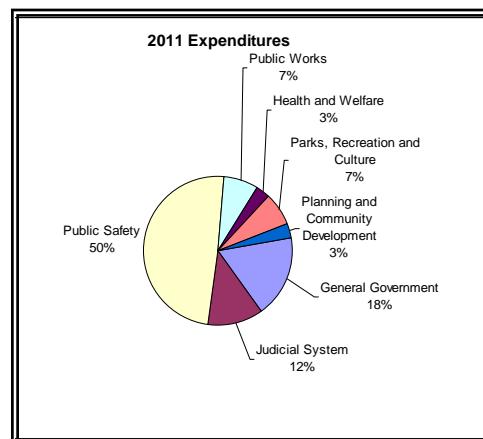
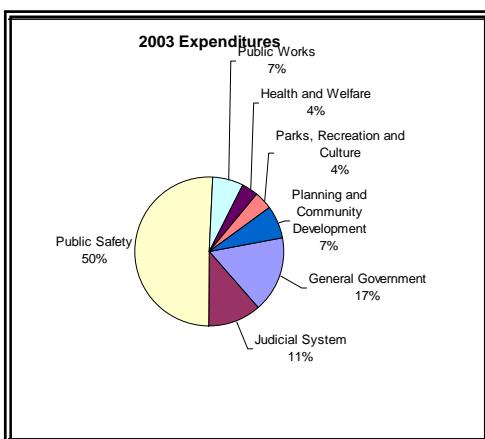
## General Fund

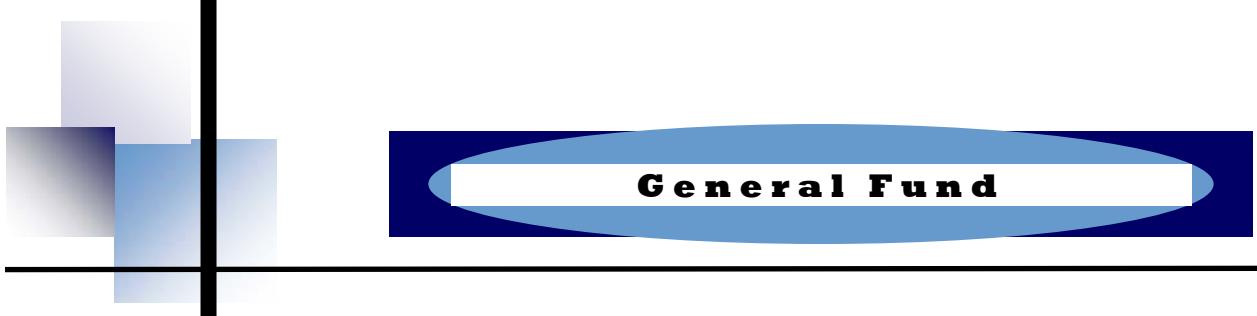
### EXPENDITURES

The approved 2011 General Fund expenditures are \$77,409,345, which amounts to \$1.5 million less than the 2010 estimated budget of \$78,938,733. In 2010 departments operated well within their budgets for the year and minimal capital items/projects were approved in the 2010 budget. However, there are two driving factors that contribute to the 2010 estimated expenditures exceeding those in the 2011 budget. One factor is that in 2010 the General Fund contributed \$1.7 million to the 2002 SPLOST fund for completion of a park in Lithia Springs. The other was the continued work on damage done by the 2009 floods.

### TRENDS

While the 2011 operating budget is a very lean one, the budget takes into consideration that postponing capital projects further would not prove to serve our citizens well. For a number of years the 2002 SPLOST funds have covered projects for infrastructure. With these funds being depleted the General Fund will now need to be used to maintain our roads and bridges. To help alleviate the annual burden on the General Fund, a Capital Transportation Fund was established in 2010. The 2011 planned contribution to this fund is \$1 million. Just as 2009 and in 2010, the Jail Annex debt service payments and fees (\$891,183) will come from the General Fund. The Sheriff's Department delayed needed vehicle replacements last year, so \$550,000 is included in 2011's budget for vehicle purchases. A total of \$390,000 for design and construction of a football field at the Boundary Waters park is also included in the budget. To continue to provide adequate services to the citizens of Douglas County, a total of \$802,540 in increases to the budget for personnel related expenditures has been included. This includes a proposed 2.5% merit increase for employees as well as the addition of new positions to staff a new Library, a new Park, to handle the increased workload of the new State Court, and to provide security for a new High School.





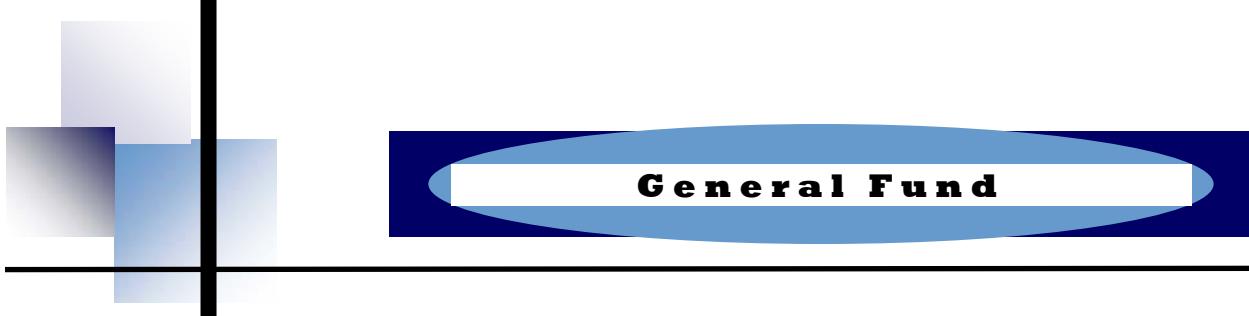
## General Fund

### FUND BALANCE

The beginning Fund Balance for 2011 is \$8,628,376. This beginning balance is \$3,295,343 less than the 2011 estimated beginning Fund Balance of \$11,923,719. This can mainly be attributed to the current economy being in a recession. Charges for Services and Miscellaneous are the only revenues sources that meet their projected receipts for 2010. Property Tax, Sales Tax and permit revenue did not meet original projections. Hence, overall estimated revenues were 6% less than the original adopted revenues. Expenditures in 2010 are 3% less than budget. The net affect is a 2010 Ending Fund Balance that is 16% less than projected.

With a beginning Fund Balance being less than anticipated the 2011 estimated ending Fund Balance is \$8,569,396; which is 11.07% of the General Fund budget.

**T R E N D S** The following pages show the trends in revenue, expenditures and fund balance in a table format as well as in graphs.



# TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>9,451,766</b>	<b>7,157,170</b>	<b>11,559,846</b>	<b>15,358,628</b>
<b>REVENUES</b>				
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 & Forfeitures	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
<b>TOTAL REVENUES</b>	<b>52,412,830</b>	<b>62,536,133</b>	<b>62,899,166</b>	<b>73,390,761</b>
<b>EXPENDITURES</b>				
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
Parks, Recreation and Culture	2,102,446	2,368,337	3,029,994	4,059,816
Planning and Community Development	3,992,972	3,177,118	2,556,352	3,831,937
<b>TOTAL EXPENDITURES</b>	<b>54,707,426</b>	<b>58,133,457</b>	<b>59,100,384</b>	<b>66,471,005</b>
<b>ENDING FUND BALANCE *</b>	<b>7,157,170</b>	<b>11,559,846</b>	<b>15,358,628</b>	<b>22,278,384</b>

\* This is total fund balance.

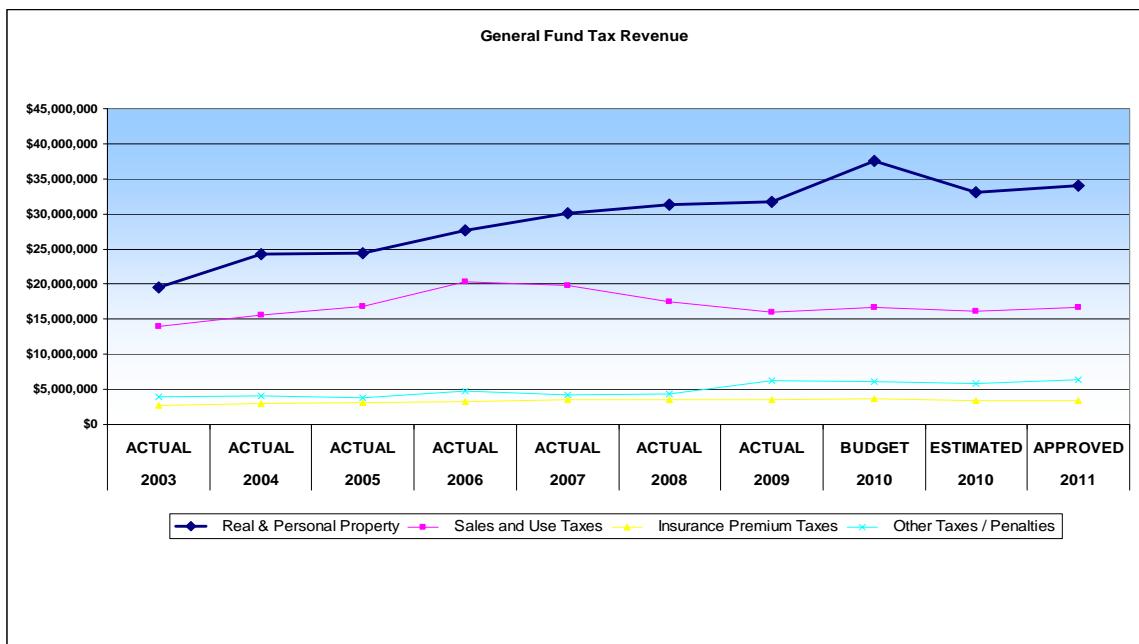
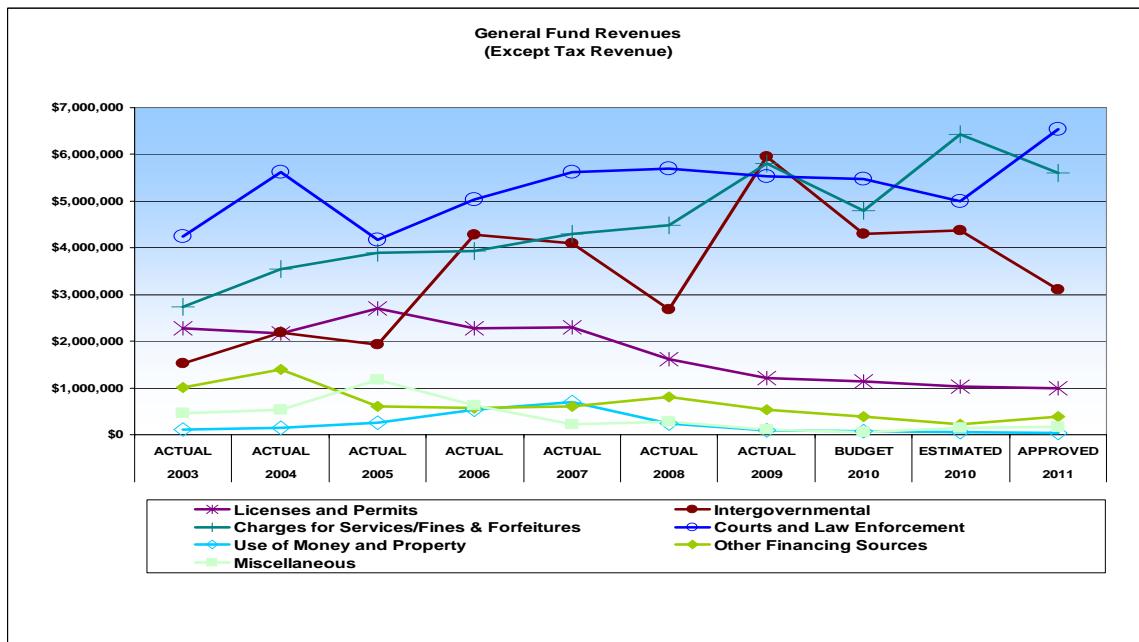
## General Fund

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>PERCENT OF TOTAL</u>
<u>22,278,384</u>	<u>17,385,895</u>	<u>11,132,150</u>	<u>11,923,719</u>	<u>11,923,719</u>	<u>8,628,376</u>	<u>100.00%</u>
30,046,541	31,349,946	31,684,355	37,480,000	33,027,392	34,075,000	44.05%
19,734,012	17,495,669	15,958,261	16,700,000	16,186,269	16,650,000	21.53%
3,481,087	3,565,937	3,514,806	3,650,000	3,418,401	3,400,000	4.40%
4,242,416	4,286,443	6,193,468	6,042,600	5,762,731	6,377,300	8.24%
2,299,969	1,624,070	1,220,309	1,139,500	1,026,235	990,700	1.28%
4,099,909	2,689,744	5,951,190	4,300,664	4,364,436	3,104,469	4.01%
4,299,353	4,491,198	5,798,532	4,797,675	6,436,162	5,606,110	7.25%
5,616,038	5,686,367	5,525,528	5,471,007	5,005,592	6,547,300	8.46%
694,128	233,689	92,657	79,300	53,513	45,600	0.06%
610,580	813,409	524,531	377,064	216,378	388,286	0.50%
<u>227,917</u>	<u>276,503</u>	<u>102,454</u>	<u>49,500</u>	<u>146,281</u>	<u>165,600</u>	<u>0.21%</u>
75,351,950	72,512,975	76,566,091	80,087,310	75,643,390	77,350,365	100.00%
20,742,870	13,472,711	13,066,691	14,529,912	14,020,137	13,692,632	17.69%
8,246,180	9,282,883	9,000,703	9,488,765	9,184,917	9,630,659	12.44%
34,273,976	37,419,804	36,506,579	37,567,860	37,019,454	37,960,892	49.04%
4,938,616	5,951,703	4,234,686	7,584,299	6,589,503	5,724,834	7.40%
2,581,045	2,741,092	5,925,838	2,256,878	2,131,567	2,389,189	3.09%
6,563,270	6,815,210	4,300,918	7,605,103	7,577,376	5,604,254	7.24%
<u>2,898,482</u>	<u>3,083,317</u>	<u>2,739,107</u>	<u>2,709,148</u>	<u>2,415,779</u>	<u>2,406,885</u>	<u>3.11%</u>
80,244,439	78,766,720	75,774,522	81,741,965	78,938,733	77,409,345	100.00%
<u>17,385,895</u>	<u>11,132,150</u>	<u>11,923,719</u>	<u>10,269,064</u>	<u>8,628,376</u>	<u>8,569,396</u>	<u>100.00%</u>

# T R E N D S

## General Fund

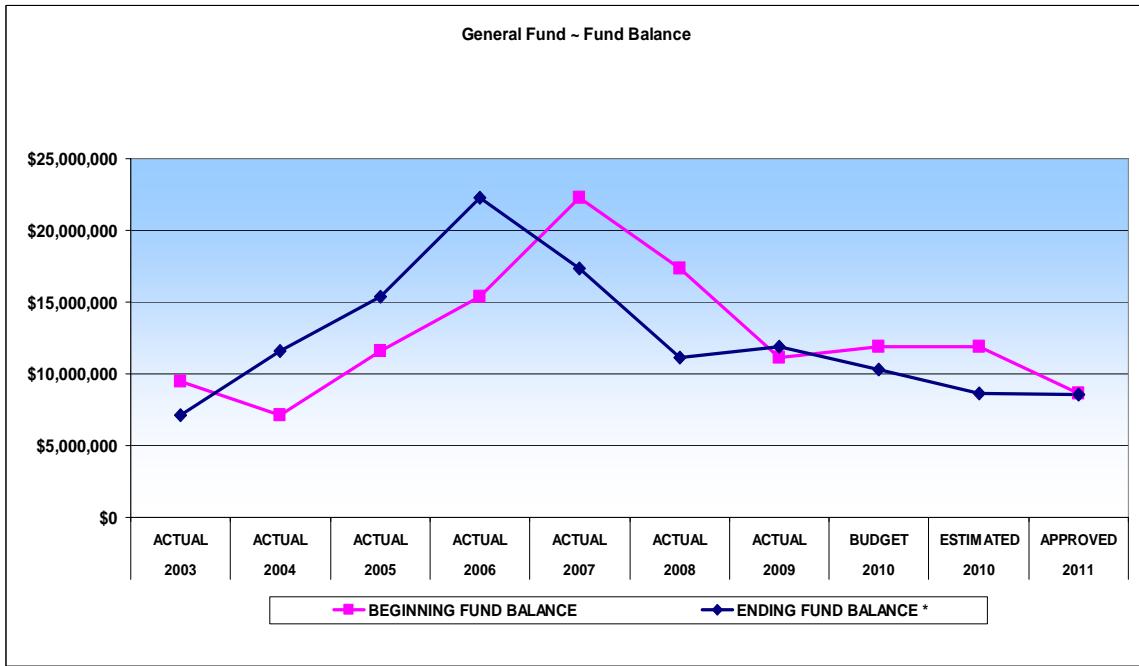
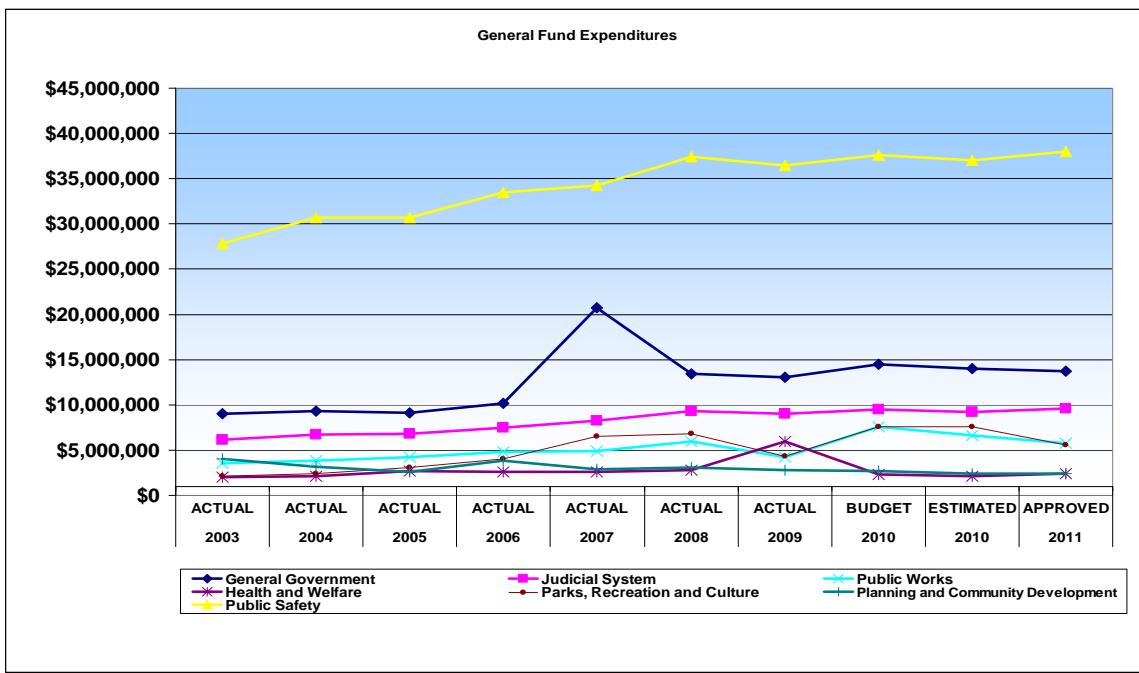
Below are graphs reflecting the trends in General Fund revenue. Because tax revenue is such a large amount compared to other revenue, a separate graph has been presented. This will allow each graph's scale to be more presentable.



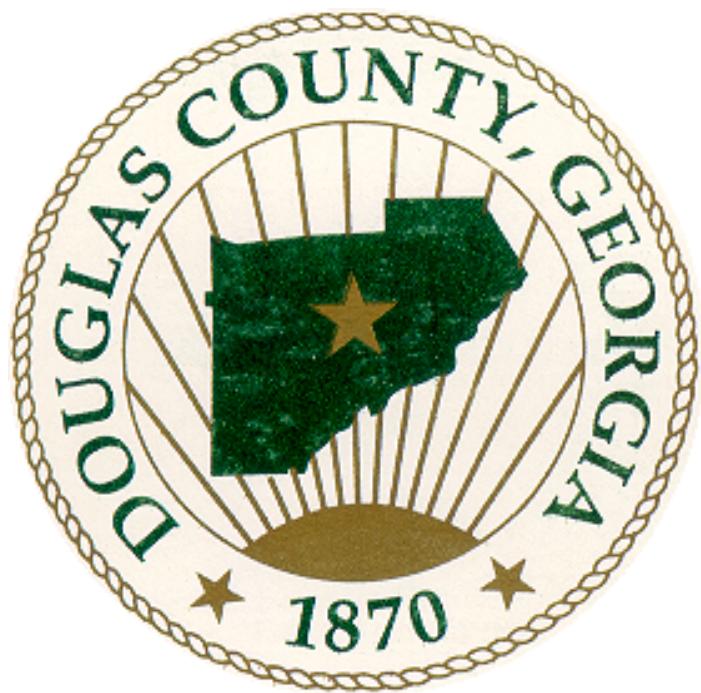
# T R E N D S

## General Fund

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



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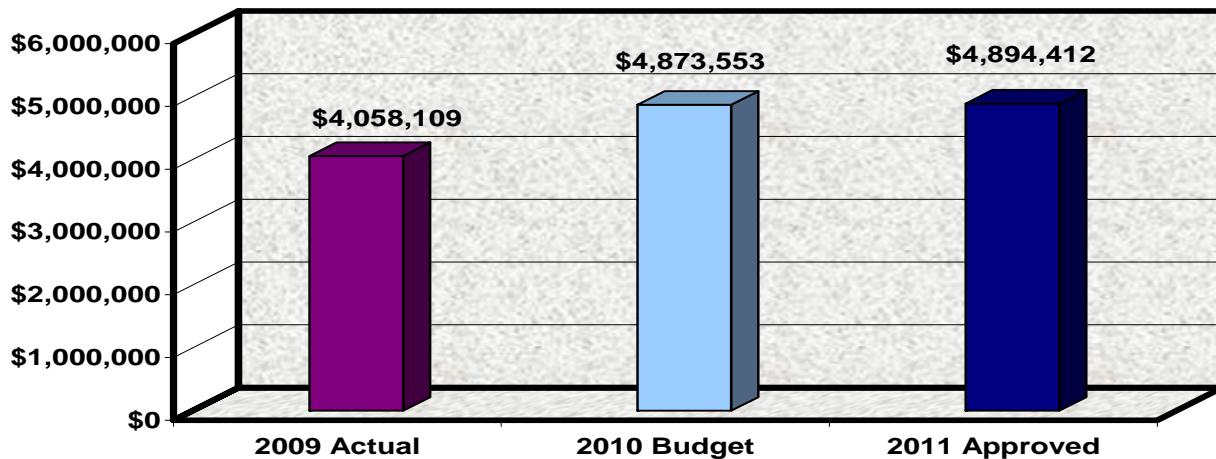
## **GENERAL GOVERNMENT**

<b>Appropriations (General).....</b>	<b>74</b>
<b>Board of Commissioners .....</b>	<b>75</b>
<b>Communications .....</b>	<b>78</b>
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<b>Election Board.....</b>	<b>84</b>
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<b>Grants.....</b>	<b>90</b>
<b>Human Resources .....</b>	<b>93</b>
<b>Information Services.....</b>	<b>96</b>
<b>Internal Audit.....</b>	<b>99</b>
<b>Legal Services .....</b>	<b>102</b>
<b>Motor Pool .....</b>	<b>104</b>
<b>Printing &amp; Mail.....</b>	<b>107</b>
<b>Property Management.....</b>	<b>110</b>
<b>Purchasing .....</b>	<b>113</b>
<b>Records Retention .....</b>	<b>116</b>
<b>Risk and Safety.....</b>	<b>119</b>
<b>Tax Appraisal .....</b>	<b>122</b>
<b>Tax Assessor .....</b>	<b>125</b>
<b>Tax Commissioner .....</b>	<b>128</b>
<b>Tax Equalization Board .....</b>	<b>131</b>
<b>Voter Registration.....</b>	<b>133</b>

## Appropriations (General)

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>4,058,109</u>	<u>4,873,553</u>	<u>4,894,412</u>
<b>Total Funding Sources</b>	<u>4,058,109</u>	<u>4,873,553</u>	<u>4,894,412</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	18,000	10,500	-
Benefits	57,700	90,337	-
Advertising	106,740	17,000	15,980
Audit & Legal	81,802	77,002	74,262
Dues and Subscriptions	147,029	142,000	133,010
Insurance	1,054,554	1,170,000	1,109,200
Interest	126,208	92,114	133,480
Miscellaneous Expense	1,101	546,607	1,047,138
Supplies	69,756	5,100	4,794
Professional Services	306,945	160,679	70,500
Utilities	843,022	796,000	758,918
Travel and Training	283	1,700	-
Operating Transfers	882,121	1,519,683	1,546,331
Bad Debts	(340)	5,350	799
Minor Equipment/Improvements	1,250	-	-
Capital Outlay	<u>361,937</u>	<u>239,481</u>	<u>-</u>
<b>Total Appropriations</b>	<u>4,058,109</u>	<u>4,873,553</u>	<u>4,894,412</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

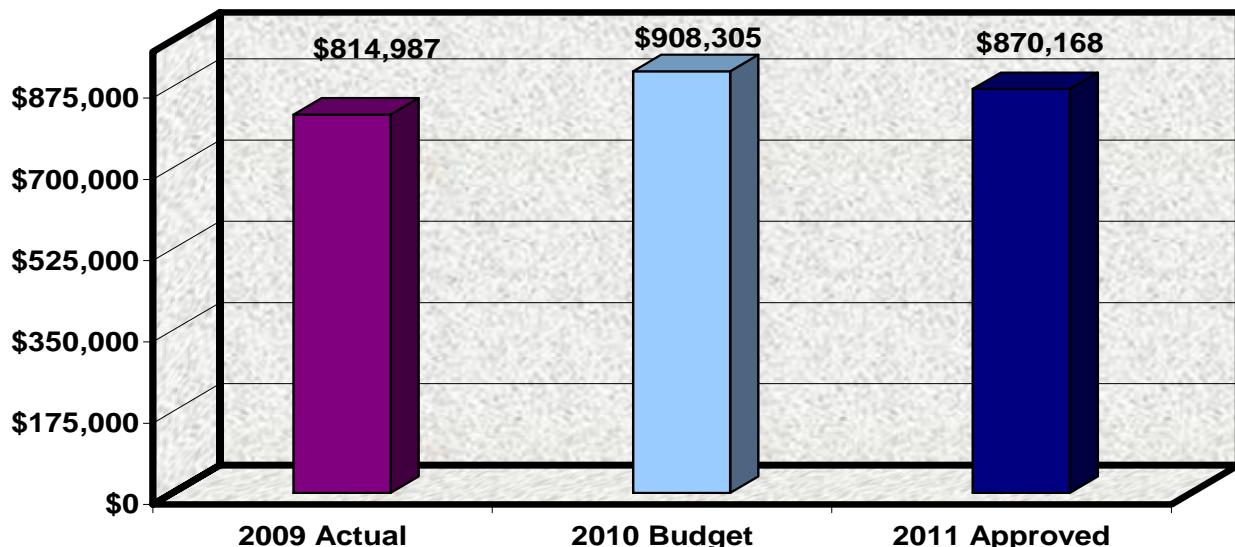
### Improve Efficiency

- 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

## Board of Commissioners

### BUDGET SUMMARY

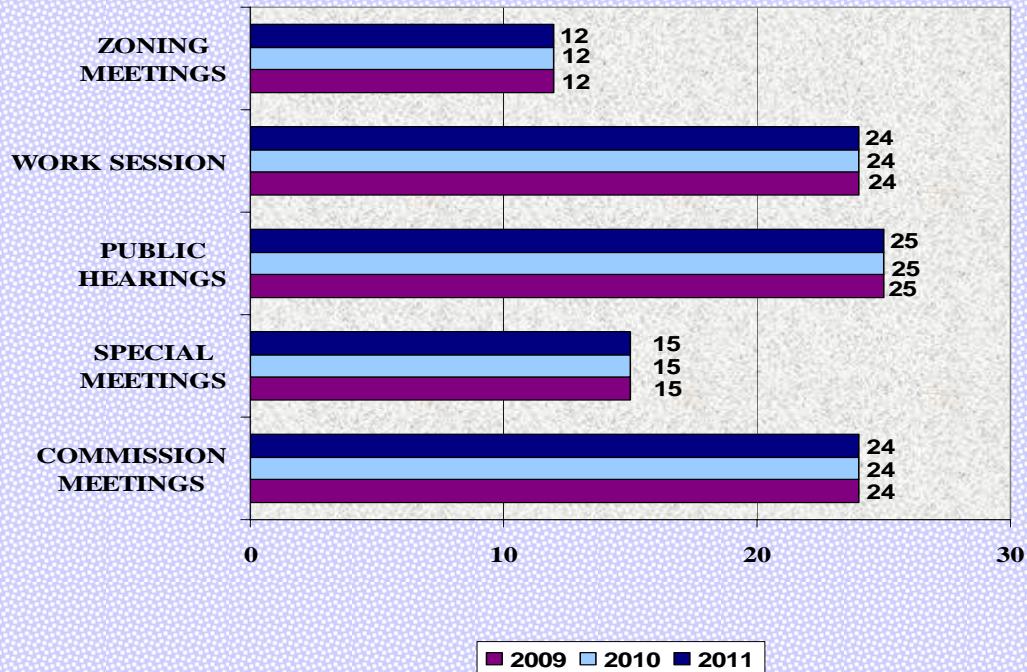
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>814,987</u>	<u>908,305</u>	<u>870,168</u>
<b>Total Funding Sources</b>	<u>814,987</u>	<u>908,305</u>	<u>870,168</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	569,036	593,745	593,643
Benefits	145,032	169,864	179,710
Advertising	22,332	26,465	9,776
Vehicle Expenses	6,845	8,900	7,755
Dues and Subscriptions	5,072	5,100	5,046
Maintenance Charges	1,372	1,100	959
Supplies	10,803	20,886	11,708
Professional Services	8,637	7,500	9,400
Utilities	5,131	5,410	4,888
Travel and Training	40,727	41,335	47,282
Capital Outlay	-	28,000	-
<b>Total Appropriations</b>	<u>814,987</u>	<u>908,305</u>	<u>870,168</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Board of Commissioners

### COMPARISON - YEARS 2009 - 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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	0
Senior Secretary	19	1	1	0
Bailiff	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

## MISSION

**To develop an interactive and proactive program of communication and community relations to inform, educate and involve citizens and employees of Douglas County with their government to increase participation, satisfaction, and sense of ownership**

## FUNCTIONS

- Increase the communications and the flow of information between the County and its citizens
- Develop a positive, distinctive image for Douglas County
- Create initiatives and events to bring employees together, bring neighborhoods together, and to increase spirit and pride in the County
- Provide program support to other County Departments

## GOALS

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

**To keep the citizens informed of their government and its actions and programs, through mass communications such as Douglas County Happenings E-mail Newsletter, Happenings on Facebook, State of the County Address, and First Call Emergency Notification Program, in addition to the County's website and original programming on dctv23.**

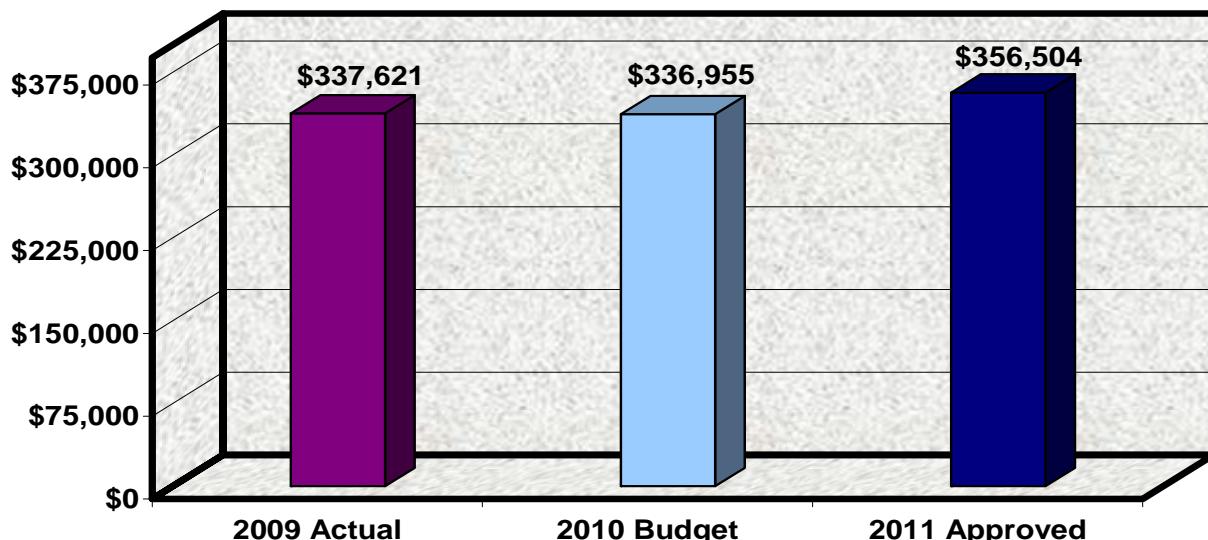
**Give program support to other County departments and work to create a sense of caring among County employees.**



## Communications

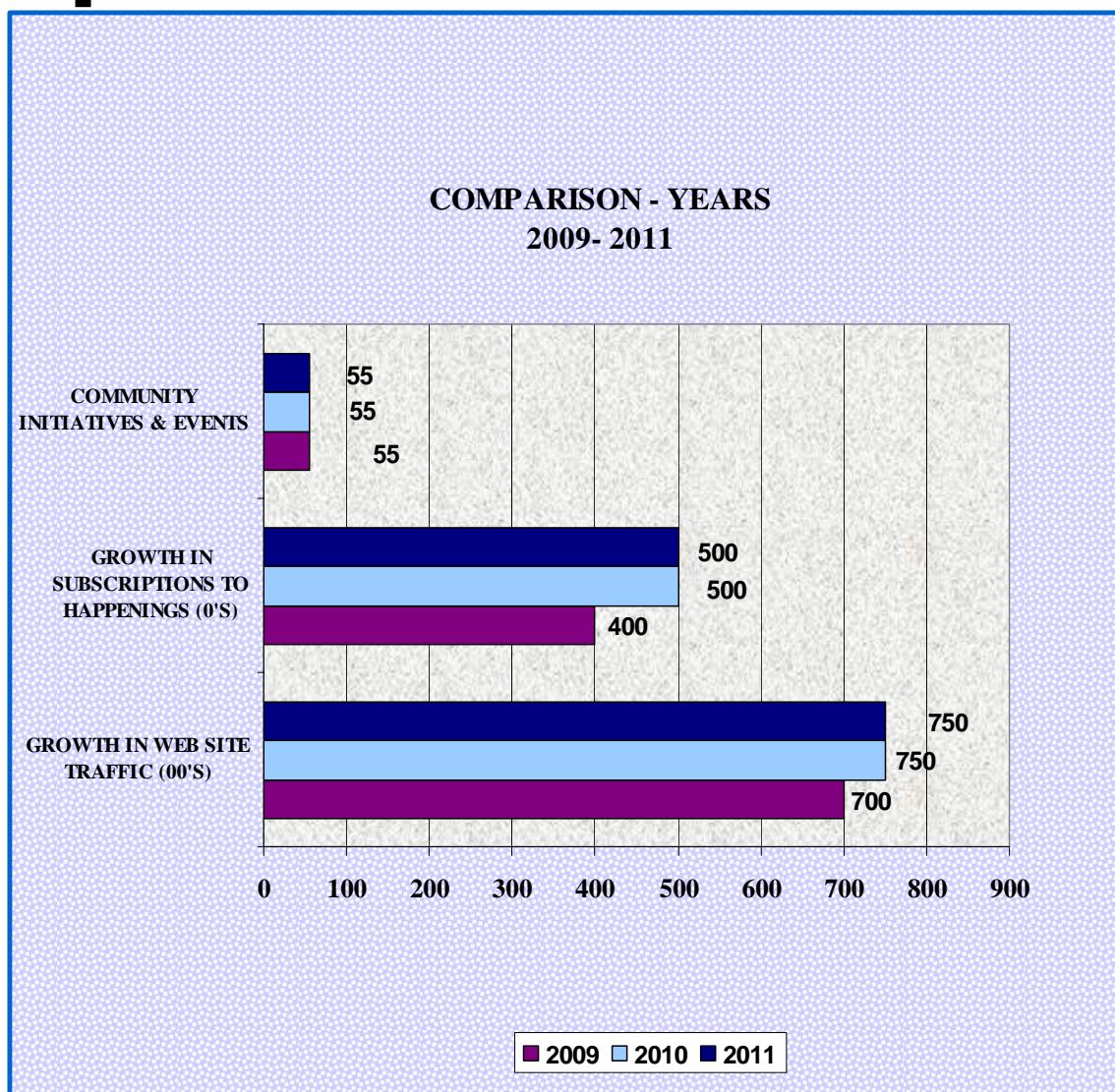
### BUDGET SUMMARY

	2009 ACTUAL	2010 BUDGET	2011 APPROVED
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>337,621</u>	<u>336,955</u>	<u>356,504</u>
<b>Total Funding Sources</b>	<u>337,621</u>	<u>336,955</u>	<u>356,504</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	166,057	199,464	202,067
Benefits	47,855	49,587	48,390
Advertising	14,182	14,879	14,546
Vehicle Expenses	885	1,072	1,880
Dues and Subscriptions	2,100	2,051	2,575
Supplies	25,894	21,989	22,660
Professional Services	57,782	35,965	38,531
Utilities	3,267	2,635	2,855
Travel and Training	-	187	-
Minor Equipment/Improvements	9,601	9,126	3,000
Capital Outlay	<u>9,998</u>	<u>-</u>	<u>20,000</u>
<b>Total Appropriations</b>	<u>337,621</u>	<u>336,955</u>	<u>356,504</u>



## Communications

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
Camera & Editing Tech	24	0	0	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>4</b>

## MISSION

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

## FUNCTIONS

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

To reduce the number of cleaning complaints by:

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

Keeping utility cost at a minimum by:

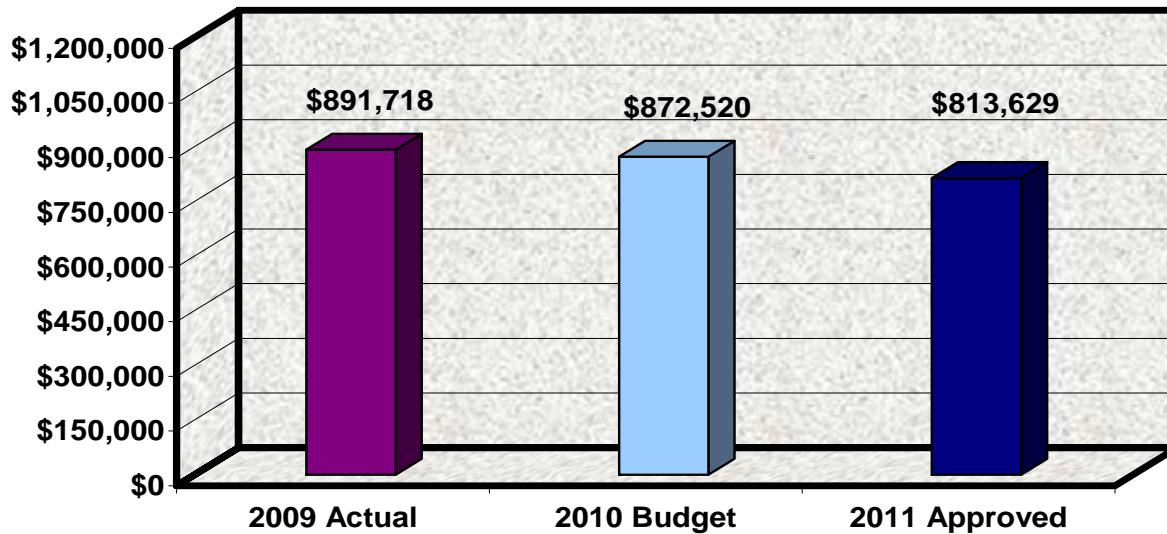
- Monitoring HVAC schedules with tighter after hours restrictions
- Preventive maintenance on restroom sand plumbing fixtures to reduce unnecessary water usage
- Thermal testing of all electrical starters and breakers for extensive heat loss
- Testing electrical switchgear components for proper function



## Courthouse Maintenance

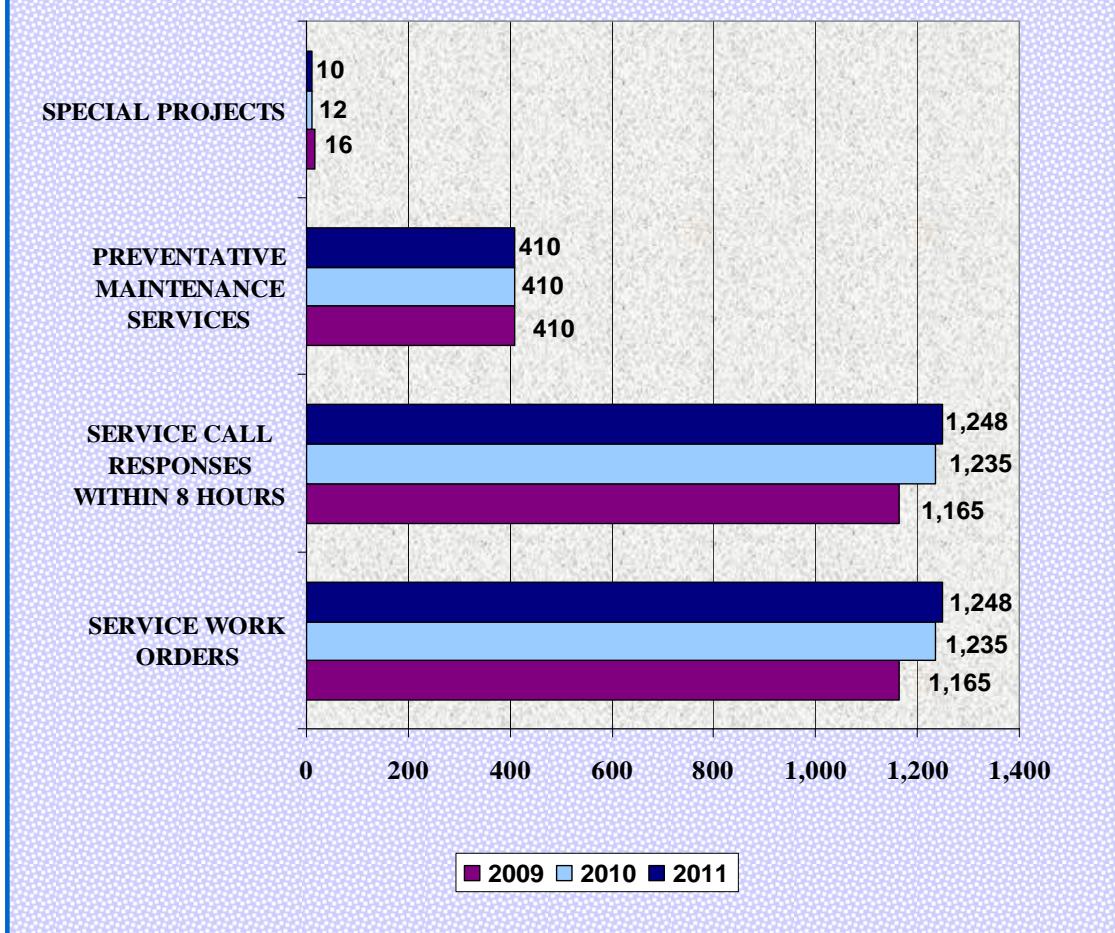
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>891,718</u>	<u>872,520</u>	<u>813,629</u>
<b>Total Funding Sources</b>	<u>891,718</u>	<u>872,520</u>	<u>813,629</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	20,586	20,506	21,019
Benefits	10,852	11,389	11,942
Maintenance Charges	80,388	75,250	62,980
Supplies	32,227	26,960	26,724
Professional Services	518,520	478,705	436,304
Utilities	224,852	258,265	252,733
Uniforms	1,993	1,445	1,927
Minor Equipment/Improvements	<u>2,300</u>	<u>-</u>	<u>-</u>
<b>Total Appropriations</b>	<u>891,718</u>	<u>872,520</u>	<u>813,629</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2009- 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Custodian	11	1	1	1
<b>TOTAL FULL TIME</b>		<hr/> 1	<hr/> 1	<hr/> 1

## 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 Municipal Election for the City of Douglasville, if requested in November 2011**

**Conduct a Special Election for the Douglas County School System, if requested, in either March or November 2011**

**Create and conduct training for designated poll managers and workers in all phases of elections including 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**

**Make election preparations for the Presidential preference Primary to be held either February or March 2011**

**Maintain Elections equipment and inventory**

**Attend training sessions related to Elections when offered to attain national certification**

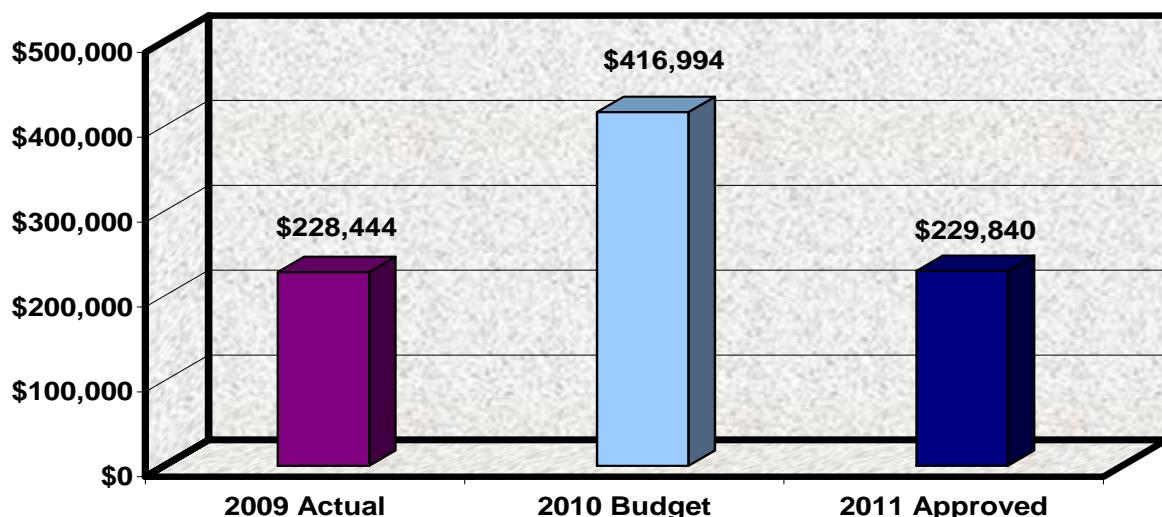
**Be more visible in the Douglas County community**



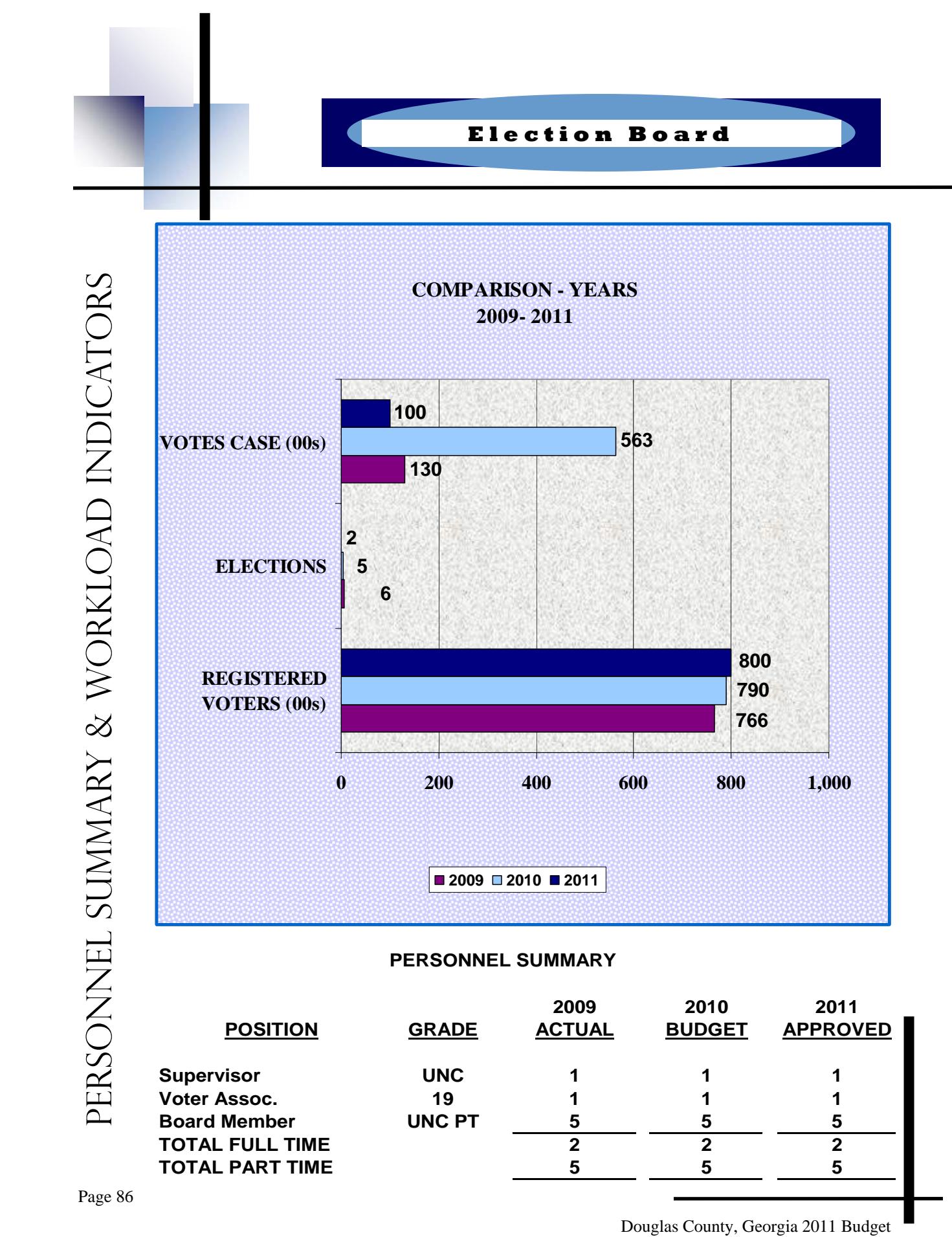
## Election Board

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	205,511	406,994	182,930
Election Fees and Charges	22,934	10,000	46,910
 Total Funding Sources	 228,444	 416,994	 229,840
 <b>APPROPRIATIONS:</b>			
Salary and Wages	138,874	262,466	130,266
Benefits	28,331	35,157	31,706
Advertising	304	465	470
Dues and Subscriptions	284	344	282
Equipment Rental	573	1,850	940
Maintenance Charges	30,419	34,459	32,900
Supplies	4,704	7,998	7,144
Professional Services	21,226	51,000	-
Travel and Training	3,730	2,975	6,400
Capital Outlay	-	20,280	19,732
 Total Appropriations	 228,444	 416,994	 229,840



# PERSONNEL SUMMARY & 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**

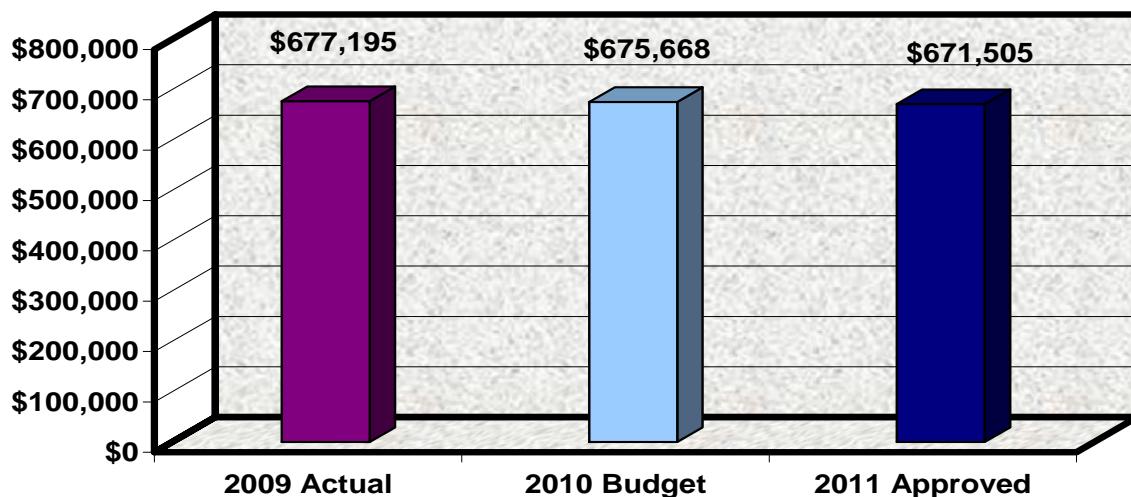
**Continue monitoring revenues and expenditures and issue quarterly reports**



## Finance

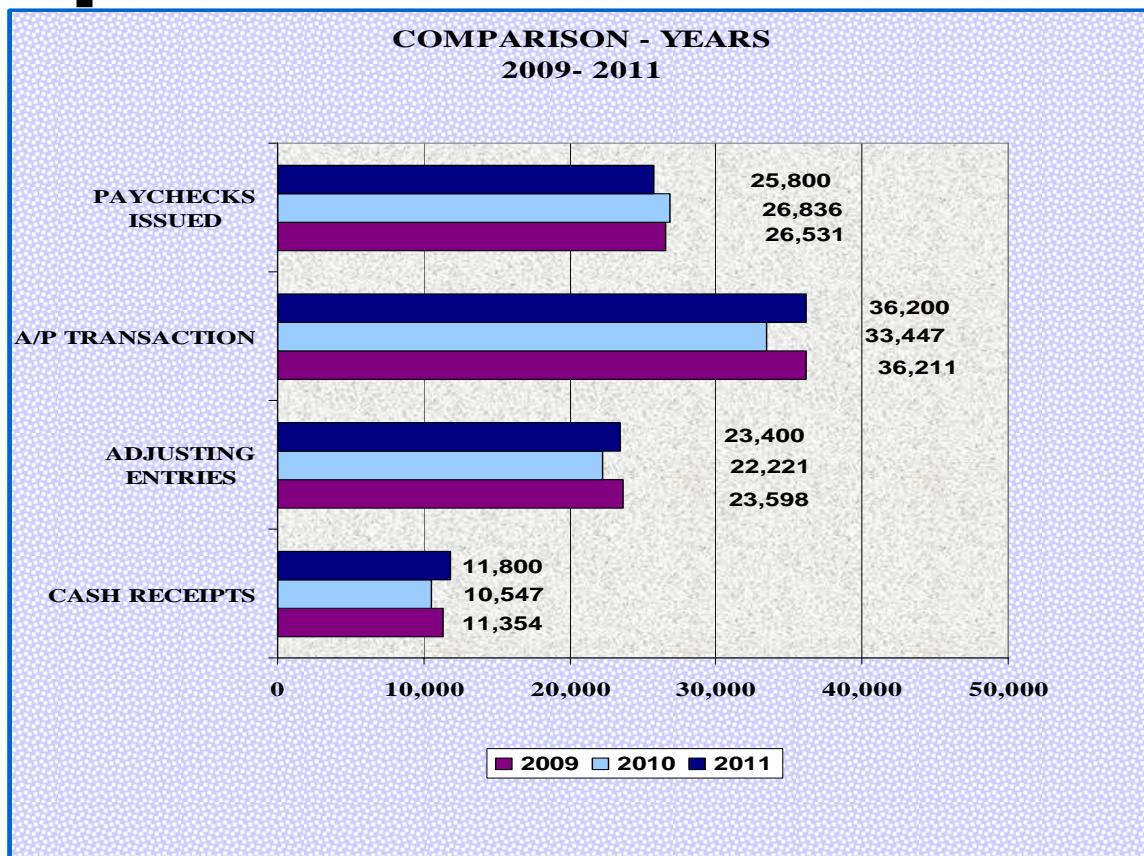
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>677,195</u>	<u>675,668</u>	<u>671,505</u>
<b>Total Funding Sources</b>	<u>677,195</u>	<u>675,668</u>	<u>671,505</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	491,072	484,246	479,652
Benefits	156,660	155,287	158,830
Dues and Subscriptions	839	1,360	1,175
Maintenance Charges	2,401	2,210	2,106
Supplies	22,064	26,666	22,645
Professional Services	2,500	2,500	4,700
Utilities	8	-	-
Travel and Training	1,653	1,039	2,397
Minor Equipment/Improvements	<u>-</u>	<u>2,360</u>	<u>-</u>
<b>Total Appropriations</b>	<u>677,195</u>	<u>675,668</u>	<u>671,505</u>



# WORKLOAD INDICATORS

## Finance



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>11</b>	<b>11</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

## PERSONNEL

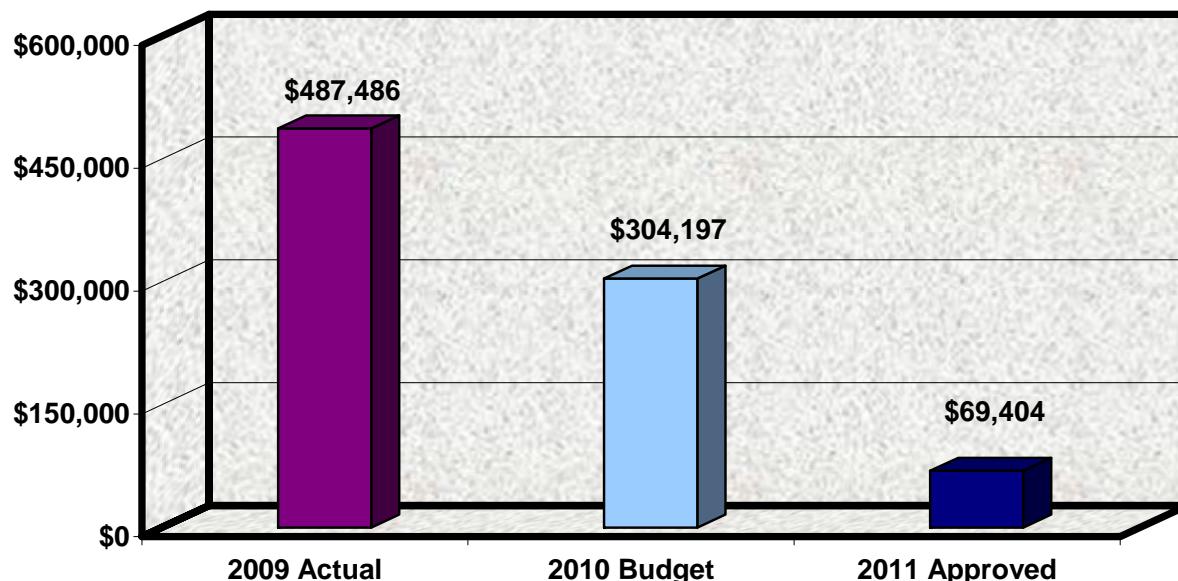
The Assistant to the County Administrator administers this department. There are no other employees in the grant department



## Grants

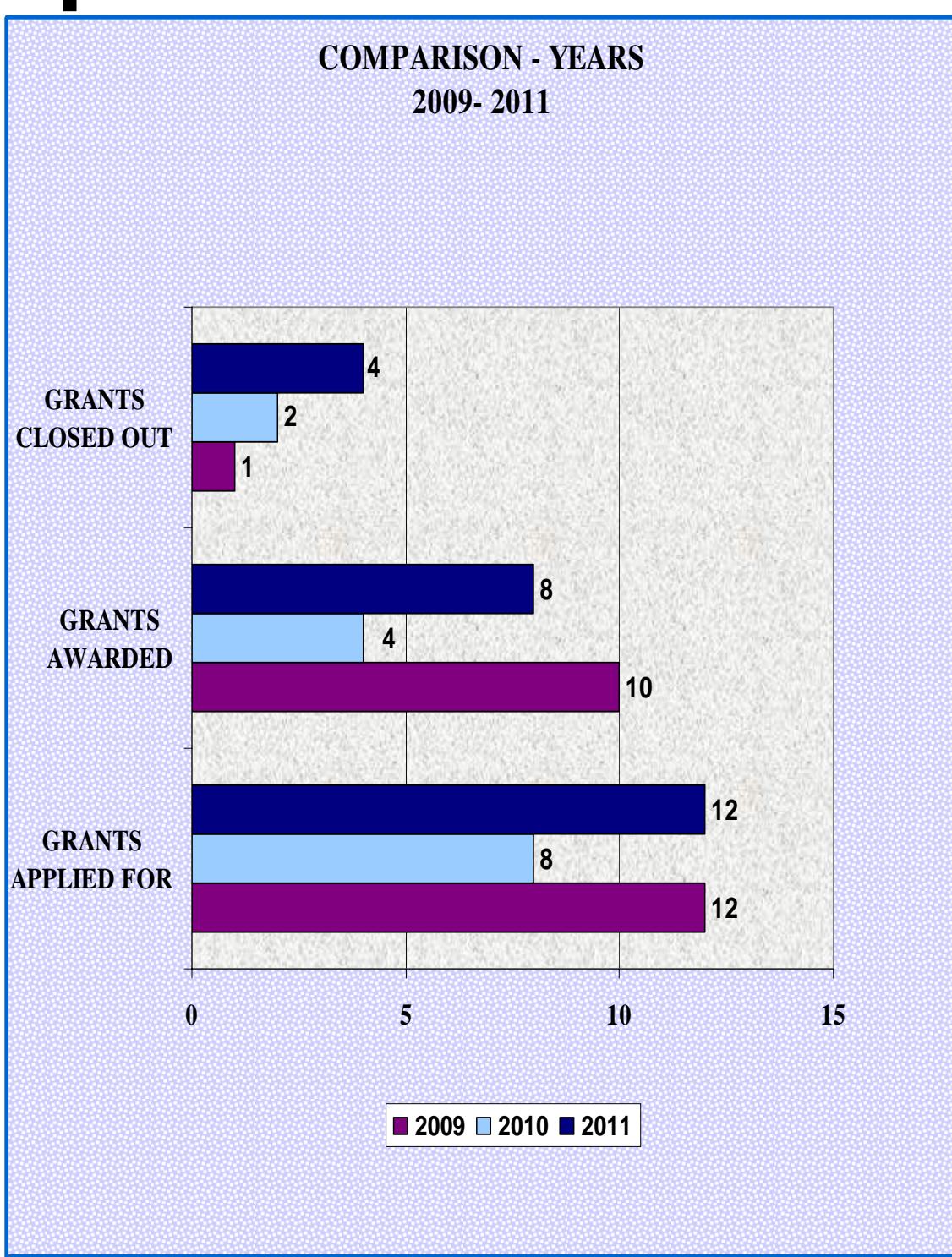
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
Grants Received	<u>487,486</u>	<u>304,197</u>	<u>69,404</u>
Total Funding Sources	<u>487,486</u>	<u>304,197</u>	<u>69,404</u>
<b>APPROPRIATIONS:</b>			
Advertising	160	595	-
Supplies	150	510	47
Professional Services	24,311	29,784	27,997
Travel and Training	-	255	-
Grant Expenditures	<u>462,866</u>	<u>273,053</u>	<u>41,360</u>
Total Appropriations	<u>487,486</u>	<u>304,197</u>	<u>69,404</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

**Establish a POS (Point of Service) health plan to replace our PPO (Preferred Provider Organization) as an option along with our current HMO**

**Continue to organize the supplementary file room using the same structure as that of the personnel files**

**Begin to cross-train the front desk position with the Benefits Assistant position**

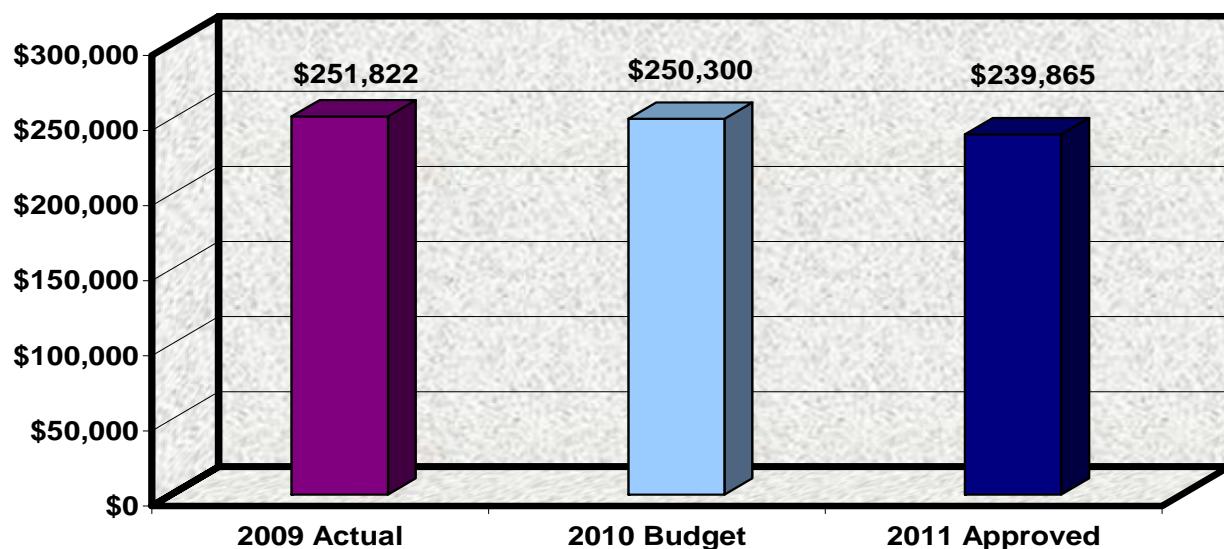
**Add a long-term disability option available to our employees through supplementary coverage (employee paid)**



## Human Resources

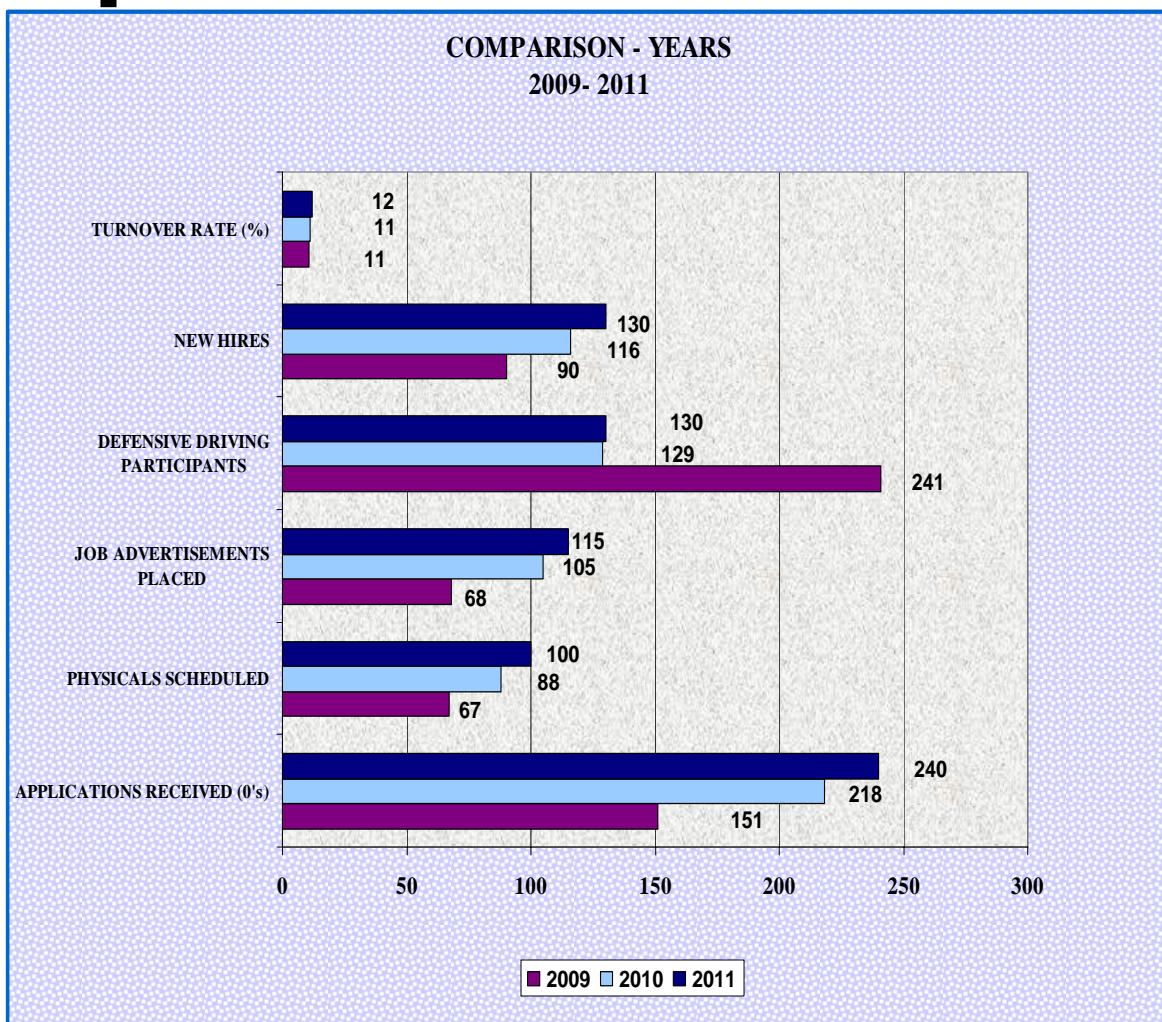
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b> General Fund Contribution	<u>251,822</u>	<u>250,300</u>	<u>239,865</u>
<b>Total Funding Sources</b>	<u>251,822</u>	<u>250,300</u>	<u>239,865</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	167,425	167,039	169,289
Benefits	55,974	55,440	57,071
Advertising	21,889	19,635	7,006
Dues and Subscriptions	271	340	263
Maintenance Charges	960	935	902
Supplies	2,738	2,392	1,786
Professional Services	2,500	2,869	3,172
Travel and Training	65	950	376
Minor Equipment/Improvements	-	700	-
<b>Total Appropriations</b>	<u>251,822</u>	<u>250,300</u>	<u>239,865</u>



## Human Resources

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

**Establish a county-wide Governance Committee for technology investments**

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

**Continue enhancement of New World modules**

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

**Continue the deployment of Document Imaging Projects**

**Initiate 2nd phase of disaster recovery by implementing disk to disk backup of critical data**

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

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

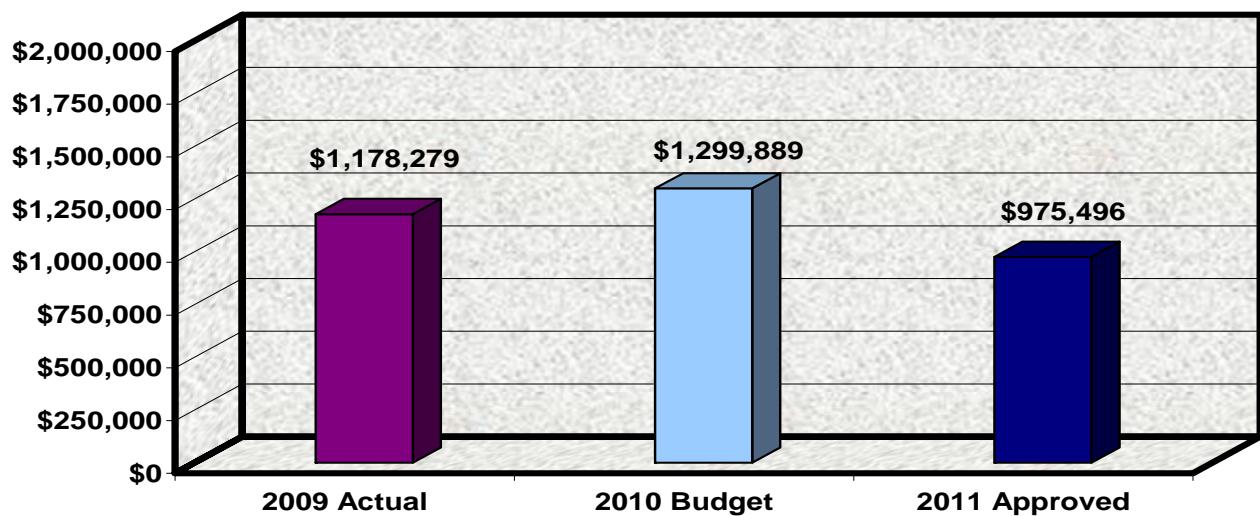
**Review and recommend hardware ad software to improve services**



## Information Services

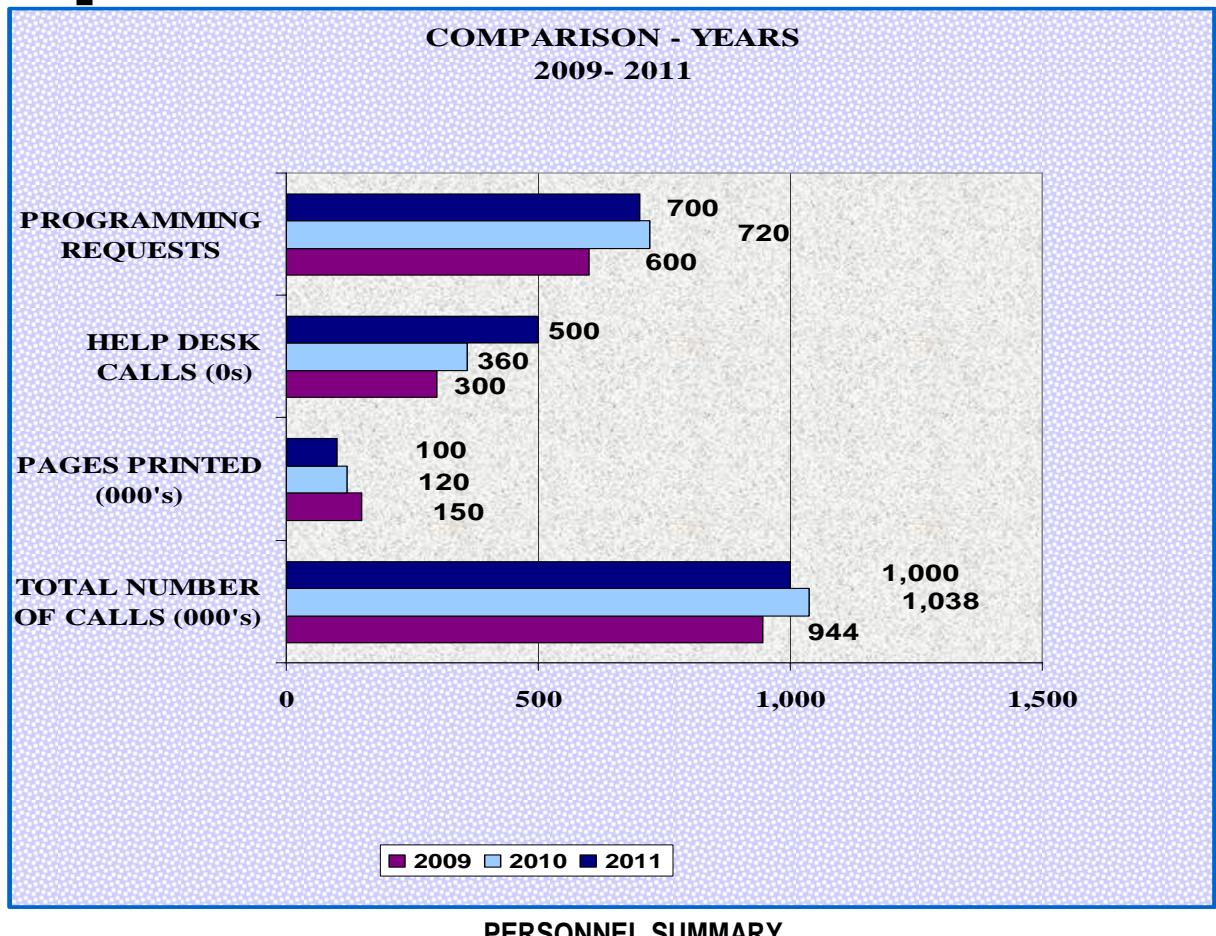
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,178,279</u>	<u>1,299,889</u>	<u>975,496</u>
<b>Total Funding Sources</b>	<u>1,178,279</u>	<u>1,299,889</u>	<u>975,496</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	489,814	477,686	532,778
Benefits	107,189	125,311	123,625
Vehicle Expenses	2,298	5,108	2,820
Dues and Subscriptions	300	300	399
Maintenance Charges	159,966	166,000	202,100
Supplies	5,628	4,743	4,794
Professional Services	18,377	12,631	18,800
Utilities	48,539	86,500	58,280
Travel and Training	-	6,030	9,400
Minor Equipment/Improvements	65,762	11,369	22,500
Capital Outlay	<u>280,406</u>	<u>404,211</u>	<u>-</u>
<b>Total Appropriations</b>	<u>1,178,279</u>	<u>1,299,889</u>	<u>975,496</u>



## Information Services

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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	1
Computer Operator	22	1	1	0
Communications Technician	22	1	1	1
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>11</b>	<b>9</b>

## **MISSION**

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

## **GOALS**

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

**Completion of at least six audits a year**

**Begin the accumulation of data to track sensitive/traceable assets the County holds for input in an asset management module in the County's financial software. These are non-capital items that are currently not being tracked.**

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

**Development of a cell phone policy and update County cell phones**

**Update/Clarification of the travel policy**

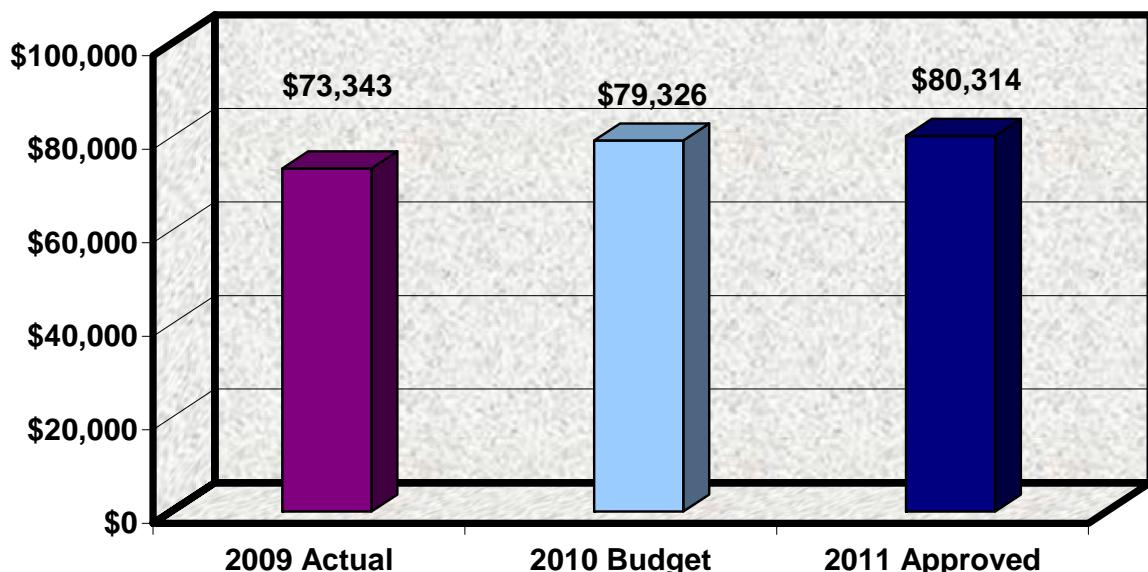
**Completion of the Audit of Katrina Assistance**



## Internal Audit

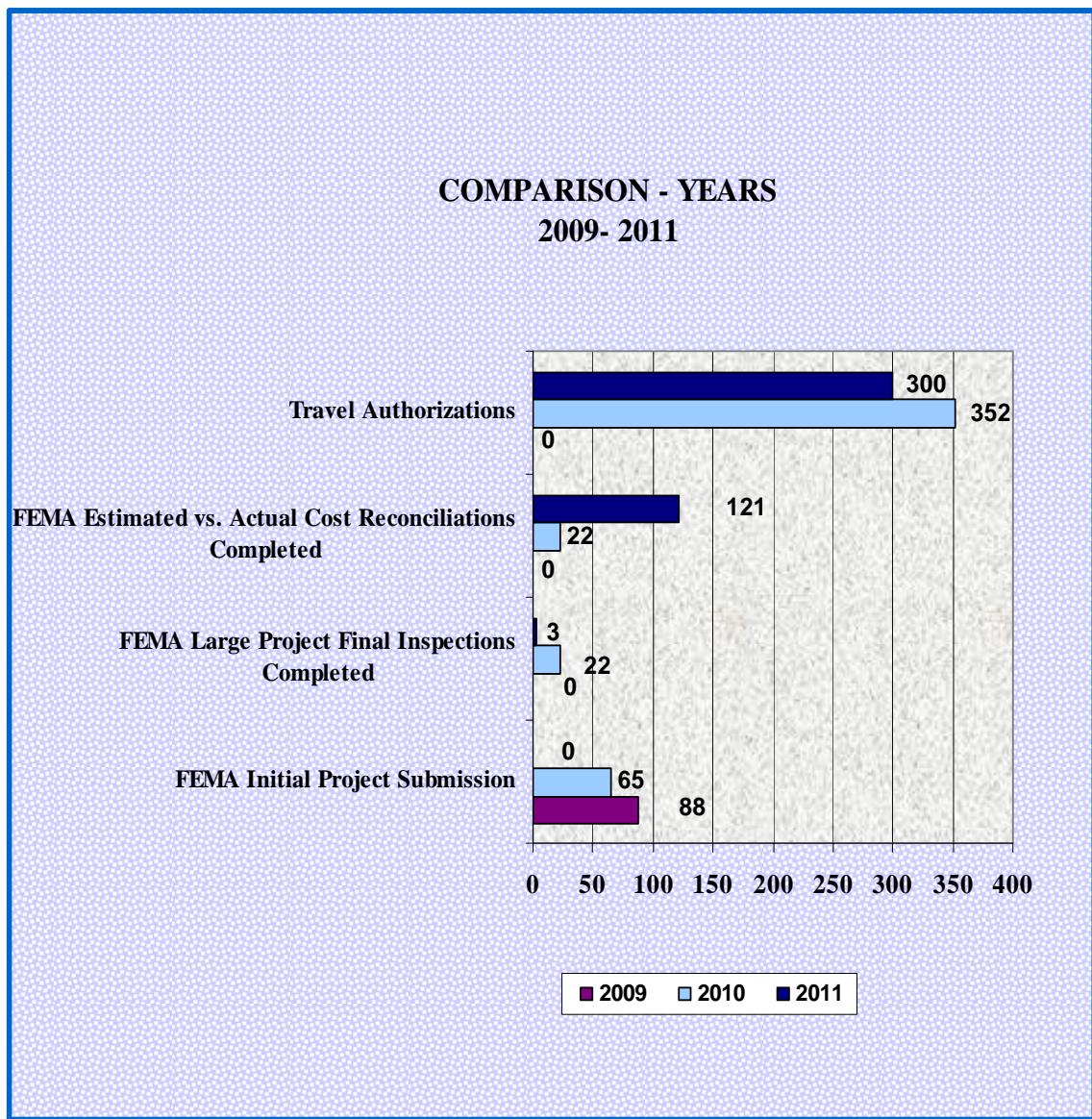
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>73,343</u>	<u>79,326</u>	<u>80,314</u>
<b>Total Funding Sources</b>	<u>73,343</u>	<u>79,326</u>	<u>80,314</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	60,737	66,914	68,587
Benefits	9,286	9,802	9,283
Dues and Subscriptions	470	400	470
Supplies	101	85	94
Travel and Training	1,347	2,125	1,880
Minor Equipment/Improvements	<u>1,402</u>	<u>-</u>	<u>-</u>
<b>Total Appropriations</b>	<b>73,343</b>	<b>79,326</b>	<b>80,314</b>



# PERSONNEL SUMMARY AND ORGANIZATION

## Internal Audit



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Internal Auditor	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<hr/> 1	<hr/> 1	<hr/> 1

## MISSION

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

## FUNCTIONS

- To represent and/or coordinate the defense of Douglas County and its Elected Officials in their official capacity, Department Heads in their official capacity, County Administrator in his official capacity, and its employees in their official capacity (hereafter collectively or individually referred to as ("County") in all lawsuits and administrative hearings
- To advise the Douglas County Board of Commissioners, Elected Officials, other officials, department heads and employees on their powers and duties under law
- To prepare and review ordinances, contracts and other legal documents
- To hire/coordinate/manage any outside counsel retained on behalf of the County or its insurance companies

## GOALS

To proactively address legal issues before they become problems

To effectively and efficiently handle the legal issues of the County

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

## PERSONNEL SUMMARY

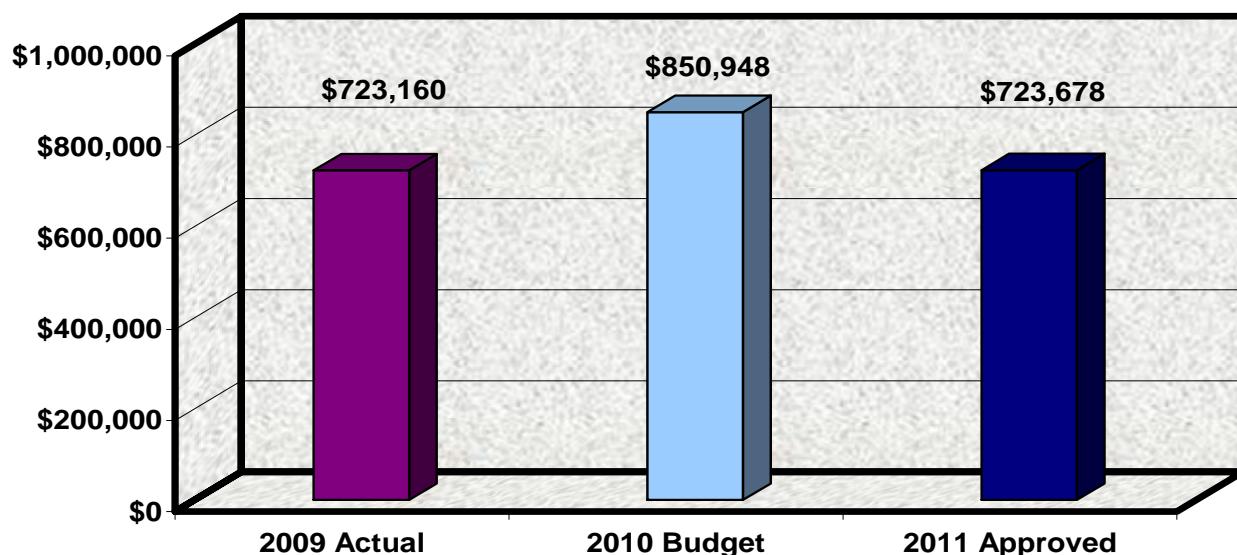
<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Staff Attorney	UNC	1	1	0
Paralegal	UNC	0	0	1
Principal Secretary	21	1	1	0
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>1</b>



## Legal Services

### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>723,160</u>	<u>850,948</u>	<u>723,678</u>
<b>Total Funding Sources</b>	<u>723,160</u>	<u>850,948</u>	<u>723,678</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	120,523	113,421	46,127
Benefits	31,153	31,529	17,114
Audit & Legal	297,661	438,502	403,656
Dues and Subscriptions	5,854	6,631	6,835
Supplies	2,137	850	940
Professional Services	262,874	255,000	244,400
Utilities	738	765	611
Travel and Training	<u>2,220</u>	<u>4,250</u>	<u>3,995</u>
<b>Total Appropriations</b>	<u>723,160</u>	<u>850,948</u>	<u>723,678</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 the 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

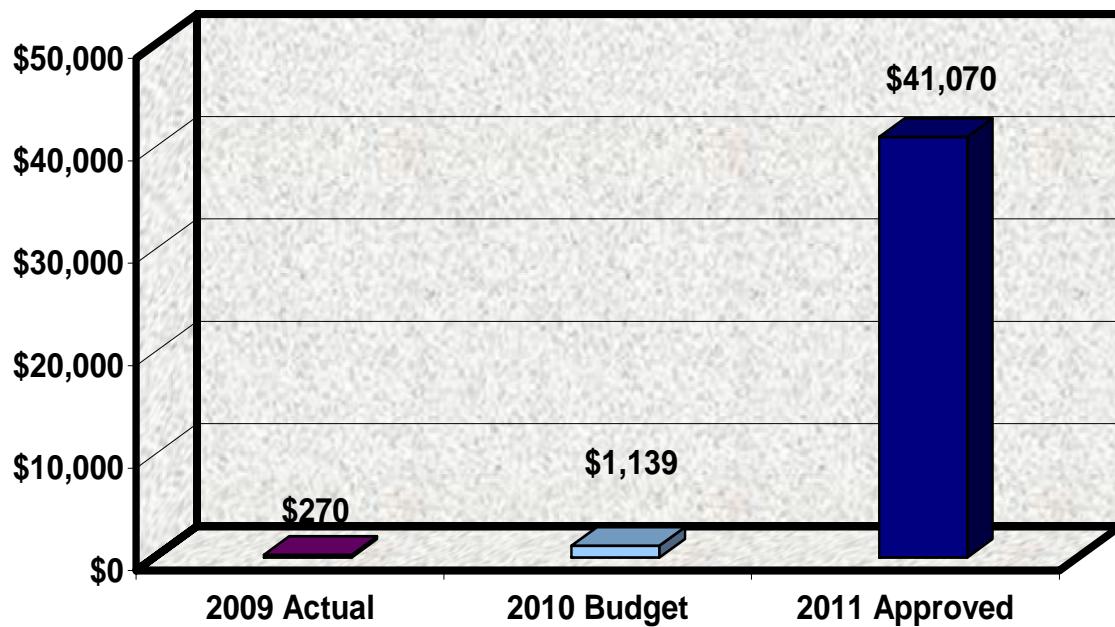
Promote County conservation measures and schedule disposition of underutilized vehicles



## Motor Pool

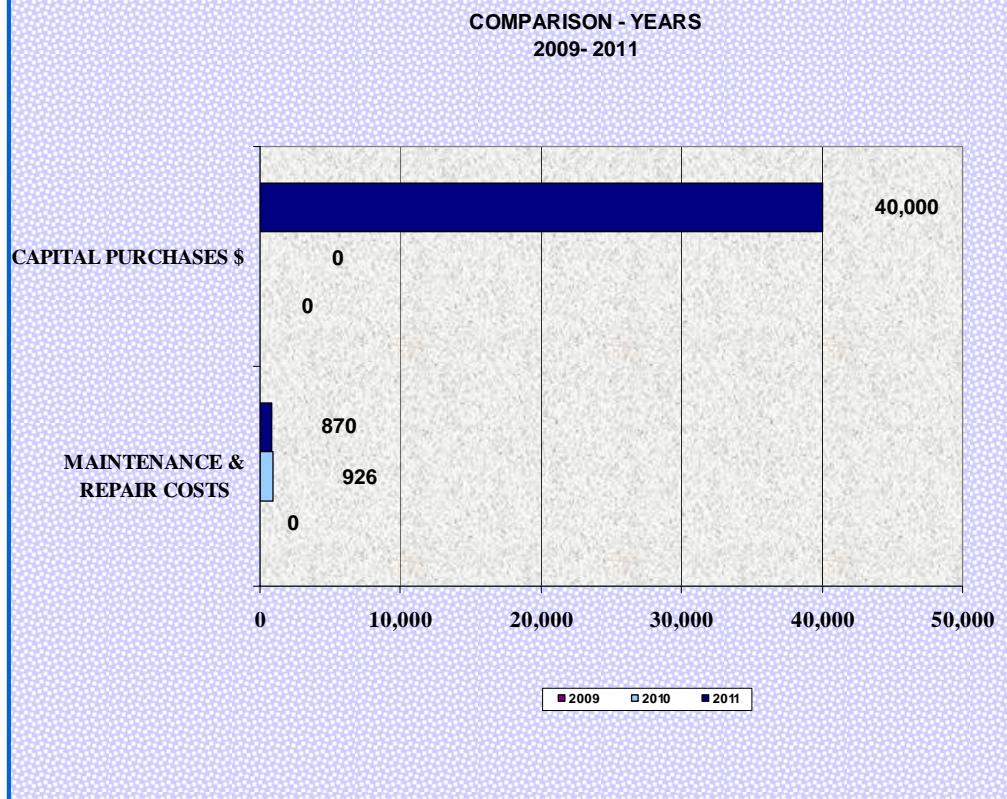
### BUDGET SUMMARY

	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>BUDGET</u>	<u>2011</u> <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	270	1,139	<u>41,070</u>
Total Funding Sources	<u>270</u>	<u>1,139</u>	<u>41,070</u>
<b>APPROPRIATIONS:</b>			
Vehicle Expenses	(5)	926	870
Supplies	275	213	200
Capital Outlay	-	-	<u>40,000</u>
Total Appropriations	<u>270</u>	<u>1,139</u>	<u>41,070</u>



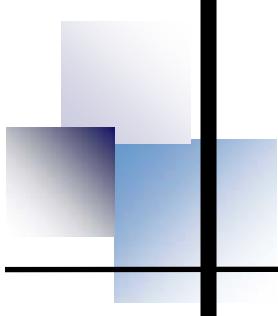
# WORKLOAD INDICATORS

## Motor Pool



## PERSONNEL

Administered by the Fleet Management Department and Government Services



## MISSION

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

## FUNCTIONS

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

## GOALS

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

**Continue to provide timely delivery of all printed materials through the use of technology for greater productivity without sacrificing quality**

**Continue to encourage communications with departments and working with them to meet critical needs**

**Continue to provide efficient mail processing for all departments by adhering to an established time schedule**

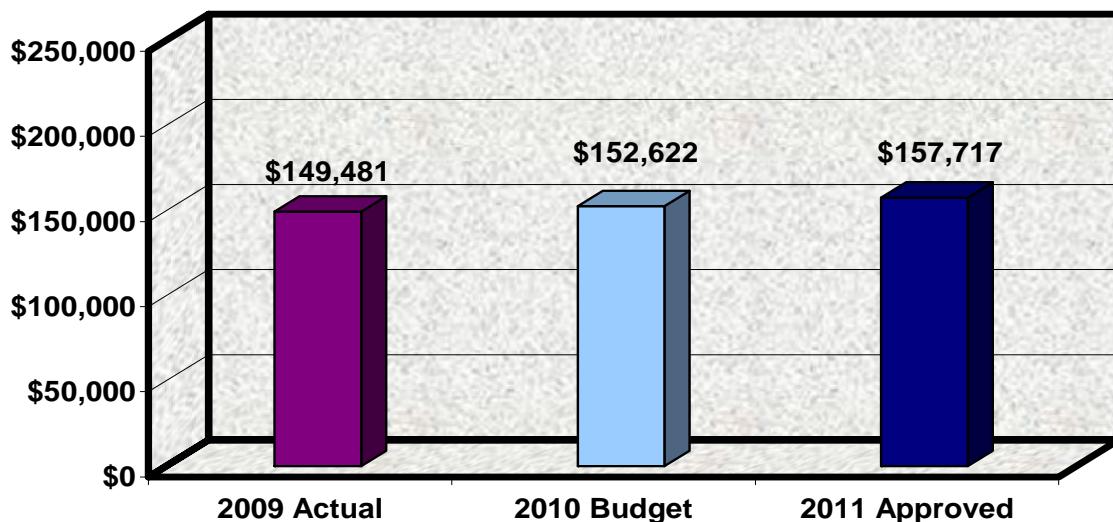
**Continue to be responsive to all departments with sensitive and accountable mail**



## Printing & Mail

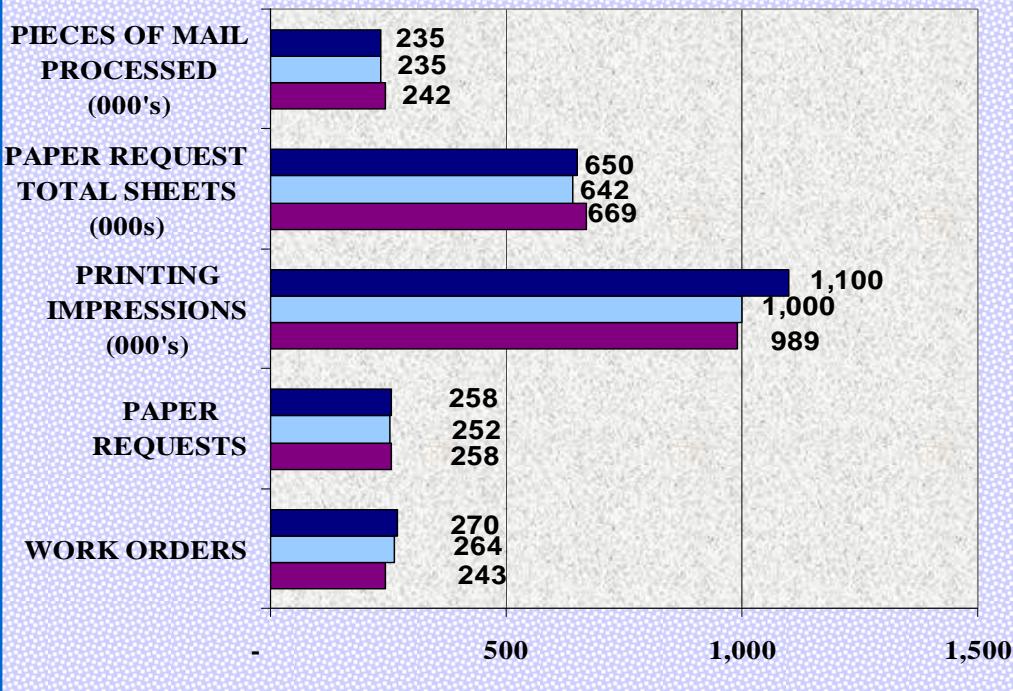
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>149,481</u>	<u>152,622</u>	<u>157,717</u>
<b>Total Funding Sources</b>	<b><u>149,481</u></b>	<b><u>152,622</u></b>	<b><u>157,717</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	102,120	101,946	103,099
Benefits	38,194	40,314	41,841
Vehicle Expenses	1,284	1,670	1,694
Equipment Rental	1,401	1,250	959
Maintenance Charges	4,733	4,993	7,144
Supplies	1,749	1,692	2,626
Uniforms	-	-	354
Minor Equipment/Improvements	-	758	-
<b>Total Appropriations</b>	<b><u>149,481</u></b>	<b><u>152,622</u></b>	<b><u>157,717</u></b>



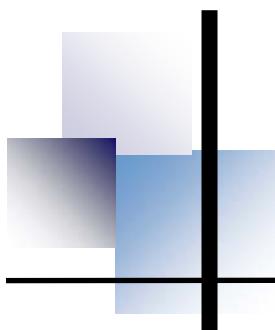
## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2009- 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Supervisor	22	1	1	1
Printer	20	1	1	1
Mail Clerk	16	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>



# GENERAL GOVERNMENT

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

## FUNCTIONS

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

## GOALS

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

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

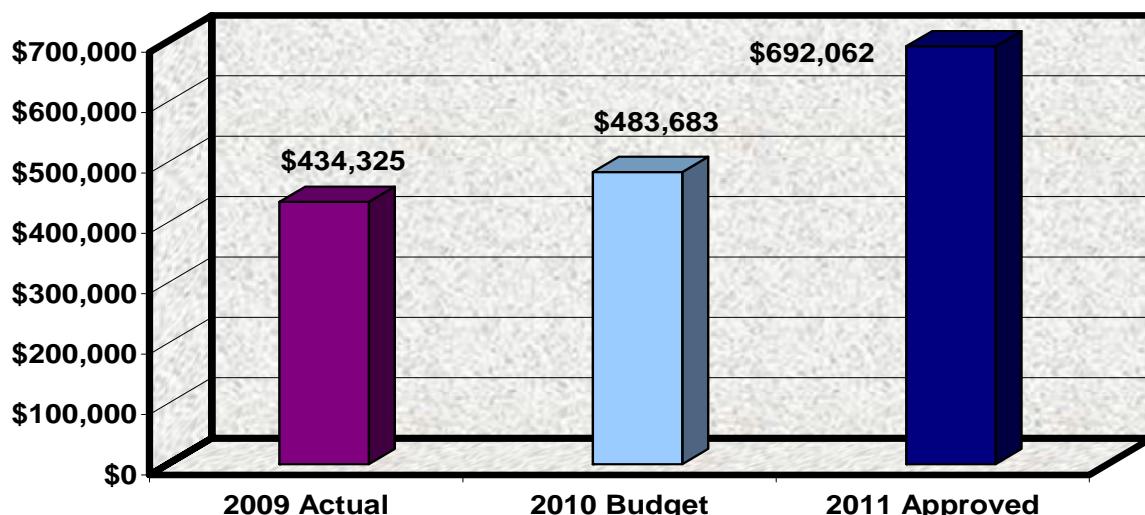
**To create a long range maintenance plan to overcome emergency repairs and day to day maintenance costs.**



## Property Management

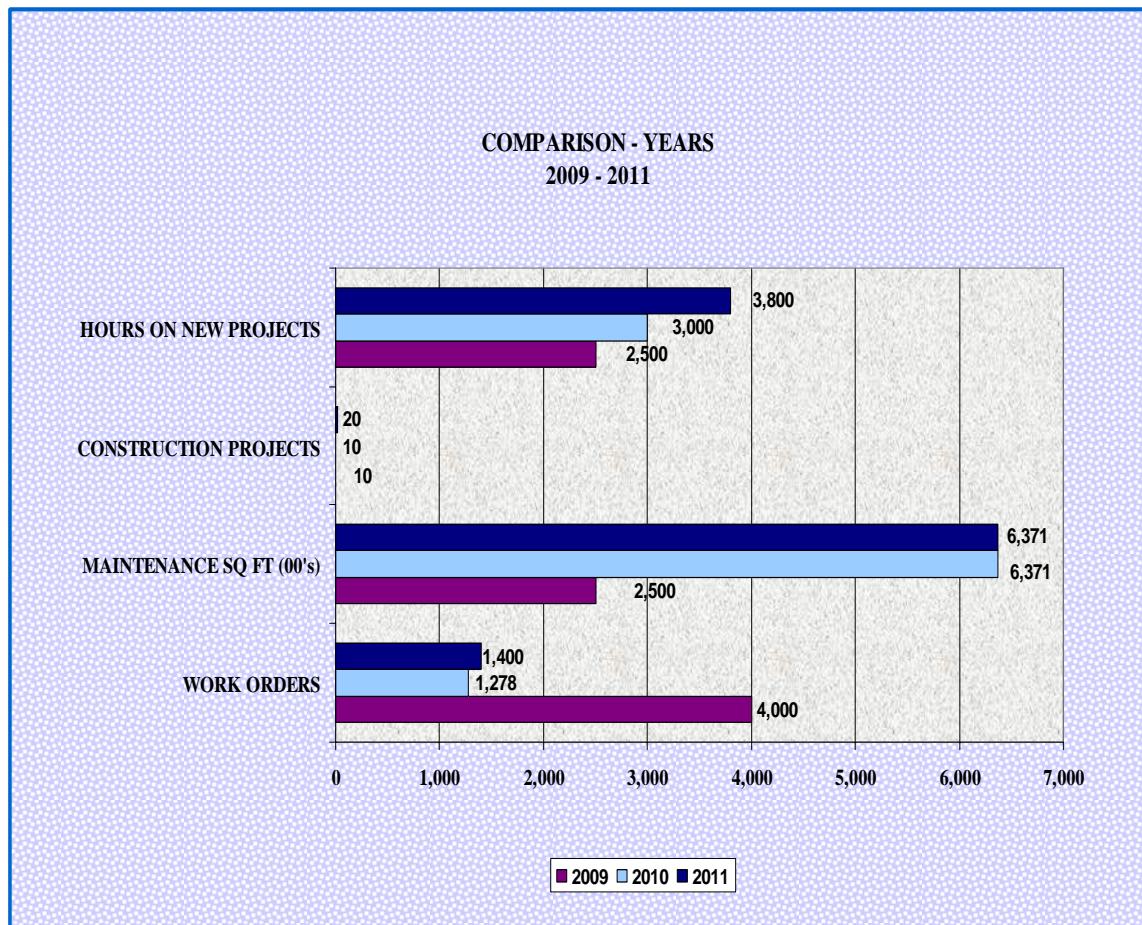
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	434,325	483,683	692,062
<b>Total Funding Sources</b>	<b>434,325</b>	<b>483,683</b>	<b>692,062</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	236,687	241,461	239,417
Benefits	77,435	84,499	88,038
Vehicle Expenses	11,930	19,825	16,262
Dues and Subscriptions	-	275	235
Equipment Rental	405	425	767
Maintenance Charges	75,891	77,779	94,406
Supplies	2,195	2,839	1,737
Professional Services	579	1,250	1,128
Utilities	21,112	33,819	31,936
Travel and Training	576	1,650	2,162
Uniforms	579	2,040	1,974
Minor Equipment/Improvements	6,833	5,021	12,000
Capital Outlay	104	12,800	202,000
<b>Total Appropriations</b>	<b>434,325</b>	<b>483,683</b>	<b>692,062</b>



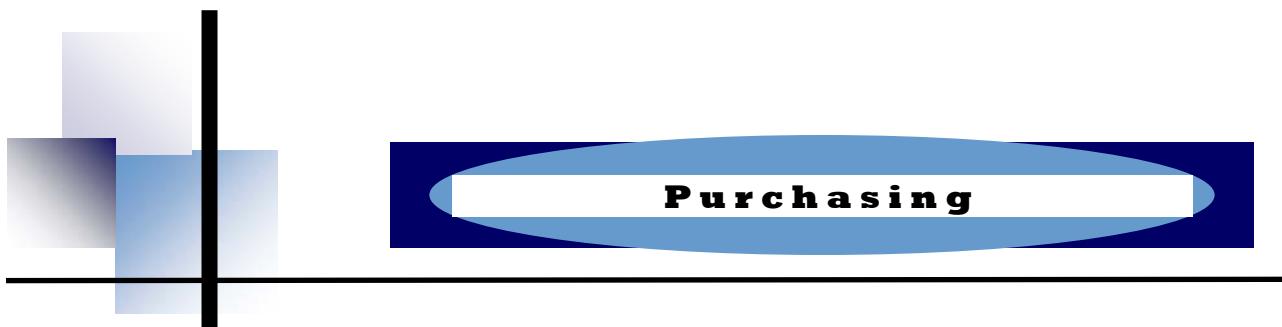
## Property Management

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



# GENERAL GOVERNMENT

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

**Continue to support all efforts towards the continued growth and use of the New World software**

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

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

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

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

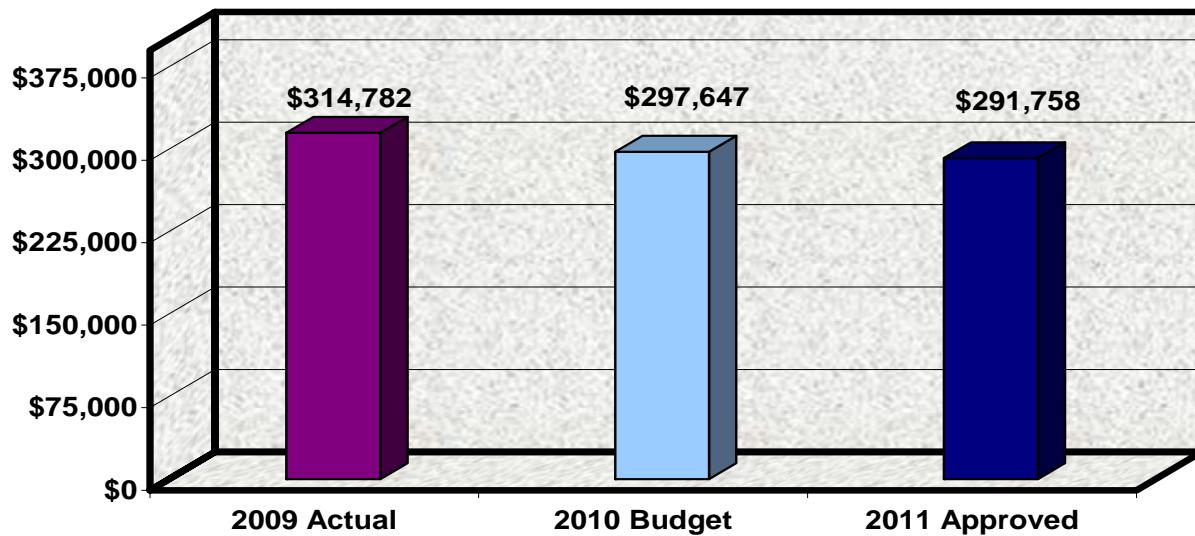
**Continue to strive for the maximum value for each public dollar spent**



## Purchasing

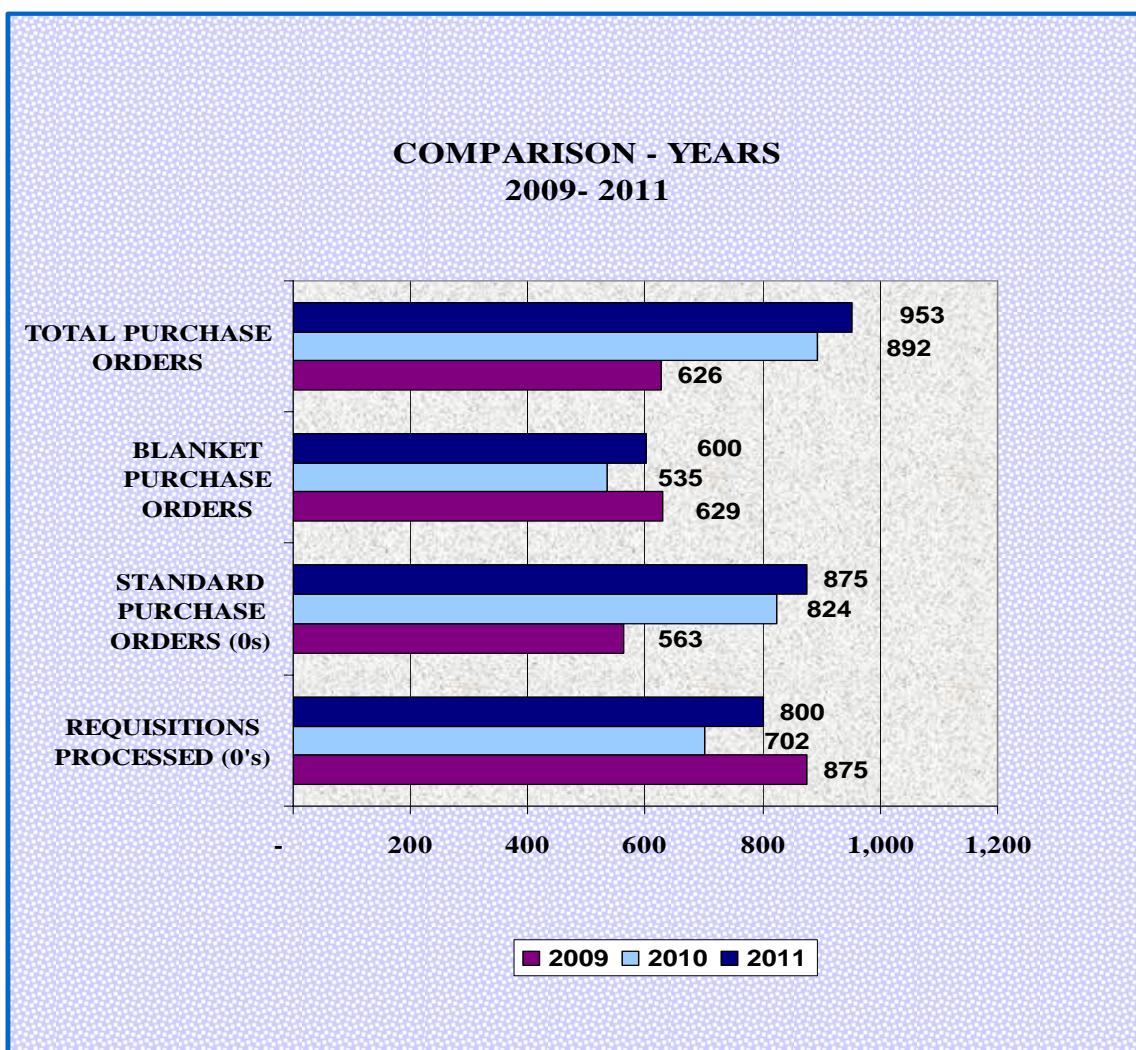
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b> General Fund Contribution	<u>314,782</u>	<u>297,647</u>	<u>291,758</u>
<b>Total Funding Sources</b>	<u>314,782</u>	<u>297,647</u>	<u>291,758</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	237,879	235,828	215,847
Benefits	64,126	48,635	64,076
Advertising	-	298	282
Dues and Subscriptions	802	2,125	1,997
Maintenance Charges	1,081	996	940
Supplies	8,983	7,206	6,713
Professional Services	-	1,275	94
Utilities	1,214	1,020	611
Travel and Training	697	264	1,198
<b>Total Appropriations</b>	<u>314,782</u>	<u>297,647</u>	<u>291,758</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Purchasing



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

Locate and describe all historical records within each department in the courthouse, create a database providing appropriate descriptive and location data, and create reports for use on the County's website for researchers

Revise the Open Records Policy and procedural Manual to ensure consistency of operations

Develop a strategic plan and begin implementation of identifying cases in Superior Court by both dead file and case number in the Records Database with the associated names for comprehensive access to all case files (4-5 year project)

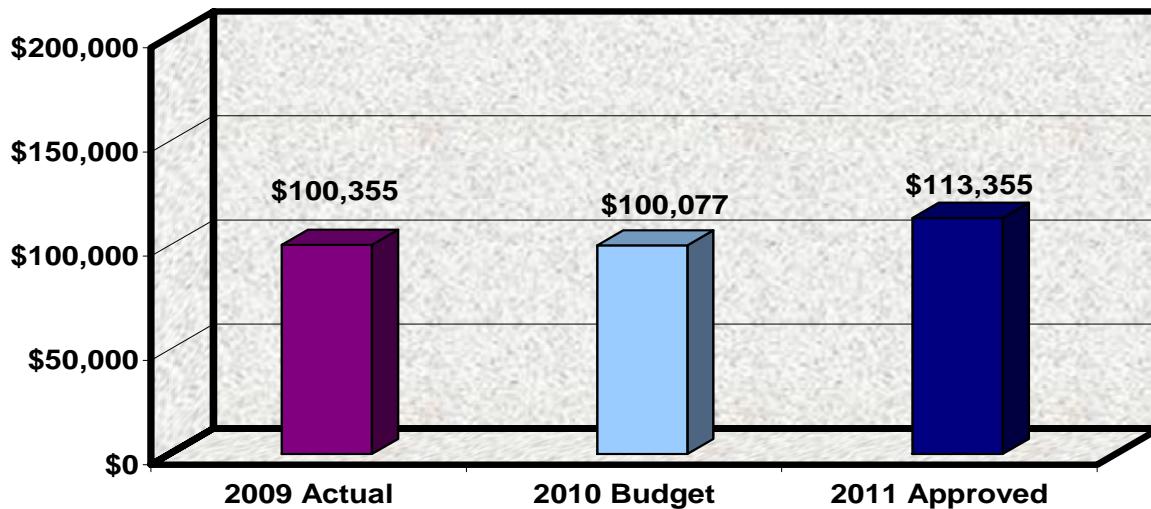
Conduct an inventory of the 10,979 locations in use in Records Center operations, re-box as necessary, and make associated corrections in database



## Records Retention

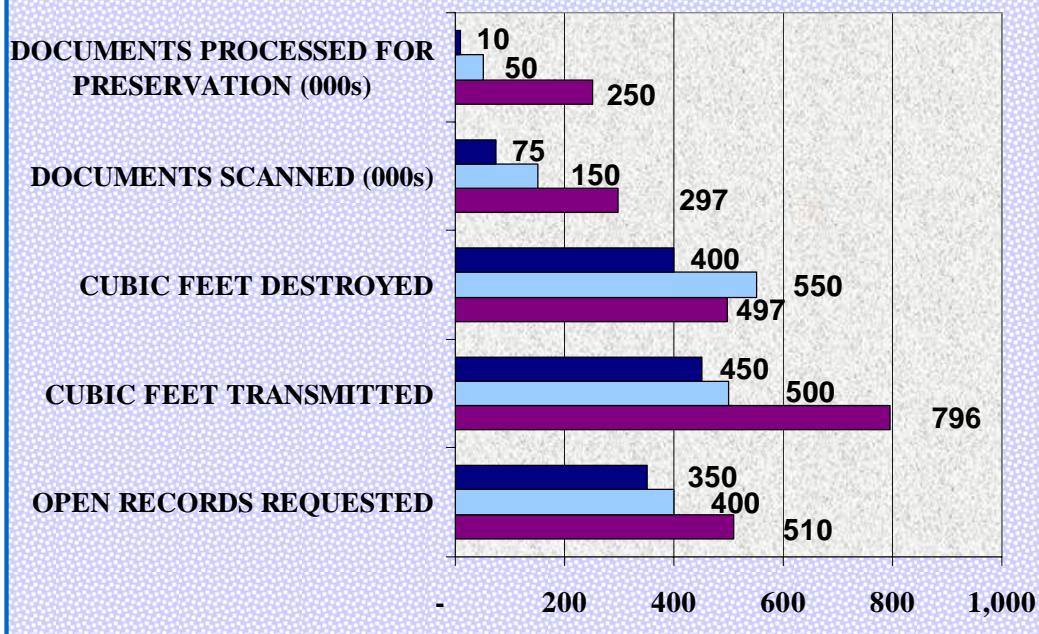
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>100,355</u>	<u>100,077</u>	<u>113,355</u>
<b>Total Funding Sources</b>	<b><u>100,355</u></b>	<b><u>100,077</u></b>	<b><u>113,355</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	70,111	72,023	71,305
Benefits	17,717	17,475	26,540
Dues and Subscriptions	391	340	376
Maintenance Charges	289	-	-
Supplies	4,528	2,734	6,674
Professional Services	6,564	7,024	6,580
Travel and Training	<u>754</u>	<u>481</u>	<u>1,880</u>
<b>Total Appropriations</b>	<b><u>100,355</u></b>	<b><u>100,077</u></b>	<b><u>113,355</u></b>



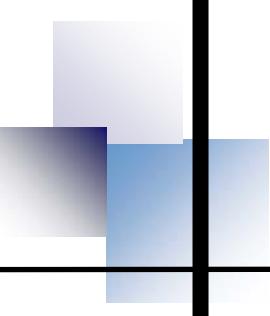
## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2009- 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Coord.	17	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

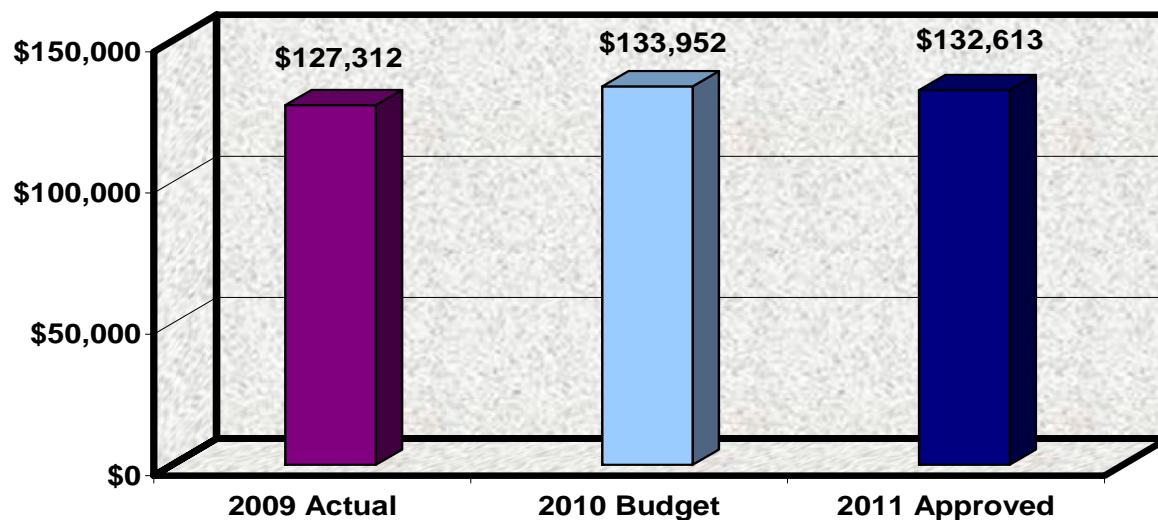
- Complete the integration of the POS Network and Group Health Plan changes to our Employee Healthcare Plan**
- Set-up paperless claims submittal process for auto claims**
- Coordinate and put on Health and Safety Fair**
- Complete the Health and Safety Manual manuscript and reach a consensus**
- Print, distribute and provide educational meetings on using the Health and Safety Manual**



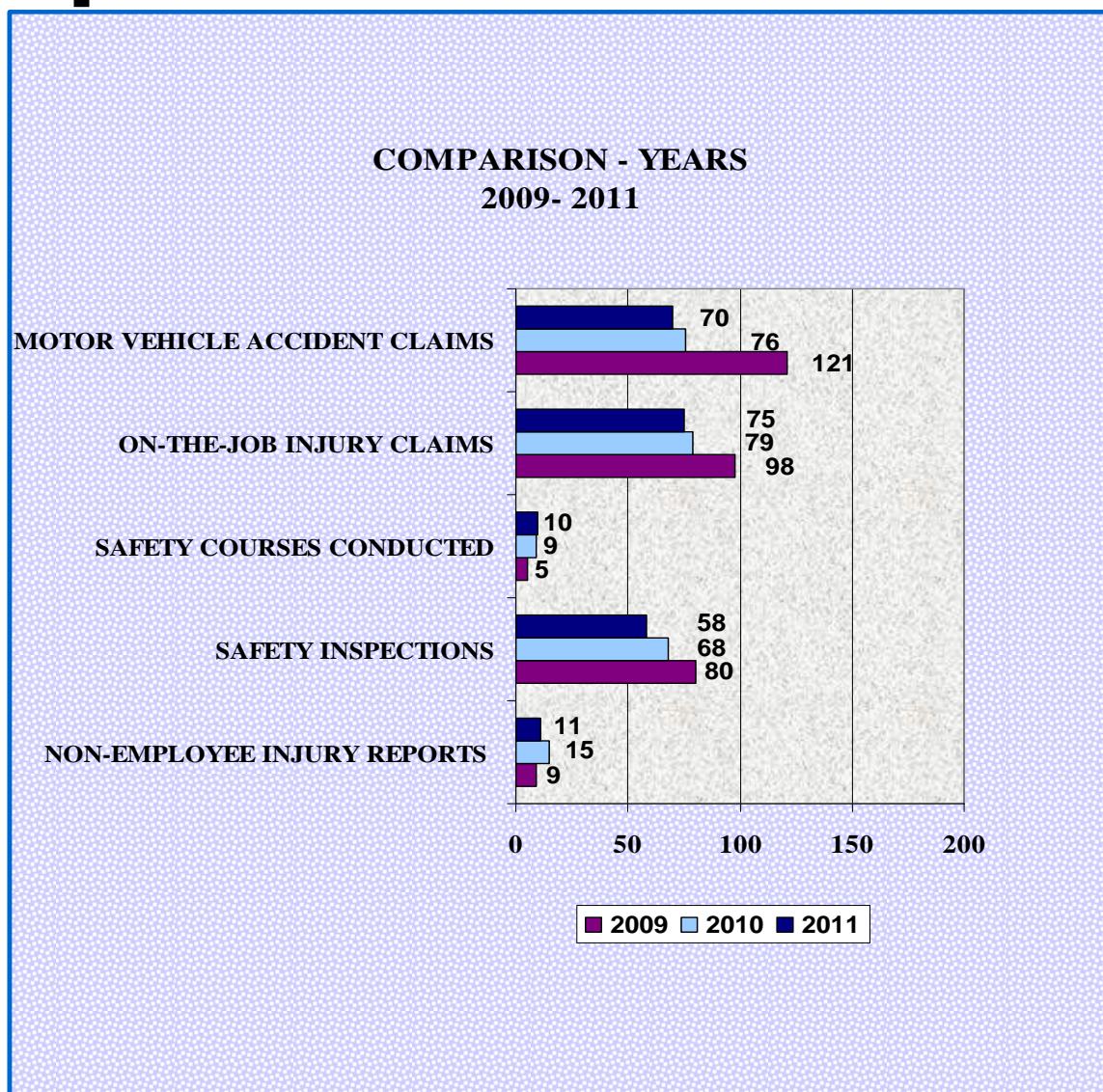
## Risk & Safety

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>127,312</u>	<u>133,952</u>	<u>132,613</u>
<b>Total Funding Sources</b>	<u>127,312</u>	<u>133,952</u>	<u>132,613</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	91,072	90,923	92,959
Benefits	26,748	26,533	29,529
Advertising	1,136	456	1,410
Dues and Subscriptions	1,822	1,029	2,030
Vehicle Expenses	1,153	1,412	1,304
Supplies	3,836	8,432	2,373
Professional Services	125	2,219	564
Utilities	-	800	752
Travel and Training	773	1,213	1,692
Minor Equipment/Improvements	<u>648</u>	<u>935</u>	<u>-</u>
<b>Total Appropriations</b>	<u>127,312</u>	<u>133,952</u>	<u>132,613</u>

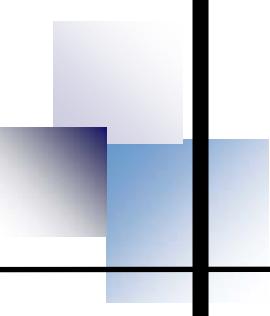


PERSONNEL SUMMARY & WORKLOAD INDICATORS



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Manager	UNC	1	1	1
Claims Administrator	20	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



# GENERAL GOVERNMENT

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

## FUNCTIONS

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

## GOALS

**Complete updates necessary to reach and maintain fair market value; maintain cost, income, and land value data bases**

**Continue Personal Property Audit Program**

**Continue to establish better communication and work relations with public officials, property owners, citizens, and media**

**Continue to earn greater trust of citizens and employees**

**Ensure customer service is always a priority**

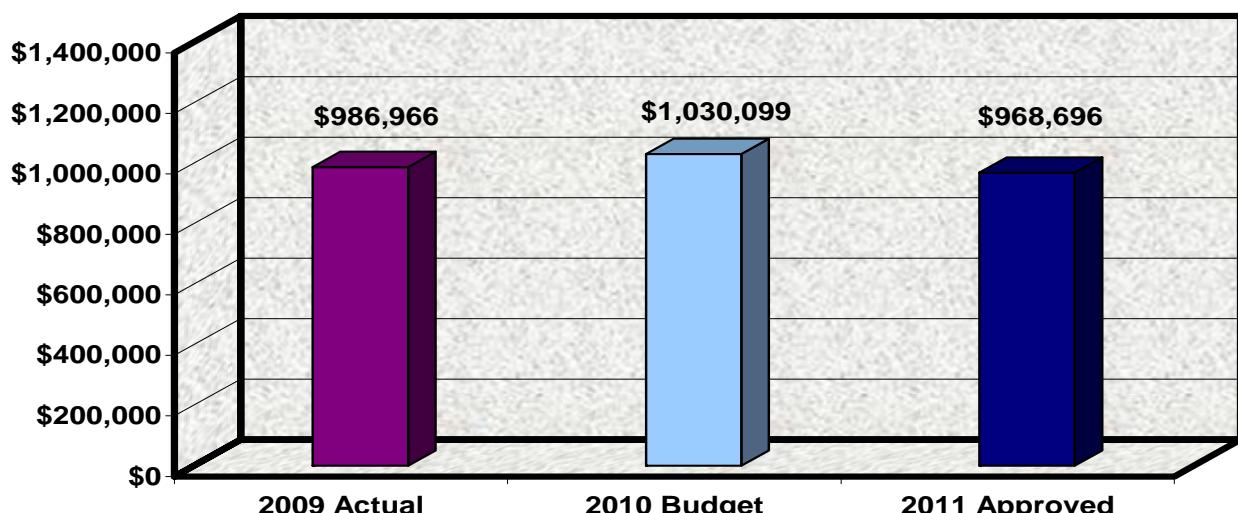
**Maintain employee education to ensure professionalism**



## Tax Appraisal

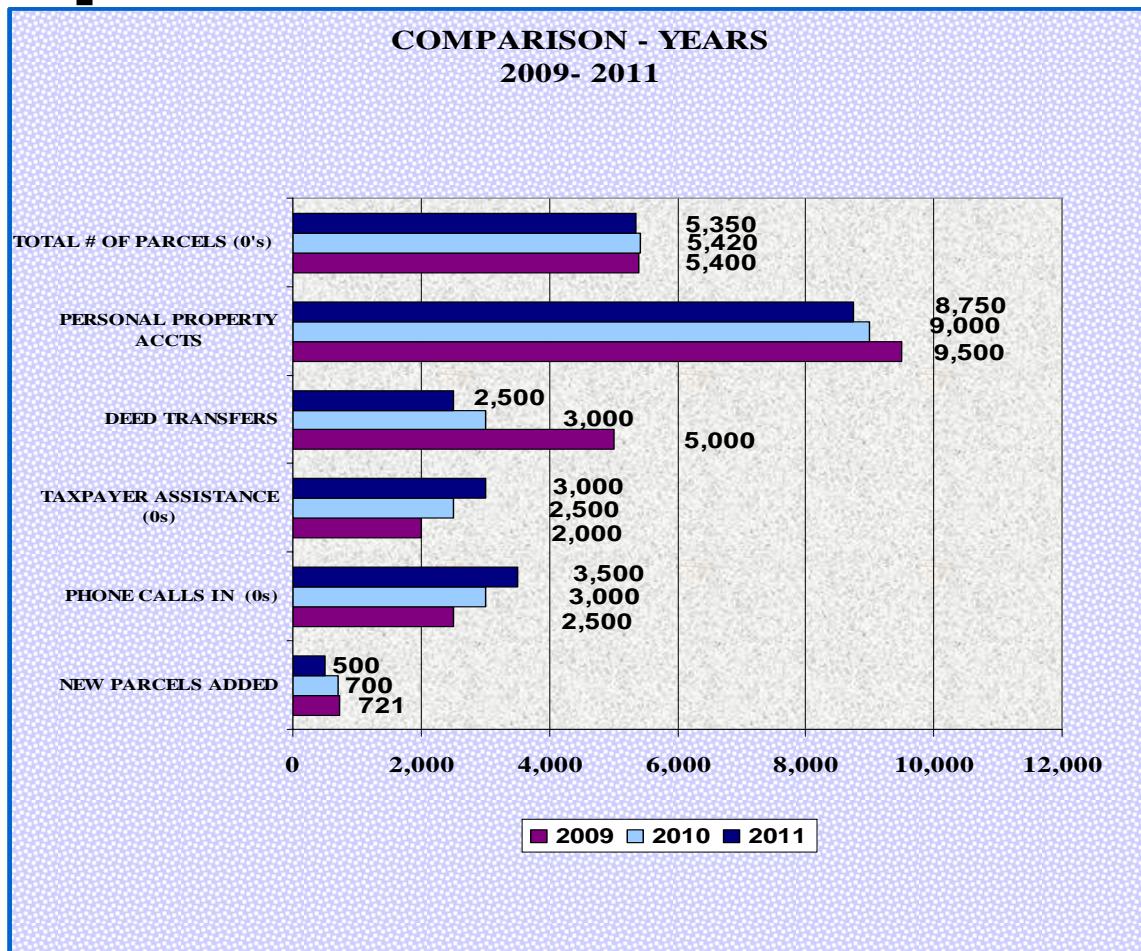
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>986,966</u>	<u>1,030,099</u>	<u>968,696</u>
<b>Total Funding Sources</b>	<u>986,966</u>	<u>1,030,099</u>	<u>968,696</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	707,255	731,778	692,558
Benefits	253,280	274,053	253,021
Advertising	410	86	470
Vehicle Expenses	7,446	6,065	6,768
Dues and Subscriptions	2,230	1,325	1,784
Maintenance Charges	480	408	1,222
Supplies	10,579	10,653	7,050
Professional Services	341	300	183
Utilities	1,195	-	-
Travel and Training	2,907	2,123	3,760
Uniforms	844	565	1,880
Minor Equipment/Improvements	-	2,743	-
<b>Total Appropriations</b>	<u>986,966</u>	<u>1,030,099</u>	<u>968,696</u>



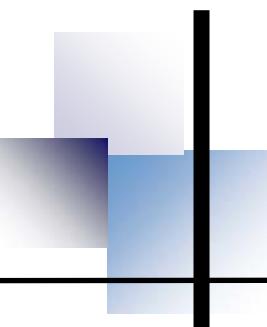
# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Tax Appraisal



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	28	2	2	2
Appraiser IV	27	2	2	2
Appraiser III	24	2	2	2
Appraiser II	22	5	5	4
Appraiser I	20	3	3	2
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Principal Appraisal Assistant	19	1	1	1
Secretary	16	1	1	1
Appraisal Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>19</b>	<b>19</b>	<b>17</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



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**

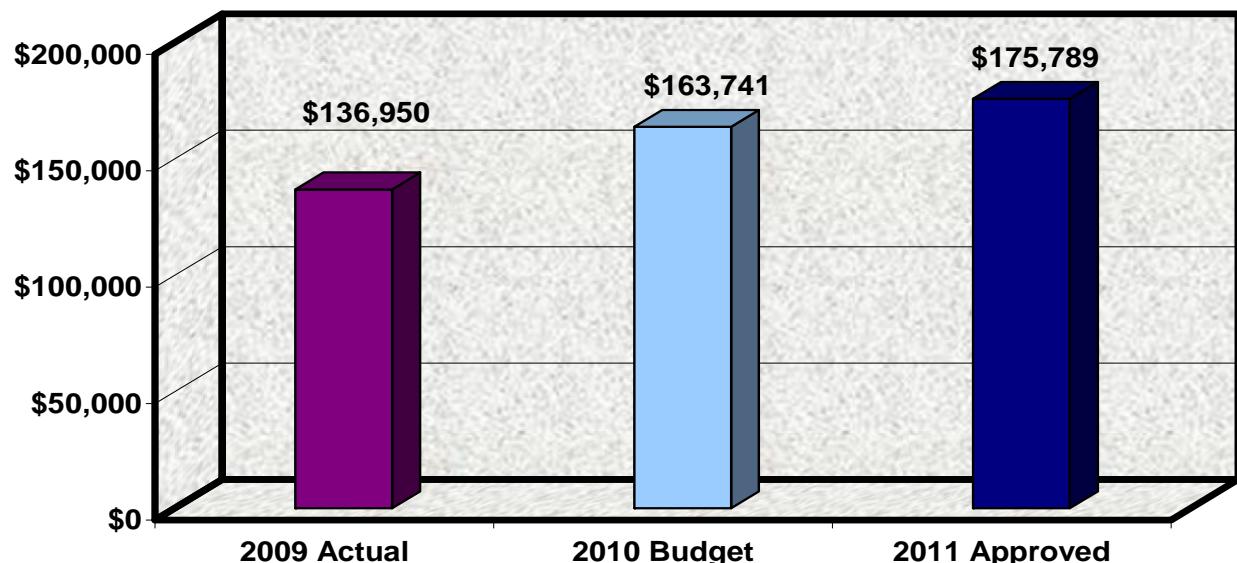
**Maintain employee education to ensure professionalism**



## Tax Assessors

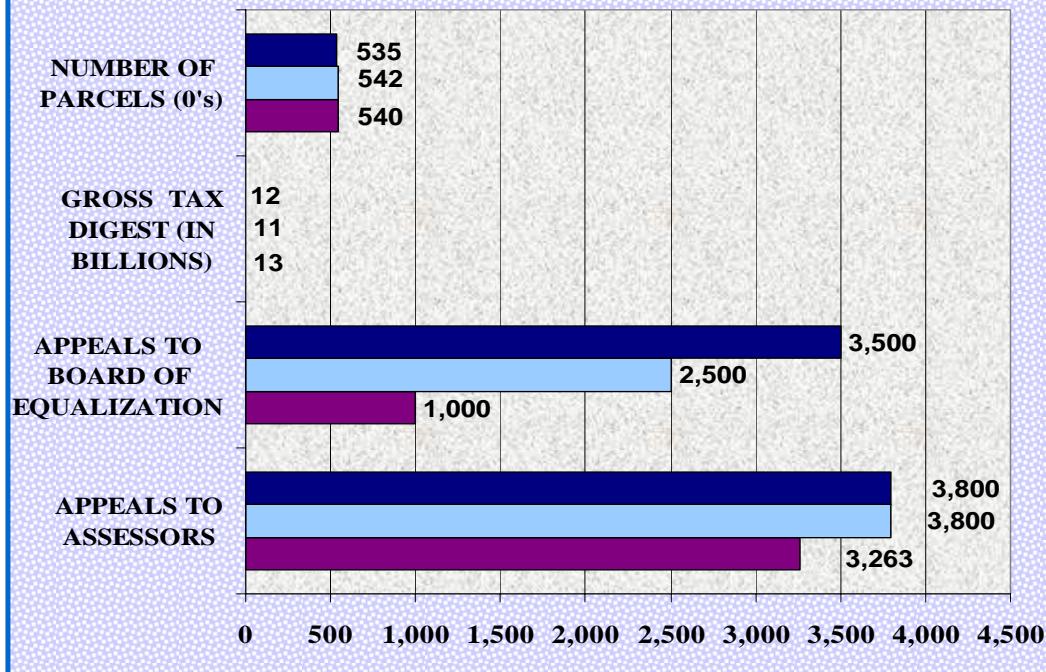
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	136,950	163,741	175,789
<b>Total Funding Sources</b>			
	<u>136,950</u>	<u>163,741</u>	<u>175,789</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	39,670	33,963	40,800
Benefits	3,035	3,628	3,122
Advertising	218	48	235
Audit & Legal	49,715	50,096	47,000
Dues and Subscriptions	1,613	4,128	5,804
Maintenance Charges	961	810	-
Supplies	18,727	31,810	37,844
Professional Services	18,996	36,343	38,164
Travel and Training	4,015	2,915	2,820
<b>Total Appropriations</b>	<u>136,950</u>	<u>163,741</u>	<u>175,789</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2009- 2011



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
<b>TOTAL PART TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

- Mail and receive tax returns and homestead exemption applications per the Taxpayers Bill of Rights and provide a brochure to all new taxpayers
- Receive tax digest from Board of Assessors, balance it in accordance to the state rules and regulations, distribute it to taxing authorities, and submit it to the State Revenue Commissioner for approval
- Issue tax bills, collect and disburse monies to authorities, and maintain all pertinent tax records
- Process levies on delinquent real and personal properties
- Take title applications for all residents and car dealerships within County
- Issue tag renewals/transfers for all residents
- Educate public concerning complicated Insurance Law
- Collect insurance lapse and tag suspension fees created by Insurance Law
- Collect Sales Tax on vehicles purchased out-of-state

## GOALS

Address heightened security concerns

Increase collections percentages (reduce delinquent taxes)

Minimize wait time for walk up and phone customers

Investigate the feasibility of opening of a satellite facility

Implement a Customer Queuing System in the Tag Office

Streamline on line transaction

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

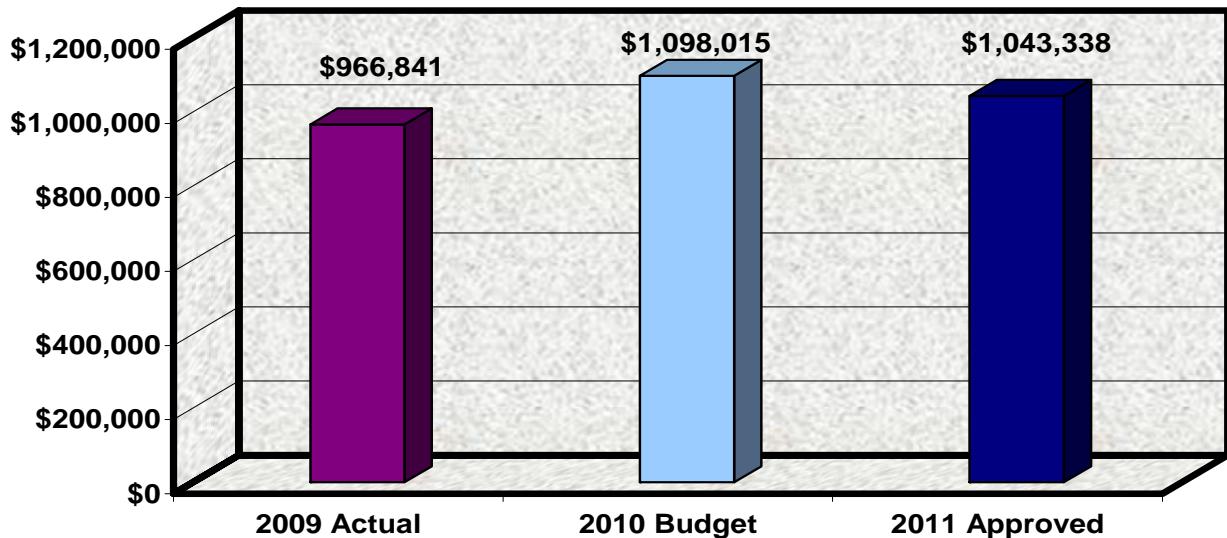
Educate and inform citizens on the proper use of property tax exemptions



## Tax Commissioner

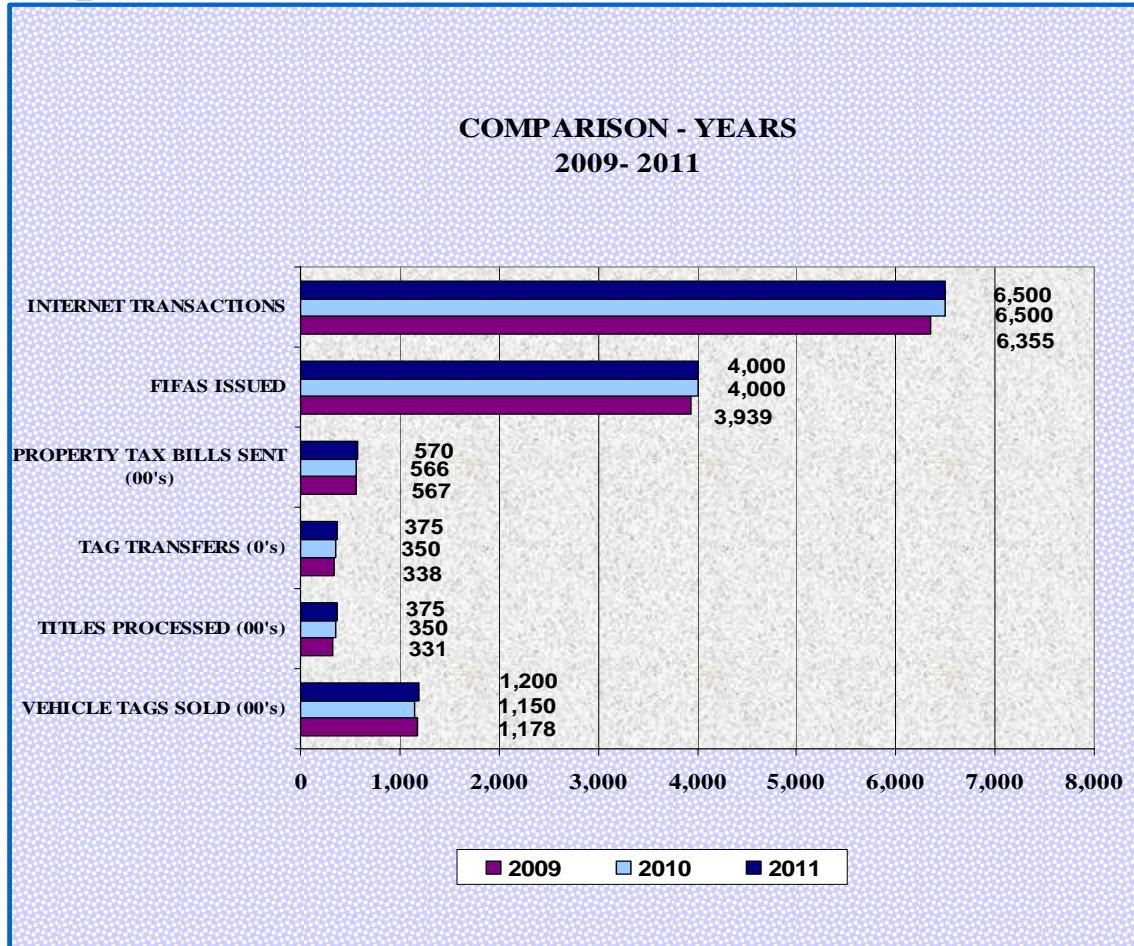
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>966,841</u>	<u>1,098,015</u>	<u>1,043,338</u>
<b>Total Funding Sources</b>	<b><u>966,841</u></b>	<b><u>1,098,015</u></b>	<b><u>1,043,338</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	583,963	671,934	641,015
Benefits	145,941	220,524	206,377
Advertising	1,155	5,150	5,170
Dues and Subscriptions	626	1,555	1,202
Maintenance Charges	1,440	1,845	1,184
Supplies	80,099	94,349	86,335
Professional Services	146,875	83,891	79,343
Utilities	819	3,297	1,222
Travel and Training	5,924	8,384	15,490
Minor Equipment/Improvements	-	<u>7,086</u>	<u>6,000</u>
<b>Total Appropriations</b>	<b><u>966,841</u></b>	<b><u>1,098,015</u></b>	<b><u>1,043,338</u></b>



## Tax Commissioner

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Deputy Tax Commissioner	29	1	1	1
Tag Supervisor	24	1	1	0
Administrative Assistant	24	1	1	1
Tax Bookkeeper	21	1	1	1
Assistant Tag Supervisor	21	1	1	1
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	6	6	6
Tax/Tag Agent	16	3	3	3
Tag Agent	PT	4	4	4
<b>TOTAL FULL TIME</b>		<b>20</b>	<b>20</b>	<b>19</b>

## **Tax Equalization Board**

### **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**

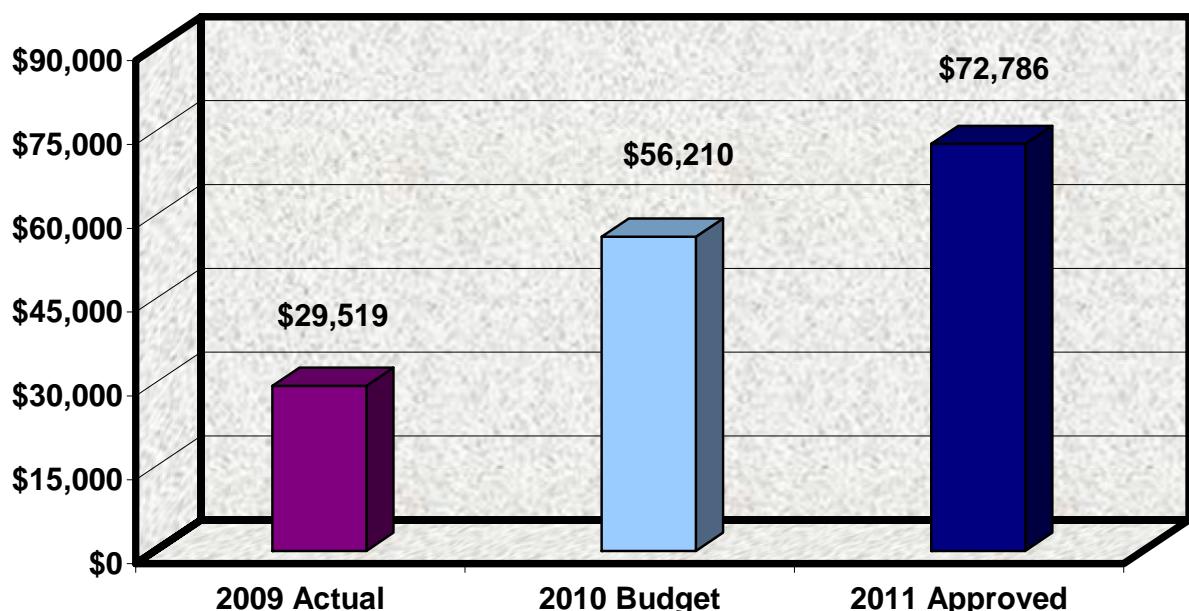
**The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.**



## Tax Equalization Board

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>29,519</u>	<u>56,210</u>	<u>72,786</u>
<b>Total Funding Sources</b>	<b><u>29,519</u></b>	<b><u>56,210</u></b>	<b><u>72,786</u></b>
<b>APPROPRIATIONS:</b>			
Advertising	200	300	282
Supplies	2,153	7,901	11,938
Professional Services	25,500	41,299	56,400
Travel and Training	<u>1,666</u>	<u>6,710</u>	<u>4,166</u>
<b>Total Appropriations</b>	<b><u>29,519</u></b>	<b><u>56,210</u></b>	<b><u>72,786</u></b>



## 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:**

- Implement new Voter Registration system mandated by the Secretary of State
- Enter new/changed voter information into statewide database when received from applicants
- Maintain a scanned filing system of information on all registered 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, any special or municipal elections by:**

- Mailing paper ballots to persons submitting absentee or no reason by mail request
- Conduct in-office touch screen voting
- Conduct early and advance voting at 4 locations in the County
- Prepare Express Polls for use at precincts
- Maintain all records as required by Georgia Election Code/State Election Board Rules
- Determine eligibility of Provisional Ballots cast

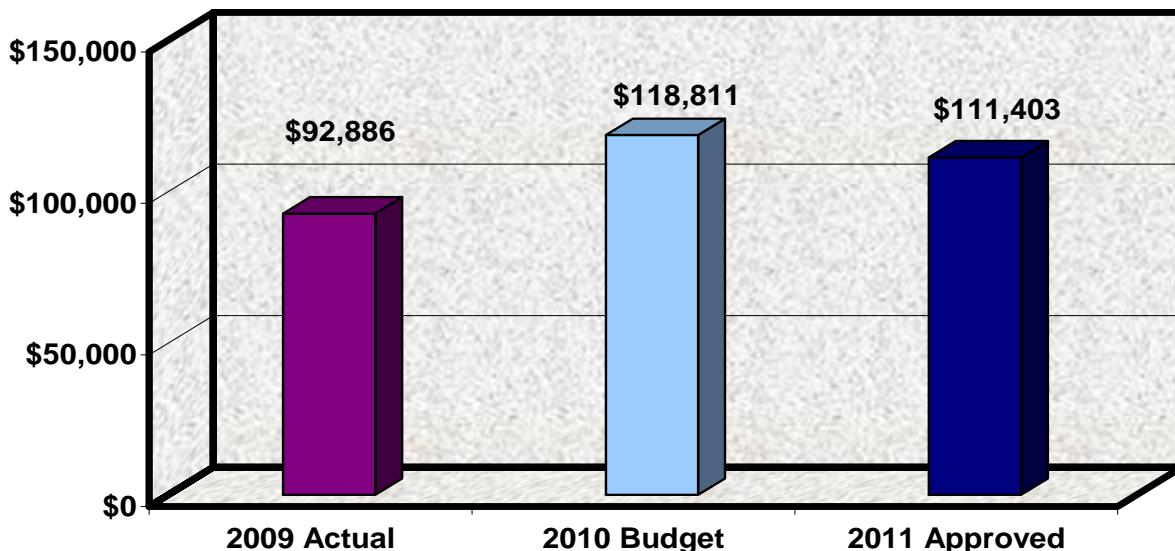
**Create new precincts by:**

- Monitoring existing precinct growth
- Continue preparations for 2011 census results and changes due to re-districting of Congressional, Senate, house, Commission, School Board or Municipal districts

## Voter Registration

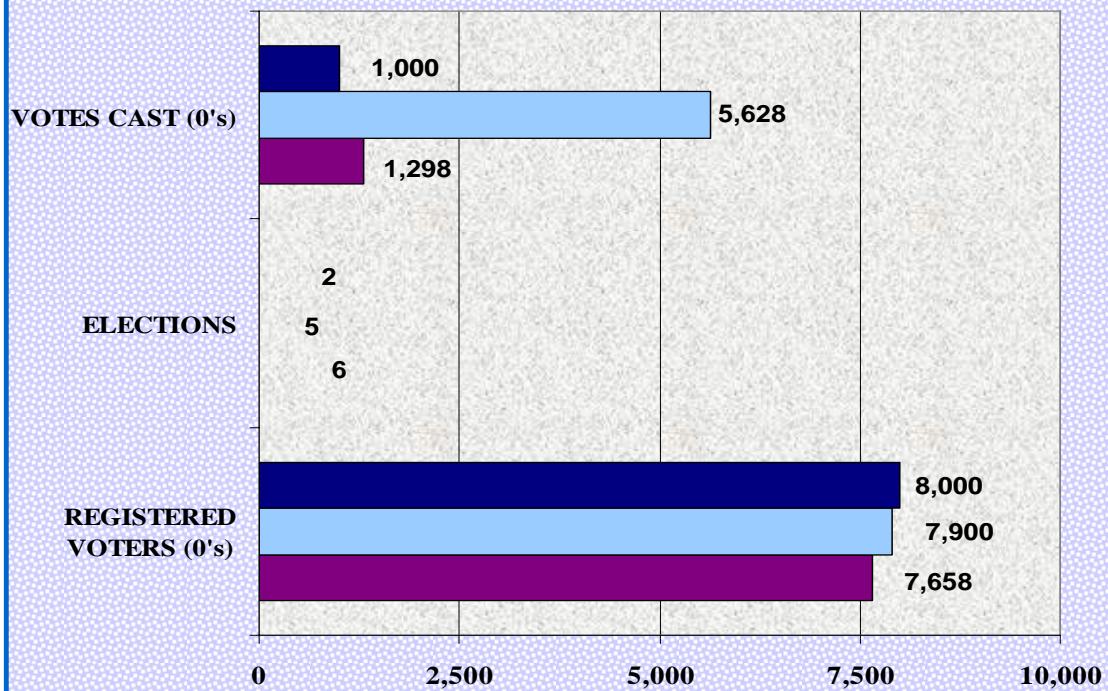
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>92,886</u>	<u>118,811</u>	<u>111,403</u>
<b>Total Funding Sources</b>	<u>92,886</u>	<u>118,811</u>	<u>111,403</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	57,520	59,074	57,058
Benefits	23,722	23,152	24,765
Dues and Subscriptions	40	40	56
Maintenance Charges	480	440	451
Supplies	9,904	8,571	9,870
Professional Services	-	25,500	-
Travel and Training	1,220	2,034	2,283
Capital Outlay	-	-	<u>16,920</u>
<b>Total Appropriations</b>	<u>92,886</u>	<u>118,811</u>	<u>111,403</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

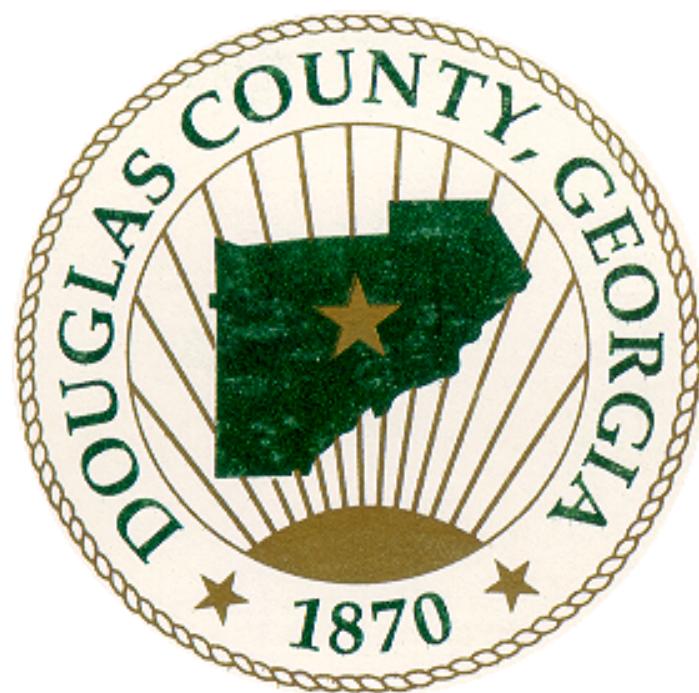
### COMPARISON - YEARS 2009- 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Voter Coordinator	21	1	1	1
Voter Associate	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

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## **JUDICIAL SYSTEM**

# DIRECTORY

<b>Clerk of State Court.....</b>	<b>138</b>
<b>Clerk of Superior Court .....</b>	<b>141</b>
<b>District Attorney .....</b>	<b>144</b>
<b>Juvenile Court.....</b>	<b>147</b>
<b>Magistrate Court.....</b>	<b>150</b>
<b>Probate Court.....</b>	<b>153</b>
<b>Public Defender .....</b>	<b>156</b>
<b>State Court—Judges.....</b>	<b>159</b>
<b>State Court—Public Defender .....</b>	<b>160</b>
<b>State Court—Solicitor .....</b>	<b>165</b>
<b>Superior Court Judges &amp; Operations .....</b>	<b>168</b>

# JUDICIAL SYSTEM

## FUNCTIONS

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

## GOALS

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

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

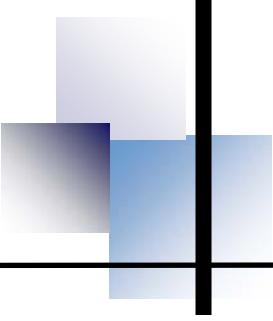
**Continue sharing data with local agencies which eliminates repetitive data entry**

**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**

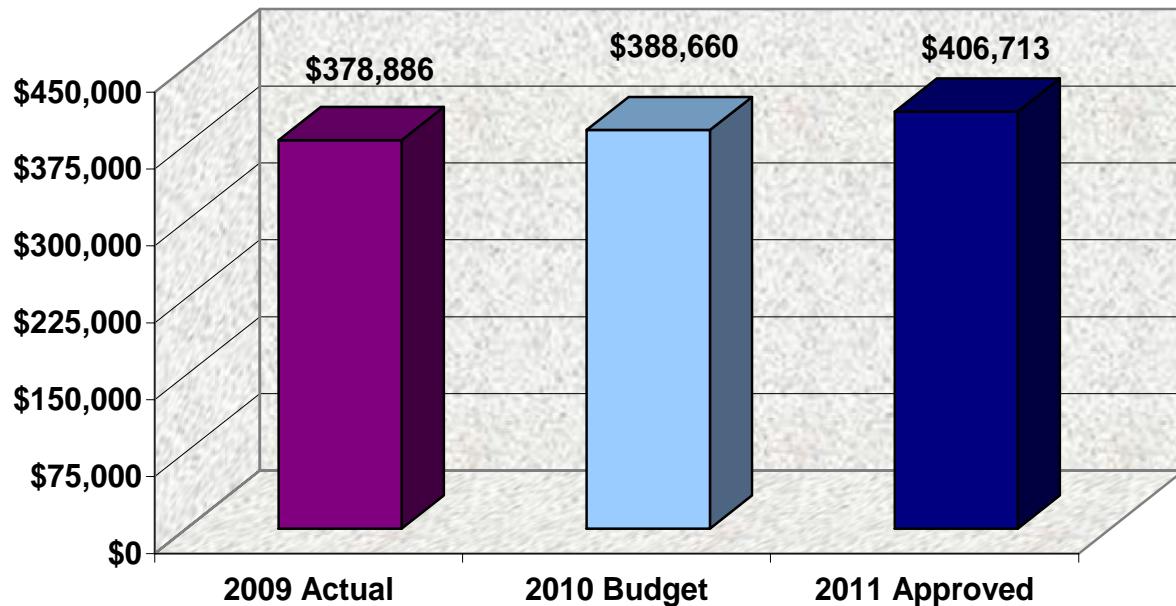




## Clerk of State Court

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
Court Fines	<u>378,886</u>	<u>388,660</u>	<u>406,713</u>
<b>Total Funding Sources</b>	<u>378,886</u>	<u>388,660</u>	<u>406,713</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	263,080	273,219	277,914
Benefits	101,517	102,048	105,863
Maintenance Charges	1,060	1,048	1,128
Supplies	<u>13,228</u>	<u>12,345</u>	<u>21,808</u>
<b>Total Appropriations</b>	<u>378,886</u>	<u>388,660</u>	<u>406,713</u>



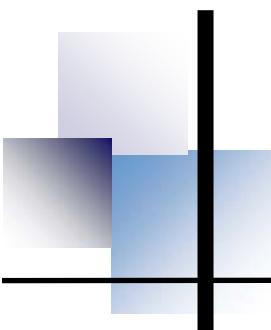
**Clerk of State Court**

PERSONNEL SUMMARY & WORKLOAD INDICATORS



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Deputy Court Clerk	19	10	10	10
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>



## 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

**Electronically capture and catalog images of Plat cards and import into Court Resolution Search**

**Electronically transmit appeal records using OCR software, to eliminate the need to copy and store appeal documents**

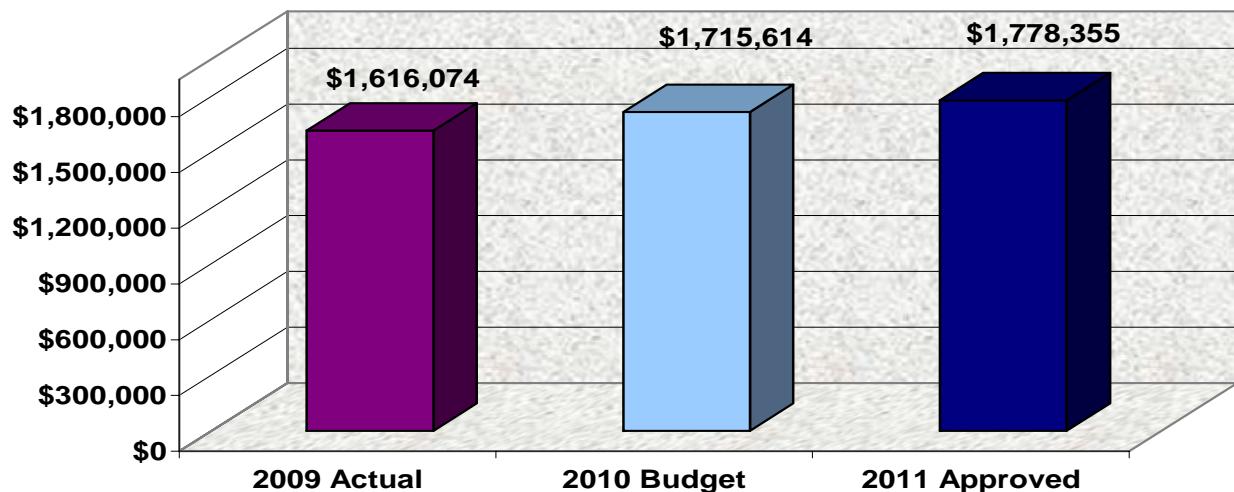
**Electronically import probation reports into Sustain database using XML technology**



## Clerk of Superior Court

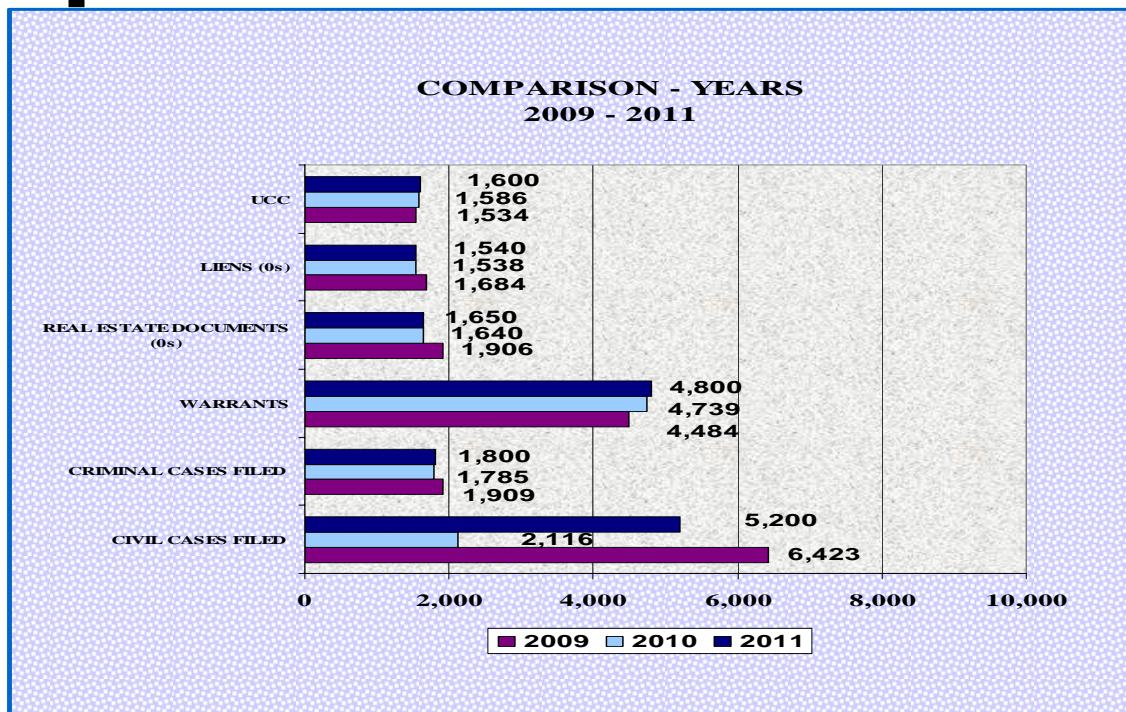
### BUDGET SUMMARY

	2009 ACTUAL	2010 BUDGET	2011 APPROVED
<b>FUNDING SOURCES:</b>			
General Fund Contribution	428,404	524,907	736,355
Clerk of Court Fees	1,187,671	1,190,707	1,042,000
 <b>Total Funding Sources</b>	 1,616,074	 1,715,614	 1,778,355
 <b>APPROPRIATIONS:</b>			
Salary and Wages	900,876	909,179	931,691
Benefits	343,409	355,281	352,359
Advertising	150	110	282
Dues and Subscriptions	764	704	662
Interest Expense	-	-	-
Juror, Bailiffs & Witnesses	242,075	314,850	366,600
Maintenance Charges	32,964	28,475	29,689
Supplies	91,633	67,313	62,788
Professional Services	1,730	27,120	32,287
Utilities	907	636	587
Travel and Training	1,567	1,506	1,410
Minor Equipment/Improvements	-	10,440	-
 <b>Total Appropriations</b>	 1,616,074	 1,715,614	 1,778,355



## Clerk of Superior Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Office Manager	23	1	1	1
Deputy Court Clerk	19	5	5	5
Senior Secretary	19	5	5	5
Evidence Tech	19	0	1	1
Microfilm Technician	18	1	1	1
Accounting Assistant	17	1	1	1
Deed Index Clerk	16	1	1	1
Secretary	16	8	8	8
Data Entry Operator	16	5	5	5
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	2	2	1
Data Entry Operator	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>30</b>	<b>31</b>	<b>31</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## FUNCTIONS

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

## GOALS

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

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

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

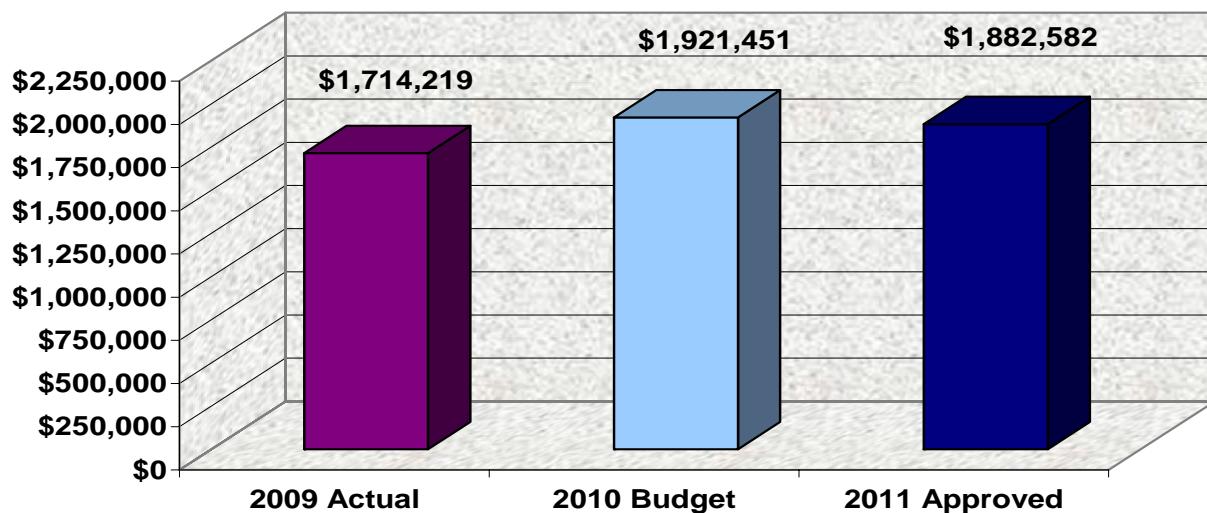
Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court



## District Attorney

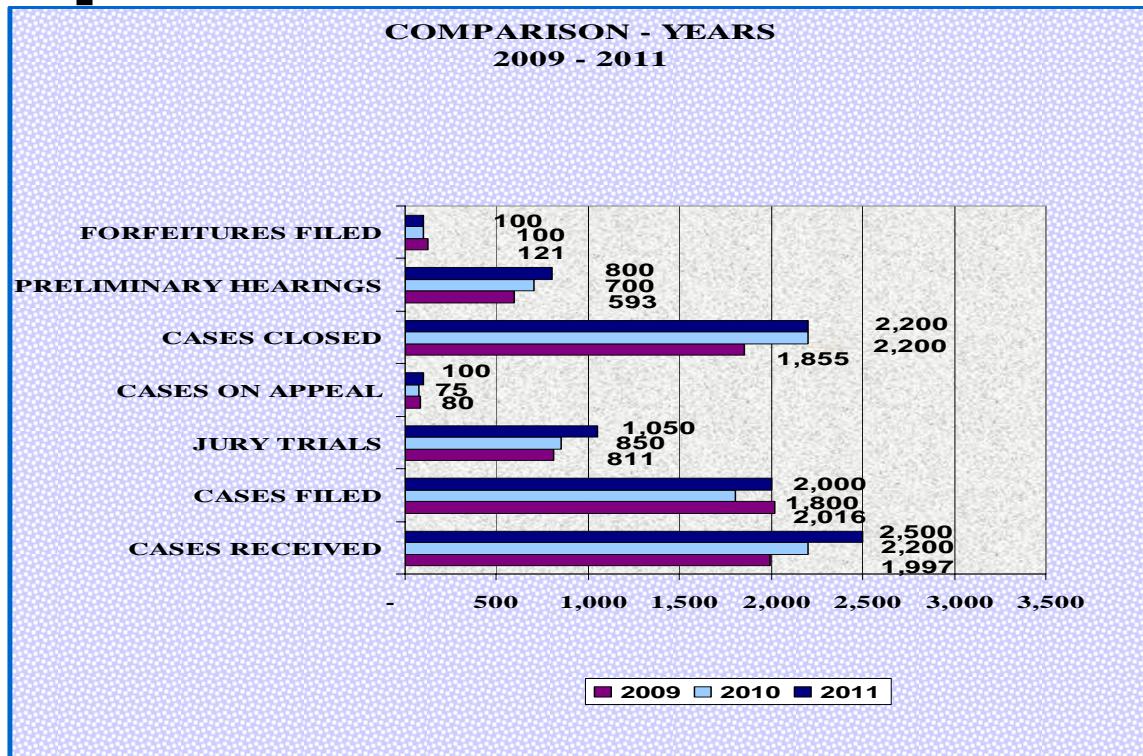
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,714,219</u>	<u>1,921,451</u>	<u>1,882,582</u>
<b>Total Funding Sources</b>	<u>1,714,219</u>	<u>1,921,451</u>	<u>1,882,582</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	1,268,061	1,405,922	1,362,316
Benefits	300,807	312,410	349,022
Advertising	2,542	2,125	1,880
Vehicle Expenses	29,807	38,115	30,550
Dues and Subscriptions	8,559	17,054	9,940
Maintenance Charges	3,809	3,294	2,820
Supplies	42,562	42,631	40,232
Professional Services	30,042	62,124	61,100
Utilities	13,454	13,400	10,340
Travel and Training	12,577	7,665	12,784
Uniforms	2,000	-	1,598
Minor Equipment/Improvements	-	16,711	-
<b>Total Appropriations</b>	<u>1,714,219</u>	<u>1,921,451</u>	<u>1,882,582</u>



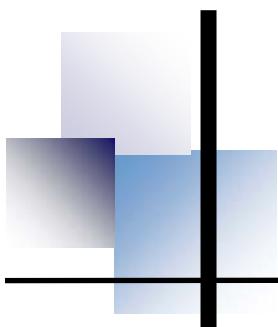
# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## District Attorney



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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	4
System Administrator	32	1	1	1
Director Community Relations	29	1	1	1
Victim Advocate	28	1	1	4
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	0
Victim Assistance Secretary	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>32</b>	<b>32</b>	<b>34</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>



## MISSION

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

## FUNCTIONS

**To work with Douglas CORE, the Board of Education, Law Enforcement, the Community Services Board and other community partners to provide prevention, early intervention and support services, identify gaps, and seek array of services to meet the needs of the children and families subject to the jurisdiction of the Court.**

## GOALS

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

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

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

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

**To implement the Court Teams Project**

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

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

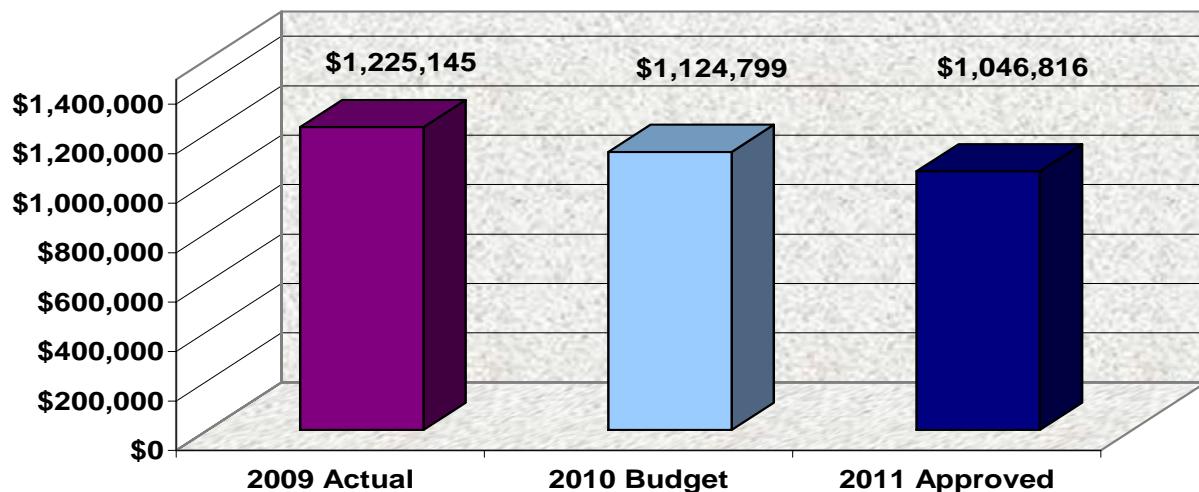
**To handle all delinquent and unruly trials on a separate trial calendar**



## Juvenile Court

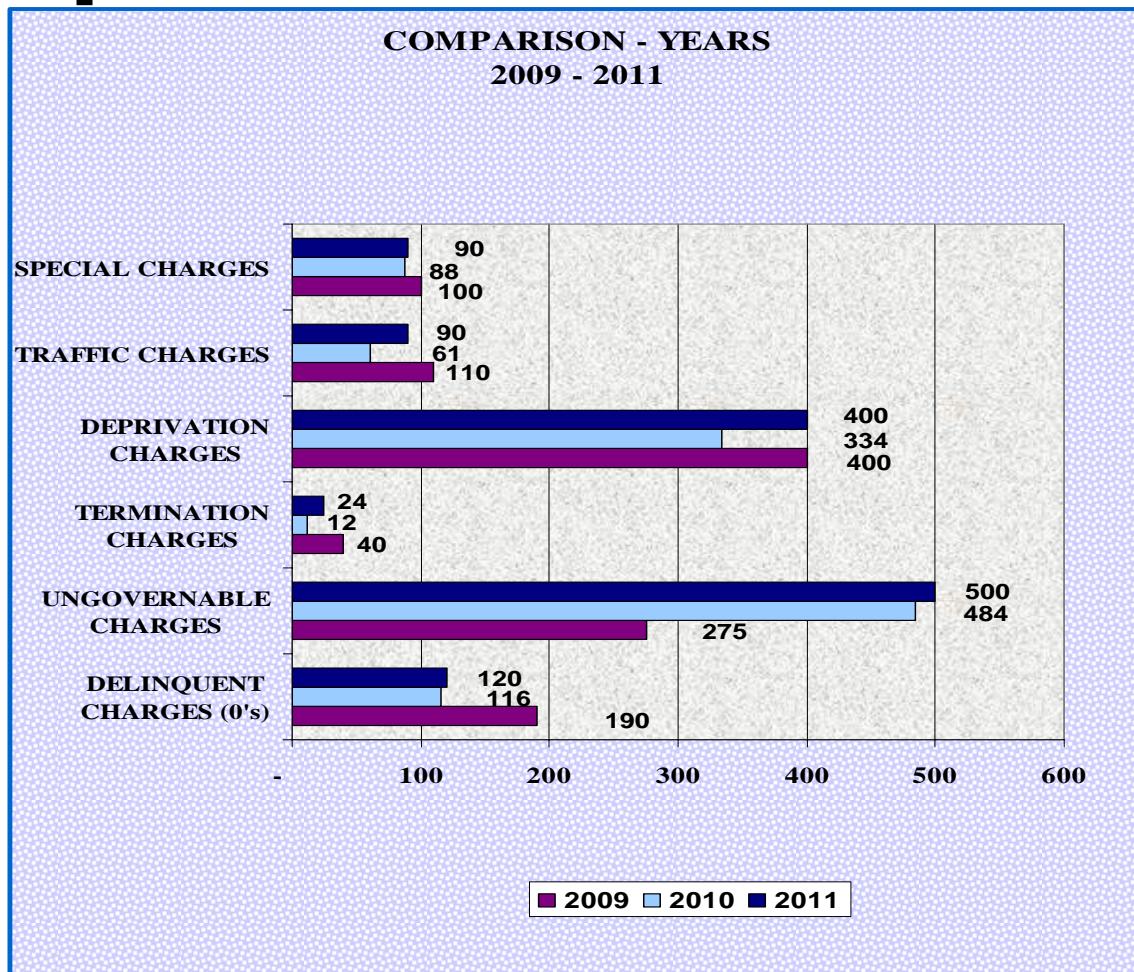
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	1,136,645	1,036,299	958,380
Juvenile Court Fees/Grant	<u>88,500</u>	<u>88,500</u>	<u>88,436</u>
<b>Total Funding Sources</b>	<b><u>1,225,145</u></b>	<b><u>1,124,799</u></b>	<b><u>1,046,816</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	334,714	334,985	331,436
Benefits	94,423	94,234	94,465
Advertising	-	-	200
Audit and Legal	698,348	606,750	536,505
Dues and Subscriptions	1,852	1,624	1,304
Maintenance Charges	2,145	2,550	2,397
Supplies	8,310	11,834	4,954
Professional Services	82,557	69,139	72,474
Utilities	998	1,008	611
Travel and Training	1,799	1,275	2,470
Minor Equipment/Improvements	<u>-</u>	<u>1,400</u>	<u>-</u>
<b>Total Appropriations</b>	<b><u>1,225,145</u></b>	<b><u>1,124,799</u></b>	<b><u>1,046,816</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Juvenile Court



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Senior Court Clerk	20	1	1	1
Deputy Court Clerk	19	2	2	2
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## MISSION

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

# 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**

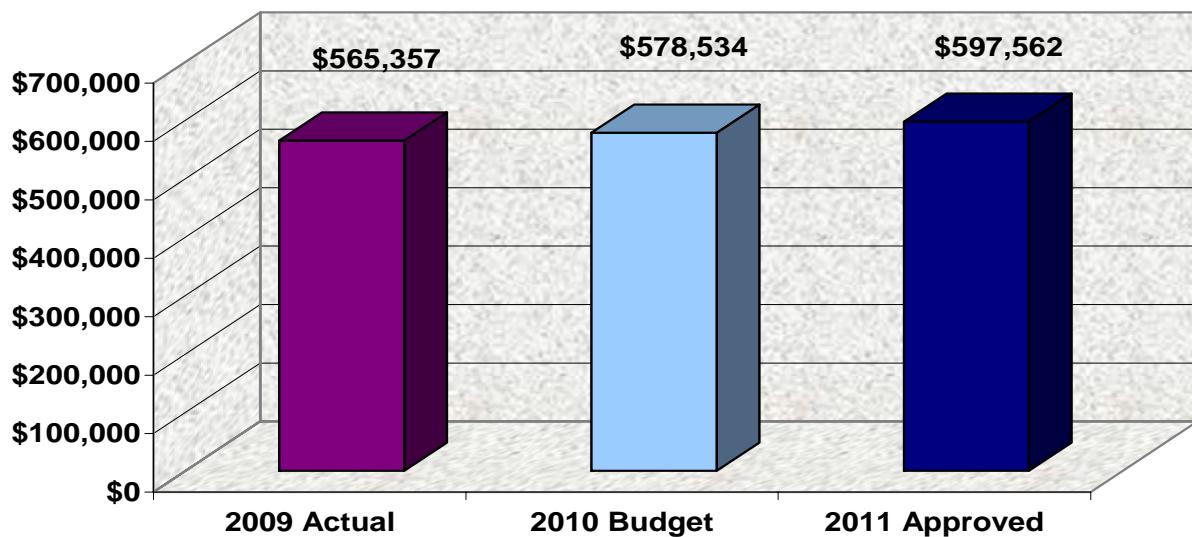
**Continue to monitor criminal defendants to make sure they are complying with the Judge's ordered bond conditions**



## Magistrate Court

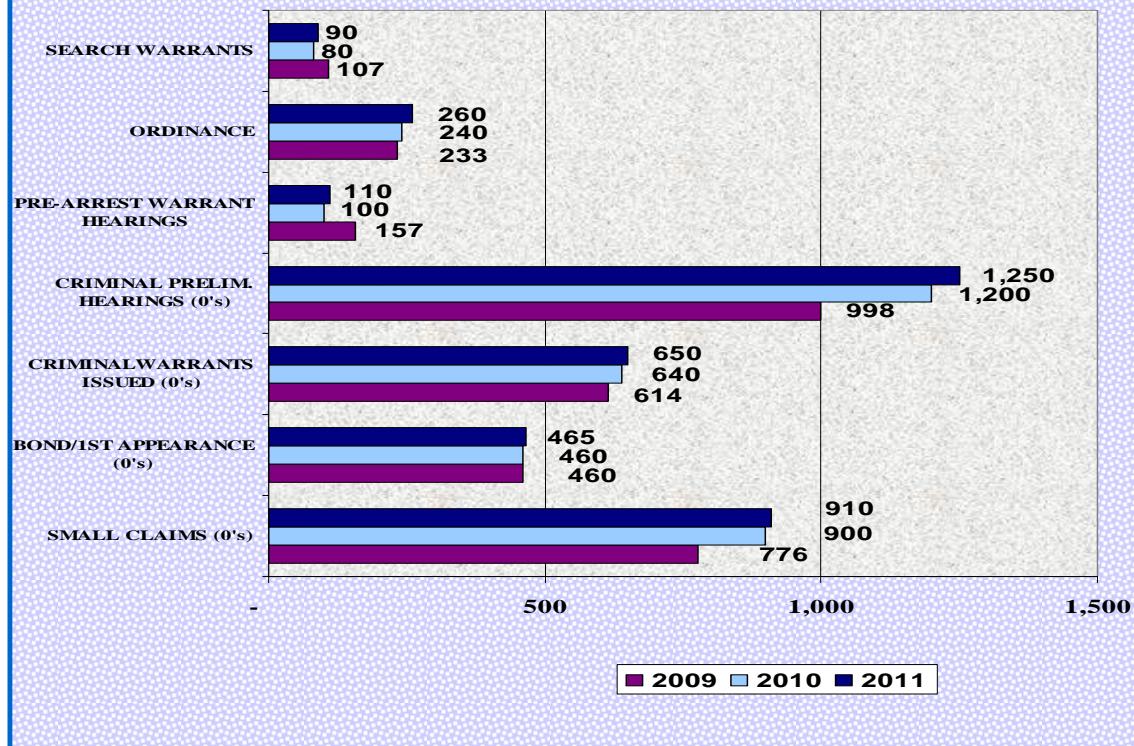
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	150,287	178,534	(122,438)
Court Fees	415,070	400,000	720,000
<b>Total Funding Sources</b>	<b>565,357</b>	<b>578,534</b>	<b>597,562</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	434,038	439,847	459,762
Benefits	111,095	117,120	116,605
Dues and Subscriptions	1,716	2,125	1,458
Equipment Rental	-	-	-
Maintenance Charges	1,881	1,828	1,786
Supplies	11,380	12,463	11,562
Professional Services	630	1,775	940
Travel and Training	3,755	3,376	3,760
Minor Equipment/Improvements	862	-	1,689
<b>Total Appropriations</b>	<b>565,357</b>	<b>578,534</b>	<b>597,562</b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2009 - 2011



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

**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**

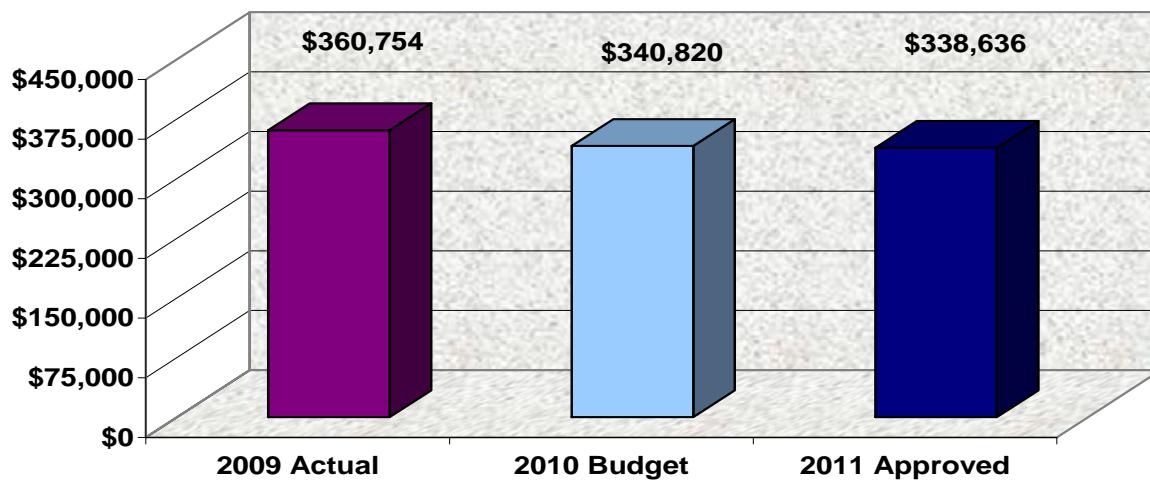
**Provide fast, efficient and courteous service to the citizens of Douglas County**



## Probate Court

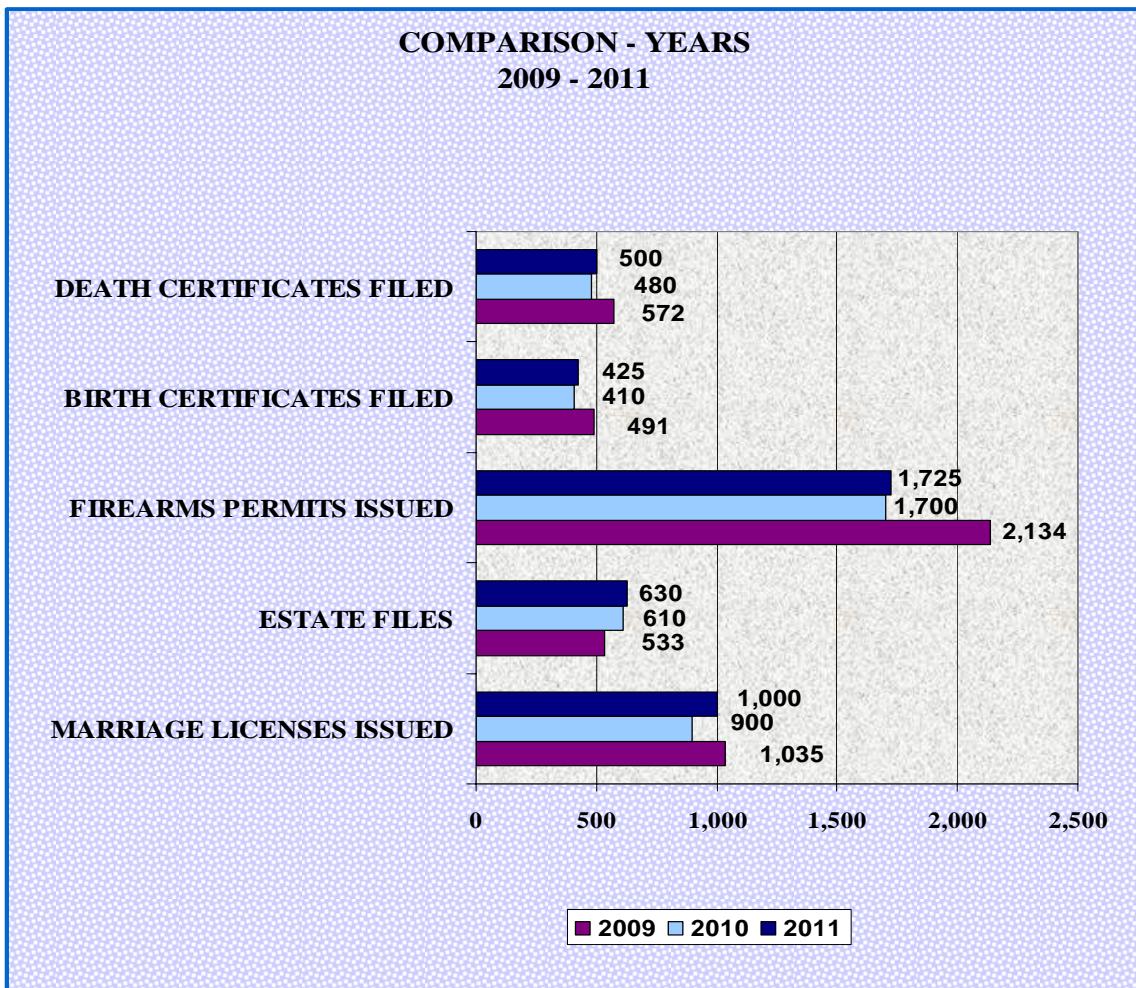
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	155,692	125,820	88,636
Court Fees	205,062	215,000	250,000
<b>Total Funding Sources</b>	<b><u>360,754</u></b>	<b><u>340,820</u></b>	<b><u>338,636</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	255,059	242,102	242,658
Benefits	93,280	83,627	83,786
Advertising	-	-	188
Audit and Legal	2,682	1,320	470
Dues and Subscriptions	404	625	611
Maintenance Charges	1,469	1,360	1,542
Supplies	5,706	6,525	5,950
Professional Services	120	1,733	940
Utilities	645	1,053	940
Travel and Training	1,389	1,275	1,551
Minor Equipment/Improvements	-	1,200	-
<b>Total Appropriations</b>	<b><u>360,754</u></b>	<b><u>340,820</u></b>	<b><u>338,636</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Probate Court



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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	0
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>6</b>

# JUDICIAL SYSTEM

## FUNCTIONS

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

## GOALS

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

- Initiating early contact with our clients as required by state guidelines
- Investigating all legal defenses
- Preparing for all court appearances
- Keeping abreast of changes in the law
- Keeping clients informed of the status of their cases
- Receiving appropriate continuing education and training
- Obtaining necessary resources to enable us to reach our goals

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

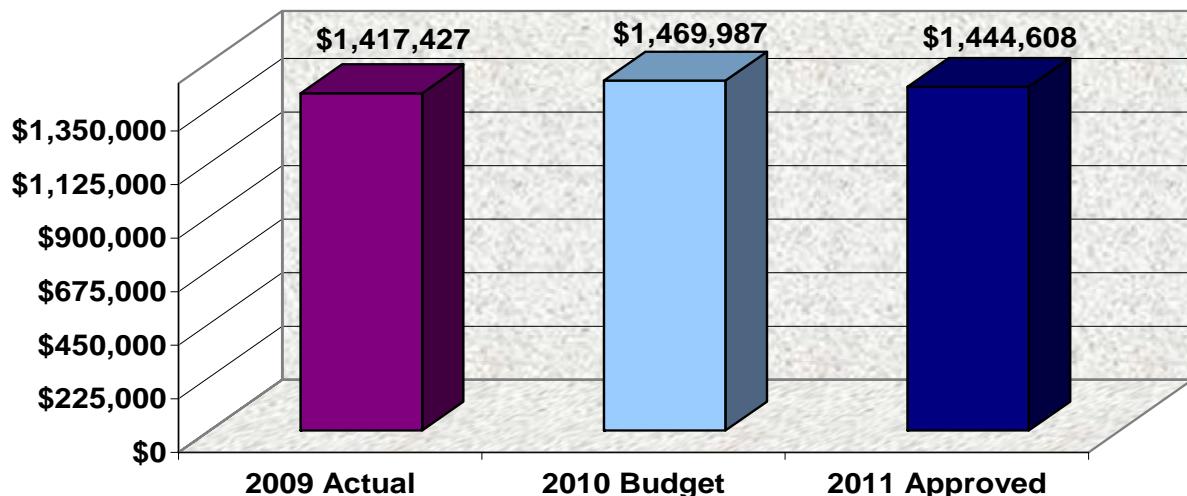
**Retain skilled and qualified employees in this office which provides a better quality and efficiency of services**

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



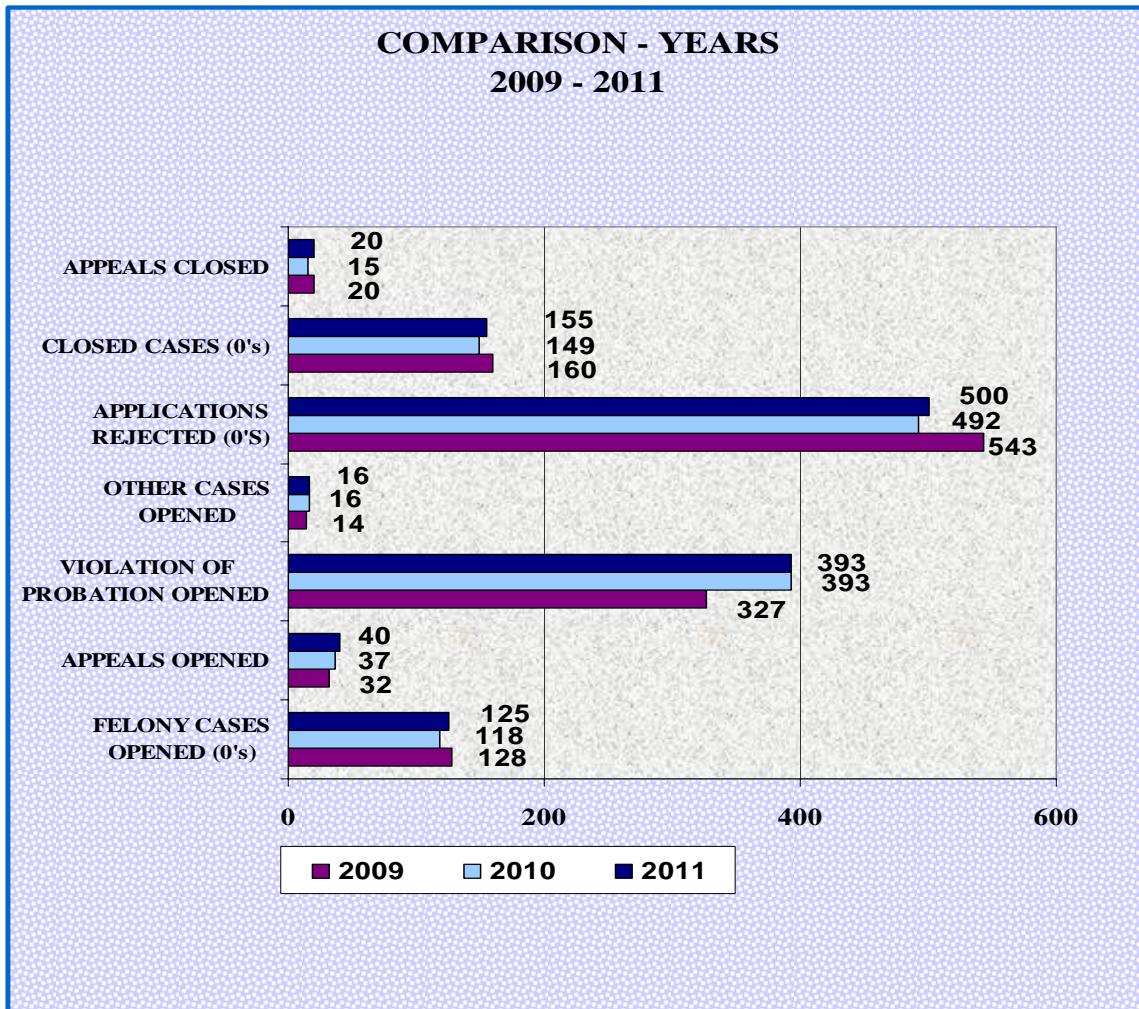
**BUDGET SUMMARY**

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,417,427</u>	<u>1,469,987</u>	<u>1,444,608</u>
<b>Total Funding Sources</b>	<u>1,417,427</u>	<u>1,469,987</u>	<u>1,444,608</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	821,635	820,158	831,191
Benefits	225,923	225,846	225,893
Audit and Legal	304,746	357,094	314,900
Vehicle Expenses	4,667	1,787	3,210
Dues and Subscriptions	10,407	11,050	10,547
Maintenance Charges	2,315	2,256	2,350
Supplies	10,261	9,025	8,765
Professional Services	24,662	31,511	35,250
Utilities	4,700	3,700	4,230
Travel and Training	<u>8,112</u>	<u>7,560</u>	<u>8,272</u>
<b>Total Appropriations</b>	<u>1,417,427</u>	<u>1,469,987</u>	<u>1,444,608</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Public Defender



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	6	6	6
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	3
Office Manager	23	1	1	1
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>15</b>	<b>15</b>



## MISSION

To resolve all State Court and traffic cases presented to it

## FUNCTIONS

- Exercise jurisdiction of both State Court and traffic cases

## GOALS

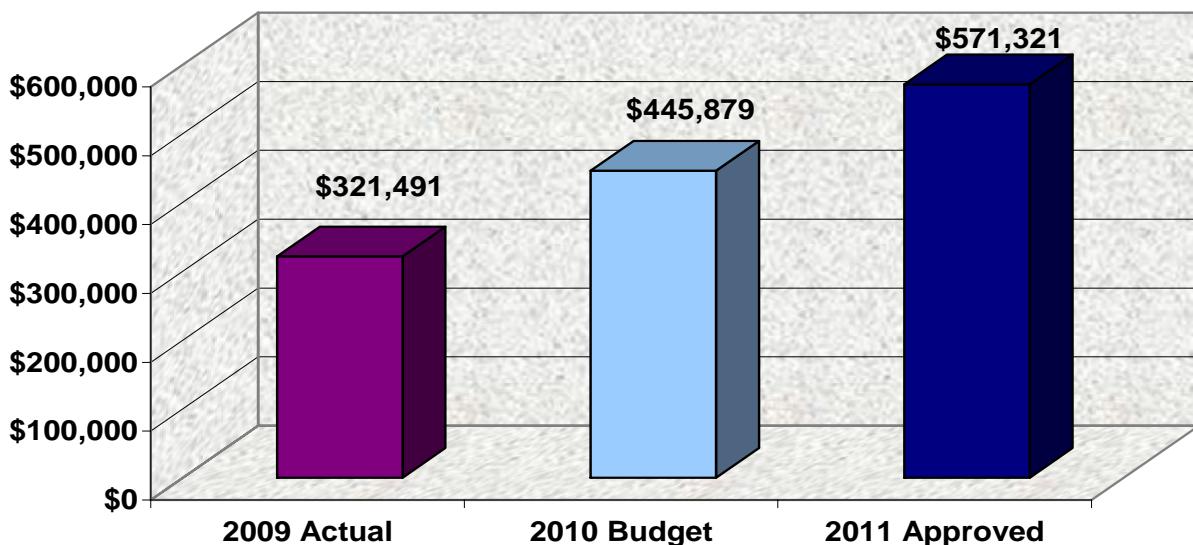
To hear and dispose of all cases that come before the Court in a timely manner



## State Court-Judges

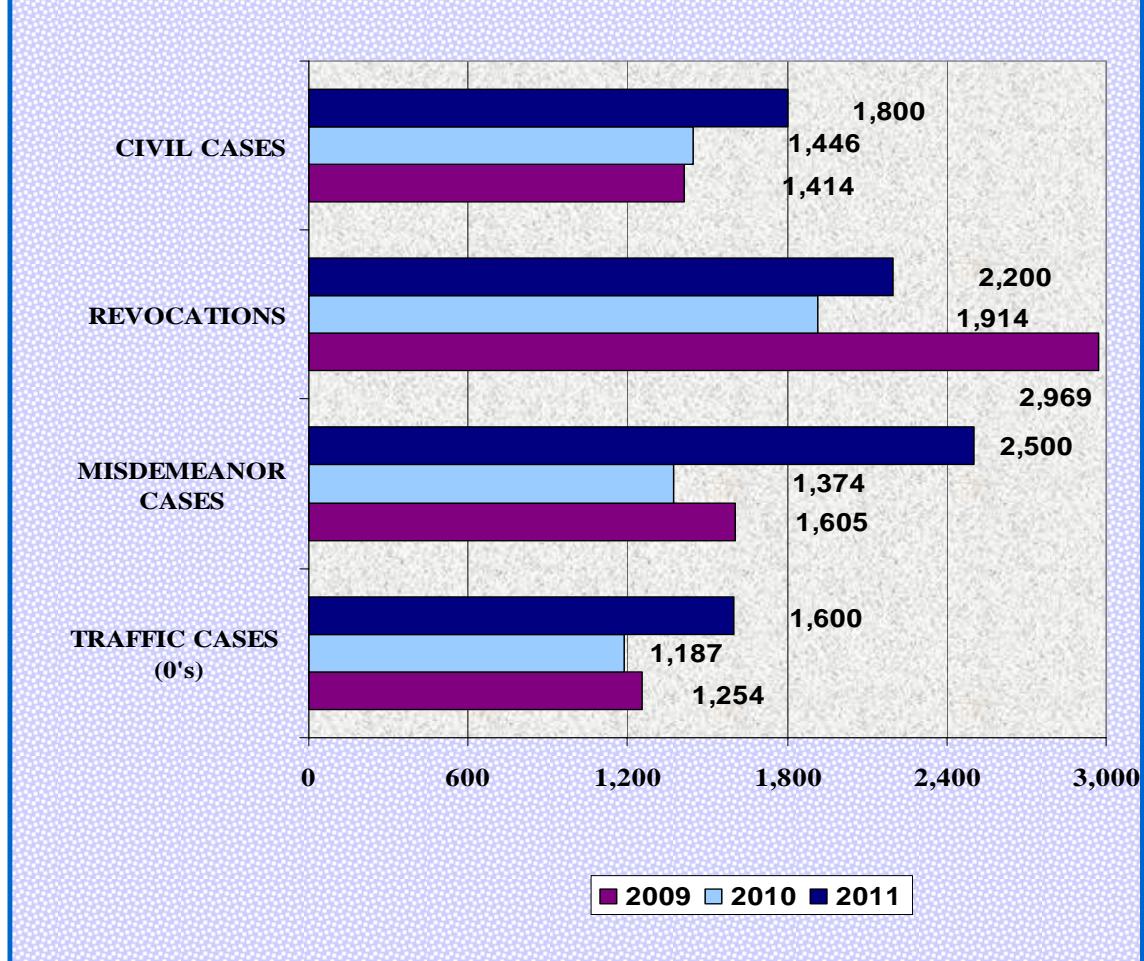
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>321,491</u>	<u>445,879</u>	<u>571,321</u>
<b>Total Funding Sources</b>	<u>321,491</u>	<u>445,879</u>	<u>571,321</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	199,920	265,998	373,466
Benefits	40,488	69,012	118,911
Dues and Subscriptions	955	1,175	1,280
Maintenance Charges	960	966	902
Supplies	1,810	6,438	2,999
Professional Services	76,390	96,800	67,709
Utilities	609	1,110	1,504
Travel and Training	360	1,860	4,550
Minor Equipment/Improvements	-	2,520	-
<b>Total Appropriations</b>	<u>321,491</u>	<u>445,879</u>	<u>571,321</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## COMPARISON - YEARS 2009 - 2011



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
State Court Judge	UNC	1	2	2
Principal Secretary	21	1	2	2
Legal Staff Assistant	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

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

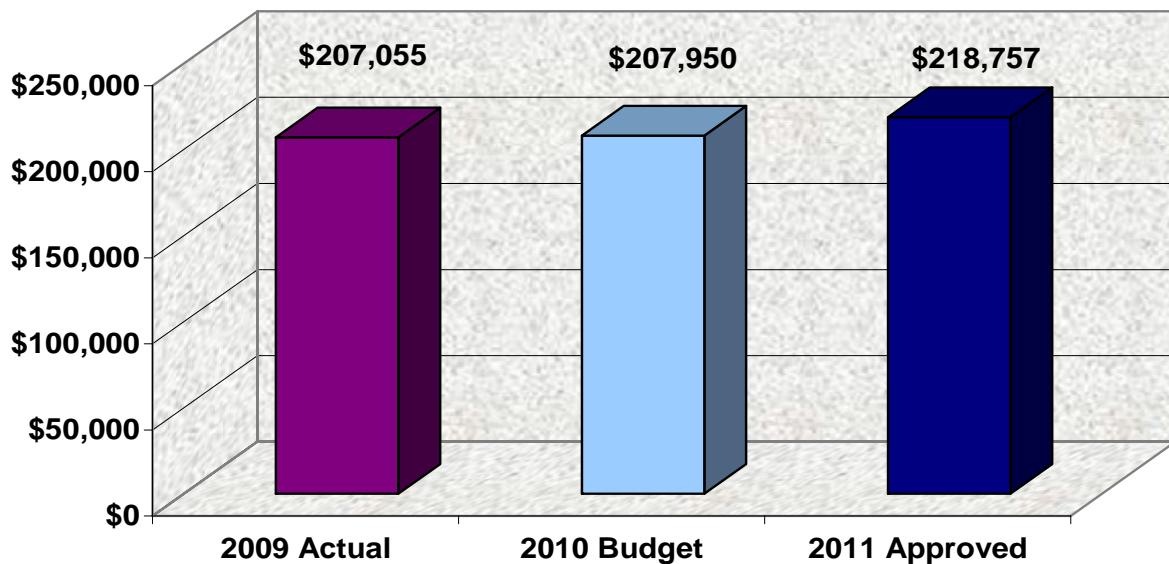
- Investigating all legal defenses
- Preparing for all court appearances
- Keeping abreast of changes in the law
- Initiating early contact with our clients as required by state guidelines
- Keeping clients informed of the status of their cases

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

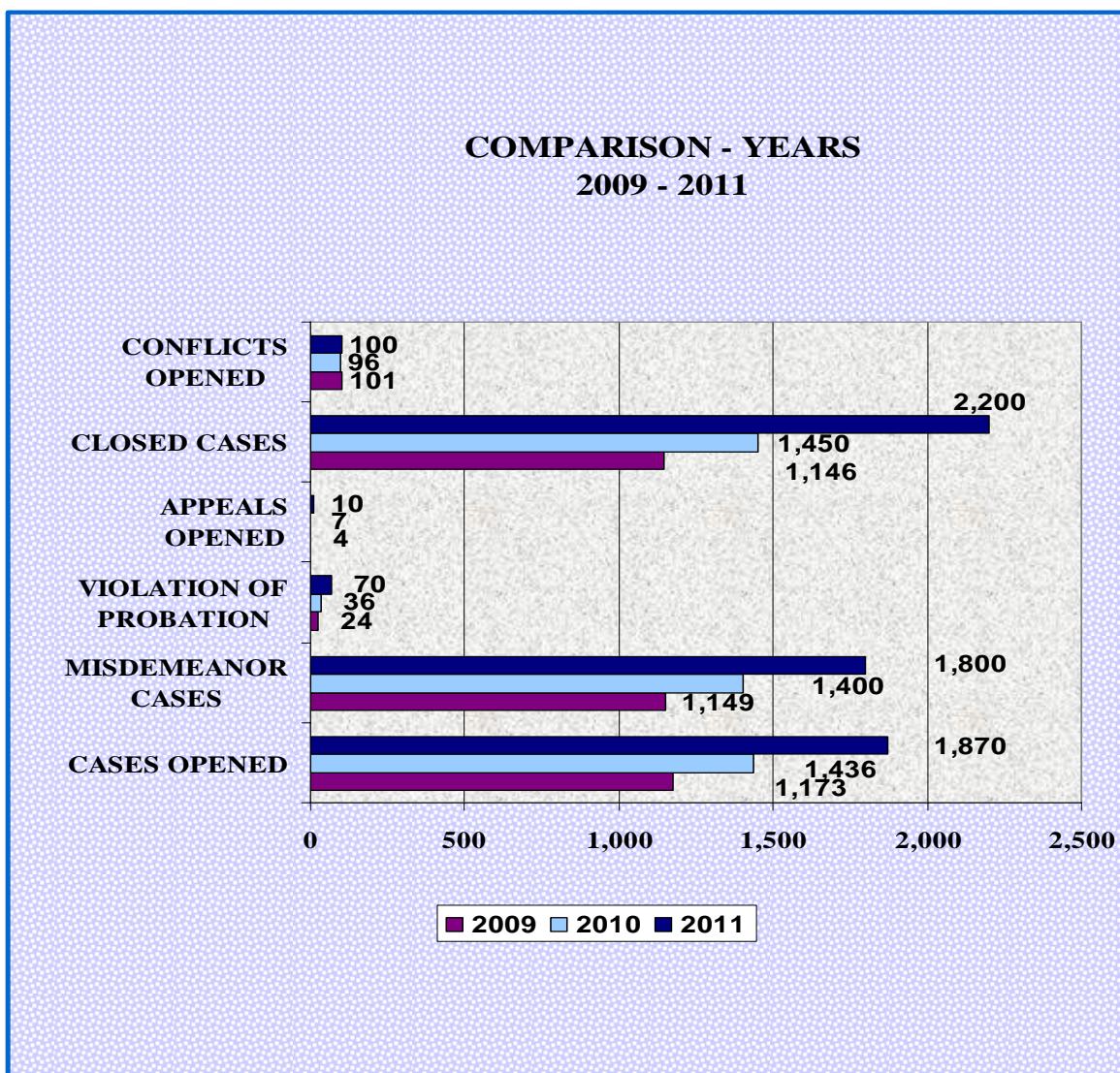


BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	(13,045)	(550)	18,593
Public Defender Grants	<u>220,100</u>	<u>208,500</u>	<u>200,164</u>
<b>Total Funding Sources</b>	<b><u>207,055</u></b>	<b><u>207,950</u></b>	<b><u>218,757</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	151,646	151,141	153,177
Benefits	42,265	42,104	46,362
Audit and Legal	2,056	4,925	5,640
Dues and Subscriptions	3,669	2,800	3,144
Supplies	406	1,140	564
Professional Services	3,872	2,900	5,640
Travel and Training	<u>3,141</u>	<u>2,940</u>	<u>4,230</u>
<b>Total Appropriations</b>	<b><u>207,055</u></b>	<b><u>207,950</u></b>	<b><u>218,757</u></b>



PERSONNEL SUMMARY & WORKLOAD INDICATORS



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Assistant Public Defender	UNC	3	3	3
<b>TOTAL FULL TIME</b>		<u>3</u>	<u>3</u>	<u>3</u>

# 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

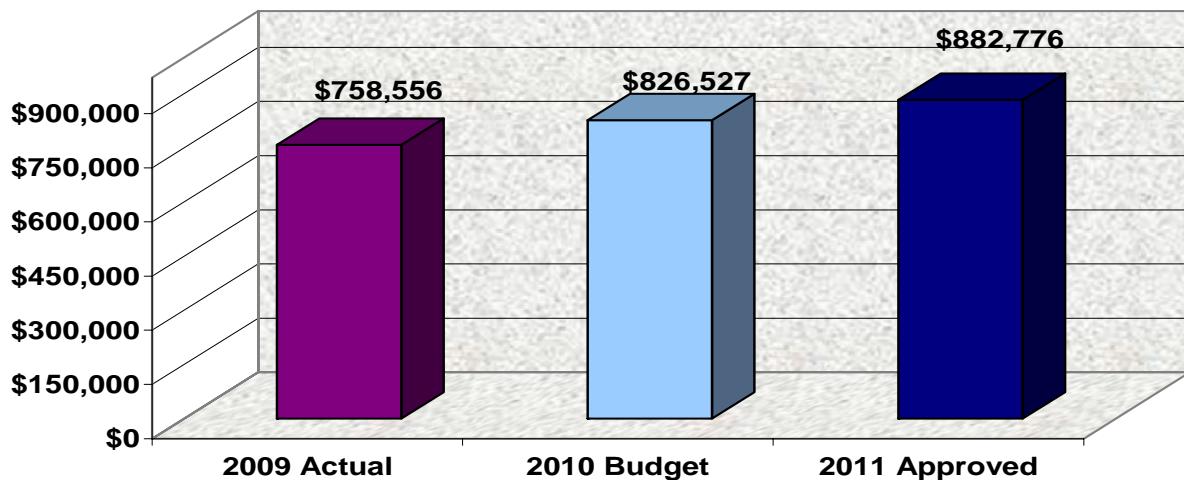
To prepare for and make the transition into a two judge State Court system as efficiently and effectively as possible



## State Court-Solicitor

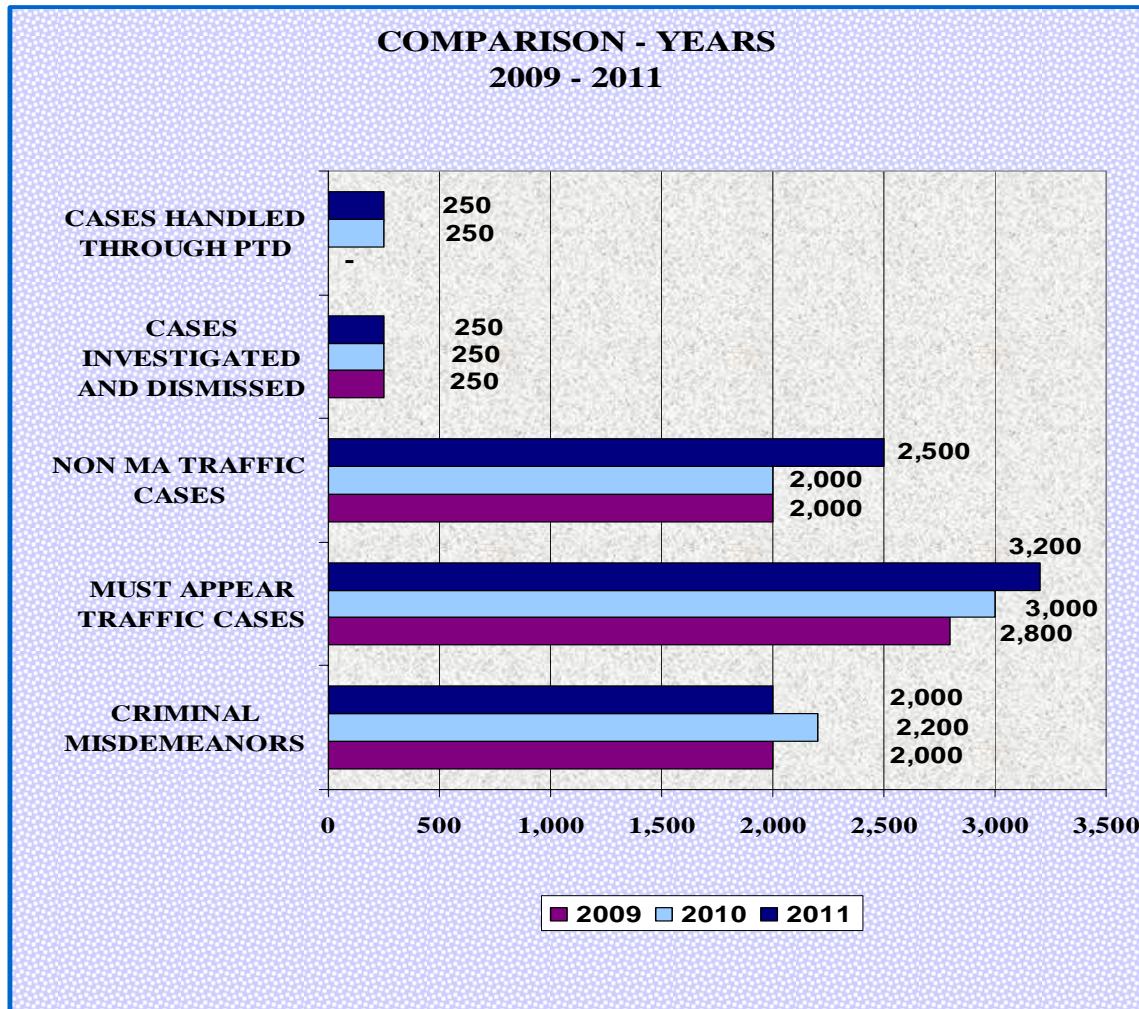
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>758,556</u>	<u>826,527</u>	<u>882,776</u>
 <b>Total Funding Sources</b>	 <u>758,556</u>	 <u>826,527</u>	 <u>882,776</u>
 <b>APPROPRIATIONS:</b>			
Salary and Wages	558,542	620,061	673,108
Benefits	172,947	170,203	173,394
Advertising	-	255	240
Vehicle Expenses	3,790	5,750	4,324
Dues and Subscriptions	5,117	9,398	8,252
Maintenance Charges	927	1,683	1,410
Supplies	11,058	10,690	9,776
Professional Services	1,542	825	2,350
Utilities	2,268	2,125	1,880
Travel and Training	1,795	4,387	3,995
Minor Equipment/Improvements	570	-	3,107
Uniforms	-	1,150	940
 <b>Total Appropriations</b>	 <u>758,556</u>	 <u>826,527</u>	 <u>882,776</u>



## State Court-Solicitor

# WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	3	3
Domestic Violence Investigator	27	0	0	1
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	1	1	1
<b>TOTAL FULL TIME</b>		<b>12</b>	<b>12</b>	<b>13</b>

## MISSION

To serve as Douglas County's general jurisdiction court

## FUNCTIONS

Administer and decide civil and criminal cases

## GOALS

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

Complete and test implementation of archiving system for court document images

Establish the work-release program for non-violent offenders

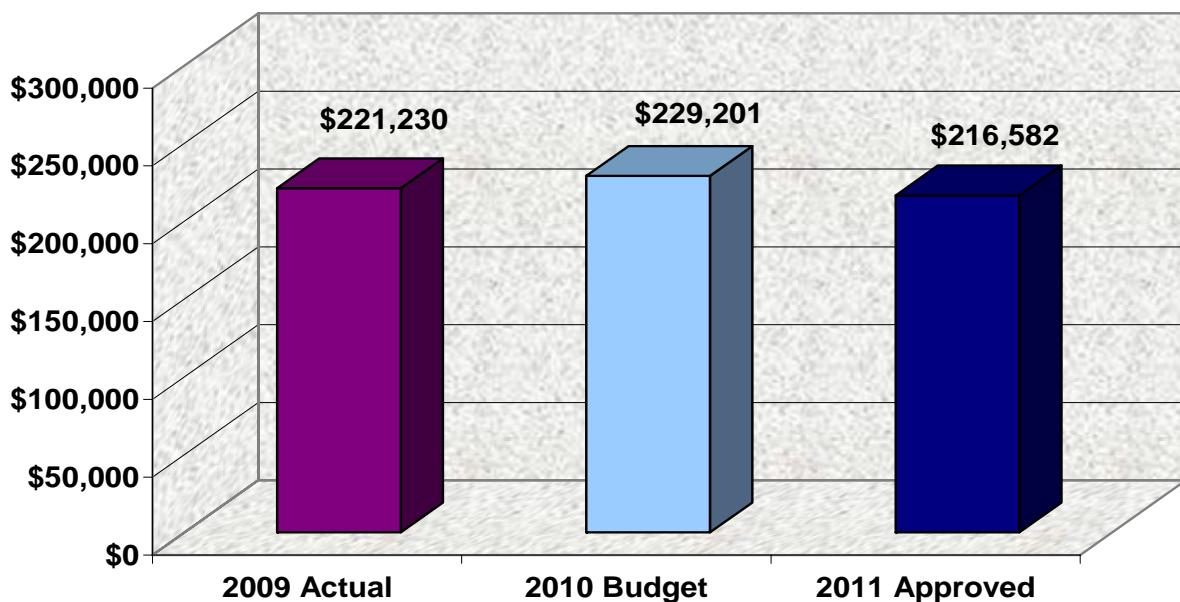
Implement data-transfer system from the Tax Commissioner to the real estate record system for tax liens



## Superior Court Judges

### BUDGET SUMMARY

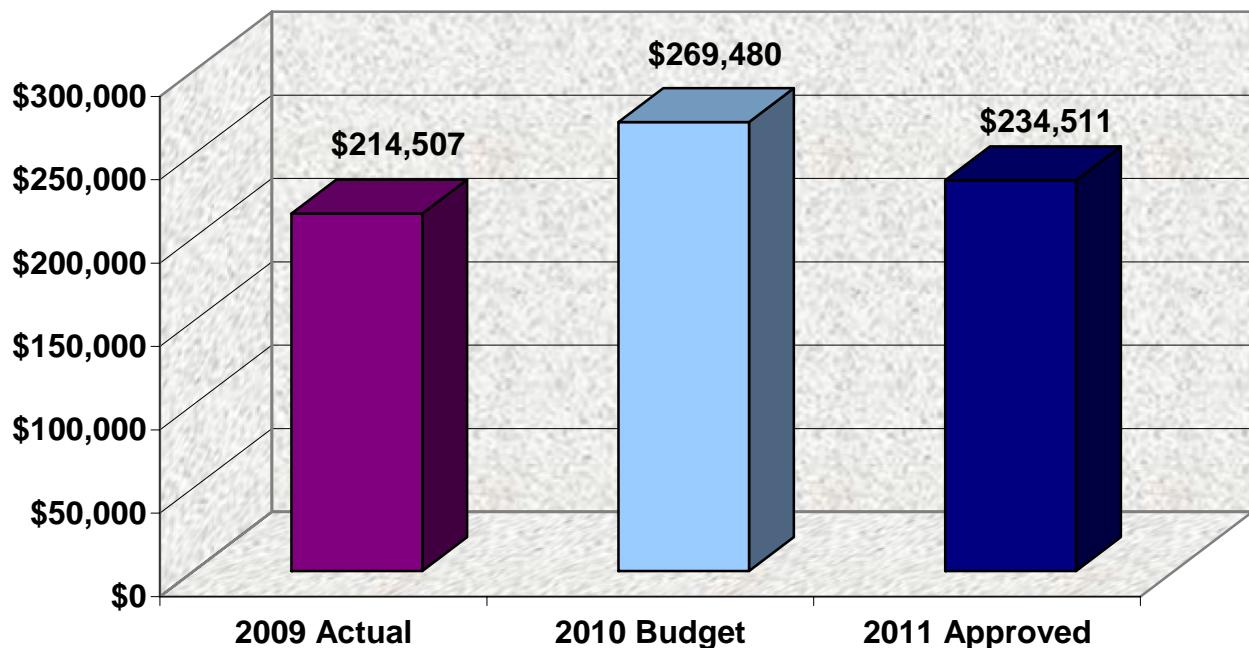
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>221,230</u>	<u>229,201</u>	<u>216,582</u>
<hr/>			
Total Funding Sources	<u>221,230</u>	<u>229,201</u>	<u>216,582</u>
<hr/>			
<b>APPROPRIATIONS:</b>			
Salary and Wages	159,511	159,510	159,511
Benefits	23,024	21,741	21,774
Dues and Subscriptions	2,167	2,008	2,538
Maintenance Charges	1,544	1,000	940
Supplies	3,370	4,942	3,619
Professional Services	31,615	30,000	28,200
Capital Outlay	-	10,000	-
<hr/>			
Total Appropriations	<u>221,230</u>	<u>229,201</u>	<u>216,582</u>



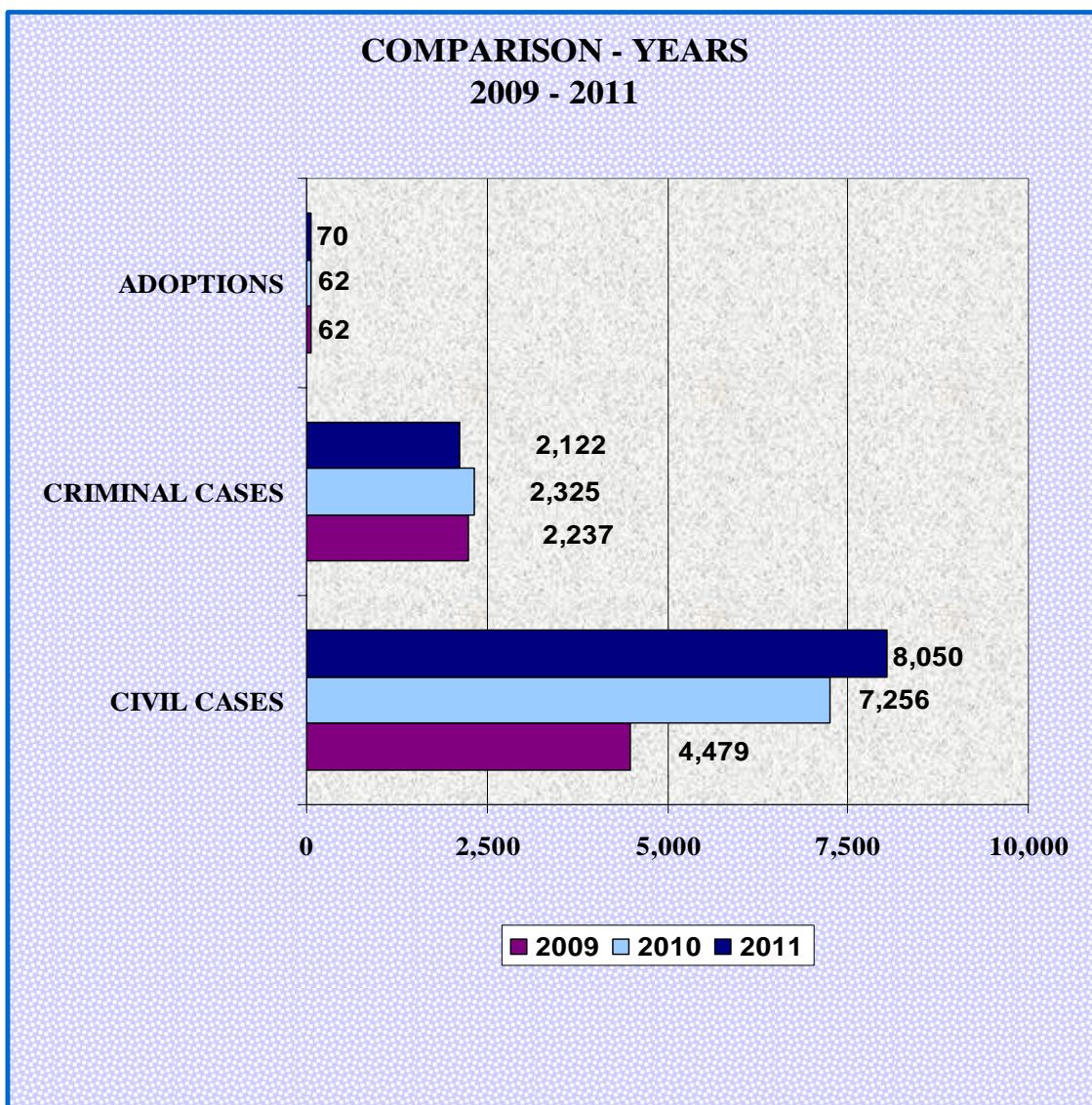
## Superior Court Operations

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>214,507</u>	<u>269,480</u>	<u>234,511</u>
Total Funding Sources	<u>214,507</u>	<u>269,480</u>	<u>234,511</u>
<b>APPROPRIATIONS:</b>			
Maintenance Charges	520	480	451
Supplies	4,132	4,000	3,760
Professional Services	<u>209,855</u>	<u>265,000</u>	<u>230,300</u>
Total Appropriations	<u>214,507</u>	<u>269,480</u>	<u>234,511</u>



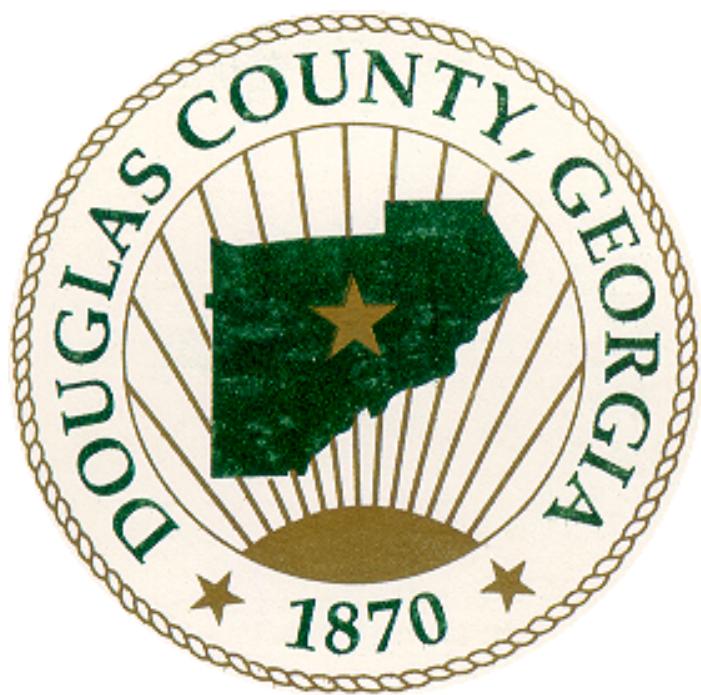
PERSONNEL SUMMARY & WORKLOAD INDICATORS



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

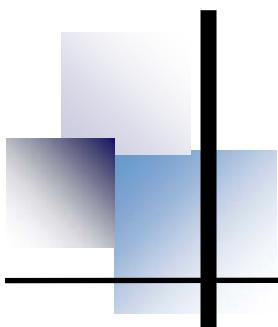
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**PUBLIC SAFETY**

# DIRECTORY

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

## MISSION

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

## FUNCTIONS

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

## GOALS

**Resolve complaints in a timely manner to help prevent repeat offenders**

**Resolve issues through open communications between officers**

**As required by the Georgia Department of Agriculture ensure that all adopted animals are spayed or neutered**

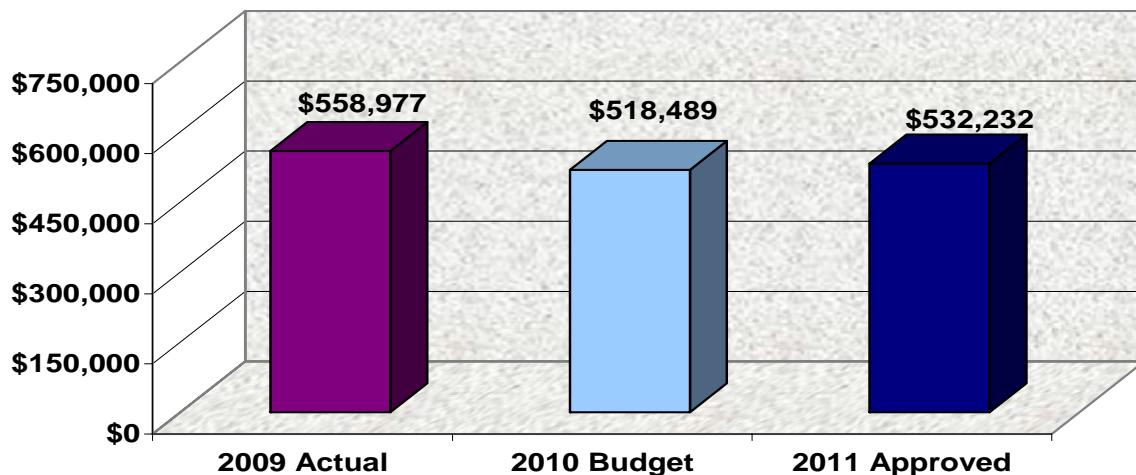
**Utilizing feedback from residents as a guide, provide continued quality customer service**



## Animal Control

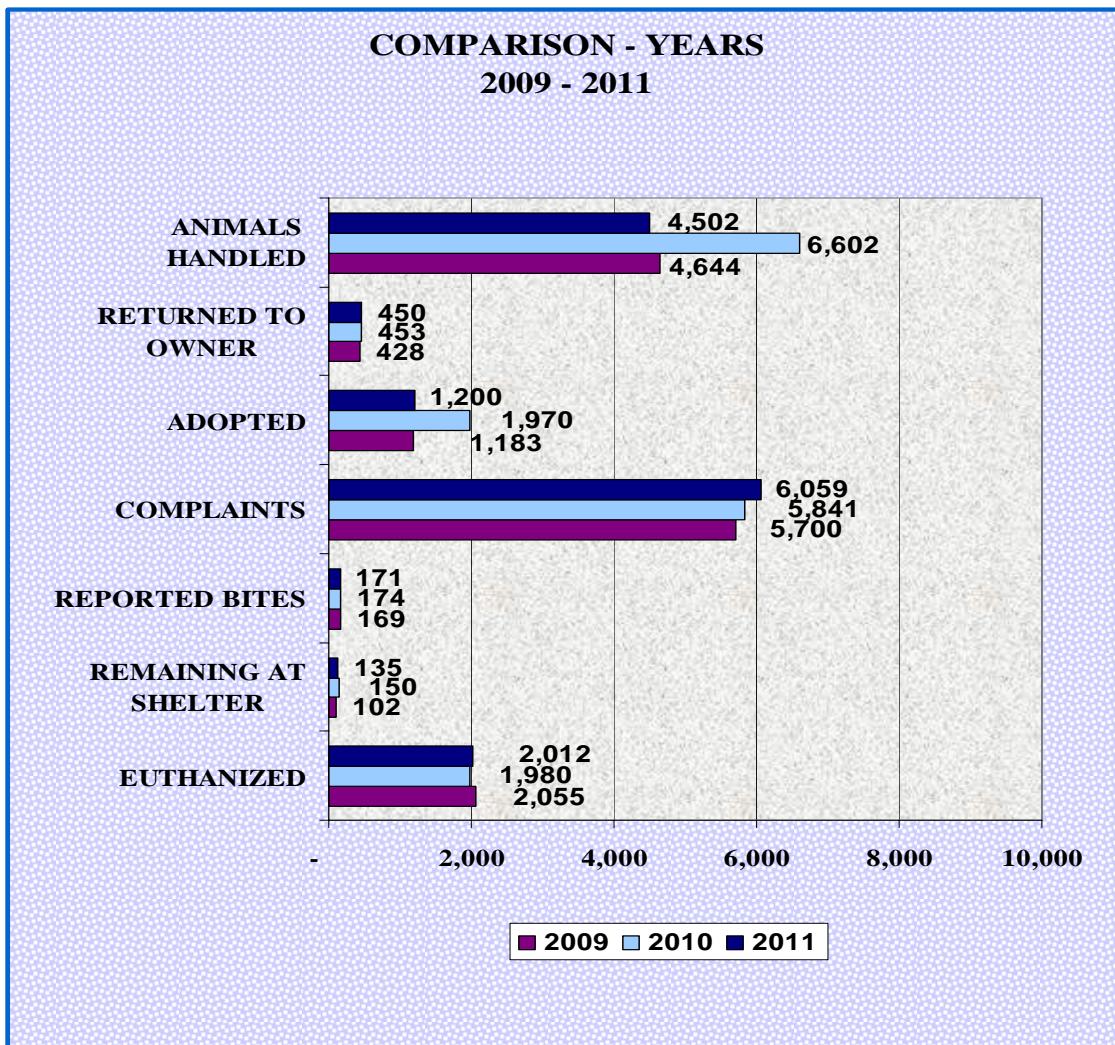
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	471,667	436,489	448,632
Animal Control Fees	<u>87,310</u>	<u>82,000</u>	<u>83,600</u>
<b>Total Funding Sources</b>	<b><u>558,977</u></b>	<b><u>518,489</u></b>	<b><u>532,232</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	310,737	287,690	297,008
Benefits	124,115	124,194	121,718
Advertising	-	-	282
Vehicle Expenses	16,916	15,494	16,920
Dues and Subscriptions	200	200	376
Maintenance Charges	29,445	7,008	7,031
Supplies	21,531	17,552	21,902
Professional Services	14,768	21,521	20,675
Utilities	39,315	38,630	43,970
Travel and Training	-	50	-
Uniforms	1,950	850	2,350
Capital Outlay	-	5,300	-
<b>Total Appropriations</b>	<b><u>558,977</u></b>	<b><u>518,489</u></b>	<b><u>532,232</u></b>



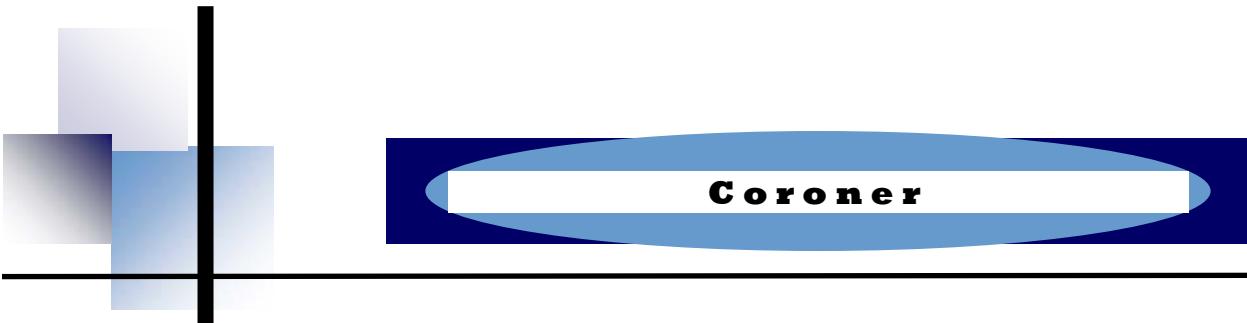
## Animal Control

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Manager	UNC	1	1	1
Supervisor	22	1	1	1
Control Officer	19	4	4	4
Kennel Tech	18	4	4	4
Kennel Tech	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



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

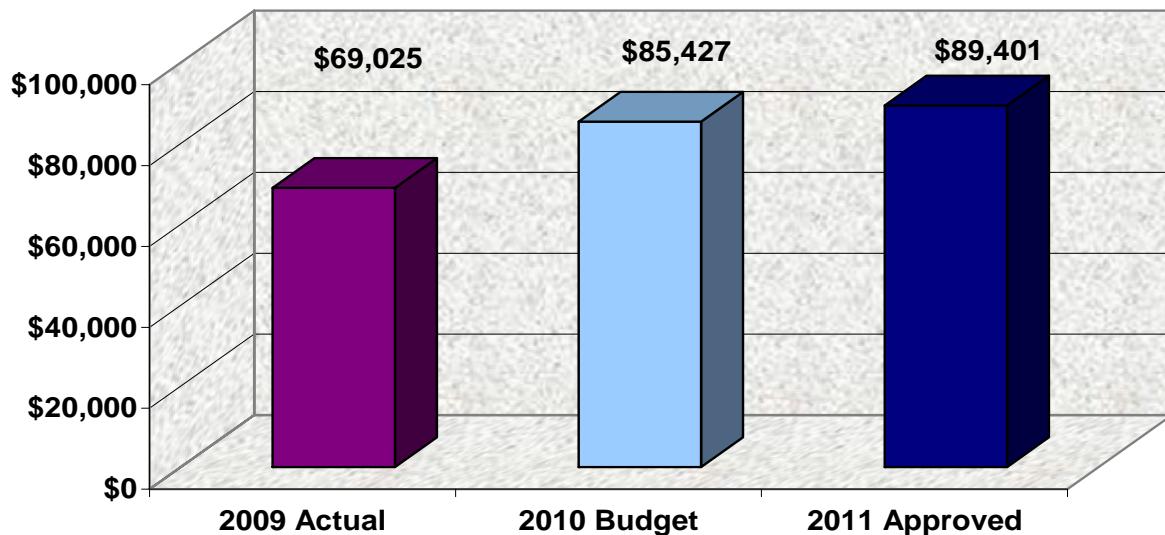
<u>POSITION</u>	<u>GRADE</u>	2008 <u>ACTUAL</u>	2009 <u>BUDGET</u>	2010 <u>APPROVED</u>
Coroner	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



## Coroner

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b> General Fund Contribution	<u>69,025</u>	<u>85,427</u>	<u>89,401</u>
<b>Total Funding Sources</b>	<u>69,025</u>	<u>85,427</u>	<u>89,401</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	18,988	31,114	31,115
Benefits	10,391	11,497	12,789
Vehicle Expenses	396	522	766
Dues and Subscriptions	225	225	211
Medical Services	11,015	20,140	16,920
Supplies	243	1,840	2,456
Professional Services	23,293	16,774	21,464
Utilities	1,760	850	799
Travel and Training	<u>2,713</u>	<u>2,465</u>	<u>2,881</u>
<b>Total Appropriations</b>	<u>69,025</u>	<u>85,427</u>	<u>89,401</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**

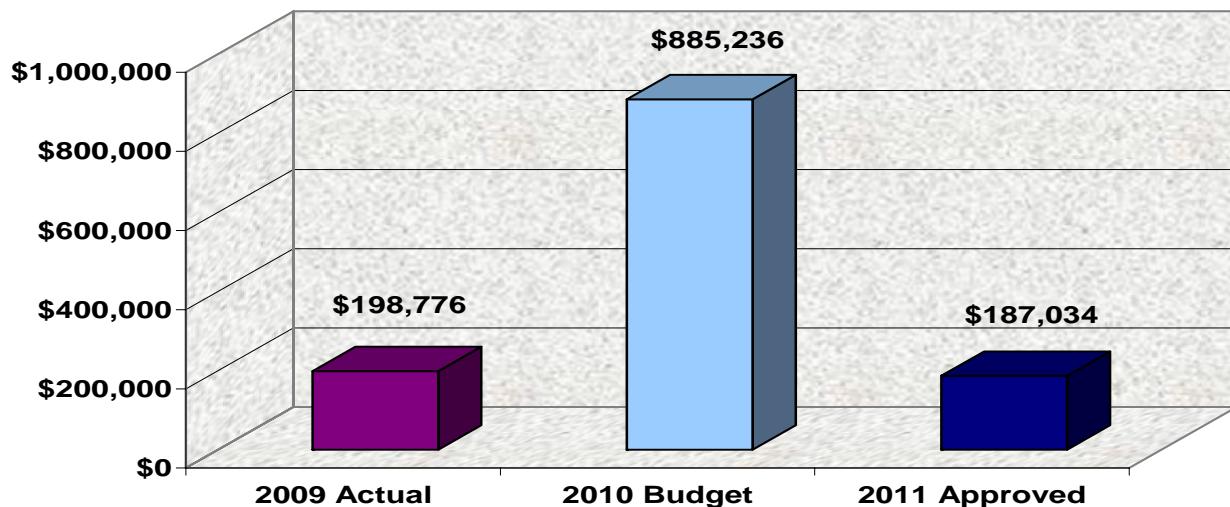
**Updating Douglas County Hazard Mitigation Plan as required**



## Emergency Management

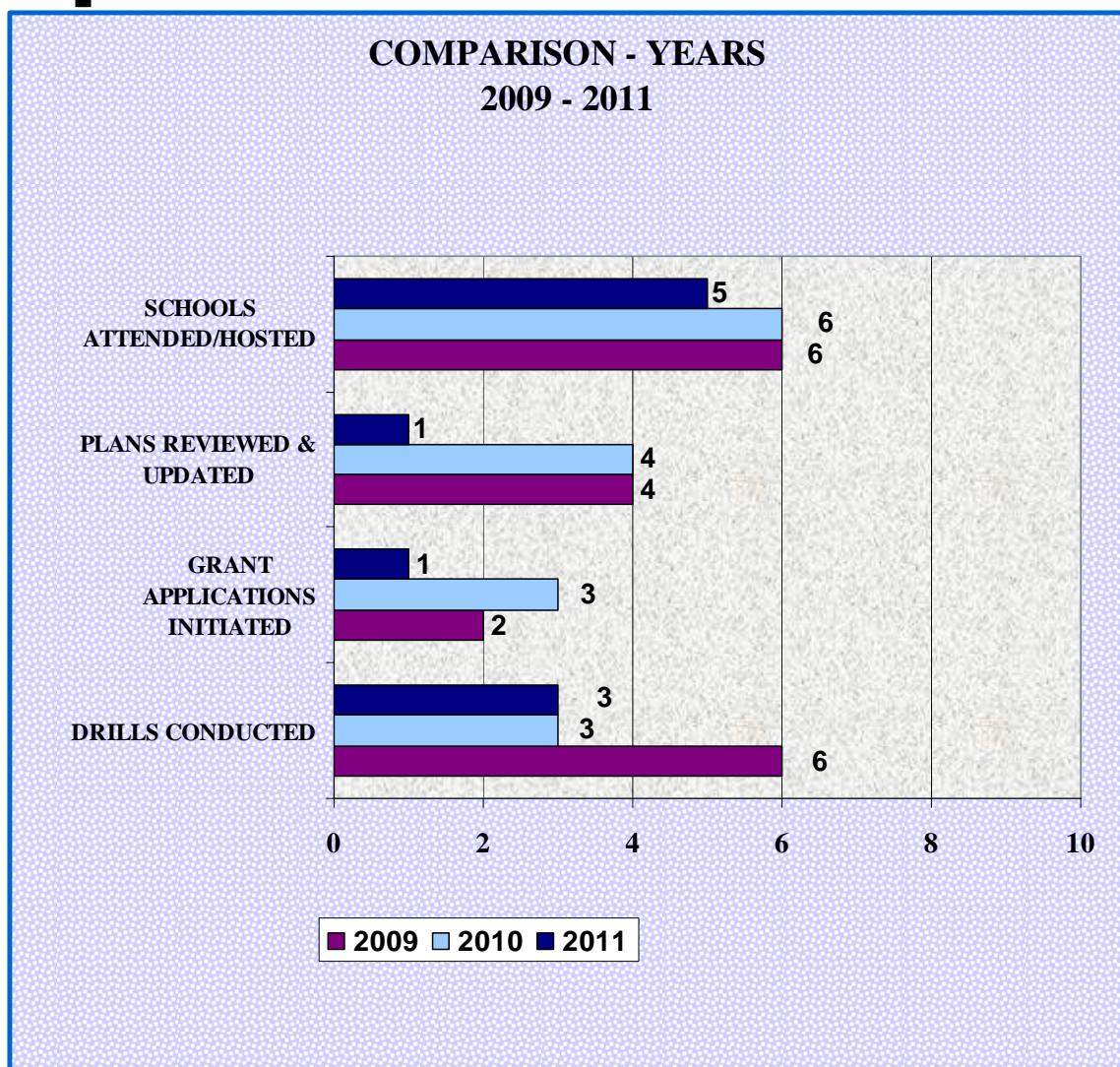
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	198,776	864,236	187,034
Grants	-	<u>21,000</u>	-
<b>Total Funding Sources</b>	<u>198,776</u>	<u>885,236</u>	<u>187,034</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	85,470	84,862	86,862
Benefits	27,769	29,321	28,720
Advertising	889	-	329
Vehicle Expenses	1,306	1,925	2,279
Dues and Subscriptions	150	295	188
Maintenance Charges	549	3,073	470
Supplies	5,095	4,464	4,855
Professional Services	12,197	42,896	40,821
Utilities	5,542	6,100	9,400
Travel and Training	560	756	6,950
Uniforms	-	170	160
Minor Equipment/Improvements	13,198	-	6,000
Capital Outlay	<u>46,051</u>	<u>711,374</u>	-
<b>Total Appropriations</b>	<u>198,776</u>	<u>885,236</u>	<u>187,034</u>



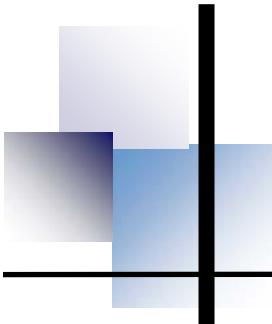
## Emergency Management

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

**Reorganize several Administrative positions and duties due to a number of key employee retirements**

**Develop and implement capitol equipment “Trust Fund” for replacement of major equipment**

**Divide the County into two Divisions—East/West, and establish three additional Division Chief Positions**

**Construct and staff Fire Station # 9 in the East end of the County**

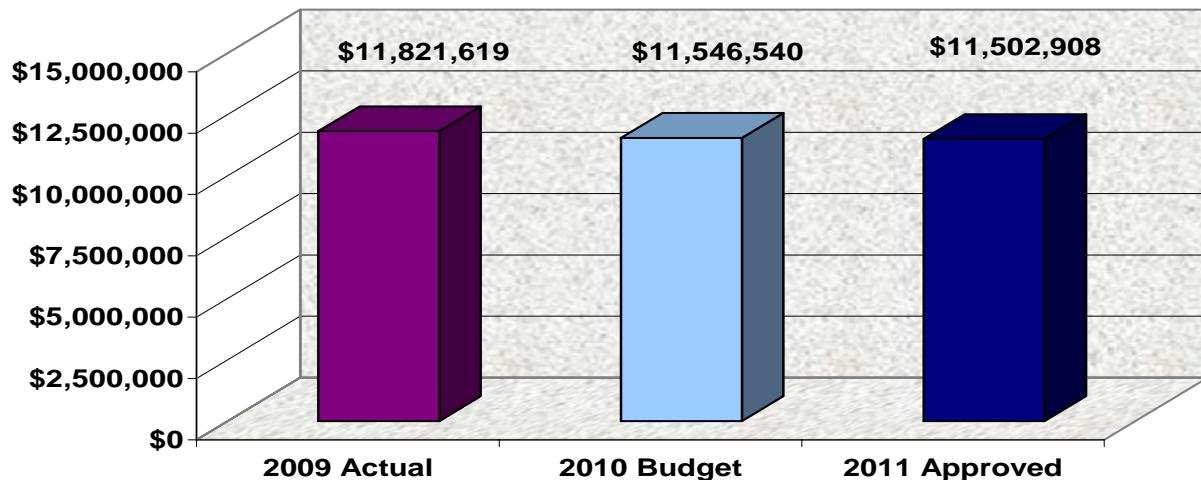
**Purchase a Mobile Command/911 Communications/EMA on site EOC Apparatus**



## Fire & EMS

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	9,870,422	10,296,540	10,125,908
Ambulance Fees	<u>1,951,198</u>	<u>1,250,000</u>	<u>1,377,000</u>
<b>Total Funding Sources</b>	<b><u>11,821,619</u></b>	<b><u>11,546,540</u></b>	<b><u>11,502,908</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	8,258,445	8,117,575	8,104,634
Benefits	2,422,100	2,467,416	2,398,523
Advertising	10,417	2,540	4,864
Vehicle Expenses	265,955	244,958	255,697
Dues and Subscriptions	2,581	3,828	4,752
Equipment Rental	18,000	18,000	17,202
Maintenance Charges	52,147	27,870	43,493
Supplies	221,545	217,496	186,133
Professional Services	190,146	165,700	178,600
Utilities	251,467	204,500	242,500
Travel and Training	13,100	13,687	24,910
Uniforms	24,885	18,579	37,600
Minor Equipment/Improvements	25,231	565	4,000
Capital Outlay	<u>65,600</u>	<u>43,825</u>	-
<b>Total Appropriations</b>	<b><u>11,821,619</u></b>	<b><u>11,546,540</u></b>	<b><u>11,502,908</u></b>



# PERSONNEL SUMMARY AND ORGANIZATION

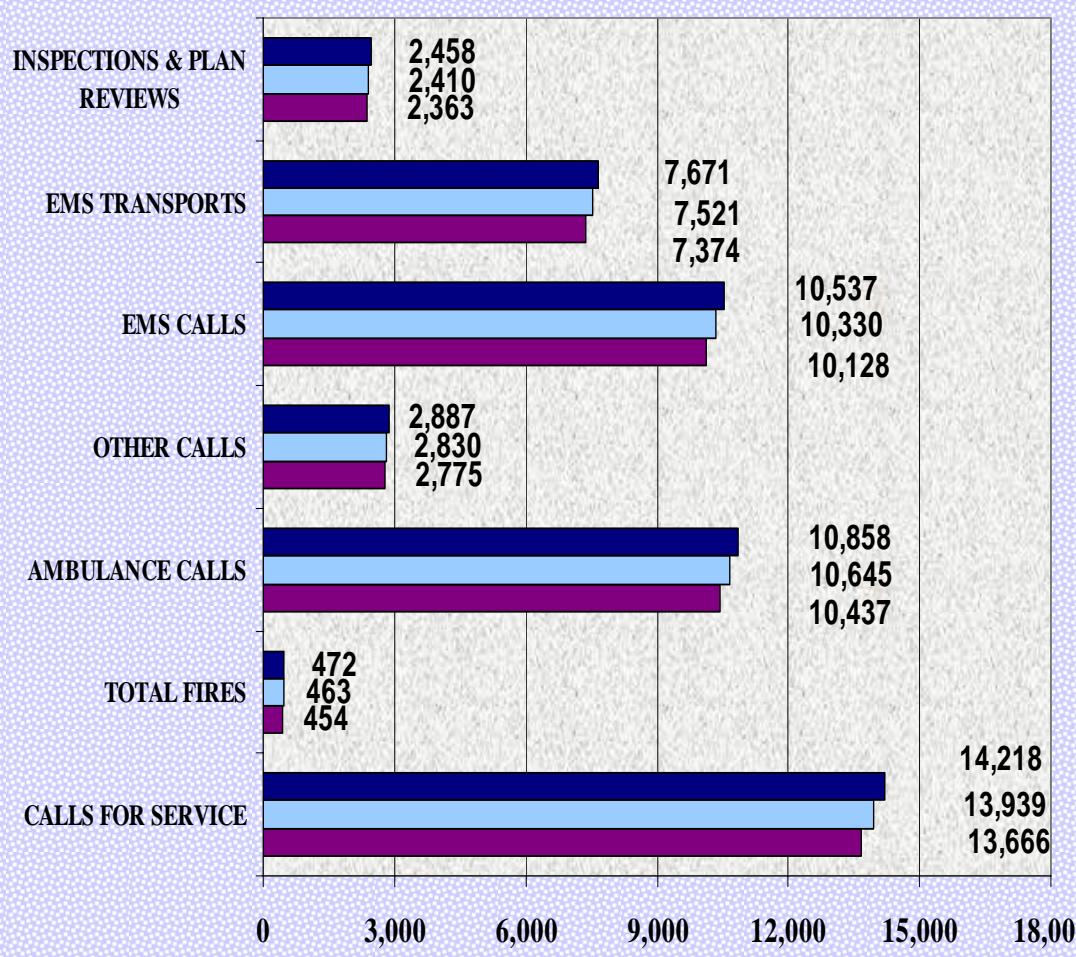
## PERSONNEL SUMMARY

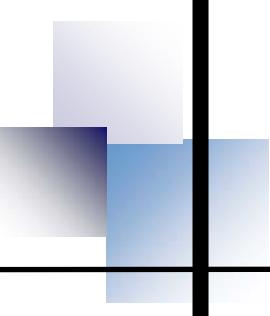
<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	4	4	4
Fire Marshal	33	1	1	1
Station Captain	32	7	7	7
Fire Captain Admin	32	2	2	2
Fire Lieutenant/Paramedic	31	4	4	3
Fire Lieutenant/Cardiac Tech.	30	2	2	0
Lead Fire Investigator	30	1	1	0
Fire Lieutenant/EMT	29	23	23	23
Fire Lieutenant	28	4	4	3
Fire Fighter III/Paramedic	28	12	12	9
Assistant to Fire Chief	28	1	1	0
Fire Fighter II/Paramedic	26	22	22	14
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	15	15	15
Fire Fighter III	25	10	10	9
Fire Fighter II/Cardiac Tech	25	2	2	2
Paramedic	25	7	7	5
Fire Fighter II/EMT	24	38	38	36
Emergency Medical Technician (EMT)	23	9	9	4
Fire Fighter II	23	1	1	1
Principal Secretary	21	1	1	0
EMS Records Coordinator	23	1	1	1
Secretary	16	1	1	0
Equipment Manager	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>172</b>	<b>172</b>	<b>143</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>

## WORKLOAD INDICATORS

### COMPARISON - YEARS

2009 - 2011





## Sheriff Detention

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

### MISSION

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

### FUNCTIONS

- Process all persons arrested in Douglas County through the jail and Court System as required
- Maintain a safe, secure and hygienic for arrestees, inmates and staff
- Serve all orders, processes, summons, etc. as directed by the Courts
- Execute criminal arrest warrants
- Provide safe and secure transportation for inmates and other persons as required by law
- Maintain safe and secure Courthouse facility
- Provide protection, guidance and services for witnesses in court
- Ensure safety and integrity of jurors called for service
- Provide for efficient coordination and safekeeping of all records required by the Office of Sheriff
- Provide a safe and efficient inmate workforce for county projects
- Maintain efficient procedures for the purchase and procurement of goods and services acquired with taxpayer funds
- Provide and maintain the proper training standards for all Sheriff's staff as required by the Georgia Peace Officers Standards and Training Council

### GOALS

**Reduce inmate assaults on staff through proactive training and enhanced inmate movement procedures**

**Study way to prevent “burnout” by Correctional staff from constant high stress due to overcrowded conditions**

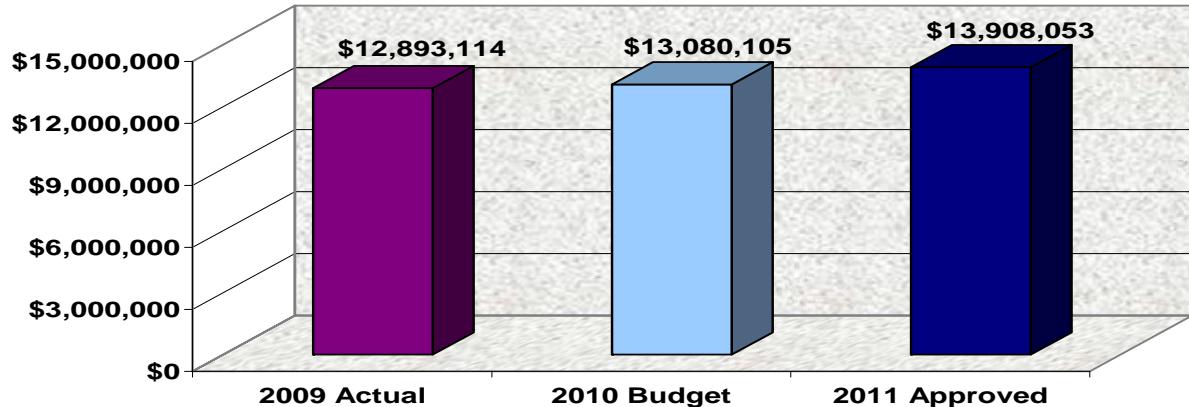
**Enhance the ability of Medical Department to provide necessary inmate care 24/7**

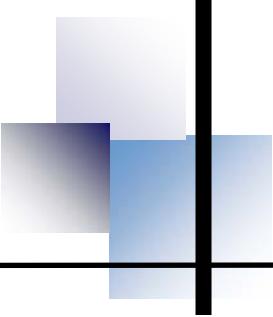


## Sheriff Detention

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	11,848,604	12,225,105	12,488,053
Jail Fund Surcharge	324,805	350,000	295,000
Board Fees	719,704	505,000	1,125,000
<b>Total Funding Sources</b>	<b><u>12,893,114</u></b>	<b><u>13,080,105</u></b>	<b><u>13,908,053</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	6,854,892	6,928,926	7,203,282
Benefits	2,070,006	2,341,979	2,290,166
Advertising	3,380	3,570	4,794
Arrest Expense	28,380	16,350	27,213
Vehicle Expenses	64,342	56,750	60,780
Dues and Subscriptions	1,053	850	2,613
Equipment Rental	140	-	-
Maintenance Charges	255,979	207,930	215,260
Supplies	51,902	72,925	56,231
Professional Services	43,619	65,750	81,169
Rent	76,308	76,308	71,730
Prisoners Care	2,413,827	2,490,586	3,147,388
Utilities	670,725	681,125	637,414
Travel and Training	32,523	21,500	26,508
Uniforms	65,956	63,500	60,381
Lease	24,162	26,400	23,124
Minor Equipment/Improvements	764	14,518	-
Capital Outlay	235,154	11,138	-
<b>Total Appropriations</b>	<b><u>12,893,114</u></b>	<b><u>13,080,105</u></b>	<b><u>13,908,053</u></b>





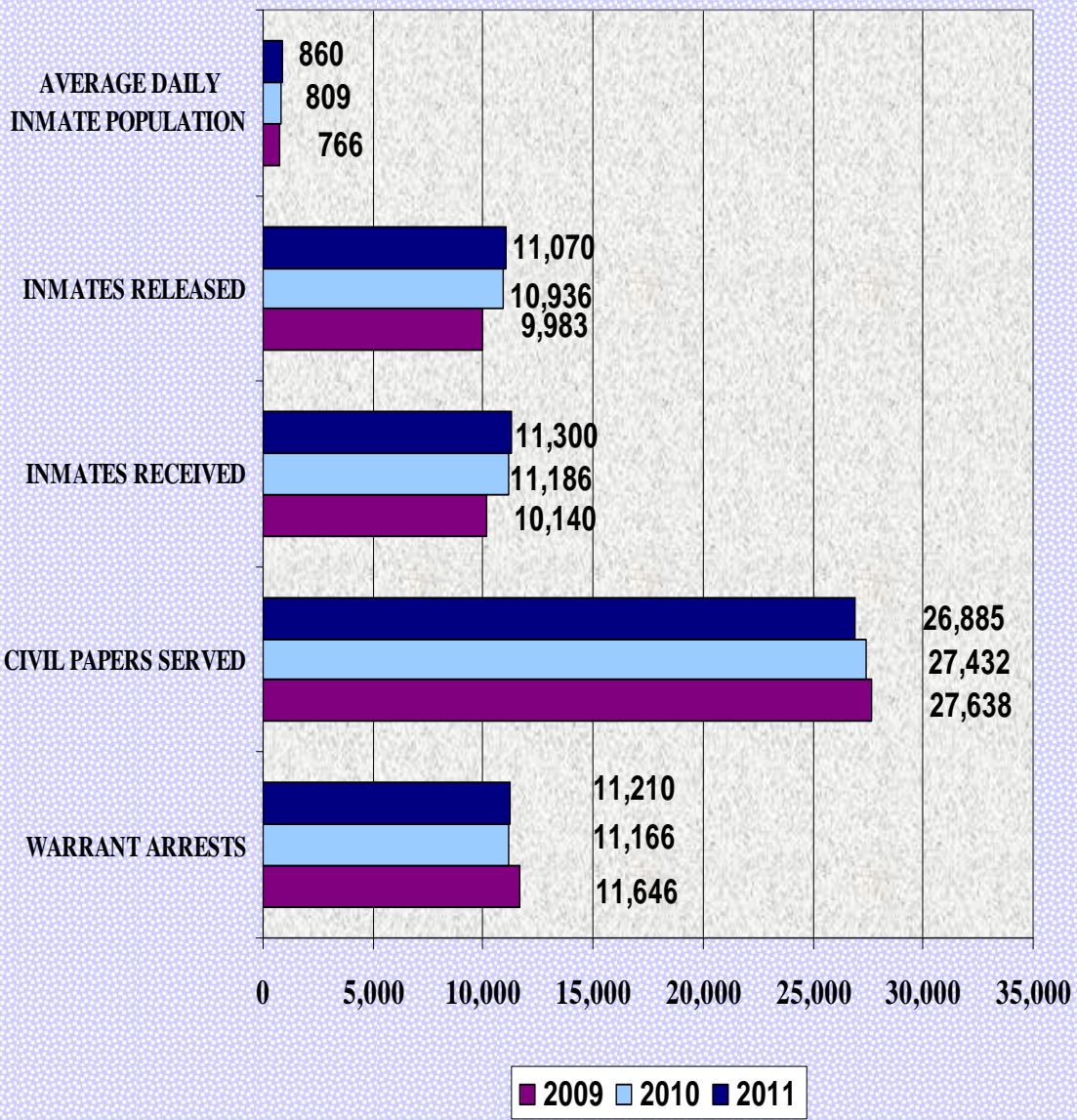
## Sheriff Detention

# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Nurse Manager	34	1	1	0
Captain	32	4	4	3
Lieutenant	30	13	13	12
Sergeant	27	13	13	13
Maintenance/Security Foreman	27	3	3	3
Corporals	25	5	5	5
Licensed Practical Nurse	25	1	1	0
Deputy Sheriff	24	45	45	47
Administrative Assistant	24	2	2	2
Emergency Medical Technical	23	3	3	1
Records Coordinator	23	1	1	1
Comm Officer II	23	0	0	1
Comm Officer I	21	1	1	0
Senior Records Clerk	21	1	1	1
Jailer II	21	47	47	46
Jailer I	20	11	11	2
Comm Officer Trainee	20	1	1	1
Records Clerk	19	6	6	7
Records Clerk	PT	1	1	0
Deputy Sheriff	PT	1	1	0
Bailiff	PT	18	18	22
<b>TOTAL FULL TIME</b>		<b>160</b>	<b>160</b>	<b>147</b>
<b>TOTAL PART TIME</b>		<b>20</b>	<b>20</b>	<b>22</b>

# WORKLOAD INDICATORS

## COMPARISON - YEARS 2009 - 2011



## MISSION

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

### FUNCTIONS

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

### GOALS

**Enhance public information capabilities through extended use of social media**

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

**Update overall capabilities of departmental computer software**

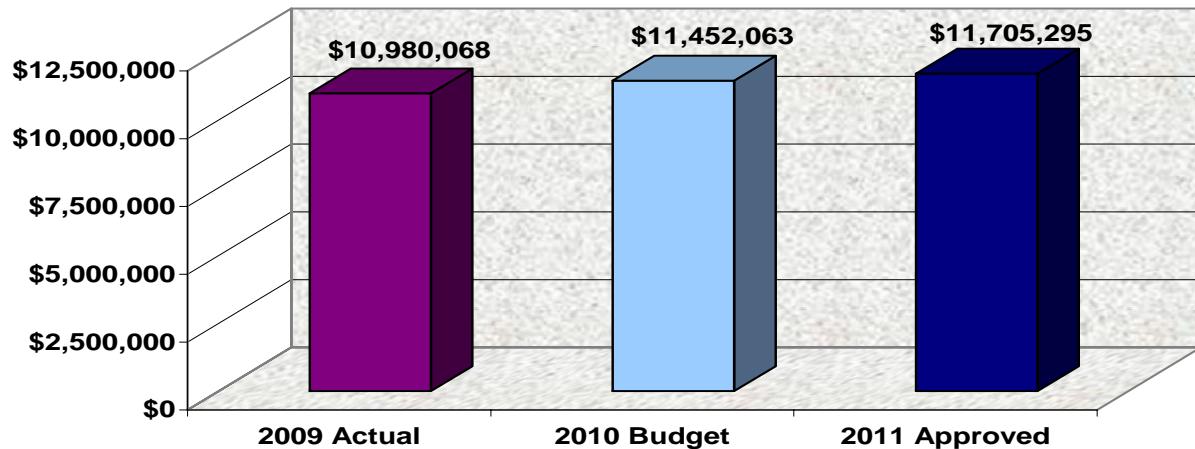
**Study feasibility of realignment of patrol zones within the County**

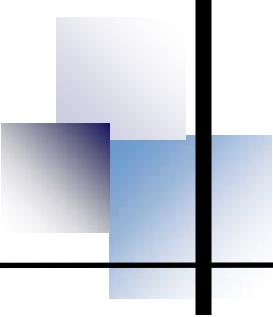


## Sheriff Enforcement

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	10,341,368	11,052,063	11,305,295
Sheriff's Fees	638,700	400,000	400,000
<b>Total Funding Sources</b>	<b>10,980,068</b>	<b>11,452,063</b>	<b>11,705,295</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	7,351,225	7,510,106	7,626,460
Benefits	2,224,370	2,511,538	2,354,528
Advertising	9,149	9,100	6,298
Vehicle Expenses	652,662	689,575	676,080
Dues and Subscriptions	5,449	4,833	4,300
Equipment Rental	(103)	425	470
Medical Services / Informant Fees	12,395	11,675	17,860
Maintenance Charges	72,845	56,950	50,036
Supplies	139,378	133,527	123,897
Professional Services	66,818	61,300	62,830
Rent	19,845	18,445	20,910
Utilities	77,119	91,400	88,430
Travel and Training	63,432	69,300	66,796
Uniforms	86,084	56,500	56,400
Minor Equipment/Improvements	(1,976)	-	-
Capital Outlay	201,375	227,390	550,000
<b>Total Appropriations</b>	<b>10,980,068</b>	<b>11,452,063</b>	<b>11,705,295</b>

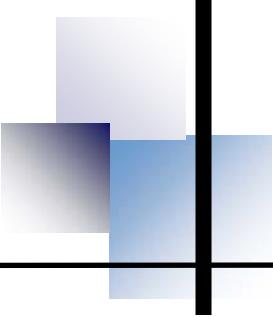





**Sheriff Enforcement**

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	37	0	0	1
Major	35	1	1	0
Captain	32	2	2	3
System Administrator	32	1	1	1
Lieutenant Investigator	31	3	3	3
Lieutenant	30	7	7	8
Sergeant Investigator	28	5	5	5
Sergeant	27	12	12	12
Investigator	27	28	28	27
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	82	82	74
Administrative Assistant	24	2	2	2
Communications Officer II	22	10	10	6
Communications Officer I	21	4	4	7
Jailer II	21	1	1	2
Communications Officer Trainee	20	3	3	1
Senior Secretary	PT	1	1	1
Uncertified Deputy	PT	1	1	0
Deputy Sheriff PT	PT	1	1	1
Mail Clerk	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>165</b>	<b>165</b>	<b>156</b>
<b>TOTAL PART TIME</b>		<b>4</b>	<b>4</b>	<b>3</b>



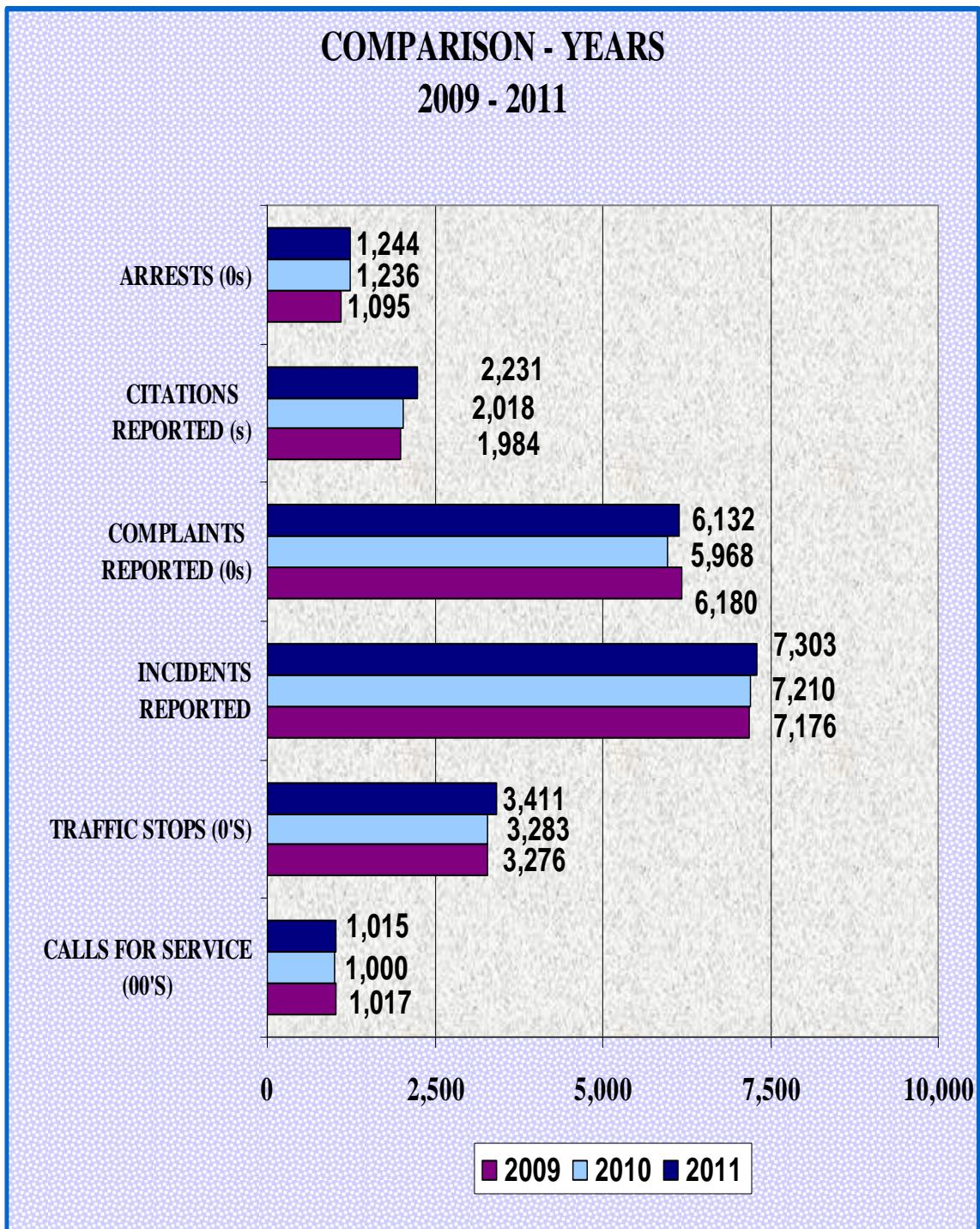

**Sheriff Enforcement**

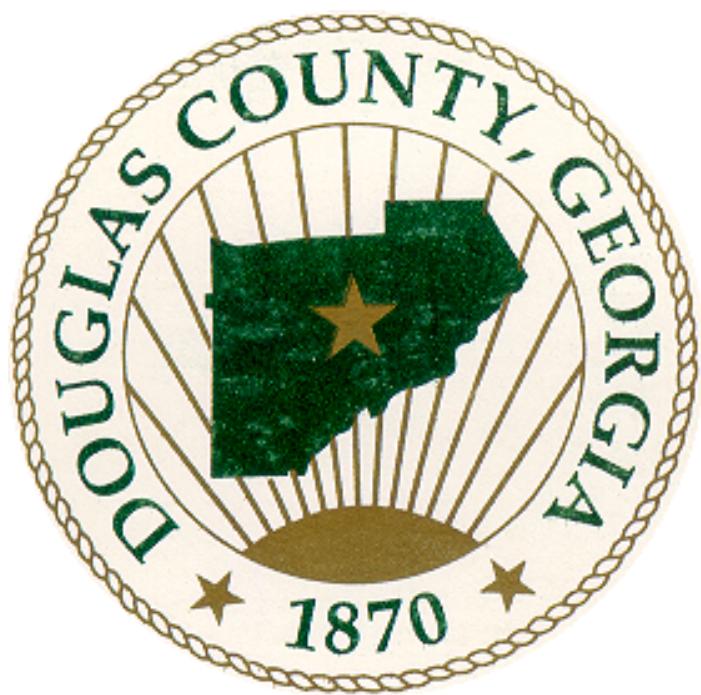
**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	37	0	0	1
Major	35	1	1	0
Captain	32	2	2	3
System Administrator	32	1	1	1
Lieutenant Investigator	31	3	3	3
Lieutenant	30	7	7	8
Sergeant Investigator	28	5	5	5
Sergeant	27	12	12	12
Investigator	27	28	28	27
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	82	82	74
Administrative Assistant	24	2	2	2
Communications Officer II	22	10	10	6
Communications Officer I	21	4	4	7
Jailer II	21	1	1	2
Communications Officer Trainee	20	3	3	1
Senior Secretary	PT	1	1	1
Uncertified Deputy	PT	1	1	0
Deputy Sheriff PT	PT	1	1	1
Mail Clerk	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>165</b>	<b>165</b>	<b>156</b>
<b>TOTAL PART TIME</b>		<b>4</b>	<b>4</b>	<b>3</b>

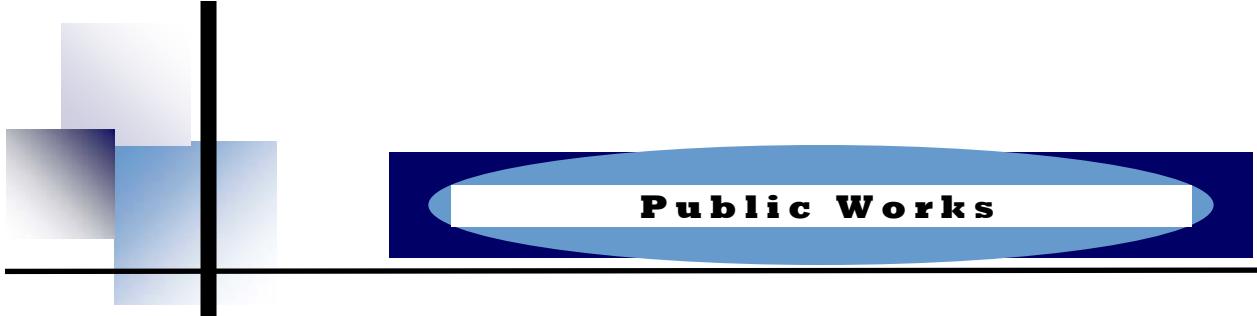
## Sheriff Enforcement

### WORKLOAD INDICATORS





**PUBLIC WORKS**



## **Public Works**

<b>Development Control.....</b>	<b>196</b>
<b>Department of Transportation .....</b>	<b>199</b>
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<b>D.O.T. maintenance &amp; Construction .....</b>	<b>202</b>
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# **DIRECTORY**

# P U B L I C W O R K S

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

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

**Improve infrastructure quality and site aesthetics by implementing the following:**

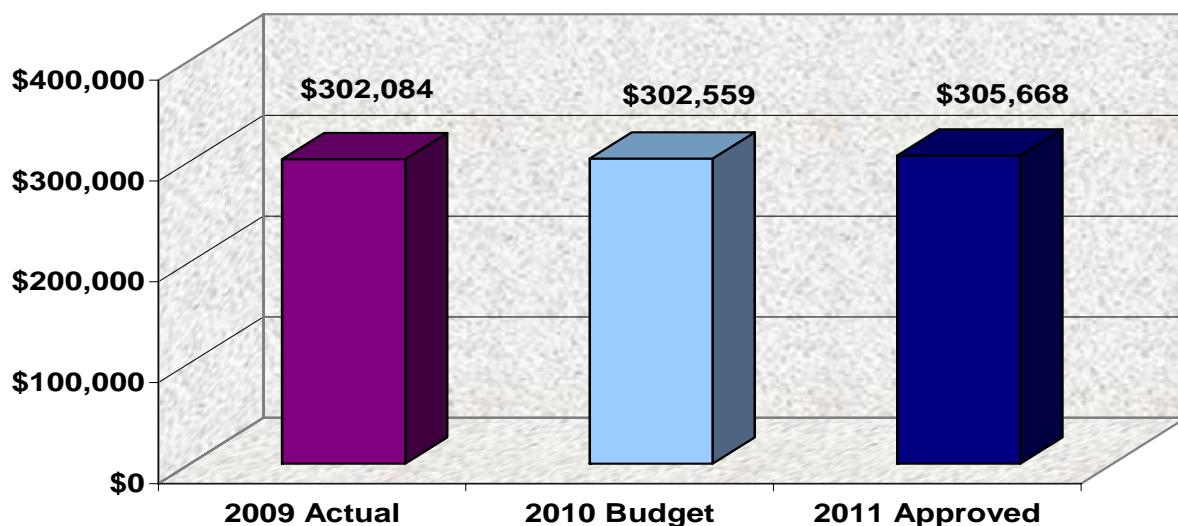
- Continuing a thorough inspection process to ensure all projects are constructed in accordance with the Unified Development Code and approved site plans and Zoning conditions;
- Continuing to implement the tree protection and landscaping ordinance to ensure all sites are becoming more environmentally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



## Development Control

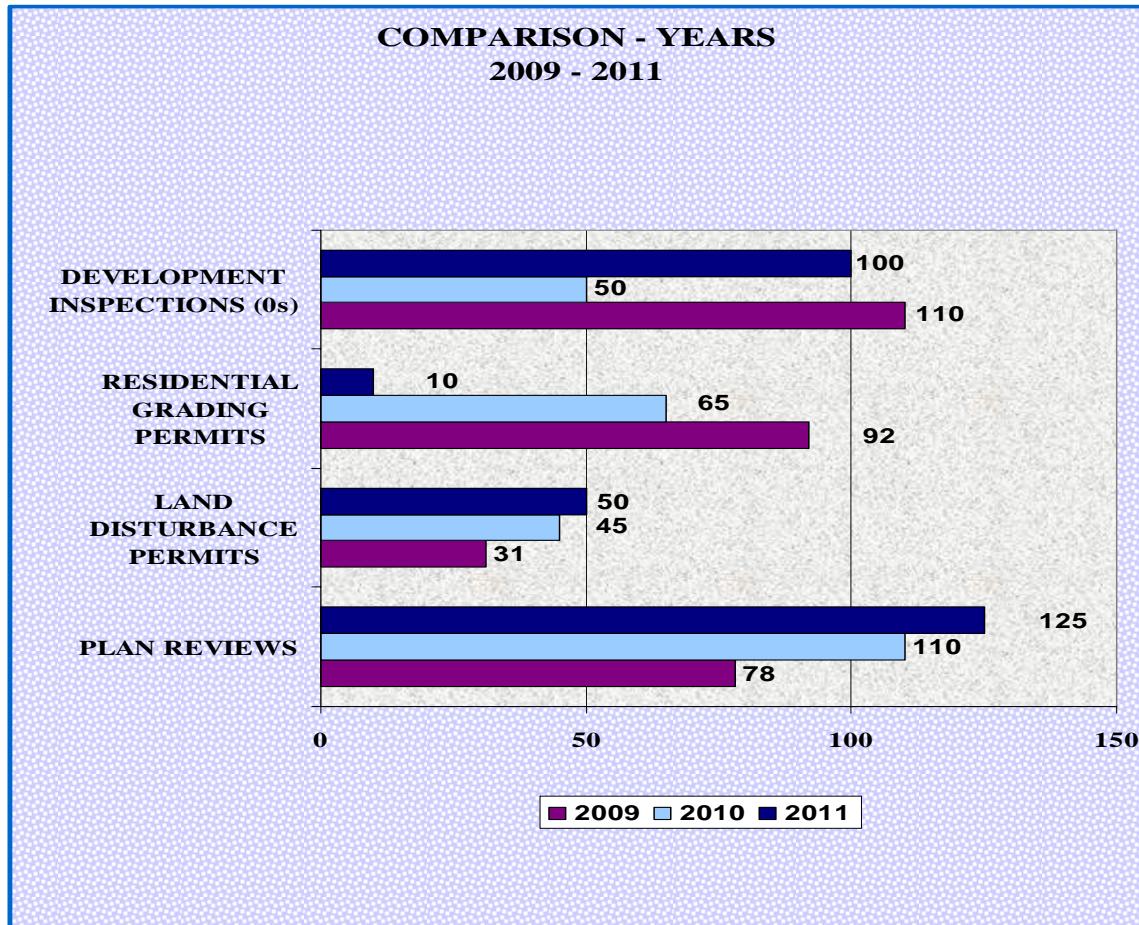
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	264,249	269,059	279,168
Engineering Fees	37,835	33,500	26,500
<b>Total Funding Sources</b>	<b><u>302,084</u></b>	<b><u>302,559</u></b>	<b><u>305,668</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	227,598	227,065	230,121
Benefits	64,236	65,145	63,535
Advertising	-	298	-
Vehicle Expenses	6,564	6,755	6,801
Dues and Subscriptions	104	108	103
Maintenance Charges	-	-	-
Supplies	1,377	1,320	1,658
Professional Services	-	-	-
Utilities	1,860	1,428	1,692
Travel and Training	345	440	1,382
Uniforms	-	-	376
<b>Total Appropriations</b>	<b><u>302,084</u></b>	<b><u>302,559</u></b>	<b><u>305,668</u></b>



## Development Control

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	19	0	0	1
Arborist	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>0</b>

# PUBLIC WORKS

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

## GOALS

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

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

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



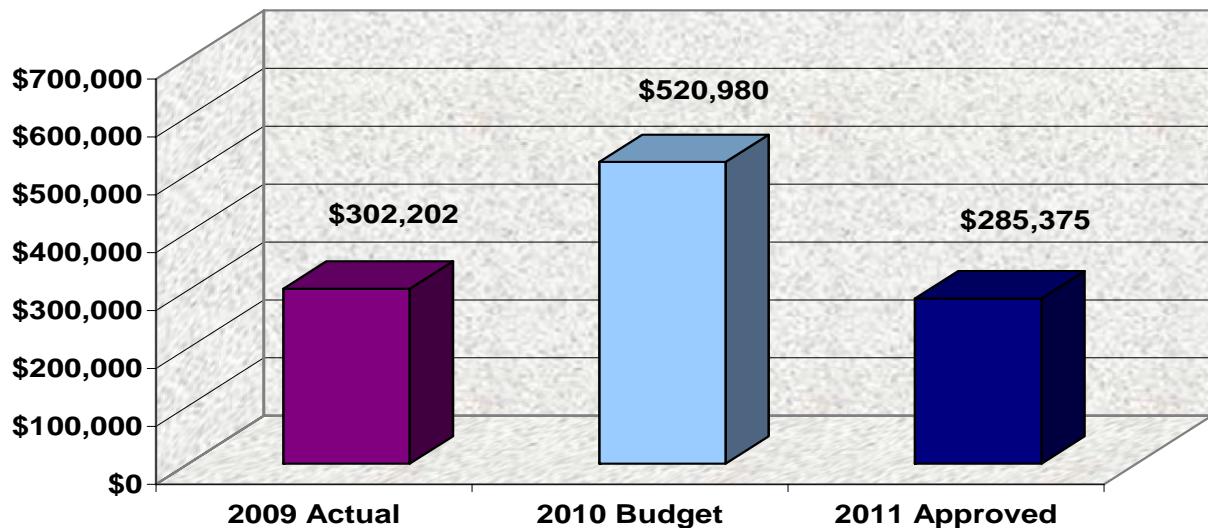
# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b><u>Administration</u></b>				
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Land Acquit Coordinator	23	1	1	1
Department Secretary	16	1	1	0
<b><u>Traffic Operations</u></b>				
Assistant Director	UNC	1	1	1
Access Management Engineer	UNC	1	1	1
Transportation Engineer	35	1	1	1
Utility Engineer	29	1	1	1
Traffic Engineering Tech	28	1	1	1
Sign/Marking Superintendent	24	1	1	1
Traffic Signal Superintendent	24	1	1	1
Traffic Signal Technician	23	1	1	1
Secretary	19	1	1	1
Sign/Marking Fabricator	17	1	1	1
Sign/Marking Technician	16	3	3	3
<b><u>Maintenance &amp; Construction</u></b>				
Maintenance Engineer	UNC	1	1	1
R O W Management Superintendent	25	1	1	1
Foreman II	24	1	1	1
Road Maint. Superintendent	25	1	1	1
Road Maint. Foreman	24	1	1	1
Foreman I	22	1	1	1
Bridge/Guardrail Sup	25	1	1	1
Equipment Operator IV	20	7	7	6
Equipment Operator III	19	6	6	6
Secretary	19	1	1	1
Equipment Operator II	18	6	6	6
Equipment Operator I	17	1	1	1
Laborer II	15	2	2	1
<b>TOTAL FULL TIME</b>		<b>47</b>	<b>47</b>	<b>44</b>

## D.O.T. Administration

### BUDGET SUMMARY

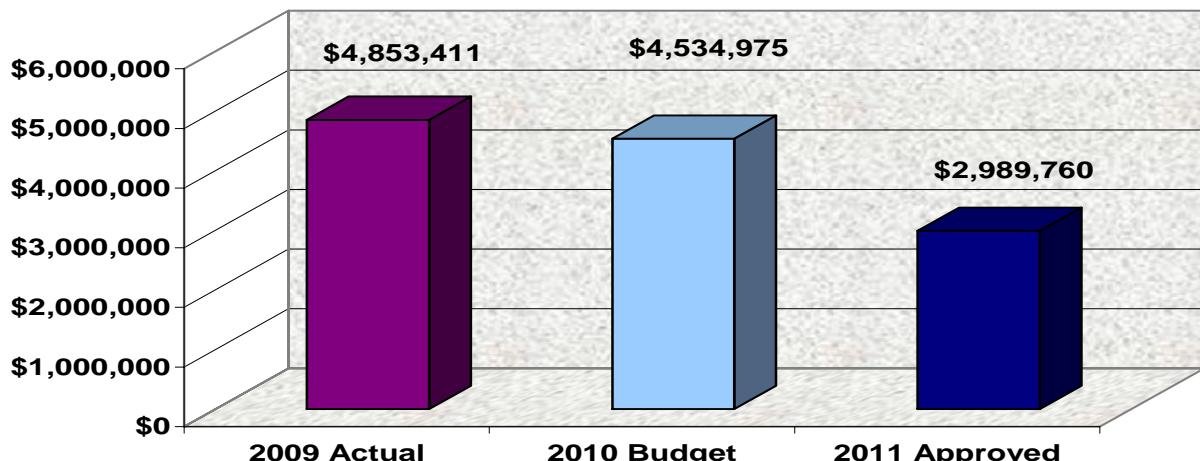
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>302,202</u>	<u>520,980</u>	<u>285,375</u>
<b>Total Funding Sources</b>			
	<u>302,202</u>	<u>520,980</u>	<u>285,375</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	205,304	189,429	191,977
Benefits	56,888	61,921	52,123
Advertising	941	2,050	1,880
Vehicle Expenses	2,449	3,163	3,290
Dues and Subscriptions	1,000	7,661	8,281
Maintenance Charges	584	440	752
Supplies	6,098	9,121	7,238
Professional Services	6,821	14,992	14,100
Utilities	1,452	1,429	1,504
Travel and Training	664	3,754	4,230
Capital Outlay	<u>20,000</u>	<u>227,020</u>	-
<b>Total Appropriations</b>			
	<u>302,202</u>	<u>520,980</u>	<u>285,375</u>



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

**BUDGET SUMMARY**

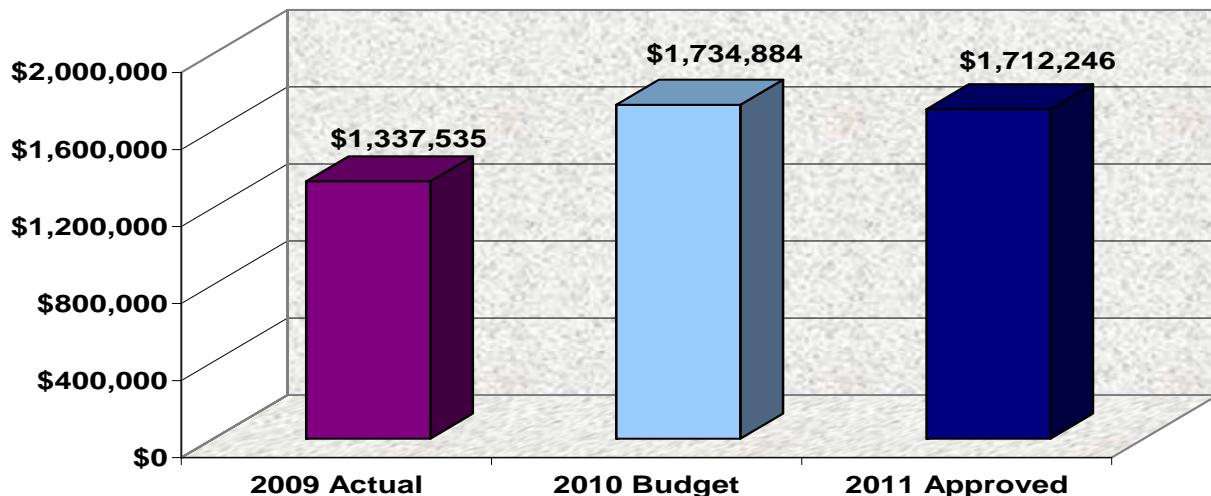
	<b>2009 ACTUAL</b>	<b>2010 BUDGET</b>	<b>2011 APPROVED</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	4,787,617	3,700,031	2,989,760
State Aid for Roads	65,793	834,944	-
<b>Total Funding Sources</b>	<b>4,853,411</b>	<b>4,534,975</b>	<b>2,989,760</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	952,365	921,030	992,216
Benefits	325,281	387,211	379,070
Advertising	553	850	470
Vehicle Expenses	147,549	156,190	127,840
Dues and Subscriptions	6,764	519	359
Equipment Rental	-	-	2,350
Maintenance Charges	3,137	4,858	7,595
Supplies	18,506	52,175	43,898
Professional Services	70	185	19,120
Utilities	94,987	95,265	108,664
Travel and Training	1,406	2,518	3,346
Uniforms	5,073	11,475	10,340
Minor Equipment/Improvements	-	6,800	10,800
Capital Outlay	167,891	316,630	278,129
Road and Bridge Materials	3,129,829	-	-
Transfers Out	-	2,579,269	1,005,563
<b>Total Appropriations</b>	<b>4,853,411</b>	<b>4,534,975</b>	<b>2,989,760</b>



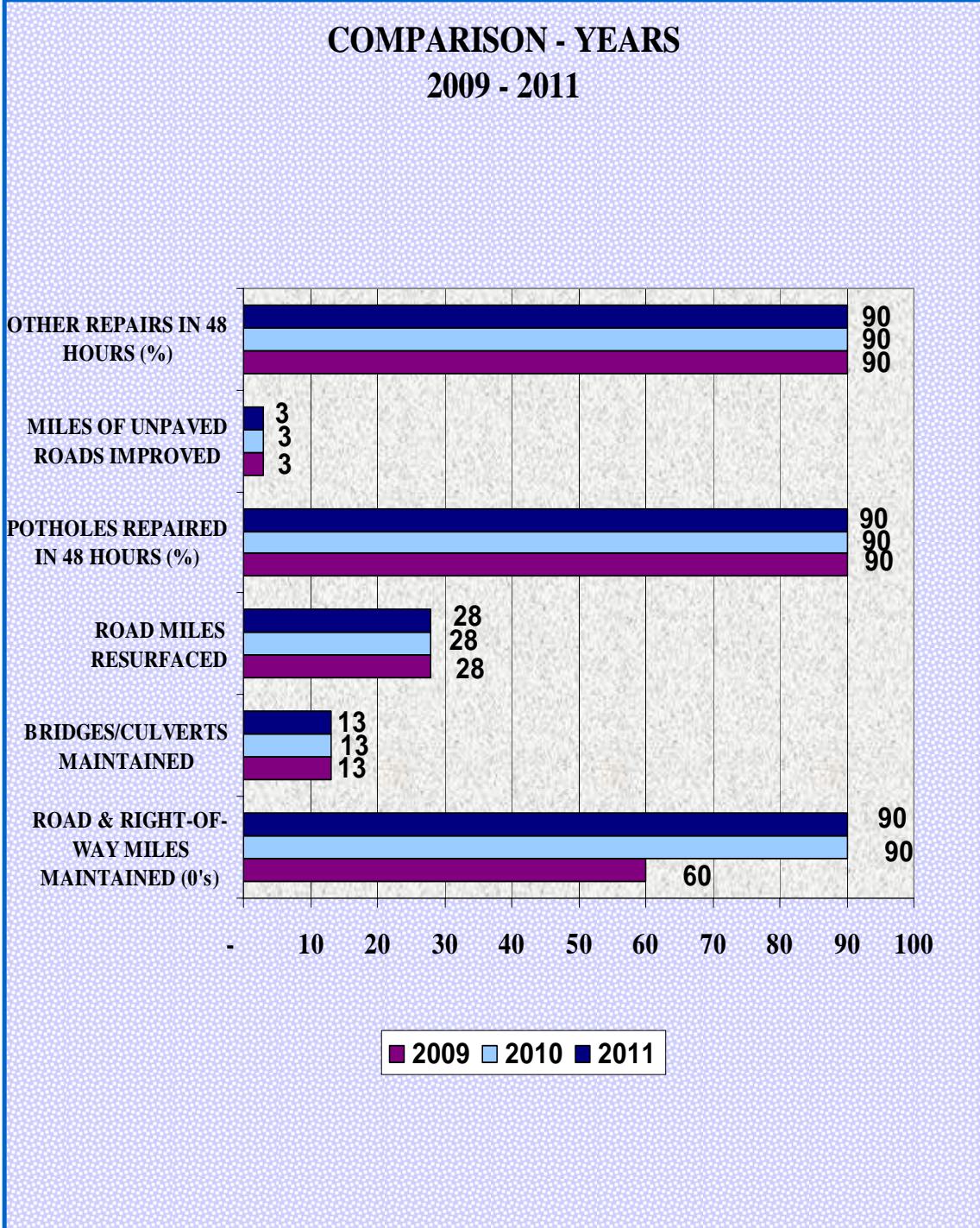
## D.O.T. Traffic Operations

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<u>1,337,535</u>	<u>1,734,884</u>	<u>1,712,246</u>
<b>Total Funding Sources</b>	<u>1,337,535</u>	<u>1,734,884</u>	<u>1,712,246</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	520,565	502,864	526,812
Benefits	167,360	189,621	177,491
Advertising	-	200	-
Vehicle Expenses	18,261	20,350	21,338
Dues and Subscriptions	4,962	4,900	4,700
Maintenance Charges	234	8	451
Supplies	15,641	17,100	14,100
Professional Services	41,420	56,121	39,480
Utilities	6,467	13,500	13,160
Traffic Light Maintenance/Utilities	60,984	60,400	68,620
Travel and Training	2,790	3,715	9,400
Uniforms	1,297	3,400	3,196
Minor Equipment/Improvements	-	3,000	1,000
Capital Outlay	360,328	695,037	700,898
Road and Bridge Materials	<u>137,225</u>	<u>164,668</u>	<u>131,600</u>
<b>Total Appropriations</b>	<u>1,337,535</u>	<u>1,734,884</u>	<u>1,712,246</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

### Improve Departmental Processes

- Simplify vehicle accident repairs by Fleet handling the entire process from estimates to finished product. Wrecked vehicle towed or dropped off at Fleet, Fleet contacts Body shops via email list, estimates received and compared, Body shop awarded the job, Fleet picks up and inspects finished product before delivering back to department; all under direction on D.C. Risk & Safety.
- Man power redistribution, rewriting certain job classifications in order to reallocate duties, delineating from normal activities ie: Tire Specialist ; order, stock, inventory all tires and tire supplies from pricing, to NW requisition and Purchase Order, to scheduling and installing which will take some pressure off the Parts Man. Work Order Manager; manage work orders from start to close insuring that all work orders are complete. Fleet Accountant, Fire Apparatus Specialist, and Heavy Equipment Specialist will all have revised job descriptions.

### Updating Fleet Website

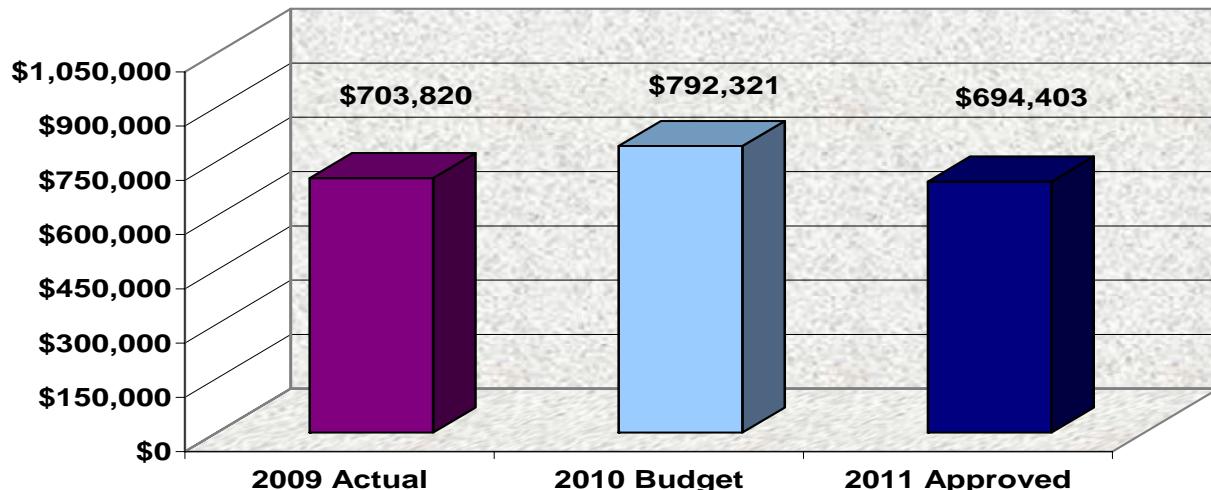
- All Fleet forms, policy and procedures and scheduling calendars will be available for County Departments to view and use.
- Provide Douglas County Departments with vehicle procurement status, vehicle specification sheets, budget estimations and advertise surplus items for re-use by County Departments, providing surplus item possesses useful life.
- Maintenance, driving and fuel saving tips with recommended service scheduling using industry standards as our guidelines.



## Fleet Management

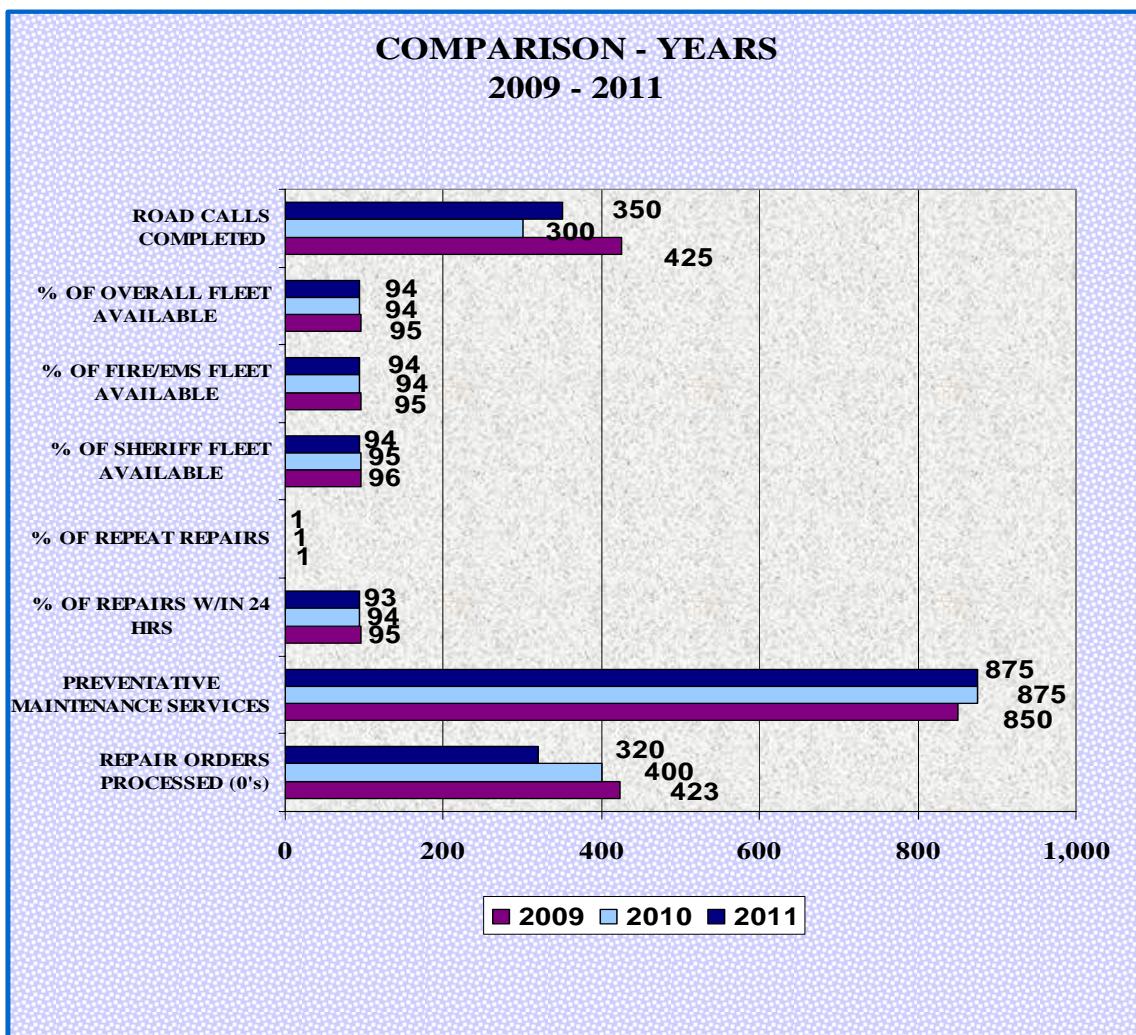
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>703,820</u>	<u>792,321</u>	<u>694,403</u>
<b>Total Funding Sources</b>	<b><u>703,820</u></b>	<b><u>792,321</u></b>	<b><u>694,403</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	469,175	478,021	455,001
Benefits	157,548	186,403	162,610
Advertising	109	128	235
Vehicle Expenses	18,428	18,511	20,043
Dues and Subscriptions	-	1,200	-
Equipment Rental	326	816	1,017
Maintenance Charges	17,891	18,700	17,578
Supplies	8,112	14,015	10,058
Professional Services	981	1,535	1,335
Utilities	15,343	17,700	16,633
Travel and Training	2,063	367	5,546
Uniforms	2,620	1,731	4,347
Minor Equipment/Improvements	2,330	7,817	-
Capital Outlay	<u>8,895</u>	<u>45,377</u>	<u>-</u>
<b>Total Appropriations</b>	<b><u>703,820</u></b>	<b><u>792,321</u></b>	<b><u>694,403</u></b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

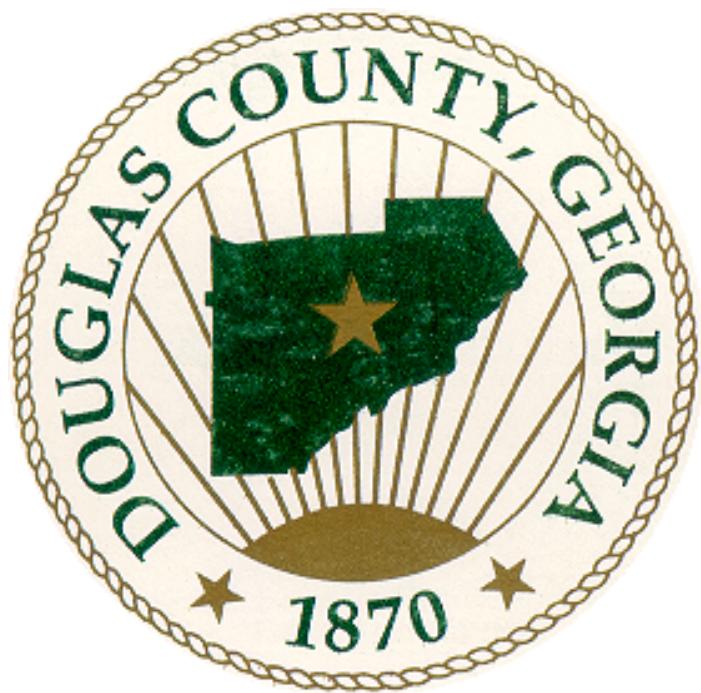
## Fleet Management



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Manager	UNC	1	1	1
Fleet Mgt Superintendent	25	1	1	1
Parts Manager	23	1	1	1
Mechanic III	23	6	6	6
Mechanic II	20	1	1	1
Mechanic I	18	1	1	1
Secretary	16	1	1	1
Mechanic	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>12</b>	<b>12</b>	<b>12</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>0</b>

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**HEALTH AND WELFARE**

# DIRECTORY

<b>Board of Health.....</b>	<b>210</b>
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<b>Family and Children Services.....</b>	<b>214</b>
<b>Juvenile Programs Administration .....</b>	<b>216</b>
<b>Senior Services .....</b>	<b>219</b>

## **MISSION**

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

## **FUNCTIONS**

- Preventative health care
- Provide educational and counseling services

## **GOALS**

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

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

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

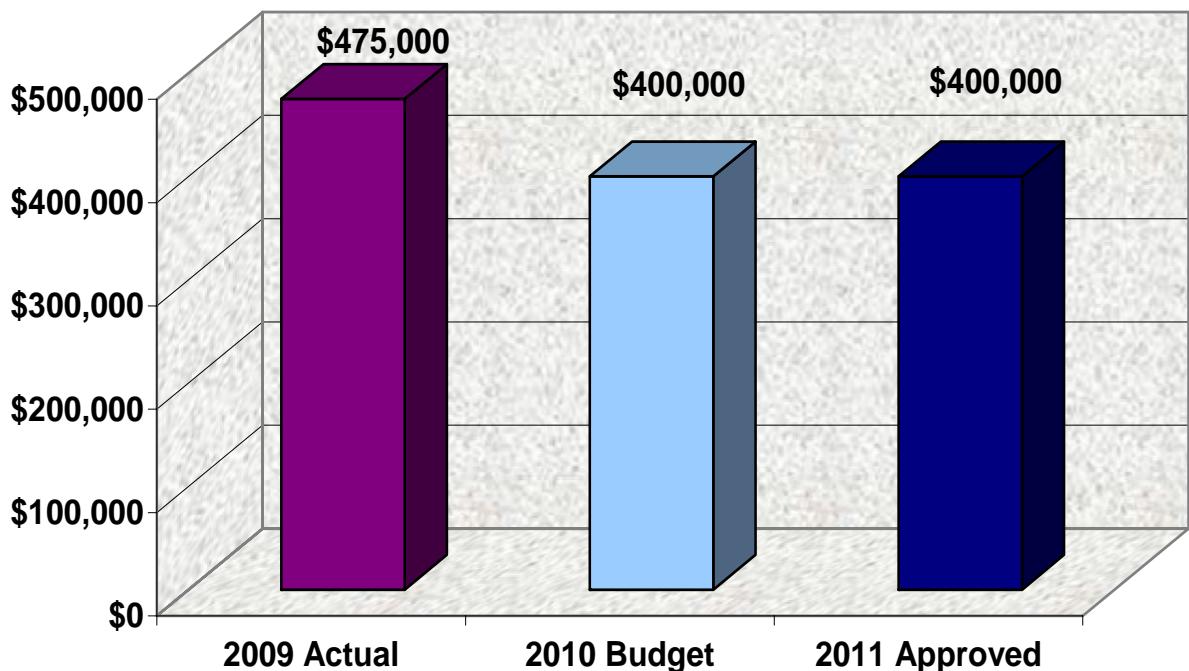
## **PERSONNEL**

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



**BUDGET SUMMARY**

	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>BUDGET</u>	<u>2011</u> <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>475,000</u>	<u>400,000</u>	<u>400,000</u>
Total Funding Sources	<u>475,000</u>	<u>400,000</u>	<u>400,000</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>475,000</u>	<u>400,000</u>	<u>400,000</u>
Total Appropriations	<u>475,000</u>	<u>400,000</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

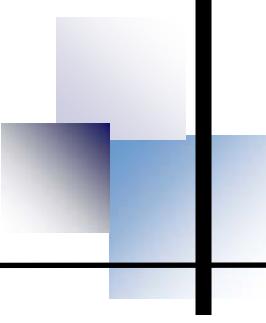
Facilitate full access to integrated services regardless of disability

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.

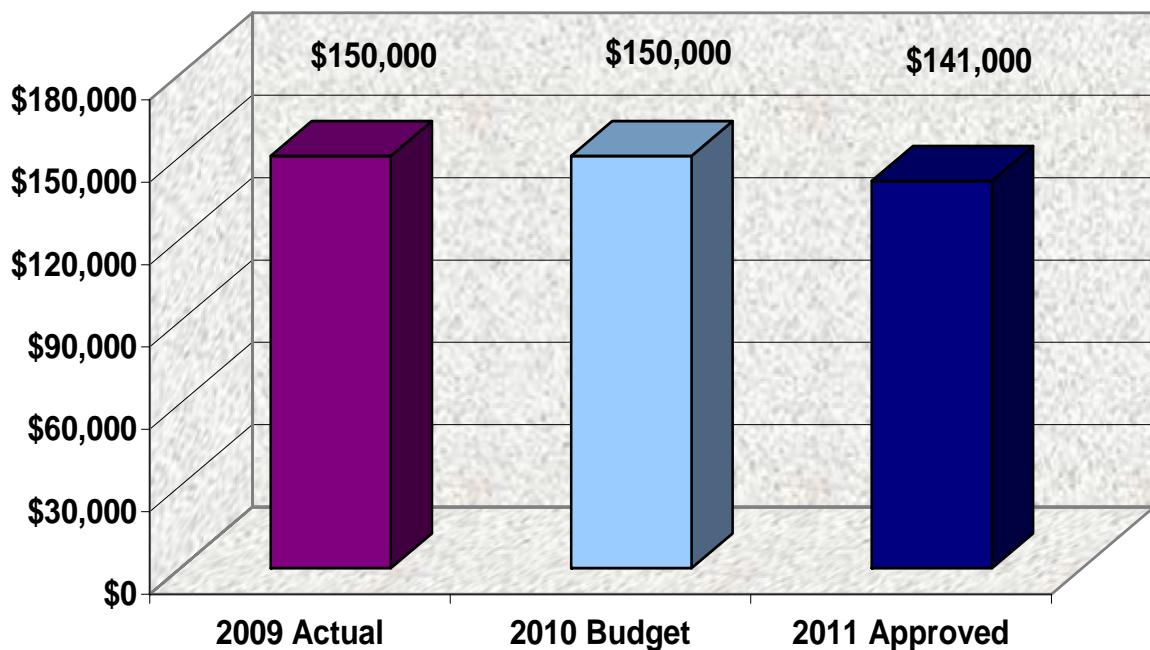




## Community Services Board

### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>150,000</u>	<u>150,000</u>	<u>141,000</u>
Total Funding Sources	<u>150,000</u>	<u>150,000</u>	<u>141,000</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>150,000</u>	<u>150,000</u>	<u>141,000</u>
Total Appropriations	<u>150,000</u>	<u>150,000</u>	<u>141,000</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**

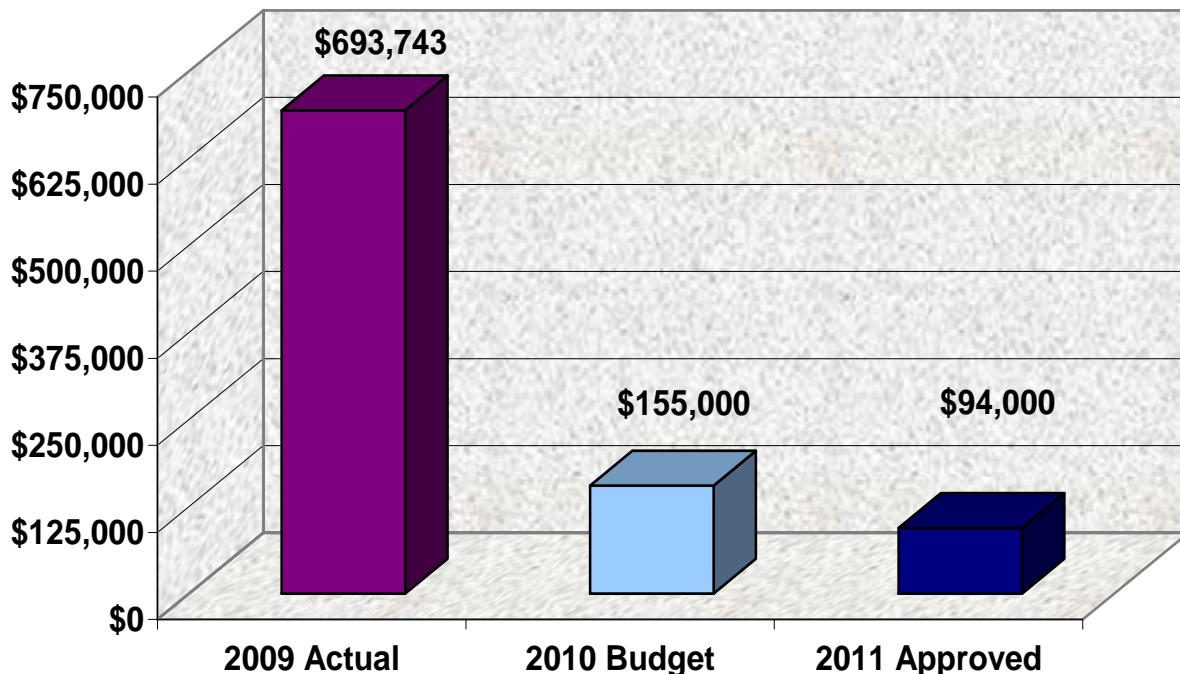
## **PERSONNEL**

**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>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>BUDGET</u>	<u>2011</u> <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>693,743</u>	<u>155,000</u>	<u>94,000</u>
Total Funding Sources	<u>693,743</u>	<u>155,000</u>	<u>94,000</u>
<b>APPROPRIATIONS:</b>			
Grant Allotment	<u>300,000</u>	<u>155,000</u>	<u>94,000</u>
Transfers Out	<u>393,743</u>	<u>-</u>	<u>-</u>
Total Appropriations	<u>693,743</u>	<u>155,000</u>	<u>94,000</u>



## MISSION

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

## FUNCTIONS

- Fee and restitution collection and disbursement
- Adolescent substance abuse program case management
- Guardian-Ad-Litem case management
- Administration of grant funded programs
- Court administration support and court supported services
- Truancy intervention program
- Community involvement
- Intake 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**

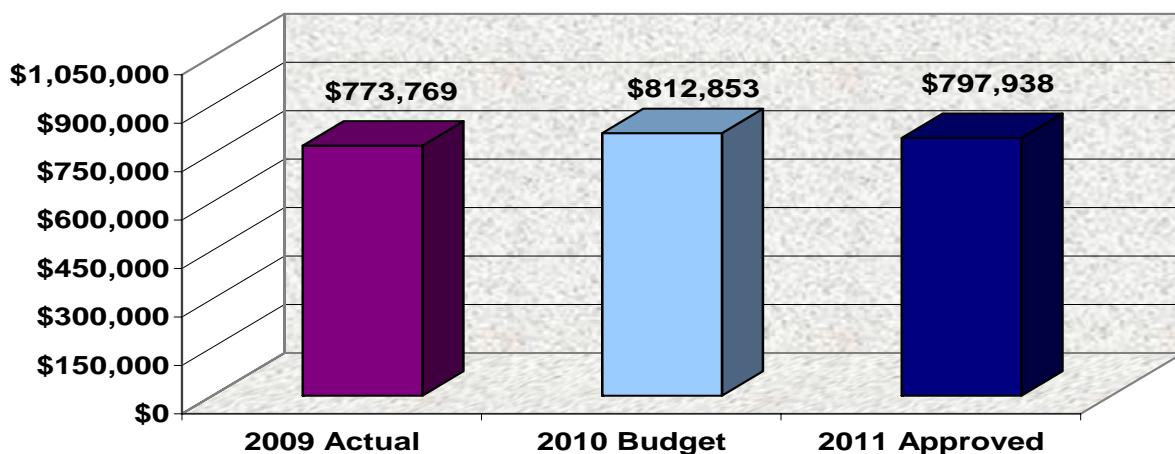


## Juvenile Programs Administration

### BUDGET SUMMARY

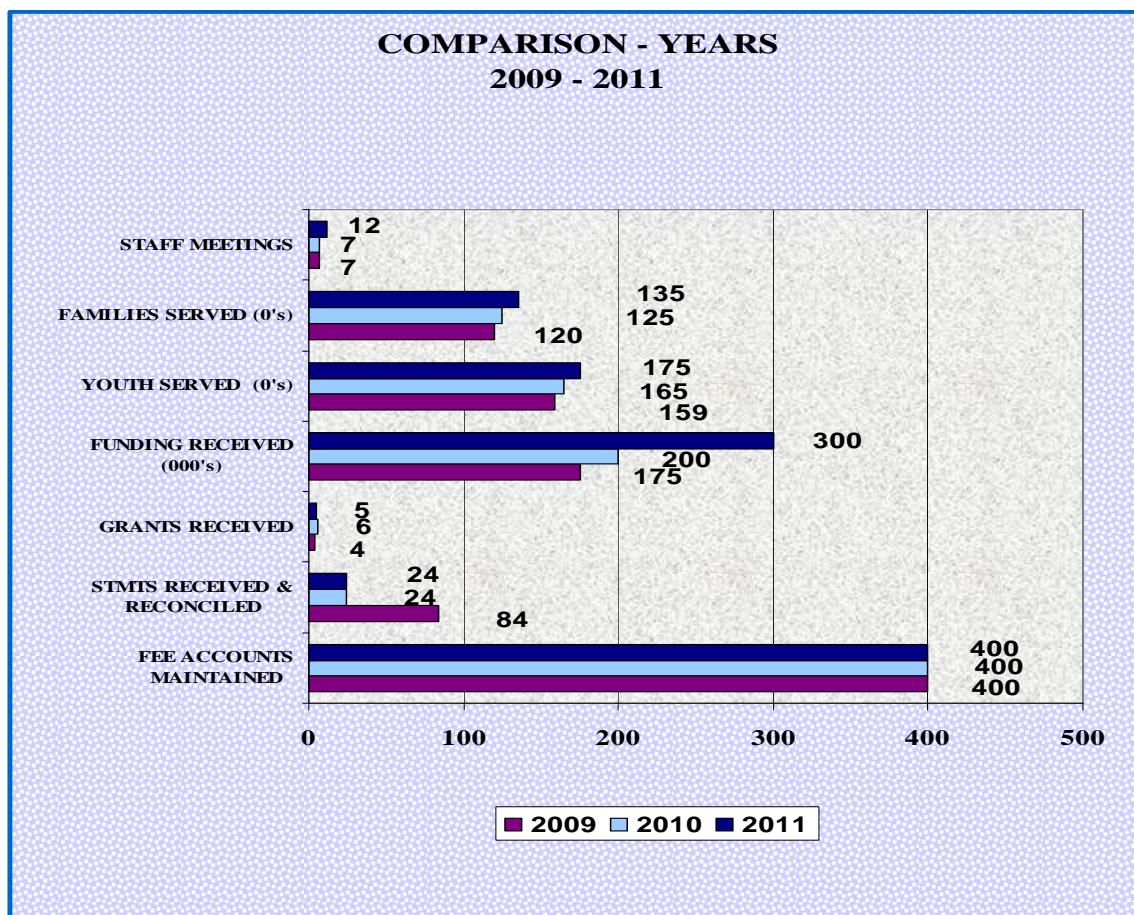
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	498,114	548,053	589,701
Juvenile Court Fees	60,655	72,300	63,000
Grants	<u>215,000</u>	<u>192,500</u>	<u>145,237</u>
<b>Total Funding Sources</b>	<b><u>773,769</u></b>	<b><u>812,853</u></b>	<b><u>797,938</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	530,400	508,165	499,875
Benefits	141,969	140,692	127,636
Restitution	8,076	20,800	14,100
Dues & Subscriptions	-	75	164
Equipment Rental	(7)	-	-
Maintenance Charges	1,216	1,670	996
Supplies	17,788	16,845	17,446
Professional Services	26,126	24,850	27,275
Utilities	541	480	376
Travel and Training	10,451	10,205	8,248
User Fees	34,779	28,000	23,500
Minor Equipment/Improvements	2,429	-	-
Grants **	-	61,071	78,322
<b>Total Appropriations</b>	<b><u>773,769</u></b>	<b><u>812,853</u></b>	<b><u>797,938</u></b>

\*\* Until 2010 Grants for this Juvenile Programs were tracked in the Grants Department



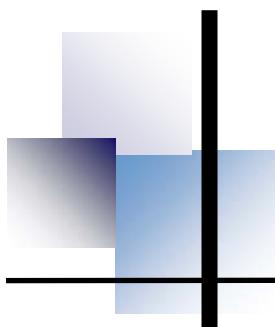
## Juvenile Programs Administration

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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	0
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
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>13</b>	<b>12</b>



## Senior Services

# HEALTH AND WELFARE

Senior Services was formerly known as Senior Citizen Transportation. They were a State agency who received funds from the Douglas County Board of Commissioners to help ensure that all Douglas County elderly and handicapped citizens have access to transportation. 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.

### MISSION

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

### FUNCTIONS

Provide support services to homebound seniors to enable them to remain in their homes as long as possible

Provide senior center based services that promote the independence of the more active seniors

### GOALS

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

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

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

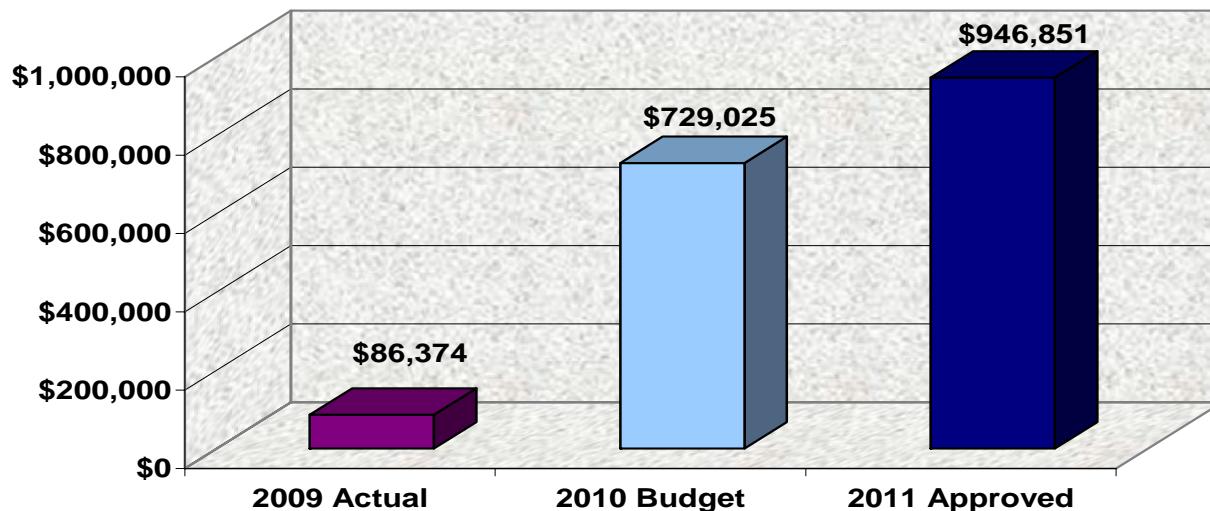


## Senior Services

### BUDGET SUMMARY

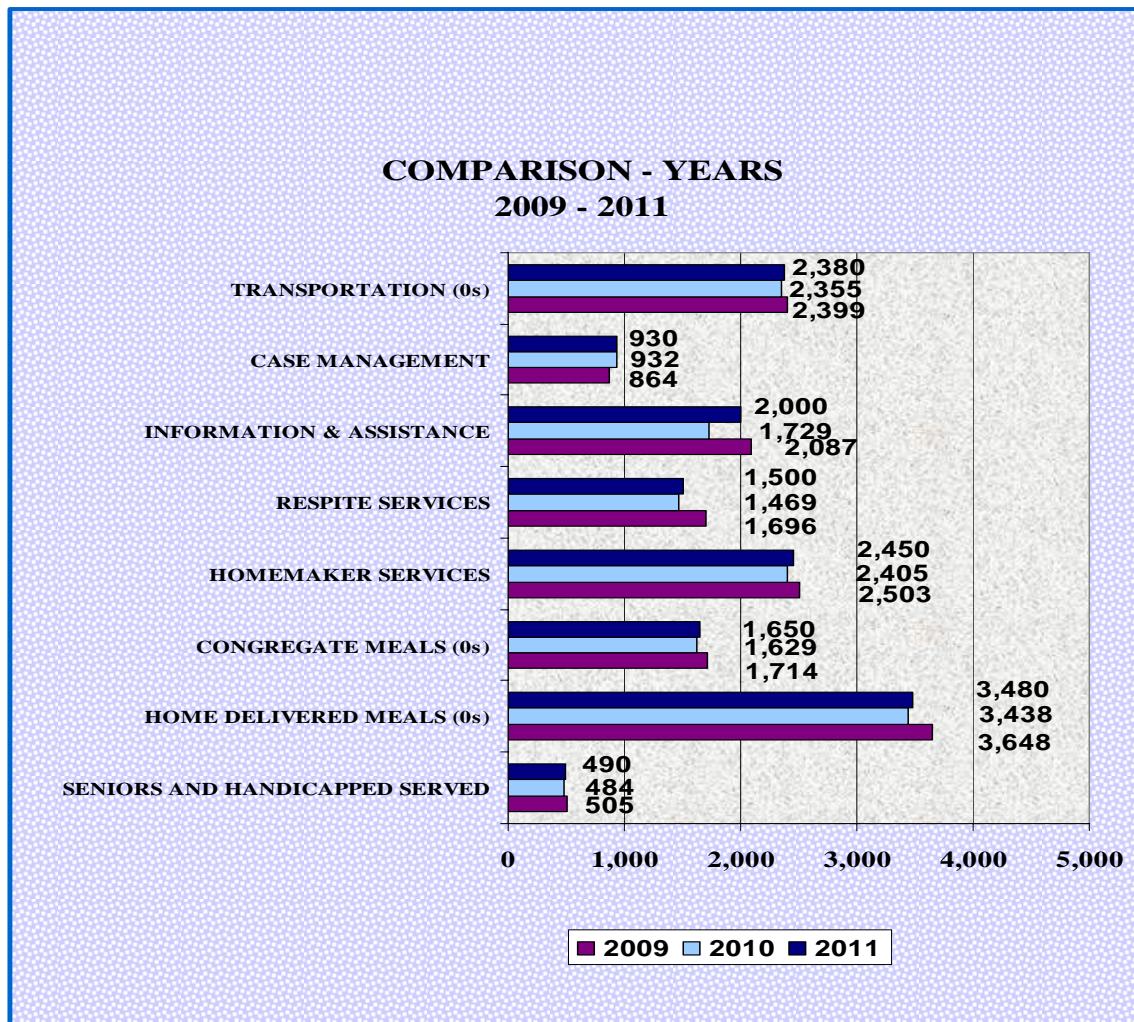
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>86,374</u>	<u>729,025</u>	<u>946,851</u>
<b>Total Funding Sources</b>	<u>86,374</u>	<u>729,025</u>	<u>946,851</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	9,808	175,010	212,190
Benefits	844	36,630	75,453
Vehicle Expenses	27,223	39,300	32,712
Dues and Subscriptions	-	-	324
Maintenance Charges	-	-	12,324
Supplies	-	-	170,351
Professional Services	-	500	35,533
Utilities	-	-	42,554
Travel and Training	-	-	17,707
Minor Equipment/Improvements	-	31,360	-
Contract Labor	45,192	41,225	347,703
Transfers Out	<u>3,308</u>	<u>405,000</u>	<u>-</u>
<b>Total Appropriations</b>	<u>86,374</u>	<u>729,025</u>	<u>946,851</u>

In 2010 the County took over full operations of Senior Services



## Senior Services

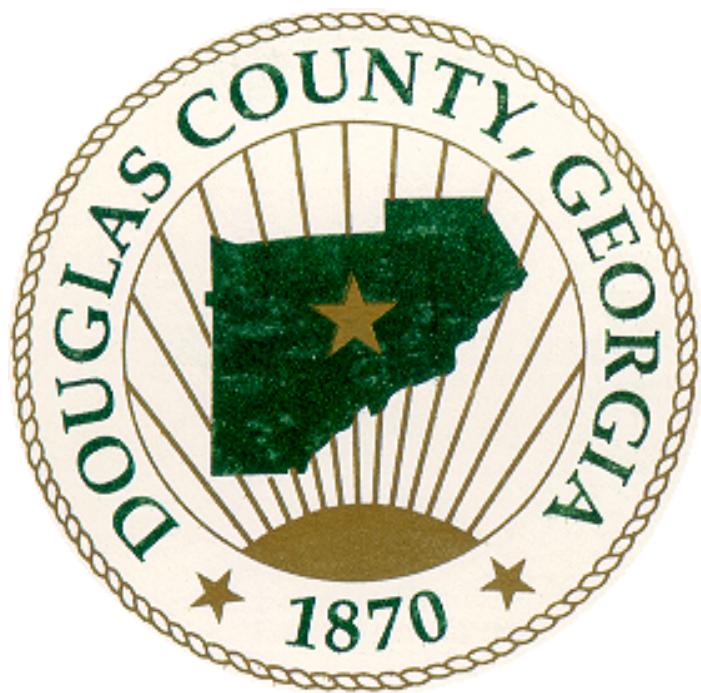
### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Director	UNC	0	0	1
Program Manager	26	0	0	1
Meals Program Assistant	13	0	0	1
Driver	15	0	0	2
Aide	12	0	0	2
<b>TOTAL FULL TIME</b>		<b>0</b>	<b>0</b>	<b>7</b>

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**PARKS, RECREATION,  
AND CULTURE**

# DIRECTORY

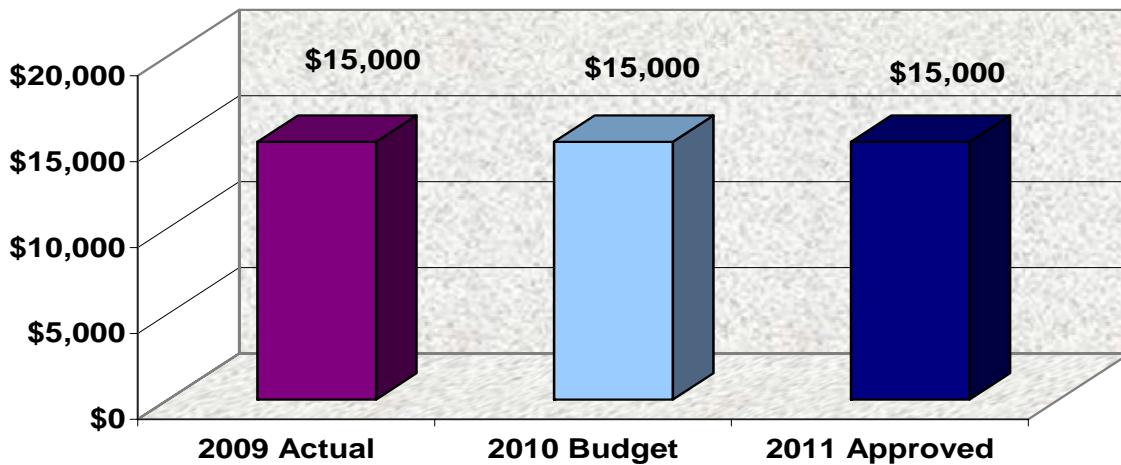
## Parks, Recreation & Culture

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<b>Cultural Arts Council.....</b>	<b>225</b>
<b>Douglas County Libraries .....</b>	<b>226</b>
<b>Parks and Recreation .....</b>	<b>229</b>
<b>Parks and Recreation Aquatic Center .....</b>	<b>233</b>
<b>Parks and Recreation Senior Center.....</b>	<b>234</b>

## MISSION

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

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b> General Fund Contribution	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Total Funding Sources</b>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>APPROPRIATIONS:</b> Professional Services	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
<b>Total Appropriations</b>	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>



## PERSONNEL

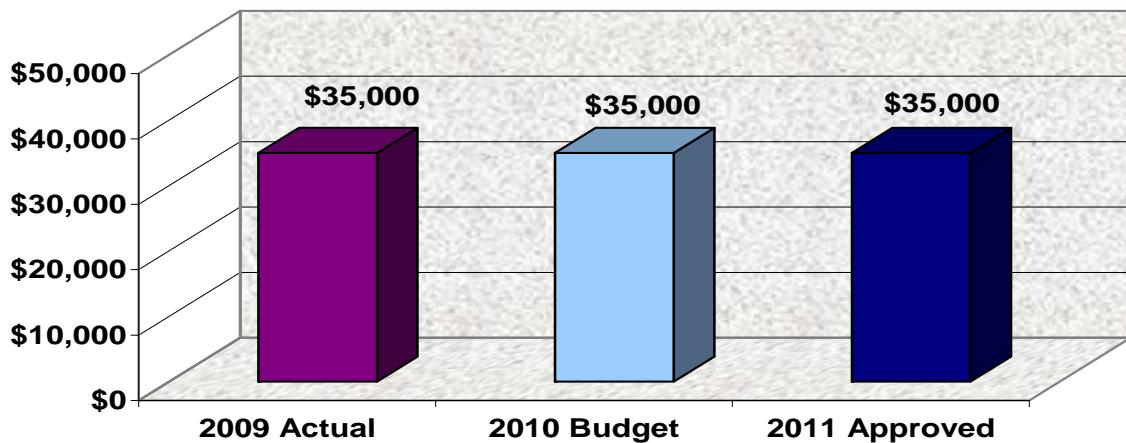
The Boys and Girls Club is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Organization.

## MISSION

To provide quality care programs to the citizens of Douglas County

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b> General Fund Contribution	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
<b>Total Funding Sources</b>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
<b>APPROPRIATIONS:</b> Grant Allotment	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
<b>Total Appropriations</b>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>



## PERSONNEL

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

## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**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 of the Fairplay area library and to implement plans for staffing, operation, and management of the new library.**

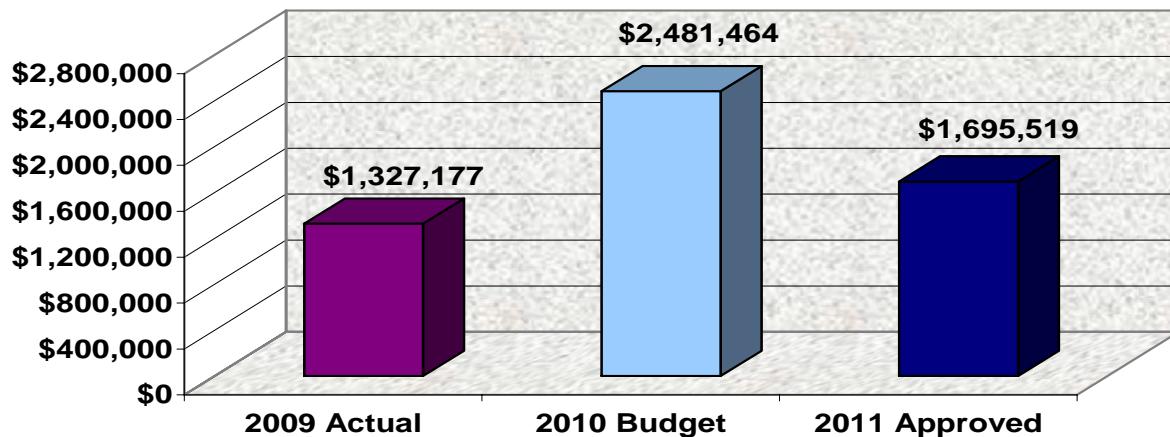
**Facilitate a seamless transition to new management upon planned retirement during 2011**



## Douglas County Libraries

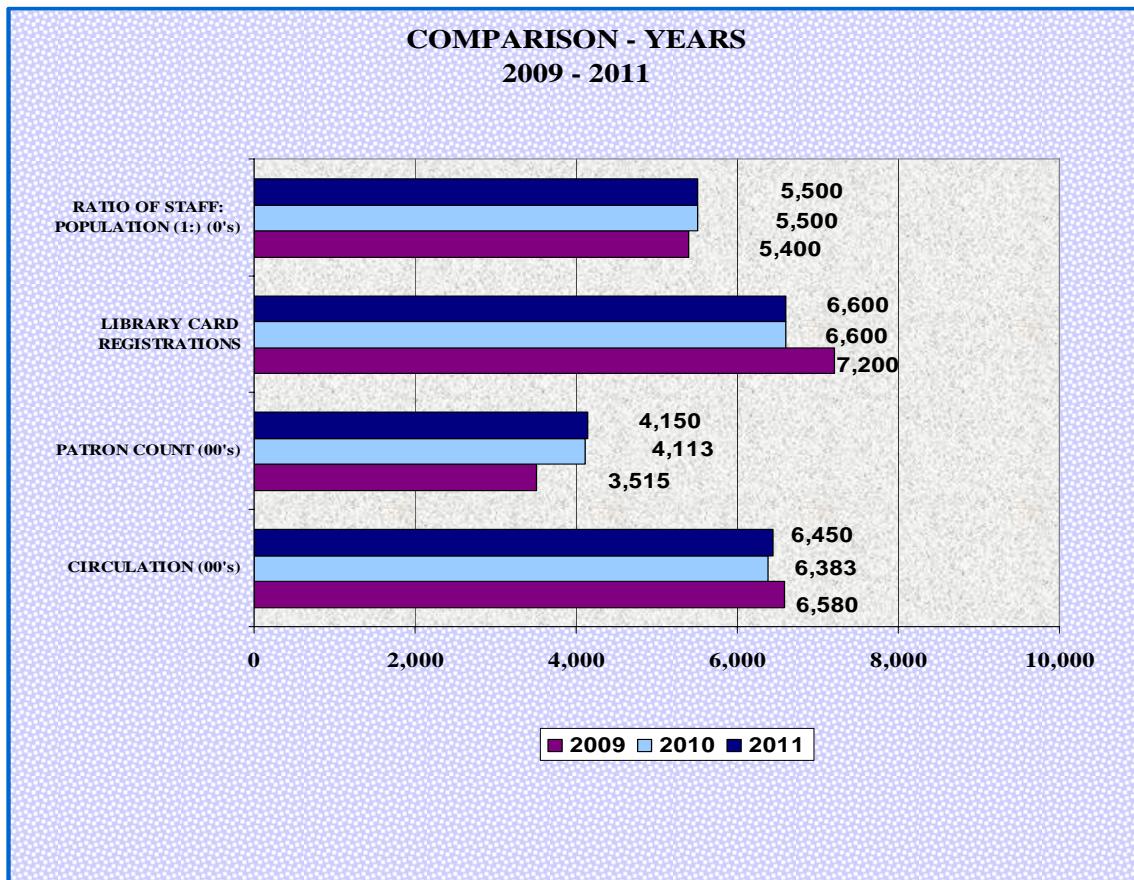
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	1,250,243	2,401,464	1,621,119
Library Fees	76,935	80,000	74,400
 <b>Total Funding Sources</b>	 <u>1,327,177</u>	 <u>2,481,464</u>	 <u>1,695,519</u>
 <b>APPROPRIATIONS:</b>			
Salary and Wages	610,173	604,945	675,802
Benefits	207,811	205,044	204,475
Advertising	2,450	2,175	2,594
Dues and Subscriptions	130	213	232
Maintenance Charges	18,563	14,171	19,783
Supplies	207,288	191,169	218,094
Professional Services	7,130	11,450	12,901
Utilities	82,282	91,785	86,815
Travel and Training	-	1,360	1,692
Uniforms	860	-	-
Minor Equipment/Improvements	-	-	21,881
Capital Outlay	<u>190,491</u>	<u>1,359,152</u>	<u>451,250</u>
 <b>Total Appropriations</b>	 <u>1,327,177</u>	 <u>2,481,464</u>	 <u>1,695,519</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### Douglas County Libraries



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>15</b>	<b>15</b>
<b>TOTAL PART TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>

## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**Continue and improve the implementation of computerized activity registration and facility reservation database management system with online access by DCPR professional staff with limited access by citizens. This provides the basis for online registration and facility reservations.**

**Continue implementation of online registration and facility reservations with a goal of 15% of participants registering online.**

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

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

**Seek clearer definitions regarding fee waivers and discounts.**

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

**Require each Association to sign contract.**

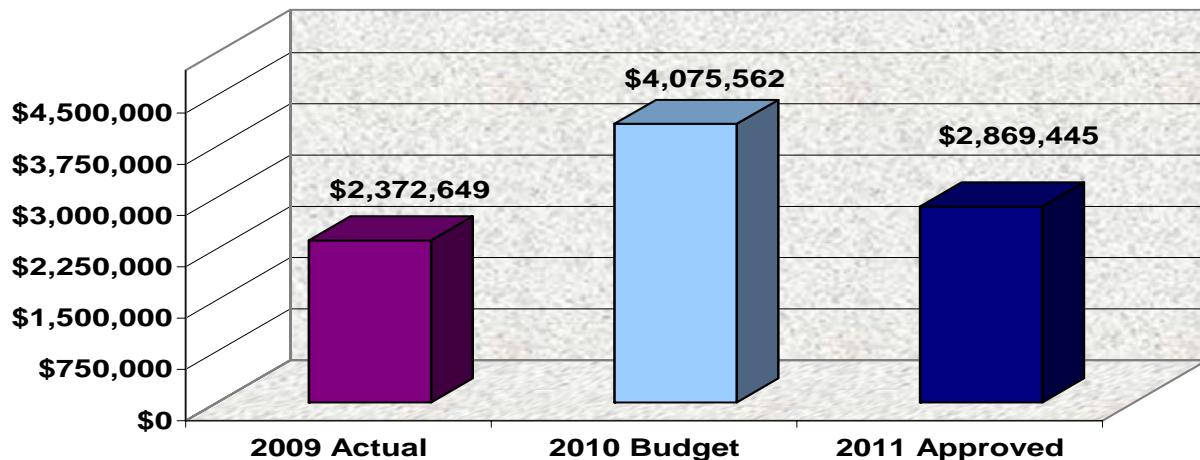
**Require each Association to be properly registered with the Georgia Secretary of State as a Non-Profit entity**



## Parks & Recreation

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	2,216,325	3,925,787	2,679,445
Recreation Fees	<u>156,323</u>	<u>149,775</u>	<u>190,000</u>
<b>Total Funding Sources</b>	<b><u>2,372,649</u></b>	<b><u>4,075,562</u></b>	<b><u>2,869,445</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	1,133,022	1,112,698	1,191,163
Benefits	301,761	416,648	388,386
Advertising	3,735	2,030	7,426
Vehicle Expenses	74,108	104,550	100,580
Dues and Subscriptions	1,958	1,360	1,880
Equipment Rental	1,260	570	1,880
Maintenance Charges	198,774	92,175	102,460
Supplies	51,191	45,675	81,836
Transfers Out	-	1,700,000	-
Professional Services	185,055	133,246	146,170
Utilities	319,714	368,275	346,406
Travel and Training	4,418	6,975	6,110
Uniforms	2,736	2,250	4,700
Minor Equipment/Improvements	23,270	9,555	100,448
Capital Outlay	<u>71,649</u>	<u>79,555</u>	<u>390,000</u>
<b>Total Appropriations</b>	<b><u>2,372,649</u></b>	<b><u>4,075,562</u></b>	<b><u>2,869,445</u></b>

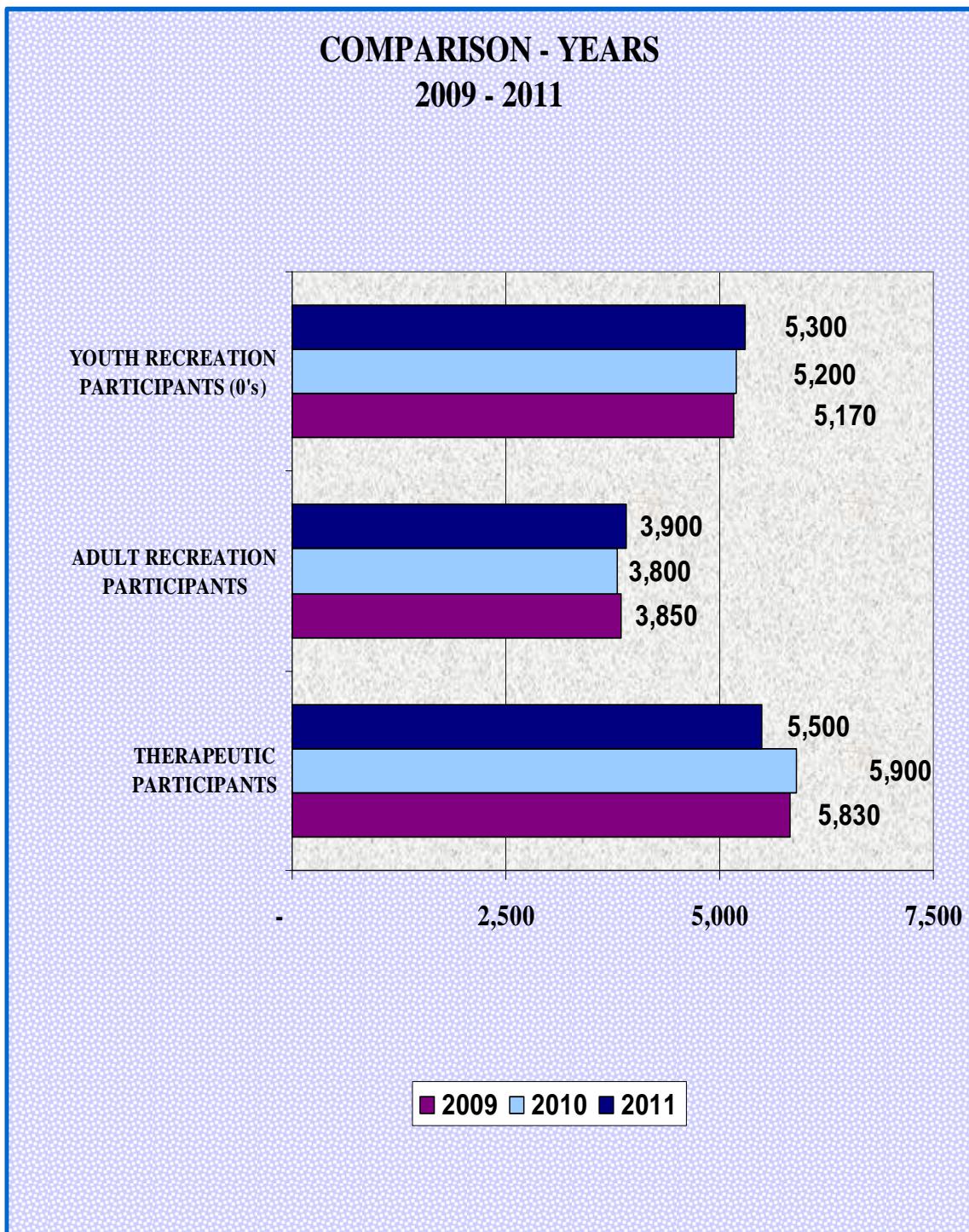


## Parks & Recreation

# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>Parks and Recreation</b>				
Director	33	1	1	1
Recreation Manager	28	1	1	1
Manager BW Park	27	1	1	1
Recreation Superintendent	27	1	1	0
Superintendent	24	1	1	1
Program Coordinator	22	2	2	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Park Security Supervisor	20	1	1	1
Program Assistant	19	2	2	1
Parks Beautification Coordinator	23	1	1	1
Senior Secretary	19	1	1	1
Park Security Officer	18	3	3	3
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Laborer III	16	1	1	1
Secretary	16	2	2	1
Attendant	13	1	1	1
Receptionist	PT	1	1	1
Program Aides	PT	29	29	27
Skateboard Park Supervisor	PT	1	1	2
Secretary	PT	1	1	1
Laborer I	PT	1	1	1
Laborer III	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>31</b>	<b>31</b>	<b>29</b>
<b>TOTAL PART TIME</b>		<b>34</b>	<b>34</b>	<b>33</b>
<b>Aquatic Center</b>				
Superintendent	24	1	1	1
Program Coordinator	22	1	1	1
Secretary	16	1	1	1
Maintenance Worker	14	1	1	1
Supervisor	PT	10	10	10
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	22	22	21
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>34</b>	<b>34</b>	<b>33</b>
<b>Senior Center</b>				
Program Coordinator	UNC	1	1	1
Office Manager	23	1	1	1
Program Assistant / Senior Secretary	19	1	1	1
Secretary	16	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>

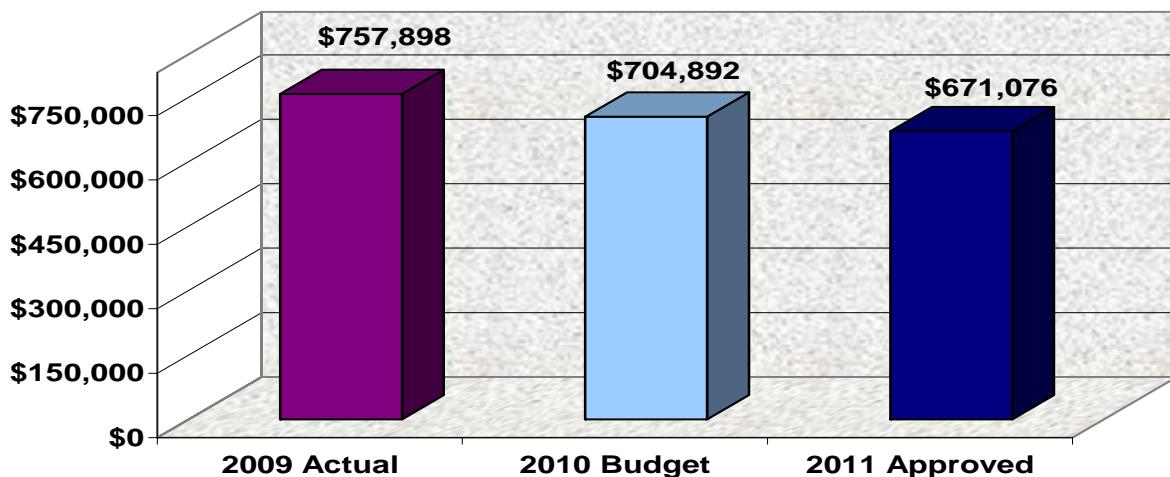
## WORKLOAD INDICATORS



**Parks & Recreation Aquatic Center**

**BUDGET SUMMARY**

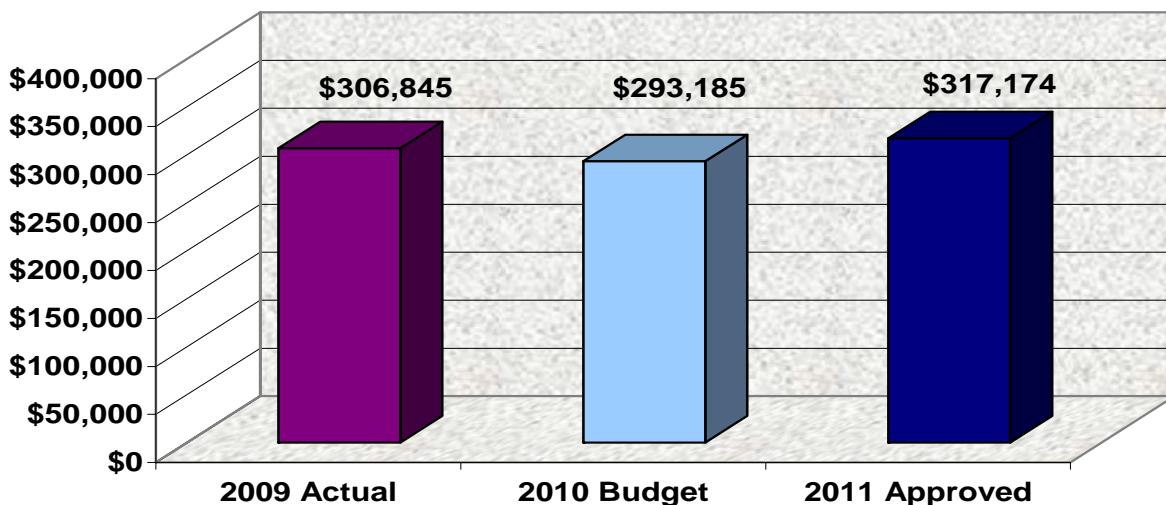
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	557,464	504,892	481,076
Recreation Fees	200,434	200,000	190,000
<b>Total Funding Sources</b>	<b>757,898</b>	<b>704,892</b>	<b>671,076</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	387,611	356,026	361,711
Benefits	56,021	64,835	53,330
Advertising	144	460	559
Vehicle Expenses	-	849	188
Dues and Subscriptions	104	128	282
Maintenance Charges	62,359	57,452	38,079
Supplies	26,028	28,030	20,821
Professional Services	66,677	47,305	43,712
Utilities	151,054	142,172	146,453
Travel and Training	1,919	3,349	3,591
Uniforms	683	2,313	2,350
Minor Equipment/Improvements	-	1,972	-
Capital Outlay	5,300	-	-
<b>Total Appropriations</b>	<b>757,898</b>	<b>704,892</b>	<b>671,076</b>

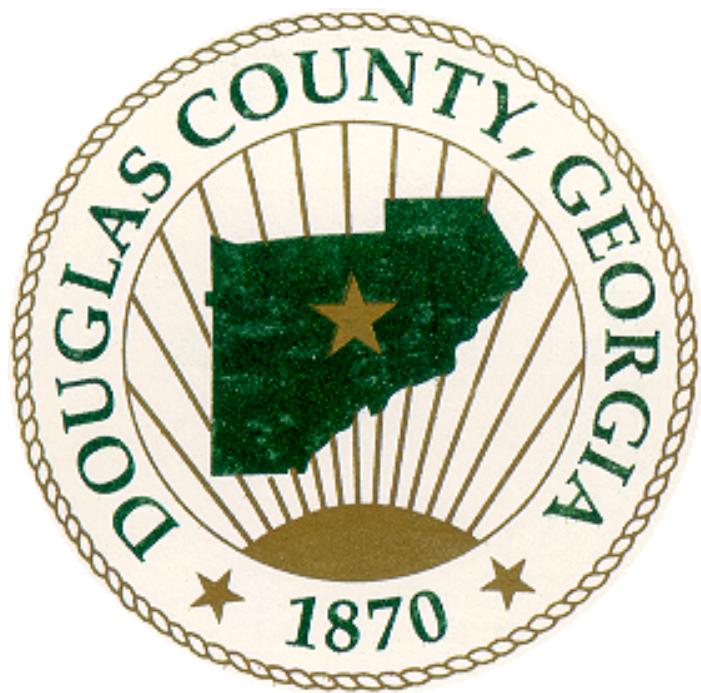


**Parks & Recreation Senior Center**

**BUDGET SUMMARY**

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	243,738	233,185	257,174
Recreation Fees	<u>63,107</u>	<u>60,000</u>	<u>60,000</u>
<b>Total Funding Sources</b>	<b><u>306,845</u></b>	<b><u>293,185</u></b>	<b><u>317,174</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	126,159	125,673	127,367
Benefits	49,563	49,326	51,334
Advertising	1,398	2,400	2,839
Dues and Subscriptions	125	213	1,255
Equipment Rental	911	-	1,880
Maintenance Charges	30,943	22,379	29,591
Supplies	7,720	7,962	9,738
Professional Services	67,096	59,548	65,588
Utilities	22,585	25,520	26,078
Travel and Training	345	164	1,316
Uniforms	<u>-</u>	<u>-</u>	<u>188</u>
<b>Total Appropriations</b>	<b><u>306,845</u></b>	<b><u>293,185</u></b>	<b><u>317,174</u></b>





**PLANNING AND  
COMMUNITY  
DEVELOPMENT**

# DIRECTORY

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## Building Inspection

### MISSION

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

### FUNCTIONS

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

### GOALS

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

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

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

**Keep Citizens abreast of the responsibilities the building department performs**

**Investigate citizen complaints within three working days**

**Continue education on current ICC building codes for inspection staff.**

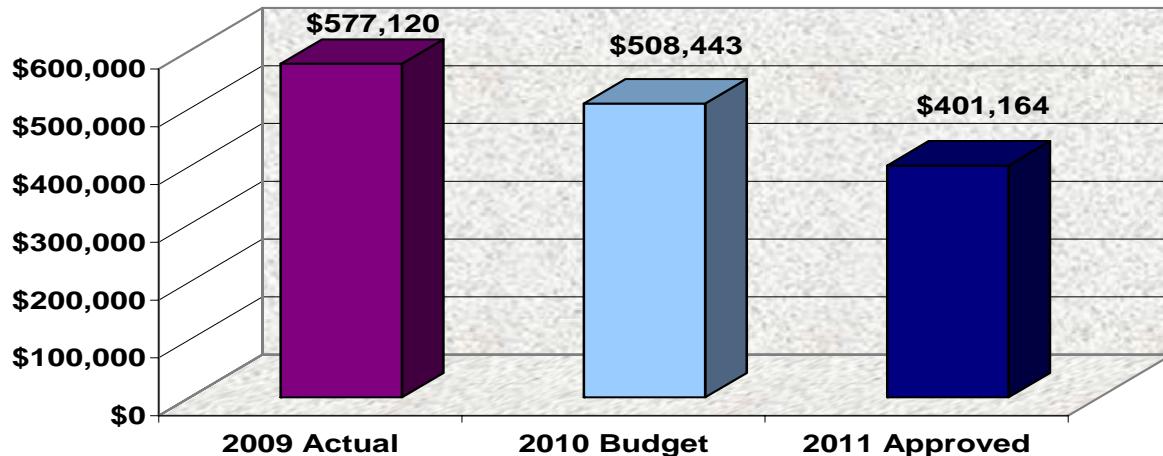
**Continue customer service training for Administrative staff**



## Building Inspection

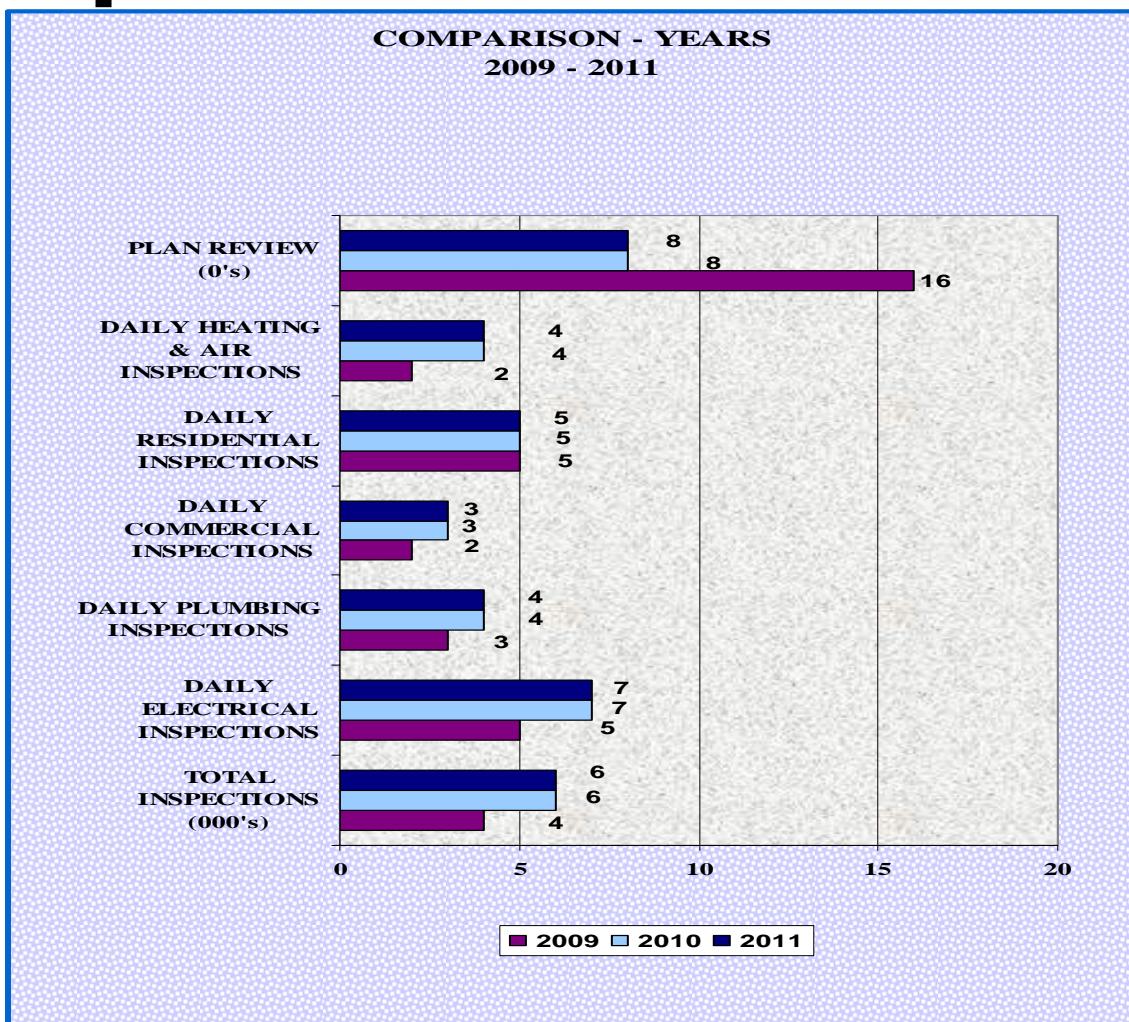
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	144,149	228,443	245,664
Permits	432,972	280,000	155,500
<b>Total Funding Sources</b>	<b>577,120</b>	<b>508,443</b>	<b>401,164</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	399,286	322,187	265,658
Benefits	152,706	159,998	109,619
Advertising	-	-	-
Vehicle Expenses	11,519	13,316	12,572
Dues and Subscriptions	226	776	705
Equipment Rental	-	-	-
Maintenance Charges	480	440	451
Supplies	2,037	1,231	1,819
Professional Services	5,164	4,900	5,076
Utilities	5,612	5,525	4,324
Travel and Training	91	70	-
Uniforms	-	-	940
Minor Equipment/Improvements	-	-	-
Capital Outlay	-	-	-
<b>Total Appropriations</b>	<b>577,120</b>	<b>508,443</b>	<b>401,164</b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Building Inspection



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Chief Building Official	35	1	1	0
Building Official	31	1	1	0
Commercial Bldg. Inspector	24	1	1	1
General Inspector	23	1	1	1
Electrical Inspector	23	2	2	1
Heat and Air Inspector	23	2	2	1
Plumbing Inspector	23	1	1	1
Plan Review Coordinator	22	1	1	0
Permit Clerk	19	2	2	2
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>13</b>	<b>8</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

**Investigate cases within forty-eight hours of complaint by:**

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

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

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

**Target zone areas and special project code compliance by:**

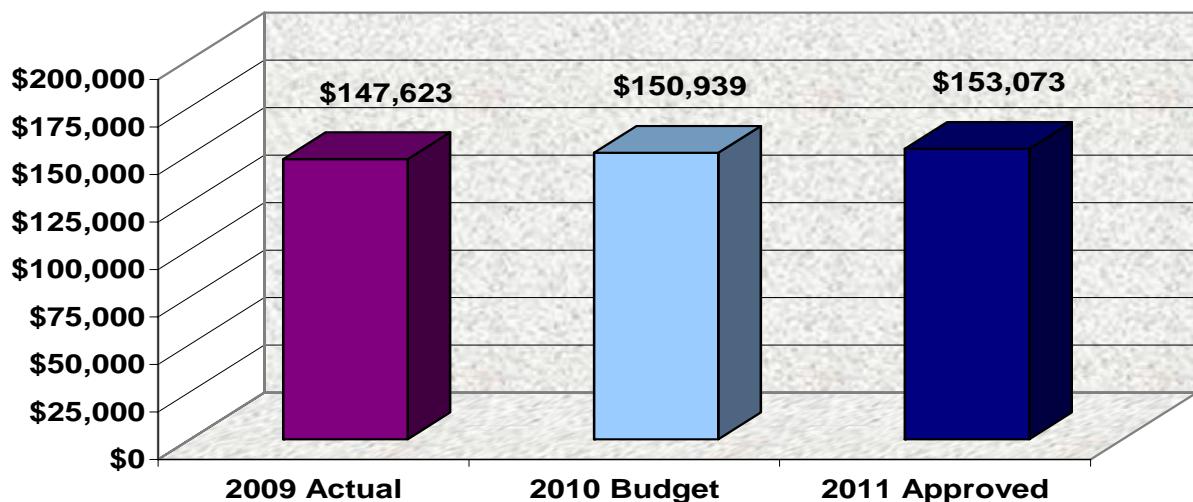
- Tracking zones with recurring problems every ten days and issue notices of violation leading to citations and court summons
- Maintaining site visit generated status log for each zone
- Scheduling weekly visits to each targeted zone or project location



## Code Enforcement

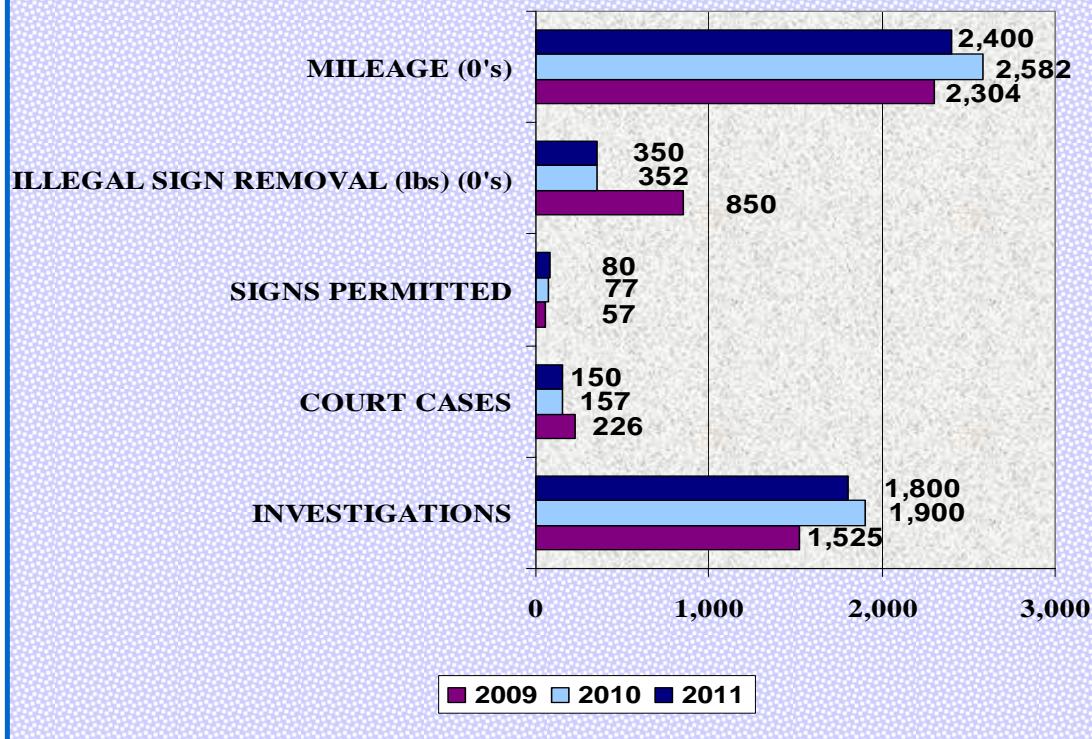
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>147,623</u>	<u>150,939</u>	<u>153,073</u>
<b>Total Funding Sources</b>	<b><u>147,623</u></b>	<b><u>150,939</u></b>	<b><u>153,073</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	102,508	102,117	103,491
Benefits	38,642	40,154	41,387
Advertising	-	-	-
Vehicle Expenses	3,571	6,178	4,935
Dues and Subscriptions	150	150	141
Supplies	1,505	1,315	1,504
Professional Services	-	-	-
Utilities	1,247	1,025	981
Travel and Training	-	-	-
Uniforms	-	-	634
Minor Equipment/Improvements	-	-	-
Capital Outlay	-	-	-
<b>Total Appropriations</b>	<b><u>147,623</u></b>	<b><u>150,939</u></b>	<b><u>153,073</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2009 - 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	2	2	2
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**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**

**Coordinate Walk Georgia Physical Activity program for county employees, August-October 2011**

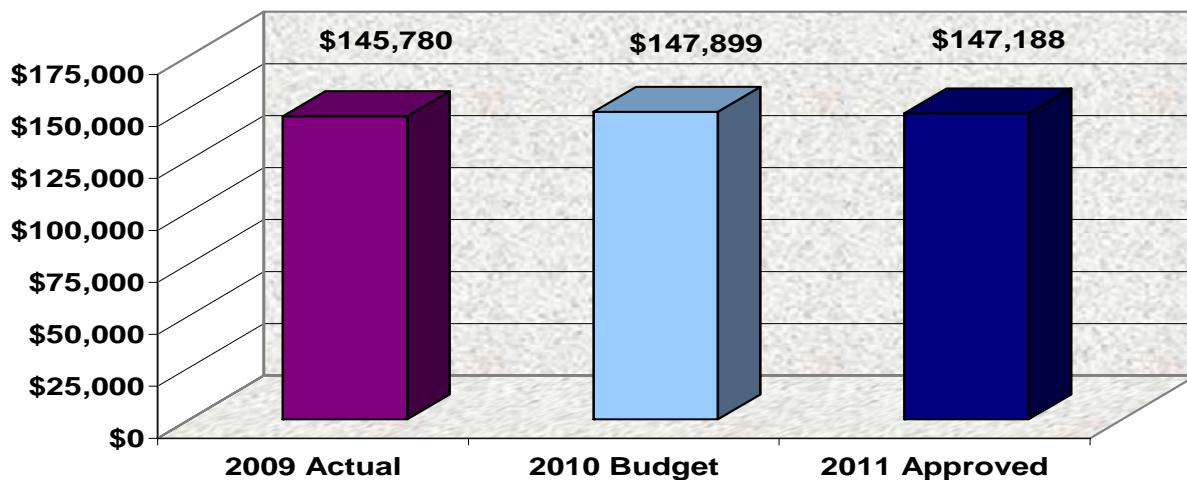
**Educate youth on prevention of overweight and obesity, citizenship and leadership**



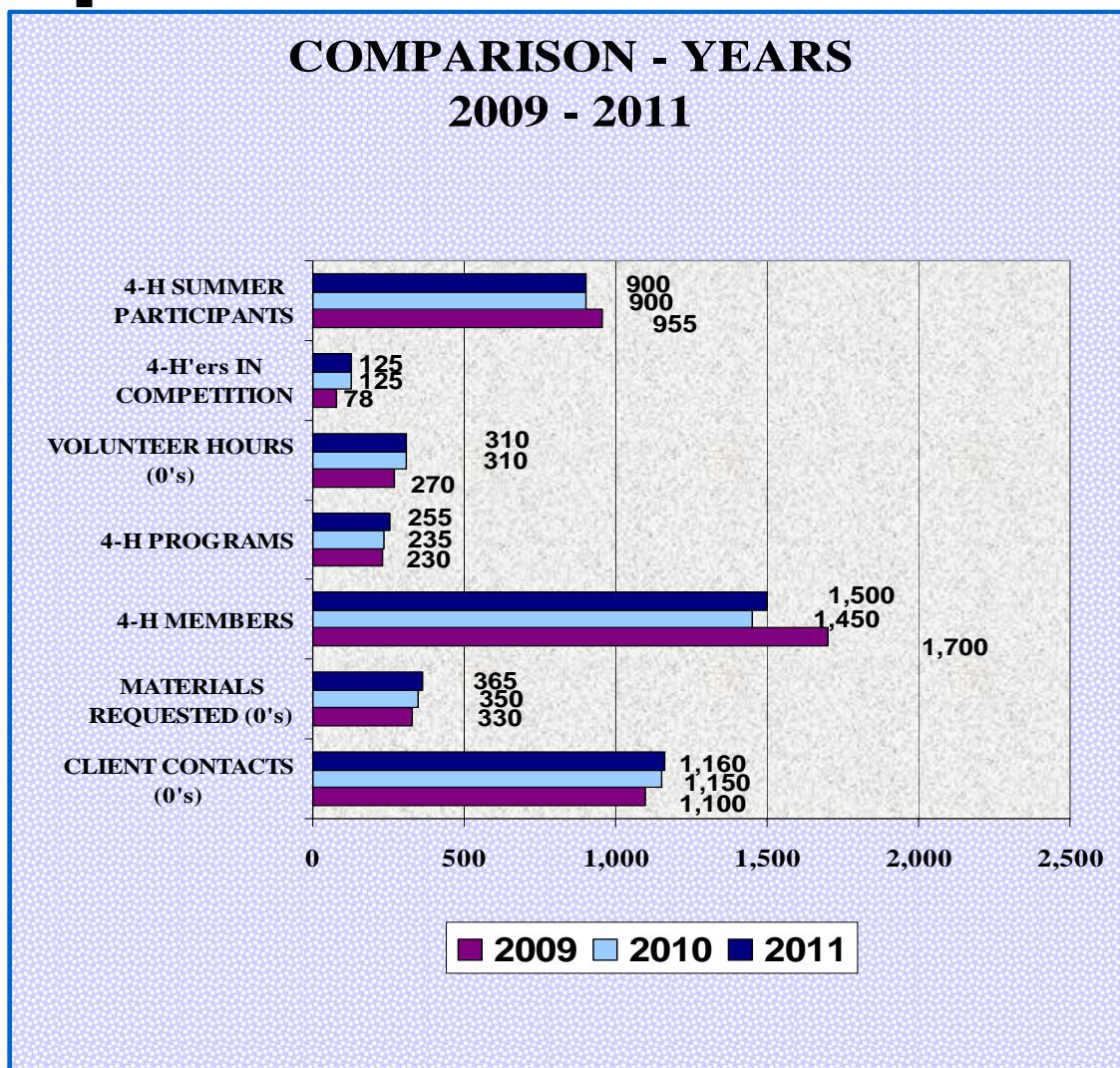
## Cooperative Extension

### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>145,780</u>	<u>147,899</u>	<u>147,188</u>
<b>Total Funding Sources</b>	<b><u>145,780</u></b>	<b><u>147,899</u></b>	<b><u>147,188</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	117,811	120,904	119,997
Benefits	18,511	18,990	19,530
Advertising	-	-	47
Vehicle Expenses	1,679	1,494	1,316
Dues and Subscriptions	660	510	564
Equipment Rental	-	-	-
Maintenance Charges	1,338	1,246	1,128
Supplies	5,421	4,415	4,136
Professional Services	-	-	-
Utilities	2	-	-
Travel and Training	359	340	470
Uniforms	-	-	-
Minor Equipment/Improvements	-	-	-
Capital Outlay	-	-	-
<b>Total Appropriations</b>	<b><u>145,780</u></b>	<b><u>147,899</u></b>	<b><u>147,188</u></b>



PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	3
Senior Secretary	19	1	1	1
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

Have the knowledge base to provide accurate information to the Board of Commissioners and the general public, upon demand

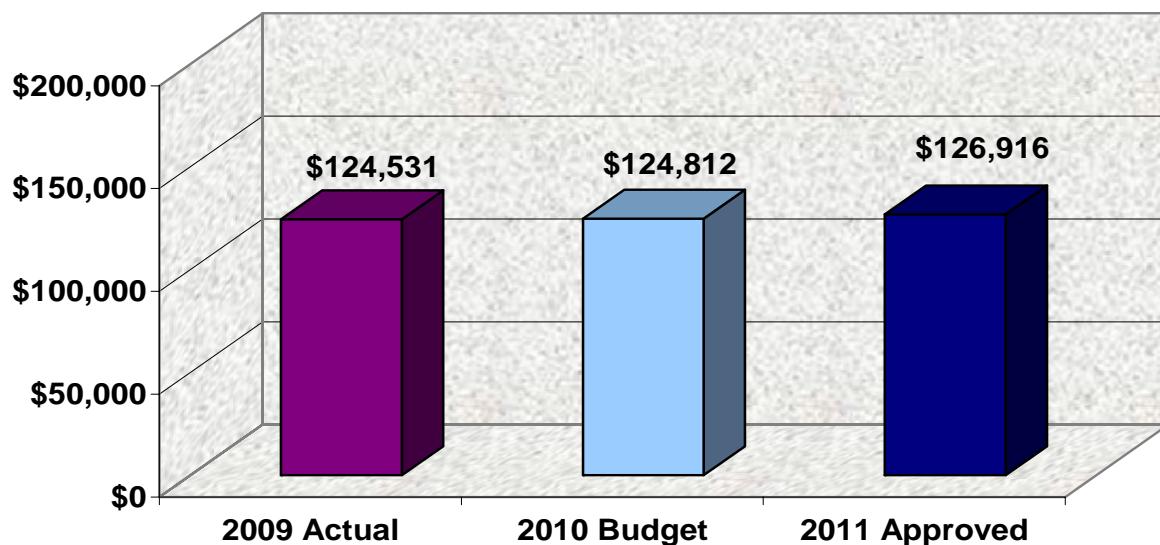
Provide a seamless transition of the development process through the department's five divisions

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

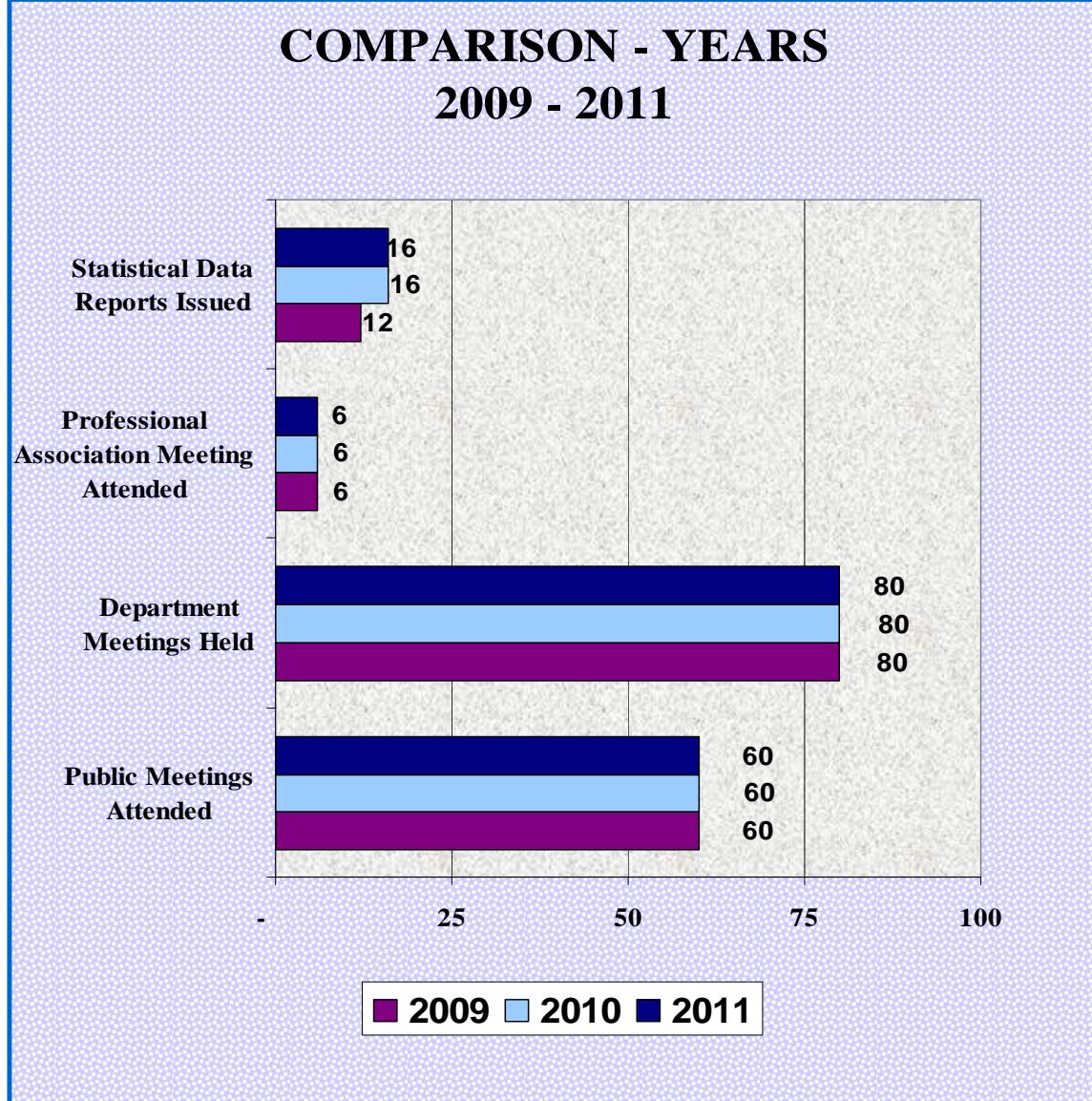


**BUDGET SUMMARY**

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>124,531</u>	<u>124,812</u>	<u>126,916</u>
<hr/>			
<b>Total Funding Sources</b>	<u>124,531</u>	<u>124,812</u>	<u>126,916</u>
<hr/>			
<b>APPROPRIATIONS:</b>			
Salary and Wages	100,415	100,069	102,571
Benefits	22,524	22,191	22,352
Dues and Subscriptions	220	357	395
Supplies	-	-	94
Utilities	731	510	564
Travel and Training	642	1,685	940
Minor Equipment/Improvements	-	-	-
Capital Outlay	-	-	-
<hr/>			
<b>Total Appropriations</b>	<u>124,531</u>	<u>124,812</u>	<u>126,916</u>

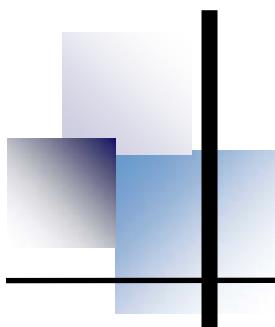


PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Director Development Services	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<u>1</u>	<u>1</u>	<u>1</u>



# PLANNING & DEVELOPMENT

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

## FUNCTIONS

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

## GOALS

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

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

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

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

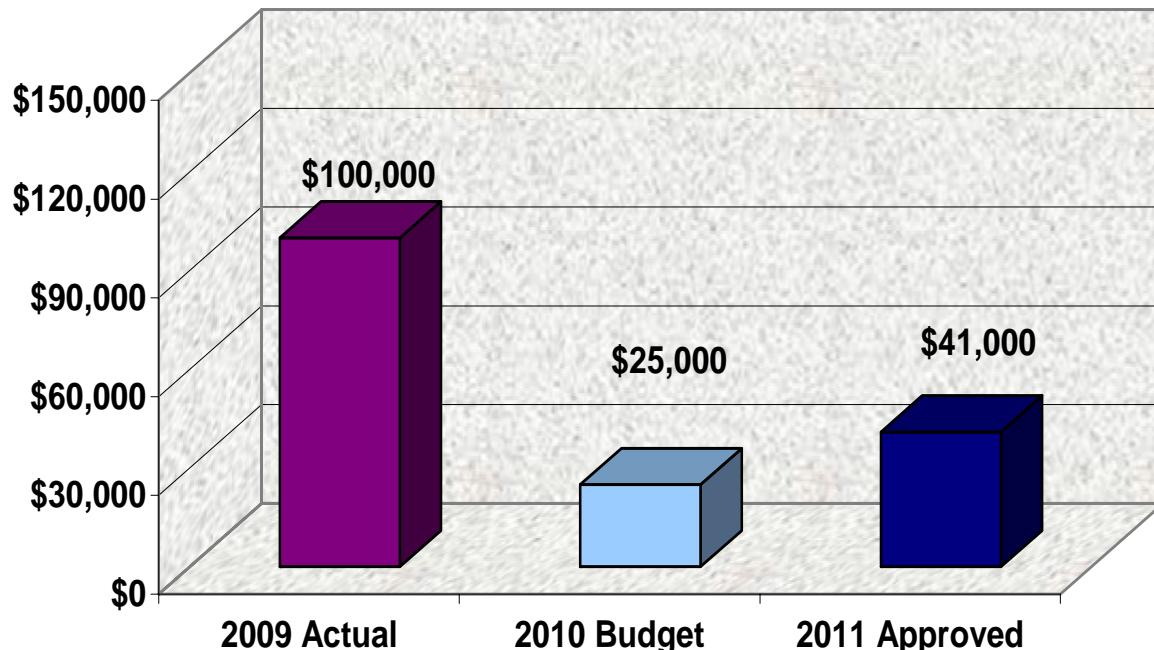
**Leverage benefits of Joint Development Authority with Paulding County**

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



## BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>100,000</u>	<u>25,000</u>	<u>41,000</u>
Total Funding Sources	<u>100,000</u>	<u>25,000</u>	<u>41,000</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>100,000</u>	<u>25,000</u>	<u>41,000</u>
Total Appropriations	<u>100,000</u>	<u>25,000</u>	<u>41,000</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**

**Continue to work towards the acquisition of new aerial photography and topographic data and finalize agreements with the Water Sewer Authority, the City of Douglasville, and the City of Villa Rica to participate in a cooperative-purchase of new aerial photos and topographic data**

**Enforce addressing standards as outlined in UDC**

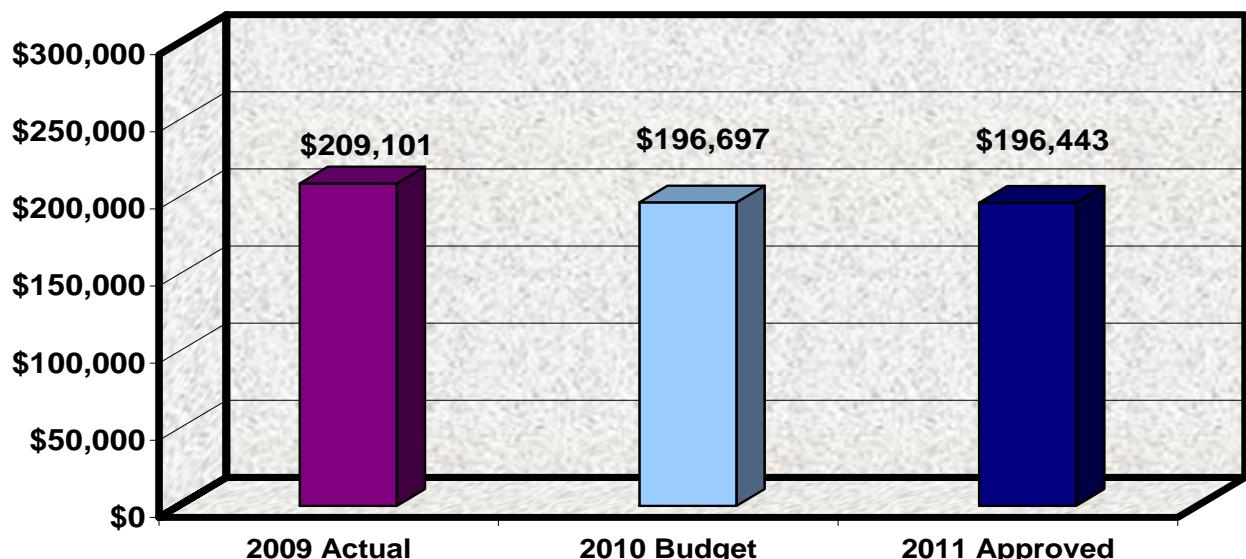
**Continue to enhance Property Information Website**



## GIS / Mapping

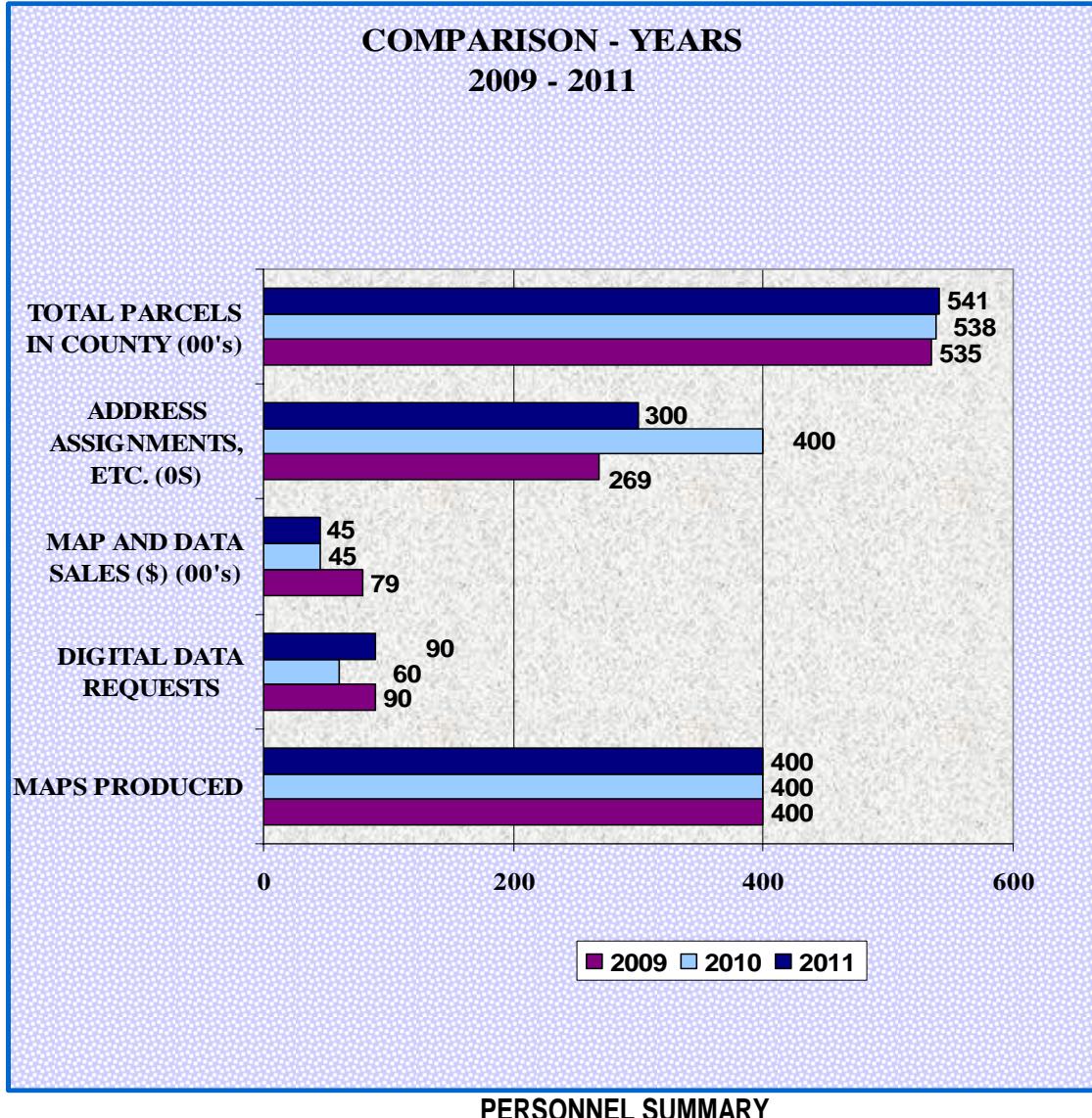
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>209,101</u>	<u>196,697</u>	<u>196,443</u>
<b>Total Funding Sources</b>	<u>209,101</u>	<u>196,697</u>	<u>196,443</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	134,711	134,276	135,496
Benefits	42,951	42,526	43,933
Dues and Subscriptions	2,050	-	-
Maintenance Charges	12,033	14,220	12,878
Vehicle Expenses	-	-	-
Supplies	5,355	4,131	4,136
Professional Services	12,000	65	-
Travel and Training	<u>-</u>	<u>1,479</u>	<u>-</u>
<b>Total Appropriations</b>	<u>209,101</u>	<u>196,697</u>	<u>196,443</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## GIS / Mapping



<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	22	1	1	1
GIS Analyst II	24	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**Improve customer service by:**

- Providing the customer with clear and concise information
- Training support staff
- Educating the public on the rules and regulations of operating a business in the County

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

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

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

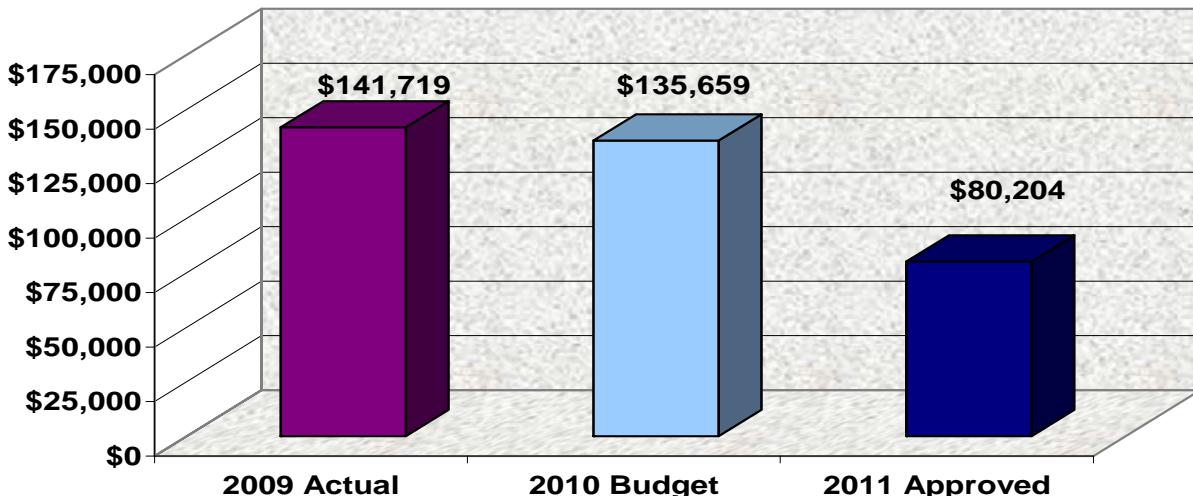
- Accepting on-line payments



## Occupational Tax

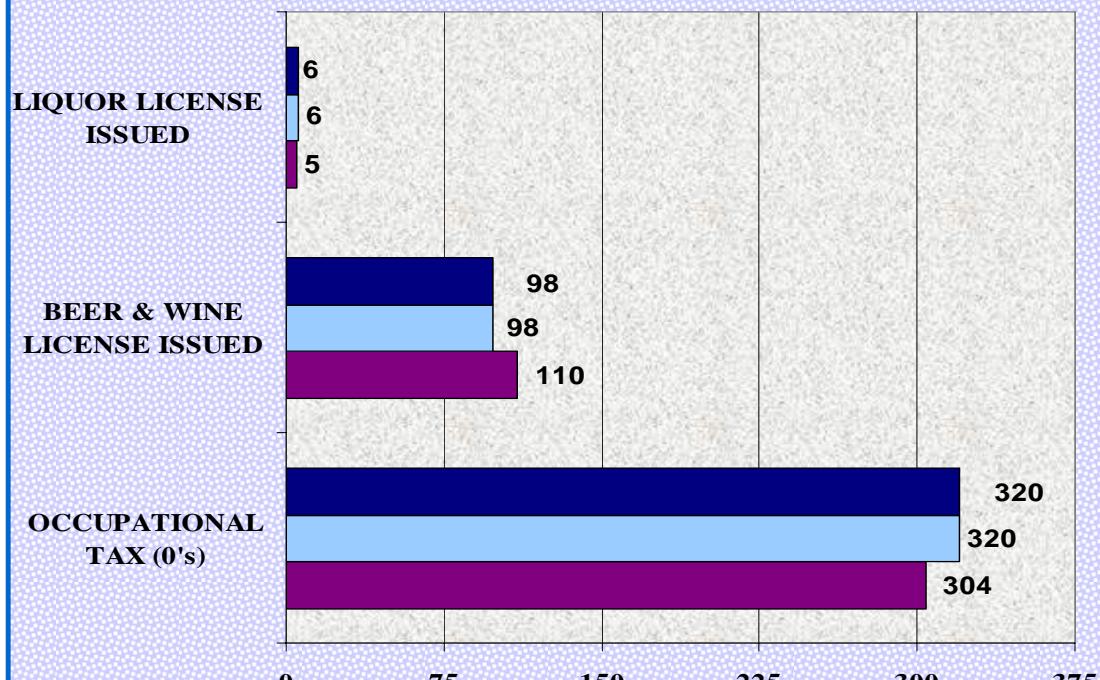
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>141,719</u>	<u>135,659</u>	<u>80,204</u>
<b>Total Funding Sources</b>	<u>141,719</u>	<u>135,659</u>	<u>80,204</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	109,396	103,354	63,057
Benefits	23,558	24,149	9,557
Advertising	-	196	-
Vehicle Expenses	577	868	1,081
Dues and Subscriptions	244	173	192
Maintenance Charges	1,017	880	902
Supplies	5,963	5,145	4,888
Professional Services	-	-	-
Utilities	282	204	226
Travel and Training	614	605	301
Uniforms	68	85	-
Minor Equipment/Improvements	-	-	-
Capital Outlay	-	-	-
<b>Total Appropriations</b>	<u>141,719</u>	<u>135,659</u>	<u>80,204</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### COMPARISON - YEARS 2009 - 2011



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Occupational Tax Manager	24	1	1	0
Compliance Officer	22	1	1	1
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

**Establish a higher level of customer service by:**

- Increasing customer satisfaction with clear and concise information
- Helping staff better understand the importance of customer service through training opportunities
- Utilize technology to provide efficiency within the Department

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

- Providing opportunities for the Planning & Zoning Board to review long range information for Douglas County
- Providing information to the Planning & Zoning Board on any recommended revisions to the Comprehensive Land Use Plan
- Developing a comprehensive approach to the zoning and appeals process

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

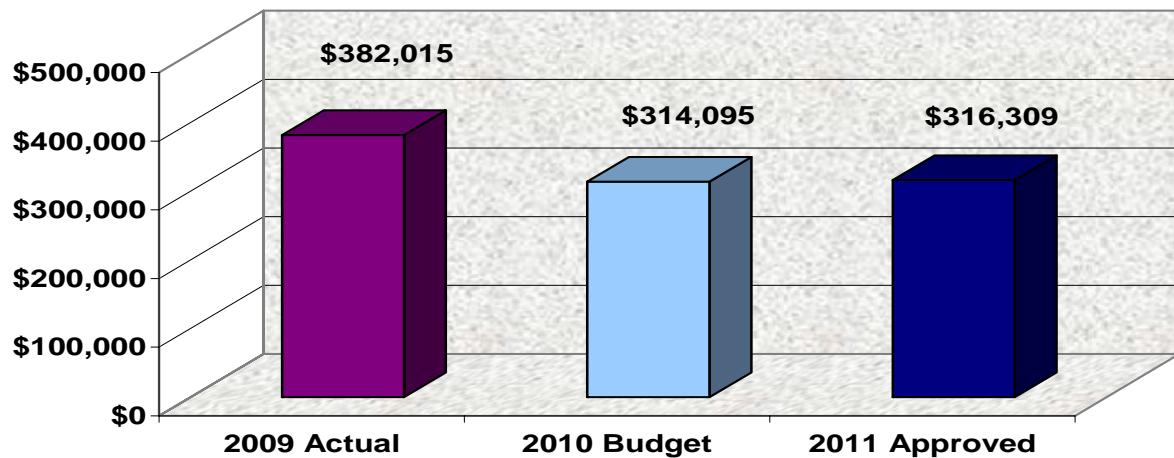
- Developing methods to plan for the future growth of Douglas County
- Investigate methods to obtain funding opportunities for Douglas County
- Identify awards available to Douglas County



## Planning and Zoning

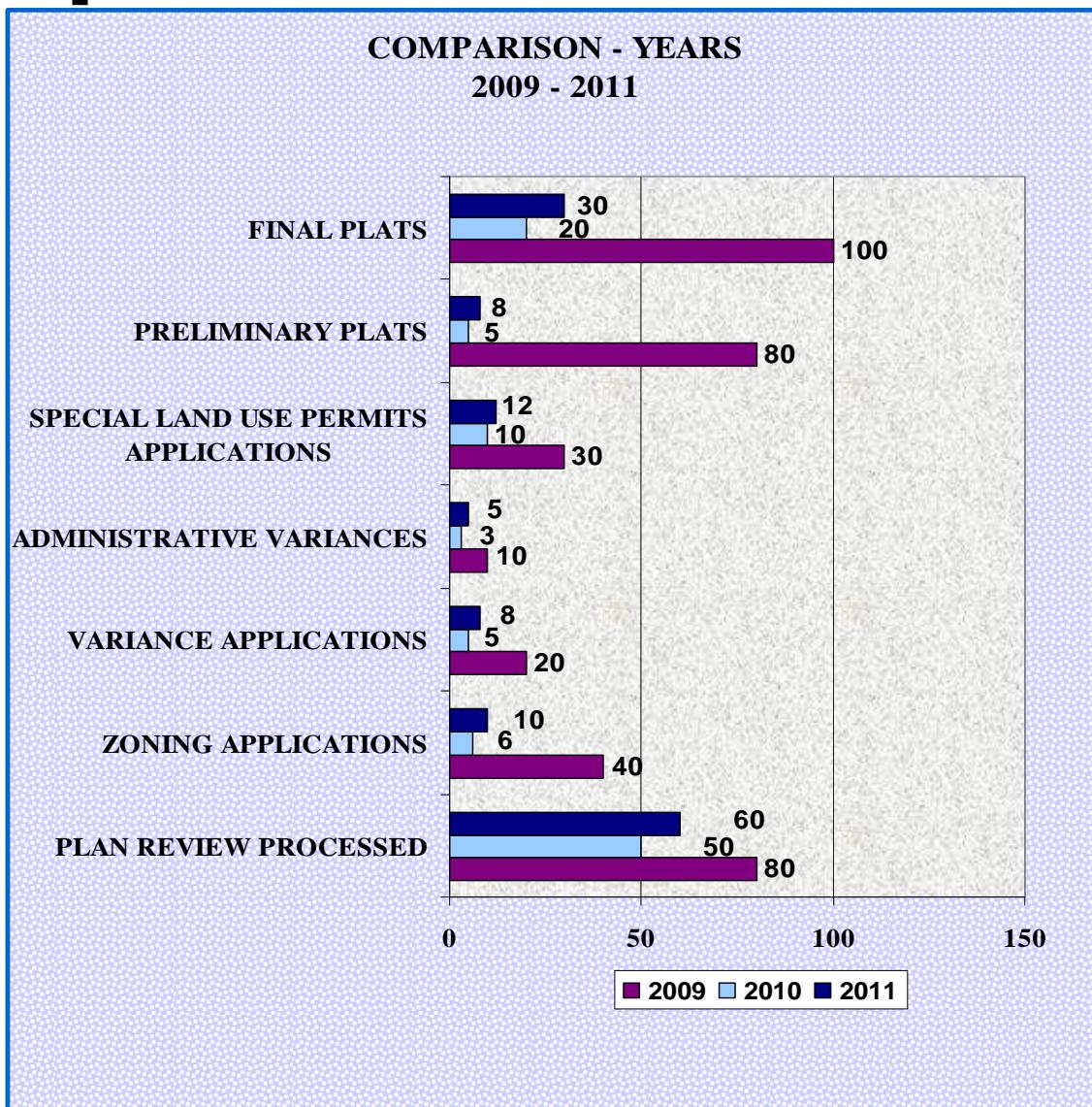
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	354,641	283,695	291,209
Charges for Services	27,373	30,400	25,100
<b>Total Funding Sources</b>	<b>382,015</b>	<b>314,095</b>	<b>316,309</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	232,021	235,343	237,190
Benefits	64,553	64,084	66,358
Advertising	2,573	1,360	1,222
Audit and Legal	-	-	-
Vehicle Expenses	228	210	282
Dues and Subscriptions	782	781	846
Maintenance Charges	1,235	1,113	1,222
Supplies	2,681	1,610	1,692
Professional Services	76,910	5,950	6,557
Utilities	736	1,020	940
Travel and Training	296	2,624	-
Uniforms	-	-	-
Minor Equipment/Improvements	-	-	-
Capital Outlay	-	-	-
<b>Total Appropriations</b>	<b>382,015</b>	<b>314,095</b>	<b>316,309</b>



## Planning and Zoning

### PERSONNEL SUMMARY & WORKLOAD INDICATORS



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

Secure Federal Transit Authority and Georgia Department of Transportation funding 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

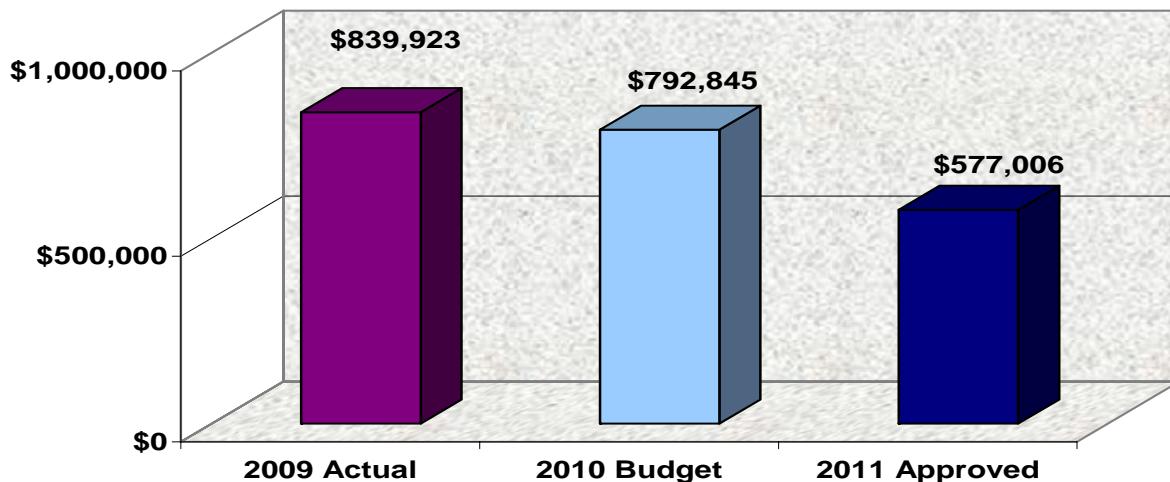
Replace all vans that have five years and 100,000 miles



## Rideshare

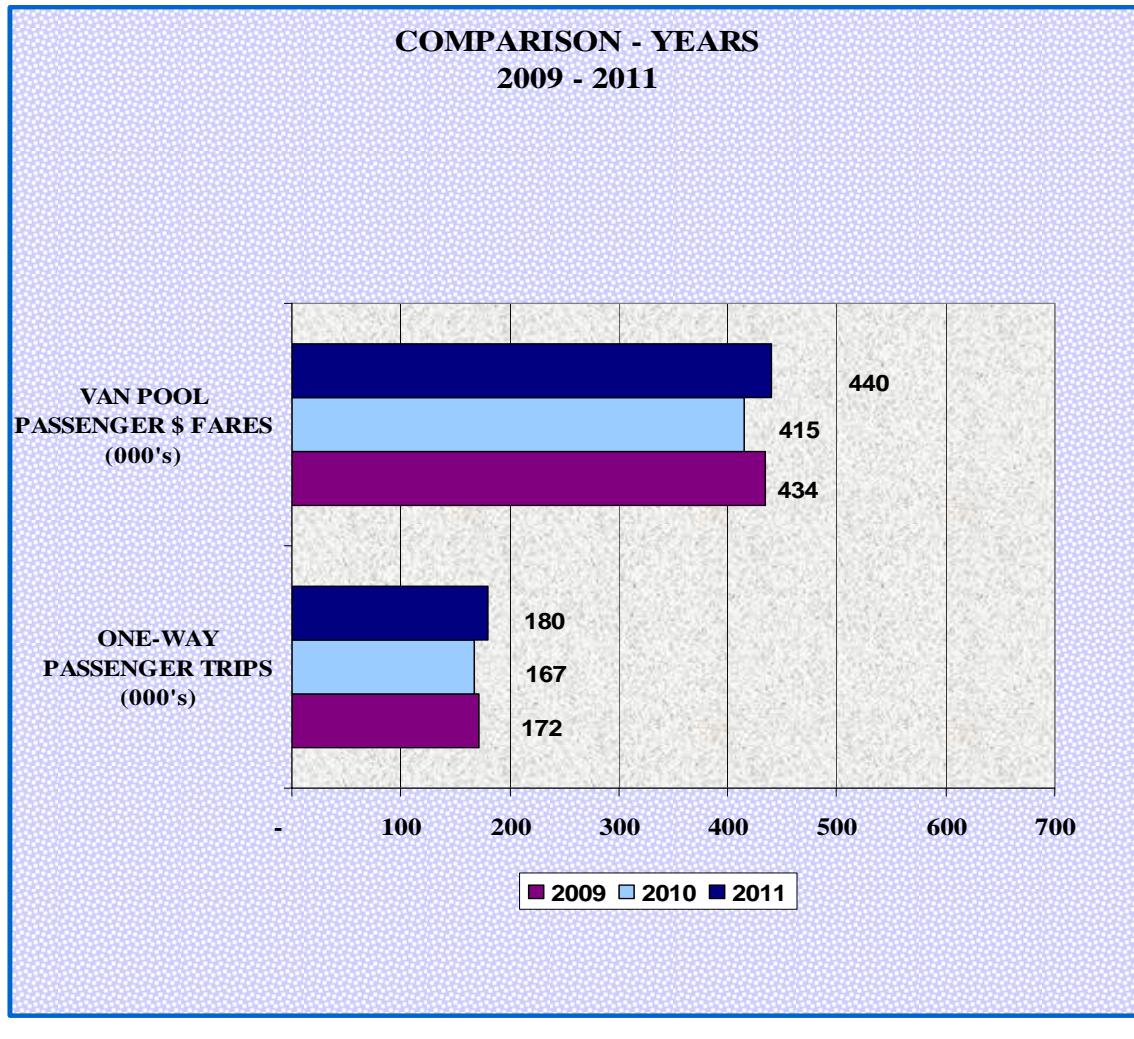
### BUDGET SUMMARY

	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2011 <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	379,951	325,345	150,006
Grants	28,171	23,500	-
Rideshare Fees	431,801	444,000	427,000
<b>Total Funding Sources</b>	<b>839,923</b>	<b>792,845</b>	<b>577,006</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	181,923	185,062	183,077
Benefits	57,951	58,746	62,515
Advertising	2,120	1,713	2,350
Vehicle Expenses	216,785	213,364	234,464
Dues and Subscriptions	679	1,474	940
Equipment Rental	-	-	-
Maintenance Charges	35,540	31,308	32,975
Supplies	6,354	8,067	6,260
Professional Services	15,448	13,560	14,570
Utilities	38,184	41,685	38,915
Travel and Training	-	922	940
Minor Equipment/Improvements	-	-	-
Capital Outlay	284,939	236,944	-
<b>Total Appropriations</b>	<b>839,923</b>	<b>792,845</b>	<b>577,006</b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Rideshare



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Coordinator	28	1	1	0
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>3</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

Continue the twenty-four hour crisis line

Continue the emergency shelter for battered and homeless women and children

Continue the transitional program which is designed to be a stepping stone for women to go from crisis to independent living

Continue legal advocacy and temporary protective order assistance which assists women in violent relationships to obtain protection from an abusive relationship

Continue support groups and services such as parenting classes and life skills classes

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

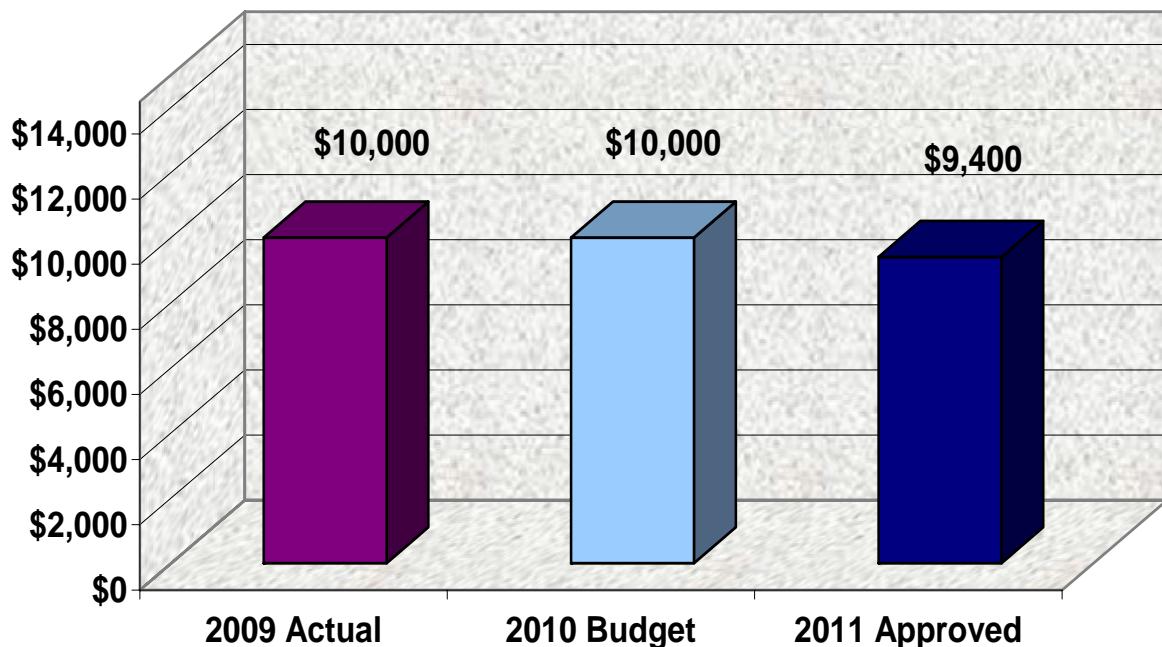
Continue needs assistance by providing the first five days of food to families coming into the shelter while they await food stamps

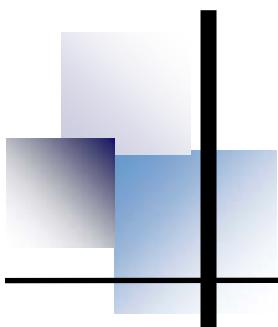
Continue the children and youth program by providing public education regarding violence and its effect on children and youth, and presentations to high school students on dating and domestic violence twice yearly at local high schools



**BUDGET SUMMARY**

	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>BUDGET</u>	<u>2011</u> <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>10,000</u>	<u>10,000</u>	<u>9,400</u>
Total Funding Sources	<u>10,000</u>	<u>10,000</u>	<u>9,400</u>
<b>APPROPRIATIONS:</b>			
Public Assistance	<u>10,000</u>	<u>10,000</u>	<u>9,400</u>
Total Appropriations	<u>10,000</u>	<u>10,000</u>	<u>9,400</u>





## 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

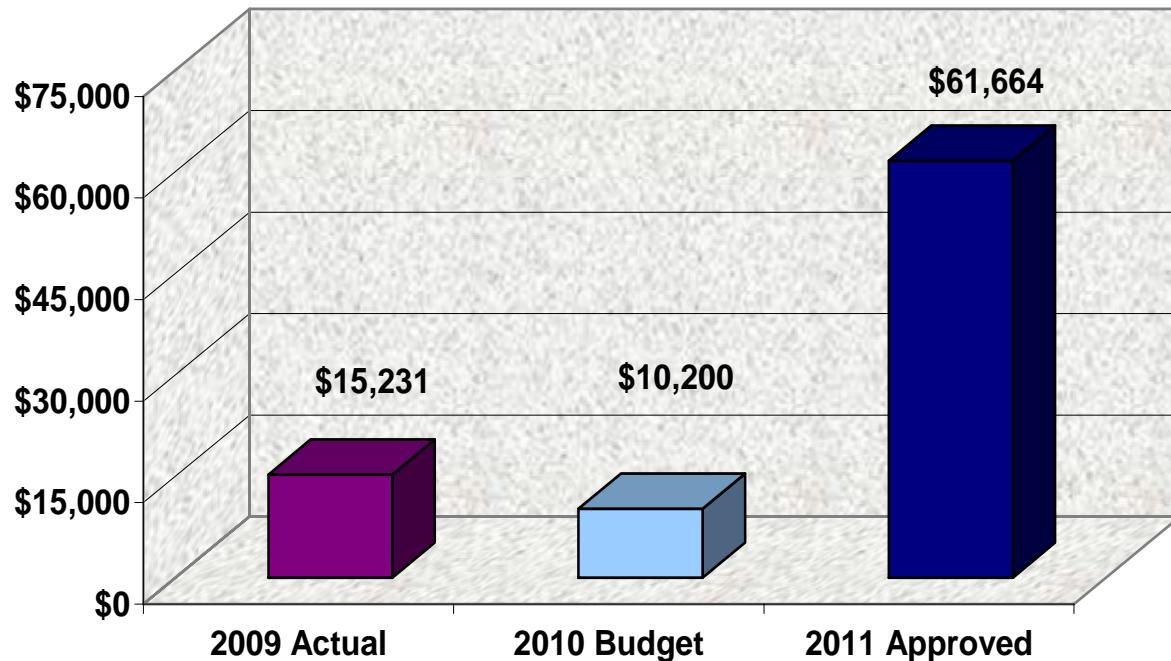
**Each of the entities below receive twenty-percent of the amount collected from Hotel/Motel Taxes**

- Chamber of Commerce
- Tourism & History Commission



**BUDGET SUMMARY**

	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>BUDGET</u>	<u>2011</u> <u>APPROVED</u>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	-	-	-
Hotel-Motel Taxes	<u>15,231</u>	<u>10,200</u>	<u>61,664</u>
<b>Total Funding Sources</b>			
	<u>15,231</u>	<u>10,200</u>	<u>61,664</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>15,231</u>	<u>10,200</u>	<u>61,664</u>
<b>Total Appropriations</b>			
	<u>15,231</u>	<u>10,200</u>	<u>61,664</u>



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# DIRECTORY

## Special Revenue Funds

District Attorney Confiscated Funds .....	268
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**District Attorney Confiscated Funds**

SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>62,786</b>	<b>164,609</b>	<b>189,401</b>	<b>170,568</b>
<b>REVENUES</b>				
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	-	-
<b>TOTAL REVENUES</b>	<b>171,980</b>	<b>83,605</b>	<b>149,467</b>	<b>401,043</b>
<b>EXPENDITURES</b>				
Operating	70,157	58,813	168,300	141,099
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>70,157</b>	<b>58,813</b>	<b>168,300</b>	<b>141,099</b>
<b>ENDING FUND BALANCE</b>	<b>164,609</b>	<b>189,401</b>	<b>170,568</b>	<b>430,512</b>

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

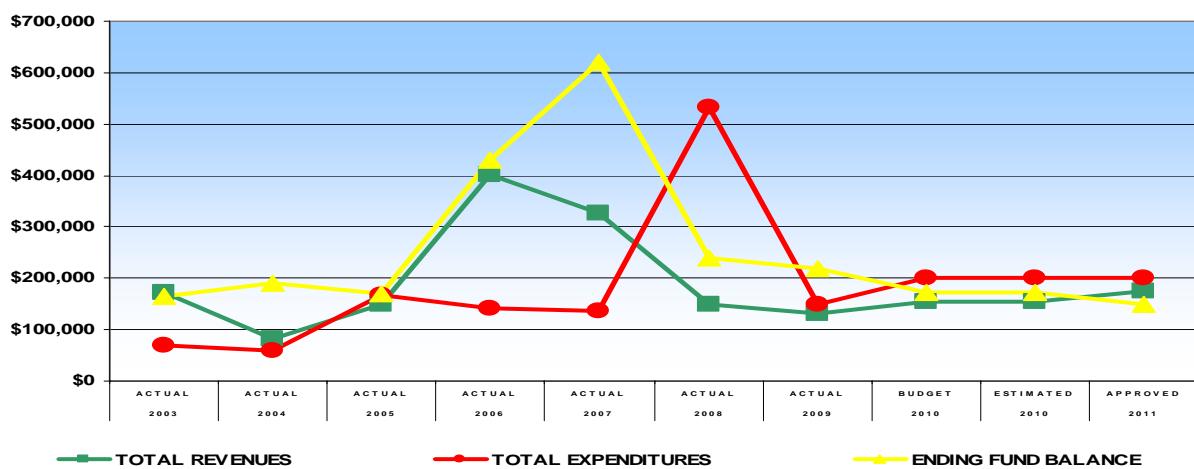
**REVENUES:** This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2011 is projected to be a 13% increase from the 2010 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 2010 contributions were made for furloughed salaries only. 2011 is projected to see a to be the same as 2010 Expenditures.

**FUND BALANCE:** Projected 2011 Ending Fund Balance reflects an decrease of \$25,000 compared to 2010 estimated Ending Fund Balance. While projected Revenues are anticipated to increase in 2010, Expenditures are expected to remain constant and to be larger than revenues. This continues the trend started in 2008, where Expenditures out pace Revenues.

## District Attorney Confiscated Funds

2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2010 <u>ESTIMATED</u>	2011 <u>APPROVED</u>	2011 <u>PERCENT OF TOTAL</u>
<u>430,512</u>	<u>621,240</u>	<u>238,156</u>	<u>218,156</u>	<u>218,156</u>	<u>173,156</u>	<u>100%</u>
317,493	139,977	125,000	150,000	150,000	170,000	97%
10,625	9,276	5,000	5,000	5,000	5,000	3%
-	-	-	-	-	-	<u>0%</u>
328,118	149,253	130,000	155,000	155,000	175,000	100%
137,390	532,337	150,000	200,000	200,000	200,000	100%
-	-	-	-	-	-	<u>0%</u>
137,390	532,337	150,000	200,000	200,000	200,000	100%
<u>621,240</u>	<u>238,156</u>	<u>218,156</u>	<u>173,156</u>	<u>173,156</u>	<u>148,156</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>
<b>BEGINNING FUND BALANCE</b>	<u>206,964</u>	<u>246,787</u>	<u>276,945</u>	<u>277,750</u>
<b>REVENUES</b>				
Courts and Law Enforcement	86,129	130,090	96,599	128,204
Interest	<u>2,239</u>	<u>3,097</u>	<u>7,985</u>	<u>13,046</u>
<b>TOTAL REVENUES</b>	<b>88,368</b>	<b>133,187</b>	<b>104,584</b>	<b>141,250</b>
<b>EXPENDITURES</b>				
Other Professional Services	43,766	99,765	96,000	102,303
Supplies	3,353	3,264	7,779	-
Training	1,426	-	-	-
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>48,545</b>	<b>103,029</b>	<b>103,779</b>	<b>102,303</b>
<b>ENDING FUND BALANCE</b>	<b><u>246,787</u></b>	<b><u>276,945</u></b>	<b><u>277,750</u></b>	<b><u>316,697</u></b>

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

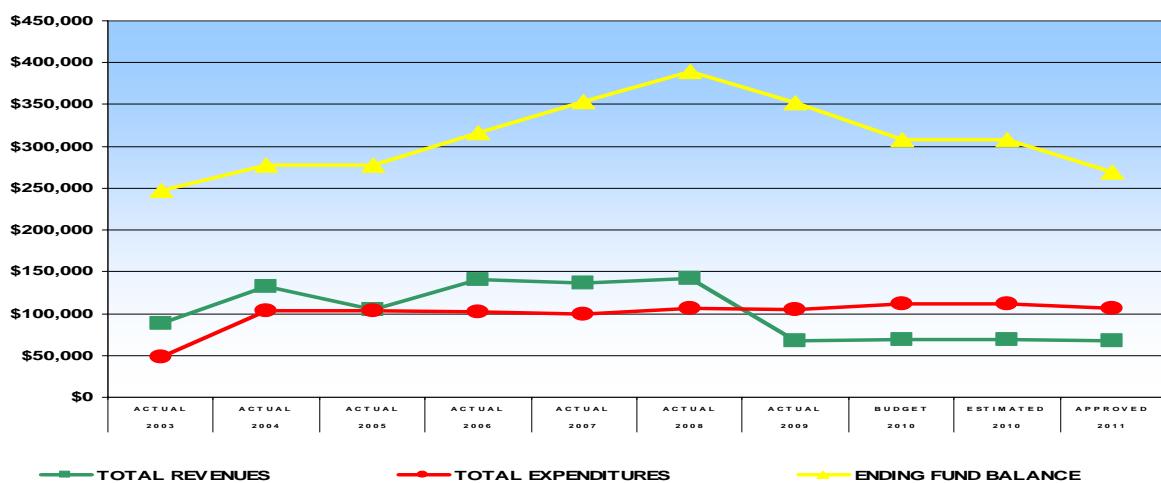
**REVENUES:** 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses in increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2011 Revenues are anticipated to be .98% less than those in 2010. The percentage change has varied over the years from a 53% decrease to a 51% increase.

**EXPENDITURES:** Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been wide-spread. On one end of the spectrum Expenditures have decreased 5% from the previous year and on the other have increased 112%. In recent years, however, these broad fluctuations have diminished. 2011 will decrease a moderate 5% from the 2010 Estimated Expenditures.

**FUND BALANCE:** Projected 2011 Ending Fund Balance reflects a decrease of \$38,550 compared to 2010 estimated Ending Fund Balance. Both Revenues and Expenditures expected to decrease in 2011, with Expenditures decreasing at a greater rate than Revenues. Therefore, the Fund Balance for the Drug Abuse Treatment Fund will decrease 13%. This is about average for recent years.

## Drug Abuse Treatment

						2011
<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>PERCENT</u>
<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>APPROVED</u>	<u>OF TOTAL</u>
<u>316,697</u>	<u>353,274</u>	<u>389,721</u>	<u>351,365</u>	<u>351,365</u>	<u>307,985</u>	<u>100%</u>
121,736	136,215	65,470	67,000	67,000	67,000	99%
14,441	6,044	1,491	1,500	1,500	830	1%
136,177	142,259	66,961	68,500	68,500	67,830	100%
96,000	98,880	98,880	98,880	98,880	98,880	93%
3,600	6,932	6,437	10,900	10,900	7,500	7%
-	-	-	2,100	2,100	-	0%
-	-	-	-	-	-	0%
99,600	105,812	105,317	111,880	111,880	106,380	100%
<u>353,274</u>	<u>389,721</u>	<u>351,365</u>	<u>307,985</u>	<u>307,985</u>	<u>269,435</u>	<u>100%</u>



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## E-911 and Wireless

### 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.**



SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>1,449,257</u>	<u>1,521,687</u>	<u>1,811,705</u>	<u>2,547,993</u>
<b>REVENUES</b>				
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>
<b>TOTAL REVENUES</b>	<b>1,559,279</b>	<b>1,858,819</b>	<b>2,201,271</b>	<b>2,382,453</b>
<b>EXPENDITURES</b>				
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>
<b>TOTAL EXPENDITURES</b>	<b>1,486,849</b>	<b>1,568,801</b>	<b>1,464,983</b>	<b>1,540,884</b>
<b>ENDING FUND BALANCE</b>	<b><u>1,521,687</u></b>	<b><u>1,811,705</u></b>	<b><u>2,547,993</u></b>	<b><u>3,389,562</u></b>

**TRENDS FOR THE YEAR ENDED December 31, 2010**

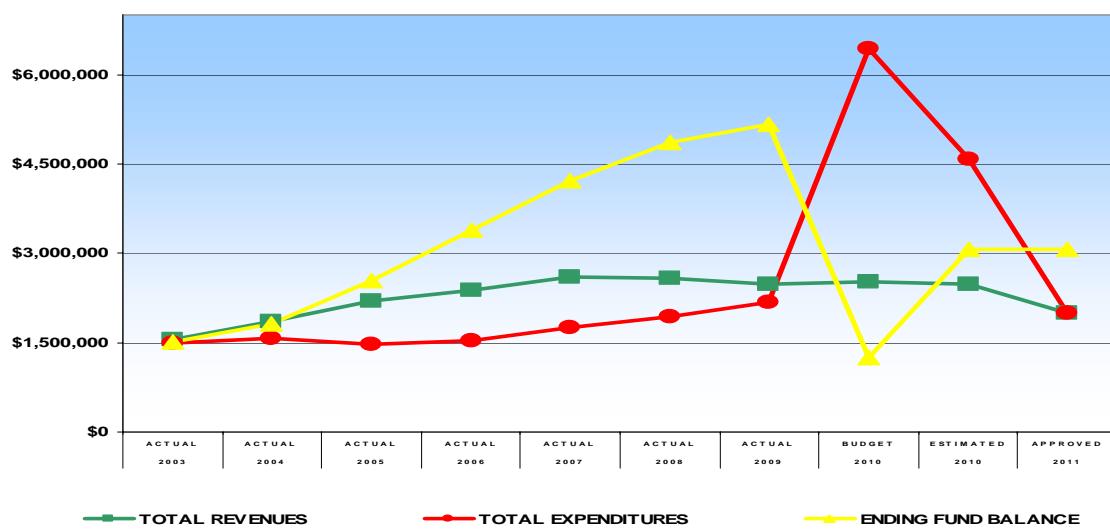
**REVENUES:** Wireless fees continue to increase slightly each year while Wireline user fees remain relatively constant and at times decline. The growth rate in total Revenues peaked in 2004 and has steadily declined in recent years. 2011 Total Revenues for this Fund are projected to decrease by 20% from 2010.

**EXPENDITURES:** Salaries and related cost are anticipated to increase by 5% over 2010 estimated expenditures. Non Salary related Operating Expenditures are expected to increase 37%. Wireless companies are now charging Phase II rates in addition to Phase I. These additional charges account for a 5% increase in 2011. There are \$2,819,113 less in Capital Expenditures planned for the 2011 Budget. Total Expenditures are projected to decrease 56% over 2010.

**FUND BALANCE:** The 2011 Fund Balance is projected to remain constant with that of 2010, leaving a Fund Balance of \$3,071,968.

## E - 9 1 1 and Wireless

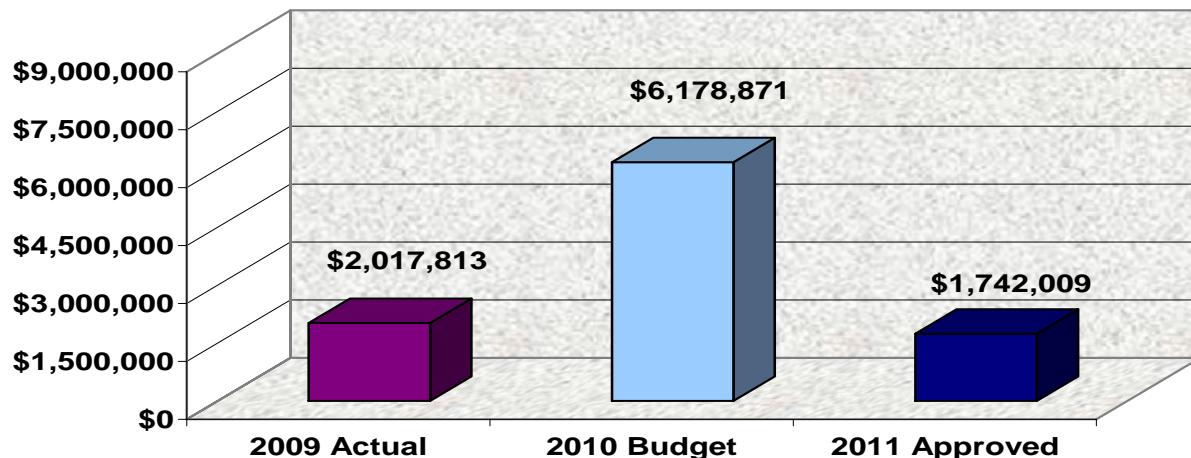
<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>2011 PERCENT OF TOTAL</u>
<u>3,389,562</u>	<u>4,223,286</u>	<u>4,856,541</u>	<u>5,164,990</u>	<u>5,164,990</u>	<u>3,071,968</u>	<u>100%</u>
1,469,580 951,731	1,601,962 896,053	1,510,534 952,994	1,620,000 900,000	1,646,249 828,286	1,239,809 748,000	62% 38%
-	-	-	-	-	-	0%
<u>173,697</u>	<u>75,553</u>	<u>19,695</u>	<u>10,000</u>	<u>11,967</u>	<u>5,000</u>	<u>0%</u>
2,595,008	2,573,568	2,483,223	2,530,000	2,486,503	1,992,809	100%
1,176,819 464,007 120,458	1,286,240 473,857 180,216	1,288,056 422,683 464,035	1,344,549 561,225 4,538,097	1,319,813 432,598 2,827,113	1,391,607 593,202 8,000	70% 30% 0%
1,761,284	1,940,313	2,174,774	6,443,871	4,579,525	1,992,809	100%
<u>4,223,286</u>	<u>4,856,541</u>	<u>5,164,990</u>	<u>1,251,119</u>	<u>3,071,968</u>	<u>3,071,968</u>	<u>100%</u>



## E-911 Wireline

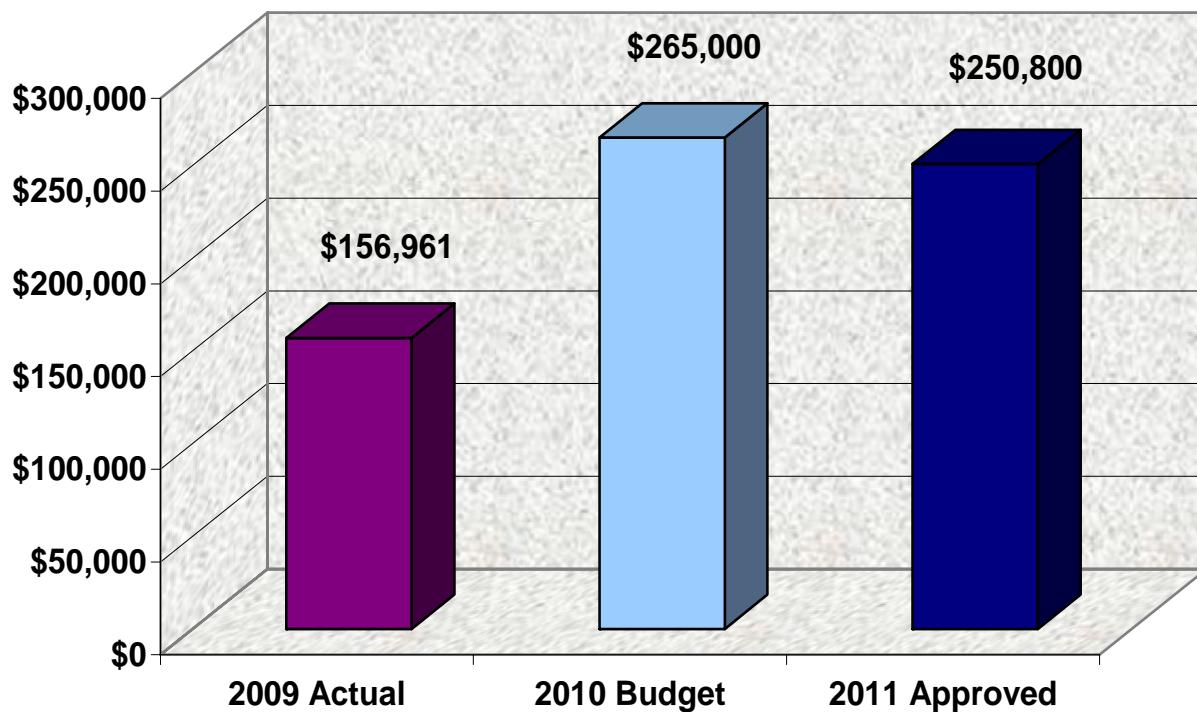
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
User Fees	952,994	900,000	748,000
Other	265	-	-
Interest	<u>19,431</u>	<u>10,000</u>	<u>5,000</u>
<b>Total Funding Sources</b>	<b><u>972,690</u></b>	<b><u>910,000</u></b>	<b><u>753,000</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	978,889	1,011,049	1,068,496
Benefits	309,168	332,500	323,111
Advertising	473	900	500
Vehicle Expenses	1,503	1,900	1,800
Dues and Subscriptions	1,107	1,200	1,250
Equipment Rental	338	180	150
Maintenance Charges	10,940	18,900	99,032
Supplies	8,892	12,600	8,100
Professional Services	61,225	60,395	-
Utilities	175,778	194,950	225,170
Travel and Training	3,073	4,500	5,400
Uniforms	2,393	1,700	1,000
Capital Outlay	<u>464,035</u>	<u>4,538,097</u>	<u>8,000</u>
<b>Total Appropriations</b>	<b><u>2,017,813</u></b>	<b><u>6,178,871</u></b>	<b><u>1,742,009</u></b>



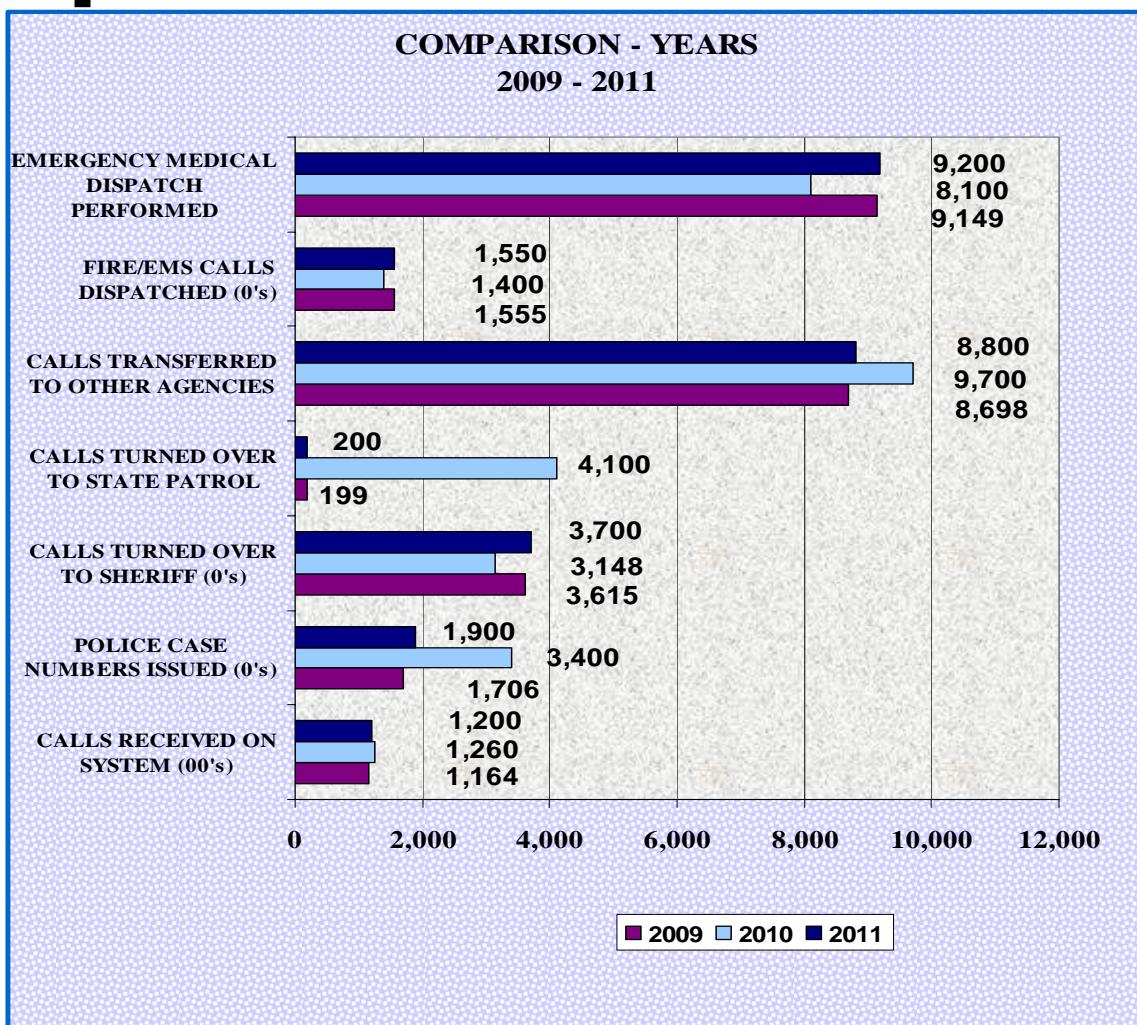
**BUDGET SUMMARY**

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
Wireless Surcharges	<u>1,510,534</u>	<u>1,620,000</u>	<u>1,239,809</u>
<b>Total Funding Sources</b>	<u>1,510,534</u>	<u>1,620,000</u>	<u>1,239,809</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>156,961</u>	<u>265,000</u>	<u>250,800</u>
<b>Total Appropriations</b>	<u>156,961</u>	<u>265,000</u>	<u>250,800</u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## E-911 and Wireless



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 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	9
Operator I	21	5	5	3
Operator Trainee	20	4	4	3
Records Coordinator	20	0	0	0
Operator Trainee	PT	0	0	0
Operator I	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>25</b>	<b>25</b>	<b>23</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

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## H o t e l / M o t e l T a x F u n d

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

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

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

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

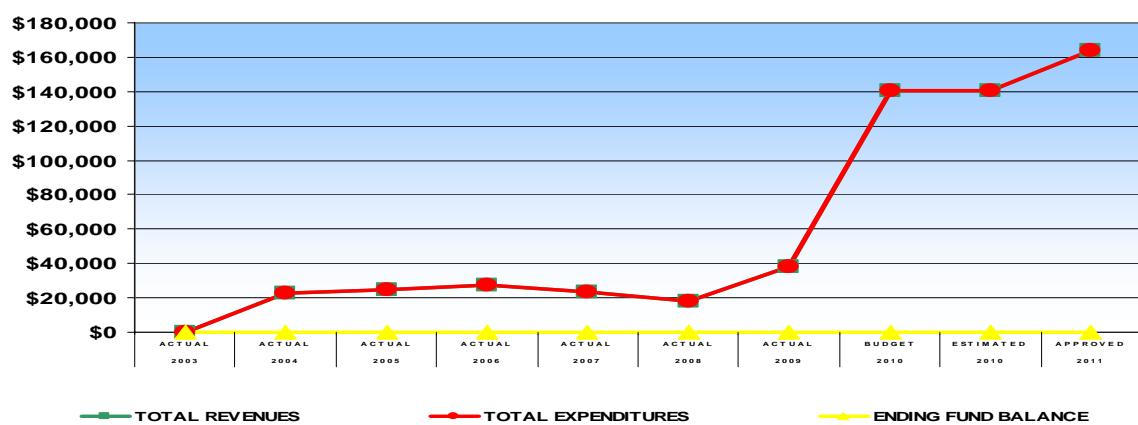
**REVENUES:** The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have remained fairly constant since that time with the exception of 2009. Revenues rose 110% with the addition of one new hotel. In 2010 this hotel and conference center had its first full year of operations, increasing 2010's revenue over 2009 by 268%. Excluding this new Hotel the number of Hotels and Motels in the County has remained the same, while new facilities in neighboring municipalities have emerged to prevent growth in business for the Hotels and Motels located in Douglas County. For 2011 a 16.9% growth in this revenue source is budgeted.

**EXPENDITURES:** Expenditures for the Hotel/Motel Fund are budgeted each year to be the same as the Revenue. Funds are transferred out to the General Fund and remitted to agencies that promote tourism within the County.

**FUND BALANCE:** The 2011 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 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>2011 PERCENT OF TOTAL</u>
-	-	-	-	-	-	0%
<u>23,400</u>	<u>18,119</u>	<u>38,077</u>	<u>140,265</u>	<u>140,265</u>	<u>164,000</u>	<u>100%</u>
23,400	18,119	38,077	140,265	140,265	164,000	100%
<u>23,400</u>	<u>18,119</u>	<u>38,077</u>	<u>140,265</u>	<u>140,265</u>	<u>164,000</u>	<u>100%</u>
23,400	18,119	38,077	140,265	140,265	164,000	100%
-	-	-	-	-	-	0%



SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>131,570</u>	<u>137,781</u>	<u>135,415</u>	<u>135,180</u>
<b>REVENUES</b>				
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>
<b>TOTAL REVENUES</b>	<b>83,891</b>	<b>101,033</b>	<b>90,593</b>	<b>126,768</b>
<b>EXPENDITURES</b>				
Operating	77,680	103,399	90,828	89,201
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>77,680</b>	<b>103,399</b>	<b>90,828</b>	<b>89,201</b>
<b>ENDING FUND BALANCE</b>	<b><u>137,781</u></b>	<b><u>135,415</u></b>	<b><u>135,180</u></b>	<b><u>172,747</u></b>

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

**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 2011 Revenues are expected to decrease 18.5% from 2010.

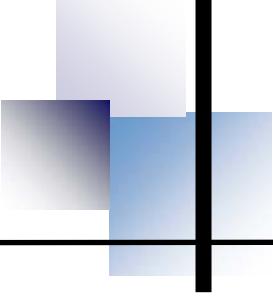
**EXPENDITURES:** Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years. Expenditures are anticipated to decline in 2011 as compared to 2010's estimated Expenditures.

**FUND BALANCE:** Revenues have exceeded Expenditures in most past years; therefore, Fund Balance continues to increase. In 2011 Revenues are still anticipated to exceed expenditures, but only by \$300. Therefore, the Fund Balance will increase only by this amount. This fund is budgeted to have a 2011 Ending Fund Balance of \$329,958.

## Law Library

2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2010 <u>ESTIMATED</u>	2011 <u>APPROVED</u>	2011 <u>PERCENT OF TOTAL</u>
<u>172,747</u>	<u>233,965</u>	<u>316,785</u>	<u>323,208</u>	<u>323,208</u>	<u>329,658</u>	<u>100%</u>
156,550 4,192	169,896 1,896	91,623 800	92,000 450	92,000 450	75,000 300	100% 0%
160,742	171,792	92,423	92,450	92,450	75,300	100%
99,524 -	88,972 -	86,000 -	86,000 -	86,000 -	75,000 -	100% 0%
99,524	88,972	86,000	86,000	86,000	75,000	100%
<u>233,965</u>	<u>316,785</u>	<u>323,208</u>	<u>329,658</u>	<u>329,658</u>	<u>329,958</u>	<u>100%</u>





**Sheriff Confiscated Funds**

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# SPECIAL REVENUE TRENDS

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

## TRENDS FOR THE YEAR ENDED December 31, 2011

**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 14.9% increase is estimated 2011 Revenues over 2010 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.

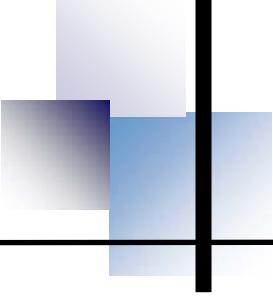
**EXPENDITURES:** Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2011 Expenditures are estimated to 91.5% with the increase coming from planned capital purchases in 2011.

**FUND BALANCE:** The Ending Fund Balance for 2011 is \$2,680,795. 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

2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2010 <u>ESTIMATED</u>	2011 <u>APPROVED</u>	2011 PERCENT OF TOTAL
<u>3,417,584</u>	<u>4,370,908</u>	<u>4,128,795</u>	<u>3,565,795</u>	<u>3,565,795</u>	<u>3,330,795</u>	<u>100%</u>
1,764,841 <u>136,249</u>	380,651 <u>171,166</u>	160,000 <u>88,000</u>	200,000 <u>61,000</u>	200,000 <u>61,000</u>	231,000 <u>69,000</u>	77% <u>23%</u>
1,901,090	551,817	248,000	261,000	261,000	300,000	100%
947,766 <u>-</u>	793,930 <u>-</u>	11,000 <u>800,000</u>	51,000 <u>445,000</u>	51,000 <u>445,000</u>	95,000 <u>855,000</u>	10% <u>90%</u>
947,766	793,930	811,000	496,000	496,000	950,000	100%
<u>4,370,908</u>	<u>4,128,795</u>	<u>3,565,795</u>	<u>3,330,795</u>	<u>3,330,795</u>	<u>2,680,795</u>	<u>100%</u>





**Sheriff Inmate Commissary**

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# SPECIAL REVENUE TRENDS

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

## TRENDS FOR THE YEAR ENDED December 31, 2011

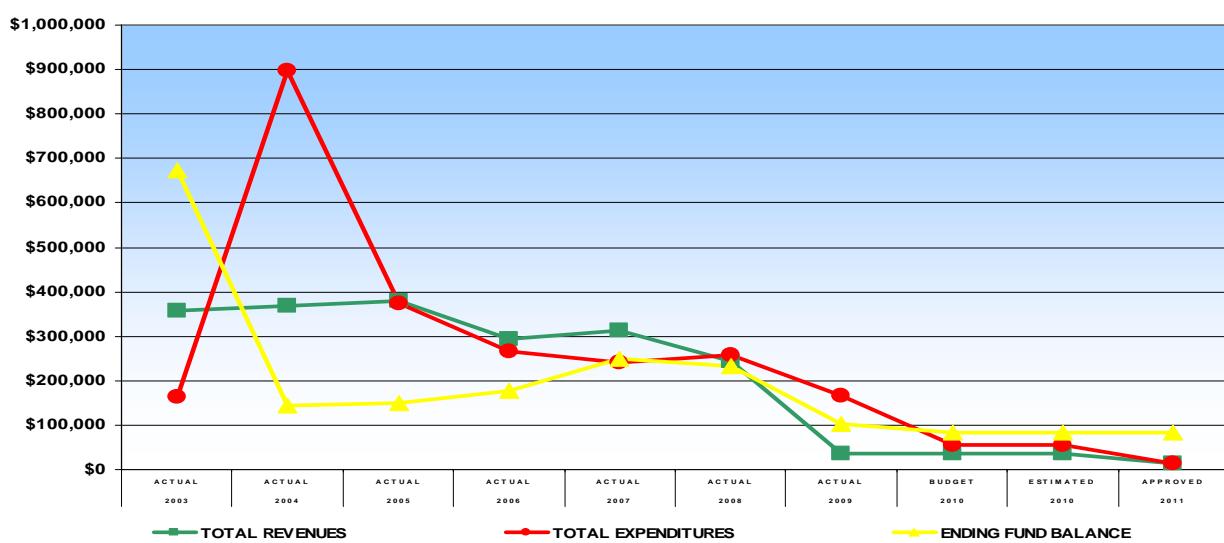
**REVENUES:** Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2011 Revenues are projected to decline significantly as compared to 2010's estimate. Revenues fluctuate from year to year as the inmate 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:** 2011 Expenditures are \$43,500 less than estimated Expenditures for 2010. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$12,500 for 2011 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

**FUND BALANCE:** Expenditures as well as Revenues have decreased. The Expenditures are budgeted to be the same as the Revenues resulting in no change in the Ending Fund Balance \$83,008 from 2010 to 2011.

## Sheriff Inmate Commissary

						2011
<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2010</u>	<u>2011</u>	PERCENT
<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>APPROVED</u>	OF TOTAL
<u>177,625</u>	<u>248,113</u>	<u>233,408</u>	<u>102,708</u>	<u>102,708</u>	<u>83,008</u>	<u>100%</u>
-	-	-	-	-	-	0%
1,362	1,249	300	300	300	300	2%
<u>310,654</u>	<u>242,891</u>	<u>36,000</u>	<u>36,000</u>	<u>36,000</u>	<u>12,200</u>	<u>98%</u>
312,016	244,140	36,300	36,300	36,300	12,500	100%
241,528	258,845	167,000	28,000	28,000	12,500	100%
-	-	-	28,000	28,000	-	0%
241,528	258,845	167,000	56,000	56,000	12,500	100%
<u>248,113</u>	<u>233,408</u>	<u>102,708</u>	<u>83,008</u>	<u>83,008</u>	<u>83,008</u>	<u>100%</u>



SPECIAL REVENUE TRENDS

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

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

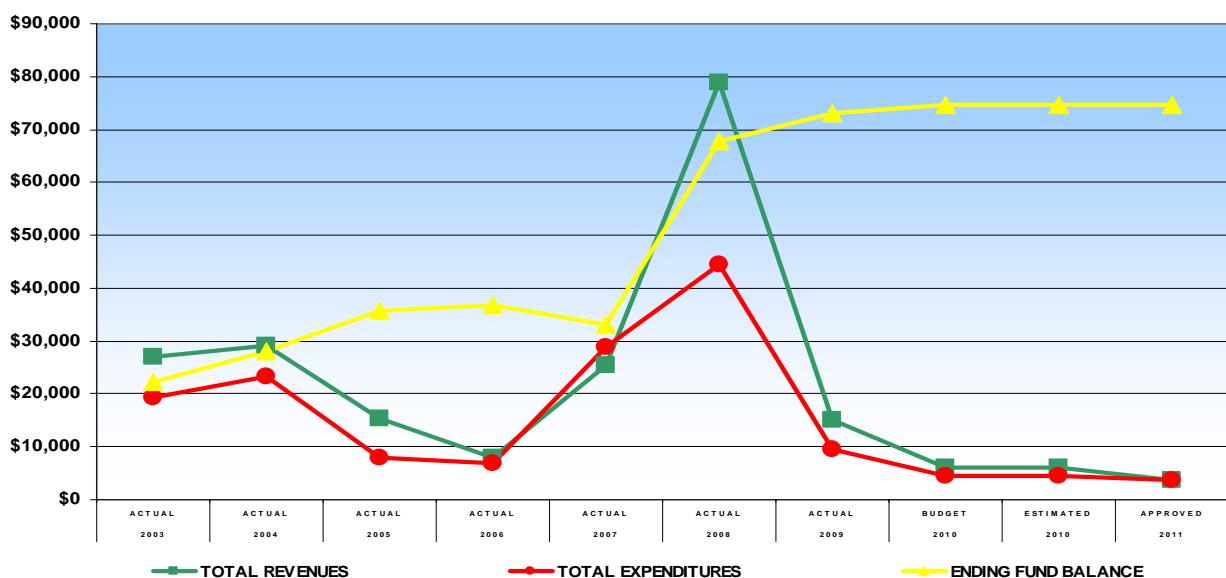
**REVENUES:** Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2011 are estimated to be \$3,800. This is a 36.7% decrease from the 2010 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and in 2008 they were the highest they've ever been.

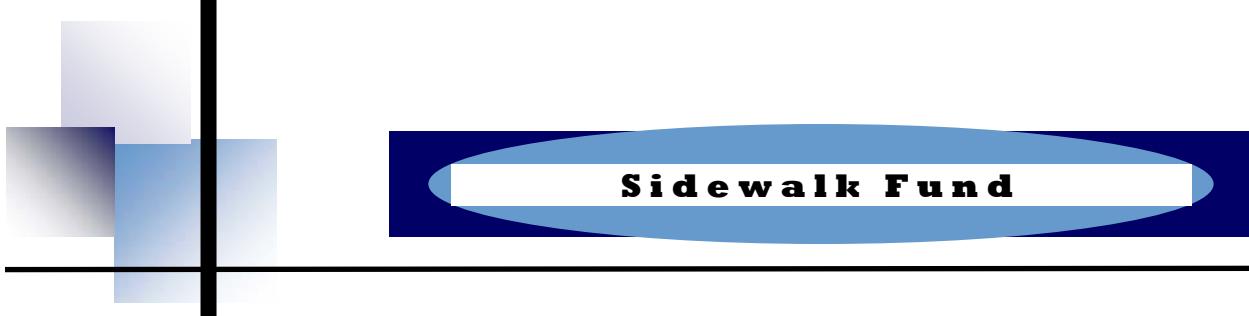
**EXPENDITURES:** Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures will be approximately \$600 less than the Expenditures for 2010. Expenditures have fluctuated between \$6,822 and \$44,425 in recent years. 2011 Expenditures are a 13.6% decrease from 2010.

**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 2010. For 2011 the Fund Balance is projected to remain constant with Revenues being equal to Expenditures for this year.

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

2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2010 <u>ESTIMATED</u>	2011 <u>APPROVED</u>	2011 <u>PERCENT OF TOTAL</u>
<u>36,851</u>	<u>33,192</u>	<u>67,650</u>	<u>73,150</u>	<u>73,150</u>	<u>74,750</u>	<u>100%</u>
25,316	78,761	-	-	-	-	0%
-	122	15,000	6,000	6,000	3,800	100%
25,316	78,883	15,000	6,000	6,000	3,800	100%
28,975	44,425	9,500	1,200	1,200	3,800	100%
-	-	-	3,200	3,200	-	0%
28,975	44,425	9,500	4,400	4,400	3,800	100%
<u>33,192</u>	<u>67,650</u>	<u>73,150</u>	<u>74,750</u>	<u>74,750</u>	<u>74,750</u>	<u>100%</u>





# SPECIAL REVENUE TRENDS

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

## TRENDS FOR THE YEAR ENDED December 31, 2011

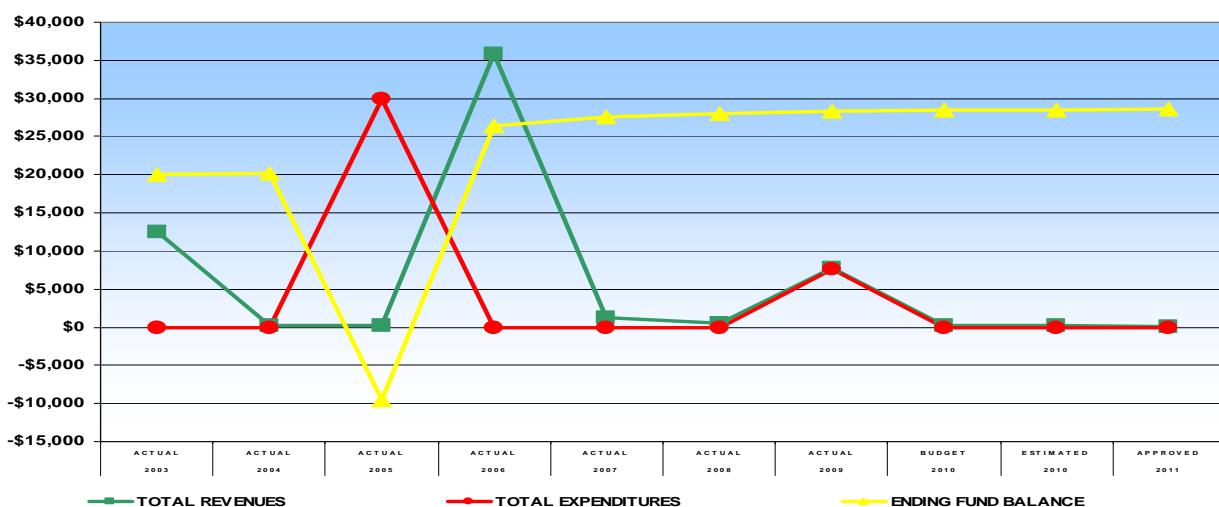
**REVENUES:** Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are totally received by developers/builders. No Revenue other than interest was budgeted for 2011.

**EXPENDITURES:** No Expenditures were budgeted for 2011. 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 Revenues being received in 2011. The ending 2011 Fund Balance is projected to be \$28,558.

## Sidewalk Fund

2007 <u>ACTUAL</u>	2008 <u>ACTUAL</u>	2009 <u>ACTUAL</u>	2010 <u>BUDGET</u>	2010 <u>ESTIMATED</u>	2011 <u>APPROVED</u>	2011 PERCENT OF TOTAL
<u>26,361</u>	<u>27,582</u>	<u>28,053</u>	<u>28,258</u>	<u>28,258</u>	<u>28,458</u>	<u>100%</u>
-	-	7,550	-	-	-	0%
<u>1,221</u>	<u>471</u>	<u>205</u>	<u>200</u>	<u>200</u>	<u>100</u>	<u>0%</u>
1,221	471	7,755	200	200	100	0%
-	-	7,550	-	-	-	0%
-	-	7,550	-	-	-	0%
-	-	7,550	-	-	-	0%
<u>27,582</u>	<u>28,053</u>	<u>28,258</u>	<u>28,458</u>	<u>28,458</u>	<u>28,558</u>	<u>100%</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**

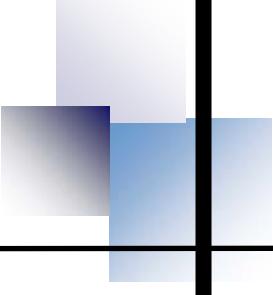
**To continue to meet the needs of all Victims of crime with professional service and assistance by:**

- 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**

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# SPECIAL REVENUE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>271,526</u>	<u>287,124</u>	<u>282,603</u>	<u>261,194</u>
<b>REVENUES</b>				
Victim Assistance Fines	174,800	169,597	148,977	195,752
Interest	271	292	283	247
<b>TOTAL REVENUES</b>	<u>175,071</u>	<u>169,889</u>	<u>149,260</u>	<u>195,999</u>
<b>EXPENDITURES</b>				
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	-	-
<b>TOTAL EXPENDITURES</b>	<u>159,473</u>	<u>174,410</u>	<u>170,669</u>	<u>184,701</u>
<b>ENDING FUND BALANCE</b>	<u>287,124</u>	<u>282,603</u>	<u>261,194</u>	<u>272,492</u>

## TRENDS FOR THE YEAR ENDED December 31, 2011

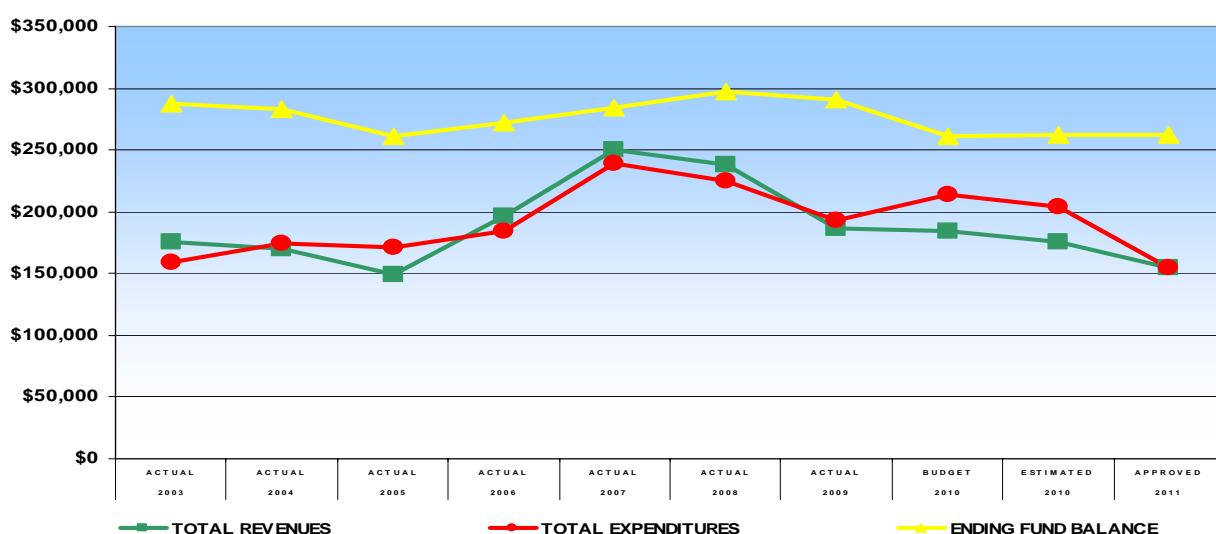
**REVENUES:** 2011 Revenues in this fund is projected to have an 11% decrease totaling only \$20,000 compared to 2010's Estimated Revenue. The trend in fluctuation of Revenue has varied. 2006 was the first year in several years that saw an increase in Revenue. In 2008 this trend reversed with a 5% decrease and has declined since that time.

**EXPENDITURES:** Expenditures for 2011 are expected to decrease by \$48,805 compared to 2010's Estimated Expenditures. This is a 24% decrease. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years until 2010, and this decline will continue in 2011 with a 10% decrease. Other Expenses for 2011 will decrease by 55% over 2010. 2007 saw the most significant increase. Expenditures continue to fluctuate. Operating transfers occur in this Fund when funds are transferred to the General Fund to help cover the Salaries and Related Costs of employees in the District Attorney's Office. These costs have risen in most years, but begin to decline in 2010, a trend that continues in 2011 where there will be an \$18,359 decrease over 2010.. Transfers out have varied over the years.

**FUND BALANCE:** Projected 2011 ending Fund Balance reflects no change from the prior year. Prior year's activity show a slowing trend that caused this Fund to be evaluated in 2005. Should this downward trend continued it will require a reduction in the scope of this service for future years. The diminishing Fund Balance In recent years may indicate that this reduction in services may need to be reconsidered. But for 2011 it is remaining constant.

## Victim Assistance

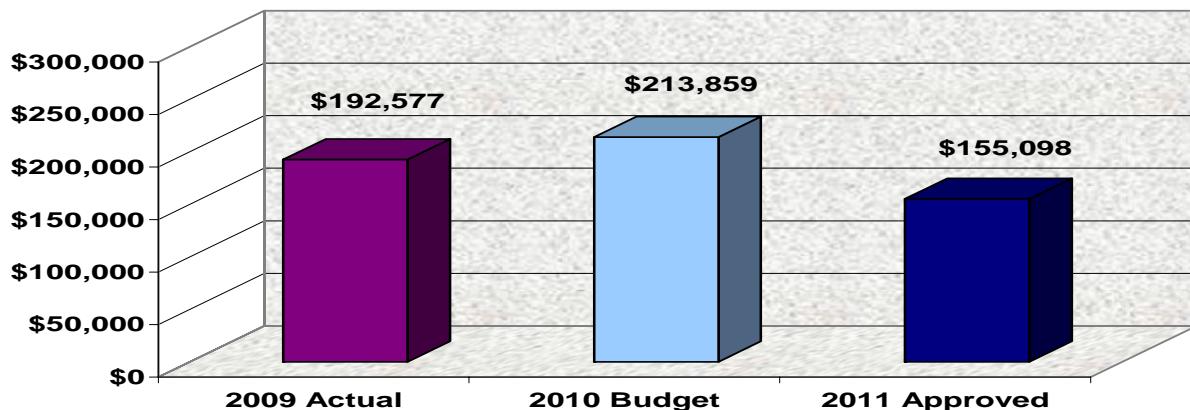
						2011
<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>PERCENT</u>
<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>APPROVED</u>	<u>OF TOTAL</u>
<u>272,492</u>	<u>283,806</u>	<u>297,362</u>	<u>290,796</u>	<u>290,796</u>	<u>261,898</u>	<u>100%</u>
240,361 9,974	233,699 4,662	184,900 1,110	183,000 1,000	174,421 583	153,948 1,150	99% 1%
250,335	238,361	186,010	184,000	175,005	155,098	100%
137,170 65 101,786	154,003 36,000 34,802	159,930 65 32,581	147,459 21,400 45,000	140,306 20,953 42,645	126,512 4,300 24,286	82% 3% 16%
- - -	- - -	- - -	- - -	- - -	- - -	0% - -
239,021	224,805	192,576	213,859	203,903	155,098	100%
<u>283,806</u>	<u>297,362</u>	<u>290,796</u>	<u>260,937</u>	<u>261,898</u>	<u>261,898</u>	<u>100%</u>



## Victim Assistance

### BUDGET SUMMARY

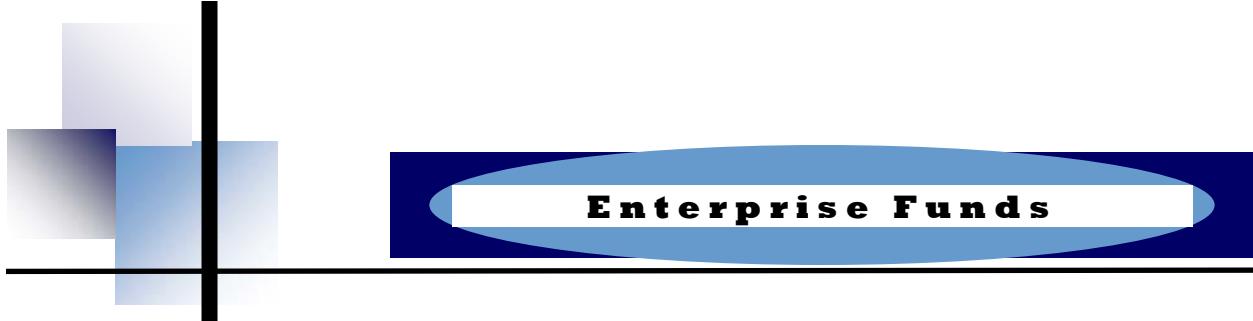
	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
Fines	184,900	183,000	153,948
Interest	1,110	1,000	1,150
<b>Total Funding Sources</b>	<b>186,009</b>	<b>184,000</b>	<b>155,098</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	118,627	105,232	95,956
Benefits	41,304	42,227	30,556
Advertising	-	-	100
Supplies	-	40	1,200
Professional Services	65	21,000	-
Utilities	-	-	1,000
Transfers Out	32,581	45,000	24,286
Travel and Training	-	360	2,000
<b>Total Appropriations</b>	<b>192,577</b>	<b>213,859</b>	<b>155,098</b>



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Senior Victim Investigator	UNC	1	1	1
Legal Staff Assistant	21	1	1	1
Victim Staff Assistant	21	1	1	0
Secretary	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>2</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

# DIRECTORY



**Landfill Fund..... 298**

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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
- Operate Convenience - Recycle Ctrs. at Cedar Mt. and Camp Rd. locations.
- 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”

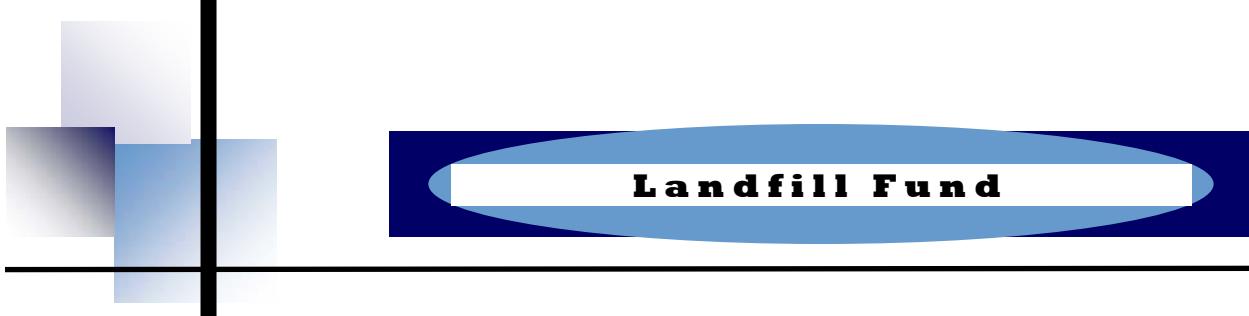
Comply with the Douglas County “Solid Waste Management Plan” by:

- 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”





# ENTERPRISE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>1,000,863</b>	<b>399,938</b>	<b>472,549</b>	<b>240,444</b>
<b>REVENUES</b>				
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
<b>TOTAL REVENUES</b>	<b>1,563,902</b>	<b>1,966,454</b>	<b>1,808,292</b>	<b>2,161,946</b>
<b>EXPENDITURES</b>				
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
Capital Outlay	-	-	-	-
Depreciation	133,443	117,640	85,310	131,658
<b>TOTAL EXPENDITURES</b>	<b>2,164,827</b>	<b>1,893,843</b>	<b>2,040,397</b>	<b>1,880,853</b>
<b>ENDING FUND BALANCE</b>	<b>399,938</b>	<b>472,549</b>	<b>240,444</b>	<b>521,537</b>

## TRENDS FOR THE YEAR ENDED December 31, 2011

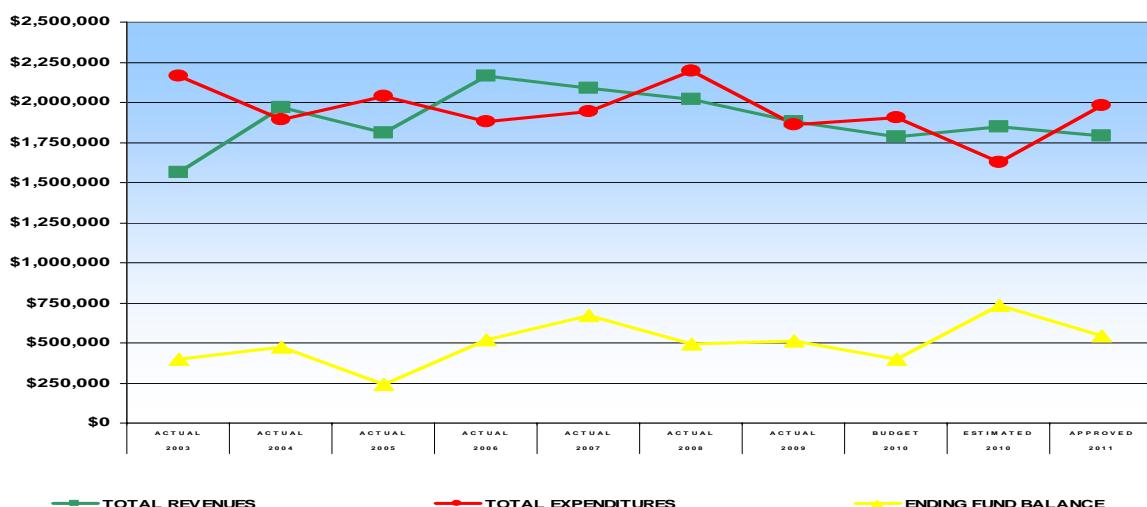
**REVENUES:** The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase with the most recent years experiencing decreases. Revenues for 2011 are projected to experience a slight 3% decrease over those of 2010.

**EXPENDITURES:** Expenditures are anticipated to increase by \$357,885 compared to 2010's estimate. This is a 22% increase over 2010's Estimated Expenditures. While the cost of Salaries and Benefits are declining, Operating Expenses are increasing for 2011. Depreciation Expense will decrease for 2011. Some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, there will be an overall increase.

**FUND BALANCE:** With Expenditures outpacing Revenues the Landfill is projected to have decrease of \$192,911 in its Fund Balance at year end. This is an 26% decrease over 2010's ending Fund Balance.

## Landfill

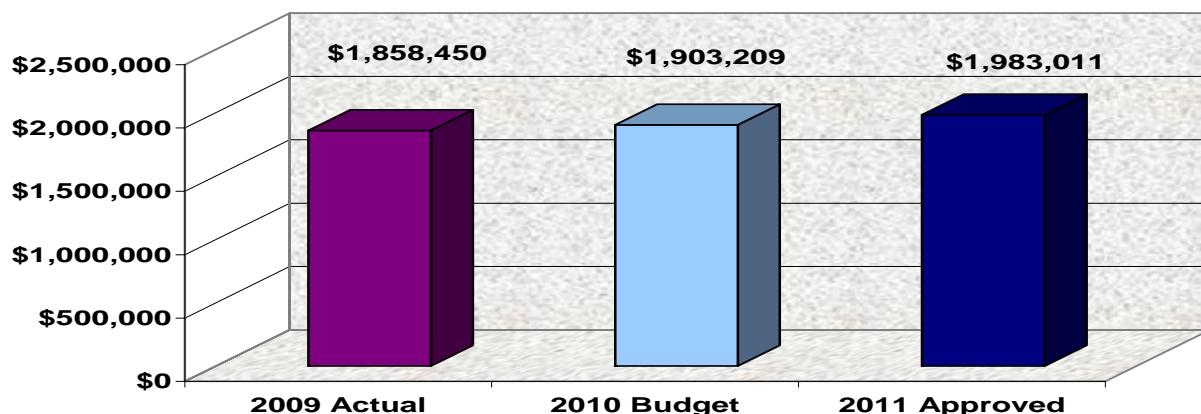
<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>2011 PERCENT OF TOTAL</u>
<u>521,537</u>	<u>668,937</u>	<u>491,541</u>	<u>512,021</u>	<u>512,021</u>	<u>736,036</u>	<u>100%</u>
851,952	889,635	920,164	920,000	879,673	881,000	49%
983,098	846,296	638,583	630,000	595,596	603,000	34%
66,389	66,707	70,274	71,000	62,165	62,000	3%
3,559	1,568	151	150	290	100	0%
-	-	-	-	-	-	0%
174,229	210,387	163,489	166,000	248,058	244,000	14%
<u>10,166</u>	<u>1,446</u>	<u>86,268</u>	<u>-</u>	<u>63,360</u>	<u>-</u>	<u>0%</u>
<b>2,089,393</b>	<b>2,016,039</b>	<b>1,878,930</b>	<b>1,787,150</b>	<b>1,849,142</b>	<b>1,790,100</b>	<b>100%</b>
592,301	613,544	572,045	648,613	590,050	587,432	30%
1,212,663	1,449,485	1,162,639	1,132,596	911,365	1,295,579	65%
-	-	(2,440)	-	-	-	0%
<u>137,029</u>	<u>130,406</u>	<u>126,206</u>	<u>122,000</u>	<u>123,710</u>	<u>100,000</u>	<u>5%</u>
<b>1,941,993</b>	<b>2,193,435</b>	<b>1,858,450</b>	<b>1,903,209</b>	<b>1,625,126</b>	<b>1,983,011</b>	<b>100%</b>
<b>668,937</b>	<b>491,541</b>	<b>512,021</b>	<b>395,962</b>	<b>736,036</b>	<b>543,125</b>	<b>100%</b>



## Landfill

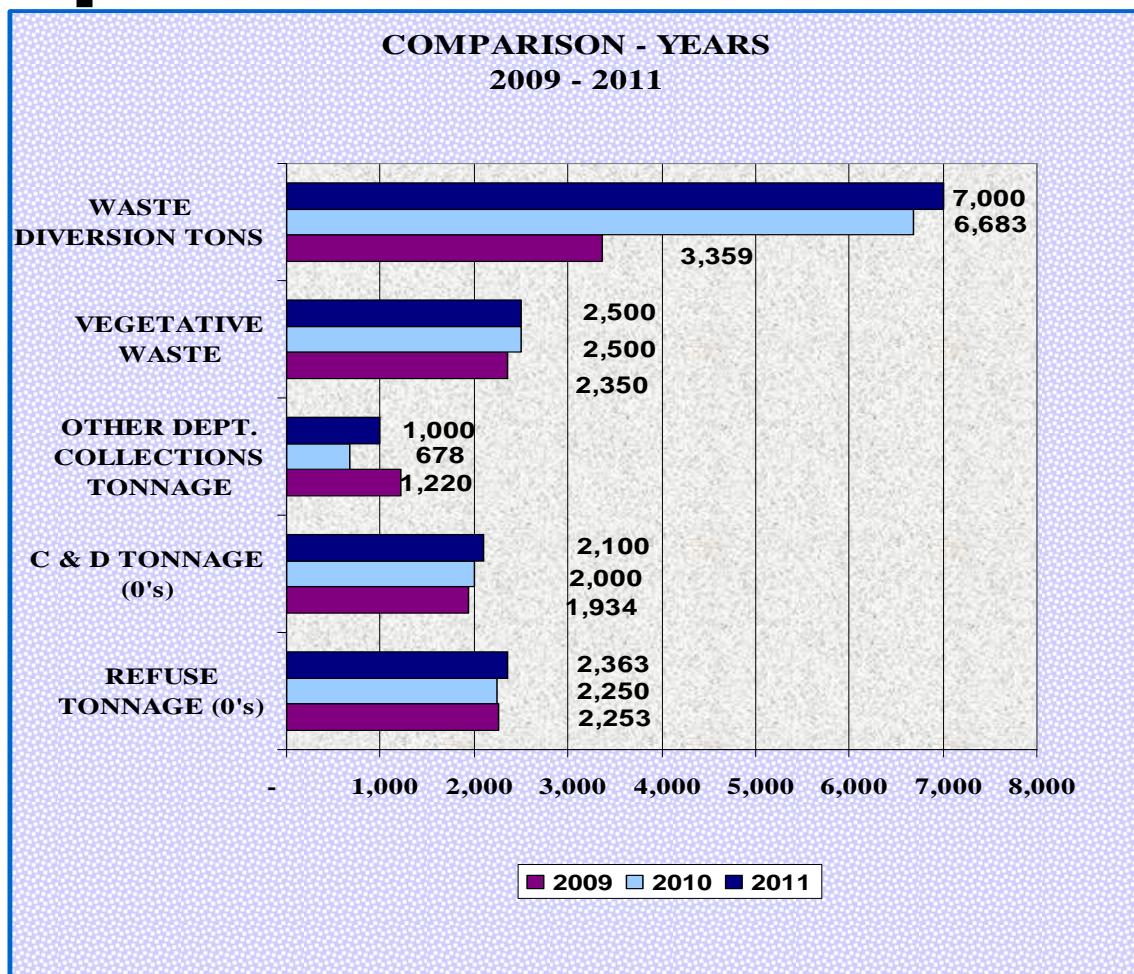
### BUDGET SUMMARY

	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
<b>FUNDING SOURCES:</b>			
Transfer Fees	920,164	920,000	881,000
C & D Fees	638,583	630,000	603,000
Camp Road Transfer	70,274	71,000	62,000
Investments	151	150	100
Recycling Sales	163,489	166,000	244,000
Other	86,268	-	-
<b>Total Funding Sources</b>	<b>1,878,930</b>	<b>1,787,150</b>	<b>1,790,100</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	444,144	498,288	458,468
Benefits	127,902	150,325	128,964
Advertising	2,380	2,675	2,500
Vehicle Expenses	107,142	188,000	130,000
Dues and Subscriptions	1,030	1,180	1,400
Equipment Rental	1,678	1,600	400
Maintenance Charges	41,504	30,480	46,380
Rent	600	600	600
Supplies	7,500	14,766	14,090
Professional Services	231,741	241,400	224,474
Utilities	650,627	646,276	623,725
Closure / Post Closure	77,340	-	225,000
Travel and Training	3,063	3,040	3,260
Uniforms	1,936	2,020	3,750
Minor Equipment/Improvements	30,821	559	-
Capital Outlay	(2,440)	-	-
Interest	4,534	-	-
Depreciation	126,206	122,000	100,000
Bad Debts	742	-	20,000
<b>Total Appropriations</b>	<b>1,858,450</b>	<b>1,903,209</b>	<b>1,983,011</b>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Landfill



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2011 APPROVED</u>
Government Services Director	35	1	1	1
Solid Waste Manager	UNC	1	1	1
Landfill Superintendent	28	1	1	1
Administrative Assistant	24	1	1	1
Landfill Supervisor	22	1	1	1
Senior Equipment Operator	20	1	1	1
Equipment Operator	19	1	1	1
Attendant	17	1	1	1
Scale Operator	PT	3	3	3
Equipment Operator	PT	1	1	1
Laborer I	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>8</b>	<b>8</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

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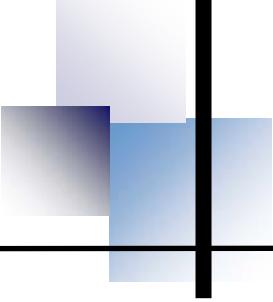


## **Internal Service Funds**

**Health and Employee Benefits..... 306**

**Workers' Compensation ..... 308**

# **DIRECTORY**




## Health/Employee Benefits

# INTERNAL SERVICE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>580,608</b>	<b>(408,176)</b>	<b>(474,620)</b>	<b>(831,179)</b>
<b>REVENUES</b>				
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	-	-	-	-
<b>TOTAL REVENUES</b>	<b>5,217,320</b>	<b>5,931,075</b>	<b>6,528,357</b>	<b>7,689,590</b>
<b>EXPENDITURES</b>				
Claims	5,705,736	5,414,430	6,103,692	7,227,937
Administrative	500,368	583,089	781,224	219,958
<b>TOTAL EXPENDITURES</b>	<b>6,206,104</b>	<b>5,997,519</b>	<b>6,884,916</b>	<b>7,447,895</b>
<b>ENDING FUND BALANCE</b>	<b>(408,176)</b>	<b>(474,620)</b>	<b>(831,179)</b>	<b>(589,484)</b>

TRENDS FOR THE YEAR ENDED December 31, 2011

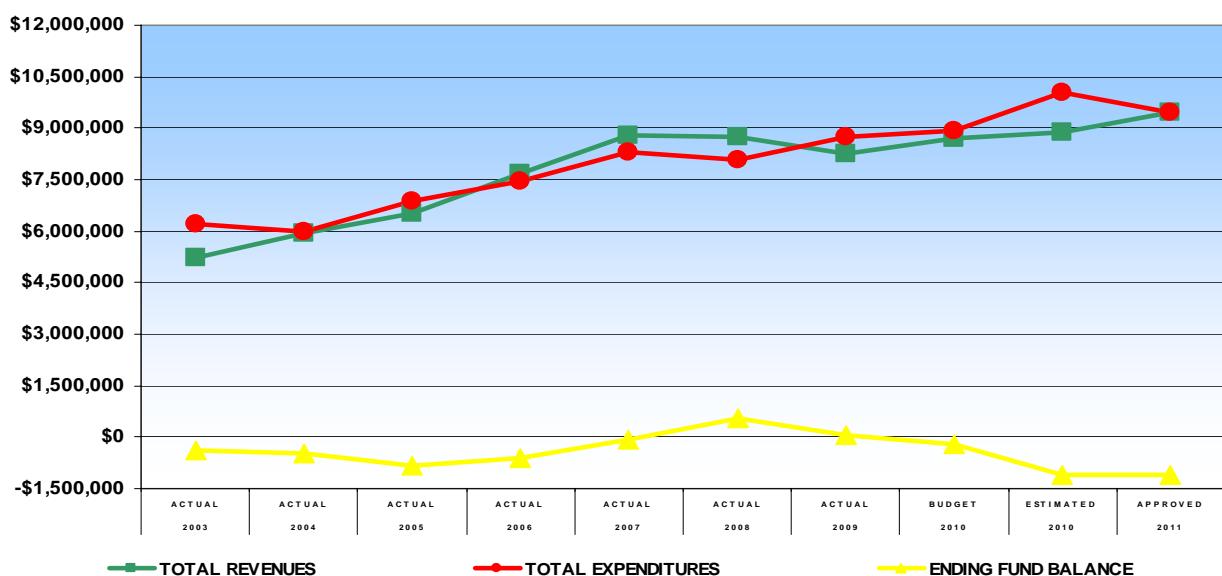
**REVENUES:** Revenues are anticipated to increase by \$601,216 compared to 2010's Estimated Revenue. The General Fund and the employees are contributing to this Fund to offset the increase cost of Healthcare claims. This is a 6.8% increase. The trend in prior years has been for Revenue in this Fund to experience between a 6% decrease and 18% increase over the prior year. 2008 experienced the first decrease since 2003, though just a slight 1%. 2009 followed with a 8% decrease. In 2010 the trend moved back to an increase and next years increase will continue this trend.

**EXPENDITURES:** Claims and Administrative are estimated to decrease over the prior year. The benefits and coverage are revised annually in an effort to keep costs down while still providing employees with quality coverage. Administrative fees are in their fourth 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 2011 Estimated Ending Fund Balance is a negative \$1.1 million. 2010 also ended with a negative Fund Balance. For 2011 the Fund Balance is not expected to change from the prior year. The Fund Balance has consistently remained negative with the exception of 2008 and 2009 that followed an additional transfer in from the General Fund in 2007.

## Health / Employee Benefits

							2011
<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>PERCENT</u>	
<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>APPROVED</u>	<u>OF TOTAL</u>	
<u>(589,484)</u>	<u>(90,887)</u>	<u>554,356</u>	<u>63,806</u>	<u>63,806</u>	<u>(1,102,313)</u>	<u>100%</u>	
8,301,277	8,734,947	8,239,774	8,682,213	8,866,088	8,935,197	94%	
12,366	1,424	364	400	296	255	0%	
<u>500,000</u>	-	-	-	-	<u>532,148</u>	<u>6%</u>	
8,813,643	8,736,371	8,240,138	8,682,613	8,866,384	9,467,600	100%	
7,080,730	7,128,157	8,305,018	8,556,000	9,633,450	9,069,600	96%	
1,234,316	962,971	425,669	392,000	399,053	398,000	4%	
8,315,046	8,091,128	8,730,688	8,948,000	10,032,503	9,467,600	100%	
<u>(90,887)</u>	<u>554,356</u>	<u>63,806</u>	<u>(201,581)</u>	<u>(1,102,313)</u>	<u>(1,102,313)</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>
<b>BEGINNING FUND BALANCE</b>	<u>1,877,102</u>	<u>1,869,706</u>	<u>1,752,857</u>	<u>1,610,318</u>
<b>REVENUES</b>				
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>
<b>TOTAL REVENUES</b>	<b>539,148</b>	<b>564,935</b>	<b>611,426</b>	<b>688,035</b>
<b>EXPENDITURES</b>				
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	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>546,544</b>	<b>681,784</b>	<b>753,965</b>	<b>681,219</b>
<b>ENDING FUND BALANCE</b>	<b><u>1,869,706</u></b>	<b><u>1,752,857</u></b>	<b><u>1,610,318</u></b>	<b><u>1,617,134</u></b>

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

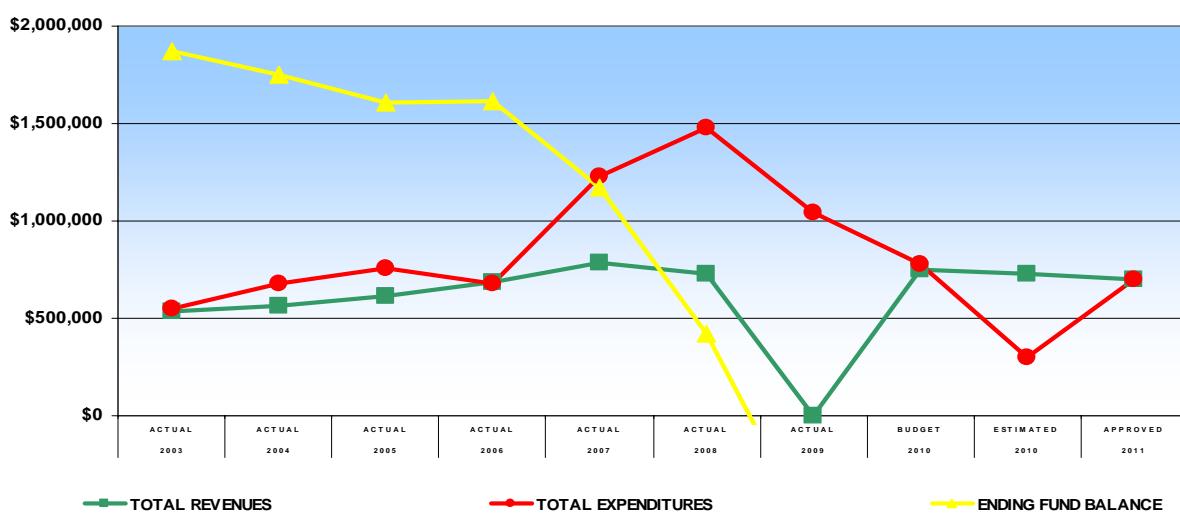
**REVENUES:** Revenue trends in recent years have ranged from a decrease of 7% to increases as high as 14%. 2009 and 2010 are exceptions to this trend. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010 with contributions and interest earnings of \$727,293. For 2011 Revenues are budgeted to decrease 3.5%

**EXPENDITURES:** Costs are anticipated to have an increase of \$399,069, which is a 132% increase. In 2007 \$500,000 was transferred from this Fund to the Health and Employee Benefit Fund. Such a transfer did not occur since this time nor is one planned for 2011.

**FUND BALANCE:** Fund Balance will remain the same as compared to 2010 Estimated Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. With there being no change in the Ending Fund Balance, though negative, it is hopeful that in years to come the Fund Balance will soon be positive again. This is the result of the efforts of a Risk Manager that has been on board since 2007.

## Workers' Compensation

						2011
<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2010</u>	<u>2011</u>	<u>PERCENT</u>
<u>ACTUAL</u>	<u>ACTUAL</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>ESTIMATED</u>	<u>APPROVED</u>	<u>OF TOTAL</u>
1,617,134	1,173,900	424,378	(621,693)	(621,693)	(196,879)	<u>100%</u>
735,428	724,580	-	752,000	727,166	701,428	0%
49,068	3,856	140	145	127	120	0%
784,496	728,436	140	752,145	727,293	701,548	0%
534,602	1,300,514	940,989	665,000	213,082	596,048	85%
193,128	177,444	105,222	113,000	89,397	105,500	15%
<u>500,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
1,227,730	1,477,958	1,046,211	778,000	302,479	701,548	100%
<u>1,173,900</u>	<u>424,378</u>	<u>(621,693)</u>	<u>(647,548)</u>	<u>(196,879)</u>	<u>(196,879)</u>	<u>100%</u>



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## **Debt Service Funds**

<b>Jail Annex Debt Service Fund .....</b>	<b>312</b>
<b>Special Tax District.....</b>	<b>314</b>
<b>2010 Jail Special Local Option Sales Tax .....</b>	<b>316</b>

## **DIRECTORY**

DEBT SERVICE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	137,810	139,148	140,534
<b>REVENUES</b>				
Miscellaneous	599	1,376	4,933	8,175
<b>TOTAL REVENUES</b>	599	1,376	4,933	8,175
<b>EXPENDITURES</b>				
Principal	-	-	680,000	700,000
Interest and Fees	116,681	205,908	209,455	199,254
<b>TOTAL EXPENDITURES</b>	116,681	205,908	889,455	899,254
<b>OTHER FINANCING SOURCES</b>				
Transfers In / (Out)	253,892	205,870	885,908	899,254
<b>ENDING FUND BALANCE</b>	<u>137,810</u>	<u>139,148</u>	<u>140,534</u>	<u>148,709</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, 2011**

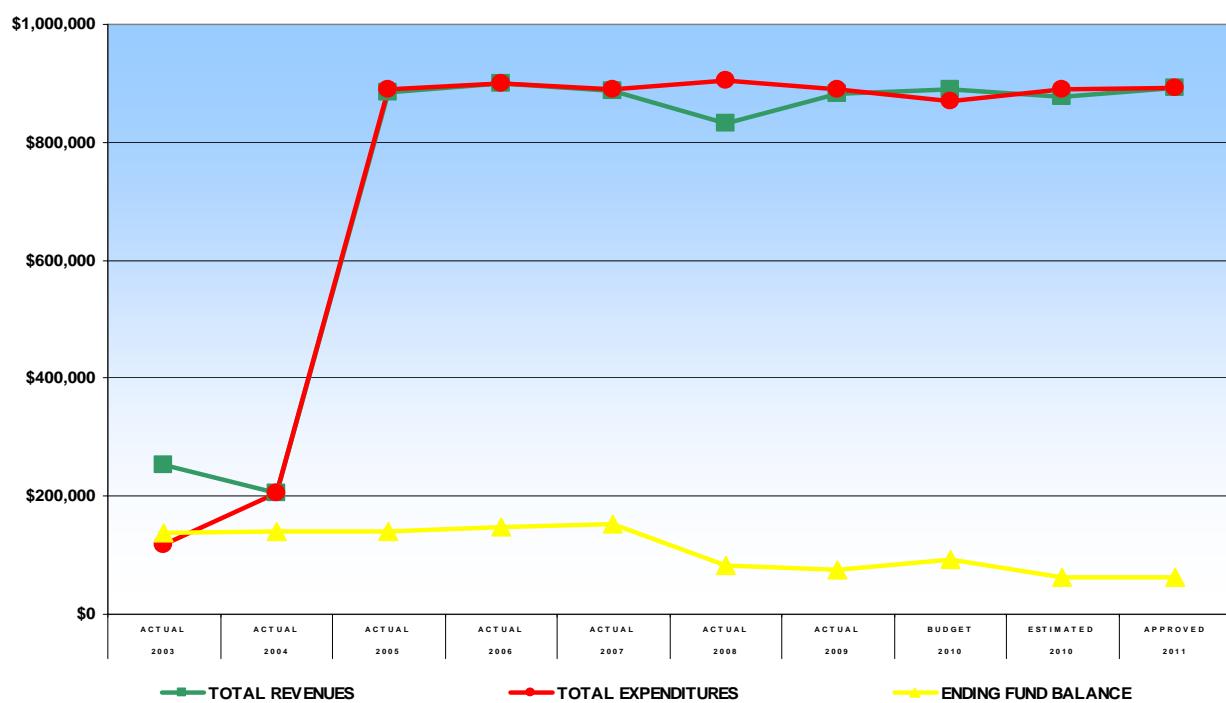
**REVENUES:** For 2011 there will only be a transfer in from the General Fund to cover the debt service payment.

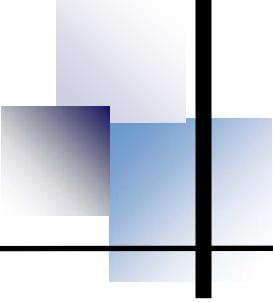
**EXPENDITURES:** For 2011 there will be expenditures to pay bond debt service. Payments are due May and November each year. Funds to pay debt service will come from the General Fund.

**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>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<b>2011 PERCENT OF TOTAL</b>
<u>148,709</u>	<u>153,119</u>	<u>82,034</u>	<u>73,935</u>	<u>73,935</u>	<u>62,842</u>	<u>100%</u>
<u>7,910</u>	<u>1,857</u>	<u>53</u>	<u>-</u>	<u>1</u>	<u>-</u>	<u>100%</u>
<u>7,910</u>	<u>1,857</u>	<u>53</u>	<u>-</u>	<u>1</u>	<u>-</u>	<u>100%</u>
<u>705,000</u>	<u>720,000</u>	<u>740,000</u>	<u>740,000</u>	<u>760,000</u>	<u>800,000</u>	<u>90%</u>
<u>185,208</u>	<u>184,624</u>	<u>150,273</u>	<u>129,683</u>	<u>129,183</u>	<u>91,183</u>	<u>10%</u>
<u>890,208</u>	<u>904,624</u>	<u>890,273</u>	<u>869,683</u>	<u>889,183</u>	<u>891,183</u>	<u>100%</u>
<u>886,708</u>	<u>831,682</u>	<u>882,121</u>	<u>889,683</u>	<u>878,089</u>	<u>891,183</u>	<u>100%</u>
<u>153,119</u>	<u>82,034</u>	<u>73,935</u>	<u>93,935</u>	<u>62,842</u>	<u>62,842</u>	<u>100%</u>





**Special Tax District**

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DEBT SERVICE TRENDS

	2003 <u>ACTUAL</u>	2004 <u>ACTUAL</u>	2005 <u>ACTUAL</u>	2006 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>19,869</u>	<u>3,902</u>	<u>(1,496)</u>	<u>1,923</u>
<b>REVENUES</b>				
Taxes	<u>112,621</u>	<u>118,764</u>	<u>128,081</u>	<u>106,078</u>
<b>TOTAL REVENUES</b>	<b>112,621</b>	<b>118,764</b>	<b>128,081</b>	<b>106,078</b>
<b>EXPENDITURES</b>				
Miscellaneous Expense	530	530	530	530
Debt Service Principal	75,000	75,000	80,000	85,000
Debt Service Interest	<u>53,058</u>	<u>48,632</u>	<u>44,132</u>	<u>39,053</u>
<b>TOTAL EXPENDITURES</b>	<b>128,588</b>	<b>124,162</b>	<b>124,662</b>	<b>124,583</b>
<b>ENDING FUND BALANCE</b>	<b><u>3,902</u></b>	<b><u>(1,496)</u></b>	<b><u>1,923</u></b>	<b><u>(16,582)</u></b>
	<b><u>PRINCIPAL</u></b>	<b><u>INTEREST</u></b>	<b><u>BALANCE</u></b>	
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	<b>230,000</b>	<b>22,226</b>	-	

DEBT SERVICE TRENDS

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

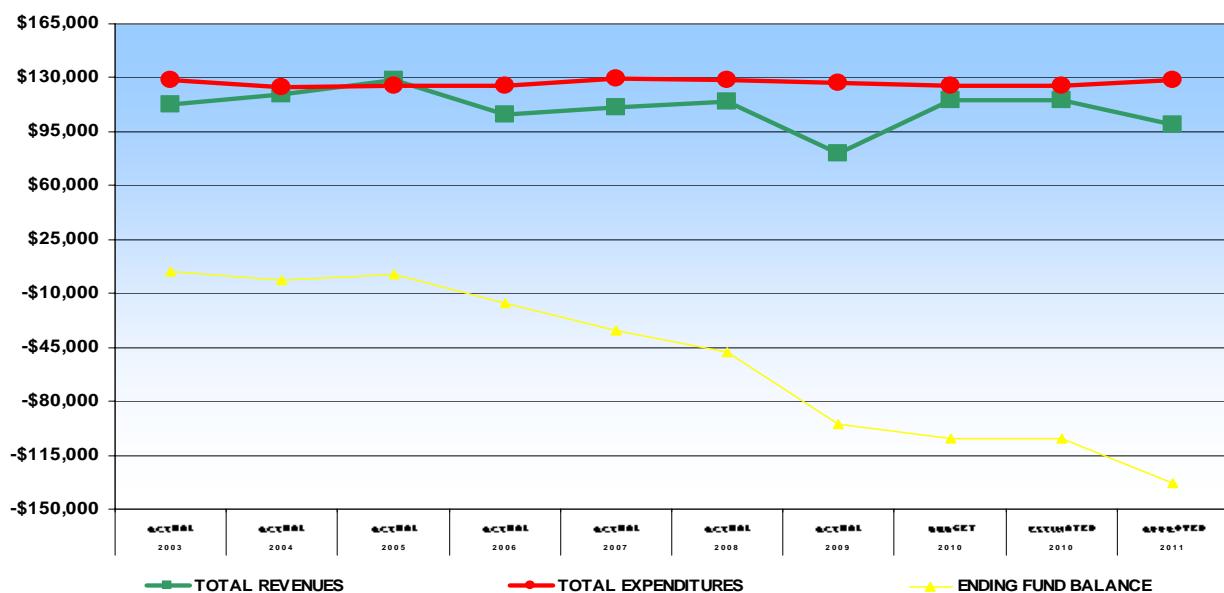
**REVENUES:** This source of taxes is paid by a special property tax levy on the taxpayers of Community Improvement District I. A tax rate is established each year to cover the debt service for that year.

**EXPENDITURES:** There is a 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 \$132,812 for 2011.

## Special Tax District

<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 BUDGET</u>	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>2011 PERCENT OF TOTAL</u>
<u>(16,582)</u>	<u>(34,531)</u>	<u>(48,297)</u>	<u>(94,457)</u>	<u>(94,457)</u>	<u>(104,662)</u>	<u>100.00%</u>
<u>111,162</u>	<u>114,387</u>	<u>80,642</u>	<u>115,000</u>	<u>115,000</u>	<u>100,000</u>	<u>100.00%</u>
111,162	114,387	80,642	115,000	115,000	100,000	100.00%
<u>530</u>	<u>530</u>	<u>530</u>	<u>600</u>	<u>600</u>	<u>530</u>	<u>0.41%</u>
95,000	100,000	105,000	110,000	110,000	120,000	93.64%
<u>33,581</u>	<u>27,623</u>	<u>21,272</u>	<u>14,605</u>	<u>14,605</u>	<u>7,620</u>	<u>5.95%</u>
129,111	128,153	126,802	125,205	125,205	128,150	100.00%
<u>(34,531)</u>	<u>(48,297)</u>	<u>(94,457)</u>	<u>(104,662)</u>	<u>(104,662)</u>	<u>(132,812)</u>	<u>0.00%</u>



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

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

TRENDS FOR THE YEAR ENDED December 31, 2011

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

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	TOTAL
<b>General Fund GENERAL GOVERNMENT</b>		
Communications & Relations	Software as recommended by Chairman	20,000
		<u>20,000</u>
Election Board	EasyVote	19,732
		<u>19,732</u>
Information Services	County-wide PC Refresh Program	22,500
		<u>22,500</u>
Property Management	Repair drainage at DC Health Department Re-Paving Parking Lot at Selman Dr Library H V A C compressors, Condensers Road to new Fairplay Library	20,000 62,000 12,000 120,000 <u>214,000</u>
Voter Registration	aXs System	16,920
		<u>16,920</u>
<b>General Fund PUBLIC SAFETY</b>		
Sheriff Enforcement	2011 Police Interceptor & Transport Vehicles	550,000
		<u>550,000</u>
<b>General Fund PUBLIC WORKS</b>		
DOT Maint. & Construction	Ford F350 Regular Cab pickup	22,980
		<u>22,980</u>
Motor Pool	2010 Ford Escape upgrade to Motor Pool 2011 Crown Victoria upgrade to Motor Pool	40,000 <u>40,000</u>
<b>General Fund PARKS, RECREATION AND CULTURE</b>		
Libraries	Final Funding for construction of Fairplay Library	451,250
		<u>451,250</u>
Parks & Recreation	LS Lithia Springs Park - Capital and Operating Requests Batting cage netting for Family Fun Center Boundary Waters Football Field Construction Boundary Waters Park Football Field Design	75,000 11,000 350,000 40,000 <u>\$ 476,000</u>
<b>Fund Total: General Fund</b>		<b><u>1,833,382</u></b>
<b>Emergency Telephone System - E-911</b>		
E-911 Fund	Motorola MTR3000 VHF Transmitter 2013 FCC mandate	8,000
		<u>8,000</u>
<b>GRAND TOTALS</b>		<b><u>1,841,382</u></b>

**Capital Impact on Operating Budget**

The 2010 postponement of the purchase of Sheriff Department Vehicles placed an urgent need for the 2011 Budget to include funds totaling \$550,000 for this Capital Outlay. The planned purchase of these vehicles early in 2011, allowed the procurement of vehicles that were similar enough in style to not require the purchase of new cages and other equipment needed in these types of vehicles. So, while there will be a cost to remove cages from the retiring vehicles and to install them in the new vehicles, there will be no operating cost to purchase new equipment. The cost of vehicle repairs and maintenance for the Sheriff's Department should be reduced slightly as the older vehicles are replaced and put into use for their first year of operations. Some level of fuel efficiency may also result in savings for this first year.

Other approved vehicle purchases include \$40,000 for the County's motor pool and \$22,980 for the Department of Transportation. Similar savings in operations to those of the Sheriff's Department should be recognized in 2011. Vehicles in these departments may be reassigned to other departments who may have older vehicles that need replacing but do not warrant the purchase of brand new vehicles. The operational savings would continue to trickle down to each department having a vehicle replaced with a newer vehicle.

In addition to the funds in the 2002 SPLOST Capital Project Fund for the construction of the new Lithia Springs Park the 2011 General Fund budget includes \$75,000 to facilitate this park becoming operational. The Parks Department will prioritize their needs to maximize the spending of these funds. Some items may be capital and will require maintenance and up keep in the years ahead, but for the first year of operations may require little additional funds. Salaries and benefits of \$39,914 are included in the budget for year for a Park Manager.

The Construction of the Fairplay Library will be complete in 2011. In addition to the \$451,250 Capital dollars, \$120,000 for a road is included in the General Fund 2011 Budget. Planned operational expenditures of \$16,881 are included as well. It is anticipated that the library will open late in the year and operational cost for Salaries, Benefits, Utilities, Supplies, etc. will be needed for the last month and a half.

The planned \$1 million contribution to the newly established Capital Transportation Fund will not result in any additional operating expenditures. Out Department of Transportation will follow their operational plans, with the funding for certain projects coming from this Capital Fund.

A total of \$390,000 for the design and construction of a football field at the Boundary Waters Park is budgeted. This field will need to be maintained at a high level. The Parks and Recreation Department budget includes funds for all parks for additional fertilizing and necessary chemicals to upkeep the grounds.

The Election Board and Voter Registration are in need of equipment to keep up with regulations, so \$36,652 has been approved for the equipment. This equipment will require maintenance, supplies, and there will be a cost associated with transporting it to voting sites. These same costs were incurred for the equipment that is being replaced, so any additional operational cost associated with this equipment will be nominal.

\$22,500 is approved for various replacements of technology equipment (i.e. computer, printers, etc.). While the Information Services department has a replacement plan for the County's computer equipment, it is somewhat unpredictable as to what will actually need replacing. In any event, it is unlikely that anything these funds are used for would qualify as Capital. However, should the need arise to replace capital equipment with these funds, little if no additional operating cost should be associated with the new equip-

# CAPITAL IMPACT ON OPERATING BUDGET

## Capital Impact on Operating Budget

ment that were not already earmarked for the same type of expenditures as related to the retiring equipment.

The Board feels strongly that the public needs to be well informed and the quality of programming of dctv23, the County's local cable television station needs to improve to facilitate this. A camera and editing technician position has been added. While this is not a Capital Item it will have an impact on the operating budget \$3,000 has been included in for this position to become operational.

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

# CAPITAL BUDGETING

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

The S.P.L.O.S.T. funds have purchased pumper trucks, ladder trucks, specialized trucks, ambulances, stair chairs, thermal cameras, turnout gear and other much needed equipment. The Fire Department's call volume increases each year, and we must continuously expand our service capabilities to keep abreast of the needs of the citizens. In 2011, we will complete

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 contributed \$1.7 million to see that this park is completed in 2011's fourth quarter. The major expansion of Winston Park which consists of new ball fields, a concession stand, walking trails and a playground/picnic area were 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 2011.



# CAPITAL BUDGETING

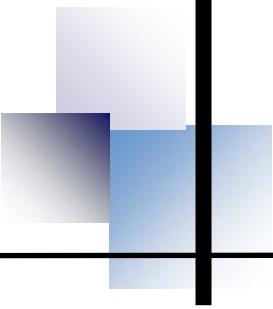
## S.P.L.O.S.T. Budget by Projects

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
<b>Project File Summary - Parks</b>			
Bond Issuance Cost	\$ 531,750	498,189	\$ 33,561
Bond Interest Cost	6,075,714	6,068,149	7,565
Administrative Professional Services	336,854	336,854	0
Land	8,373,864	8,373,864	0
Boundary Waters Multi Purpose Stadium	145,264	145,264	0
Deer Lick Multi Purpose Building	2,399	2,398	1
Deer Lick Skateboard Complex	297,907	297,906	1
Boundary Waters Baseball Complex	744,295	744,294	1
Boundary Waters Sports Complex	7,547,757	7,557,803	(10,046)
Boundary Waters Soccer/Football Complex	163,252	163,251	1
Senior Center	1,995,554	1,995,554	0
Aquatic Center	8,207,553	8,207,553	(0)
Deer Lick Tennis Center	231,485	231,485	(0)
Equipment	392,224	371,302	20,922
Woodrow Wilson Park Renovation	84,863	84,424	439
Lithia Springs Park Renovation	37,956	37,957	(1)
Deer Lick Park Renovation	826,207	826,383	(176)
Mt Carmel Park Renovation	83,986	83,986	0
Bill Arp Park Renovation	671,559	671,559	0
Winston Park Renovation	3,109,168	3,109,169	(1)
Post Road Park Renovation	498,948	498,948	(0)
Dog River Park Renovation	232,250	222,926	9,324
Project Manager	1,300,128	1,300,128	0
Buleah Ruritan Park Renovation	240,142	239,965	177
Fairplay Renovation	232,656	232,656	0
Clinton Estates Park Renovation	115,139	115,139	0
Deer Lick Dam Replacement & Drainage	668,758	668,758	0
Lithia Springs Park	646,272.00	625,426	20,845.61
Lithia Springs Park 2010	2,200,000.00	1,709,716.24	490,283.76
<b>TOTAL DOUGLAS COUNTY PARK PROJECTS</b>	<b>45,993,903.83</b>	<b>\$ 45,421,007</b>	<b>\$ 572,897</b>

# CAPITAL BUDGETING

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

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
<b>Project File Summary - Roads</b>			
Project Manager Cost	\$ 1,518,618	\$ 1,611,219	\$ (92,601)
Administrative/Professional Services	38,000	38,000	0
Transportation Modeling	688,771	688,771	-
Unpaved Roads	2,311,986	1,624,328	687,658
Intersection Imp. Mt Vernon & Skyview Dr	74,163	74,163	-
Sidewalks Junior High Drive	400,000	39,544	360,456
Intersection Impv Central Chruch & Kings Hwy	519,945	514,726	5,219
Intersection Impv Chapel Hill & W Chapel Hill	198,152	198,152	0
Intersection Impv Timber Ridge @ Presley Mill	1,847,652	1,351,130	496,522
Intersection Impv Chapel Hill @ Dorsett	5,283,096	3,817,066	1,466,030
Intersection Impv Chapel Hill @ Central Church	3,410,960	1,903,623	1,507,337
Intersection Impv Stewart Mill @ Yancy	1,180,000	180,775	999,225
Intersection Impv Bright Star & Douglas Blvd	98,600	98,600	0
Intersection Impv SR 5 & Bright Star	324,600	320,601	3,999
Bridge Anneewakee Creek	82,400	77,100	5,300
Bridge Stewarts Mill @ Reynolds	547,400	117,910	429,490
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	79,575	20,425
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	595,783	38,201
Mason Creek at Post Road Intersection Improvement	-	97,973	(97,973)
Unincorporated Road Projects	2,490,024	2,266,602	223,422
Resurfaced Roads & Prep & Shoulder Work (2 Projects)	16,516,269	15,850,207	666,062
Safety Action Project	1,484,899	1,484,898	1
Mt Vernon Culvert	37,678	36,605	1,073
Contingency Interest	61,464	-	61,464
<b>TOTAL DOUGLAS COUNTY ROAD PROJECTS</b>	<b>\$ 40,711,885</b>	<b>33,788,558.53</b>	<b>\$ 6,923,326</b>



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

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		<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
<b>Project File Summary - Fire</b>				
CAPITAL BUDGETING	Training Facility	\$ 1,502,188	\$ 1,509,110	\$ (6,922)
	Administrative Professional Services	11,400.00	11,400	-
	Administrative Building	106,121	-	106,121
	Equipment	1,983,202	1,852,326	130,876
	8 Pumper Trucks	2,048,392	2,048,392	0
	2 Ariel Trucks	1,167,759	1,167,755	4
	8 Specialized Trucks	1,237,580	420,546	817,034
	8 Ambulances	558,325	557,659	666
	16 Administrative Units	347,620	288,532	59,088
	Station 11 Dallas Hwy Renovation	148,673	150,616	(1,943)
	Station 8 Westside/Mirror Lake	1,366,904	1,366,903	1
	Station 5 Chapel Hill Renovation	272,699	105,935	166,764
	Station 6 Riverside Renovation	109,899	109,896	3
	Station 9 Eastside	1,000,000	66,095	933,905
	Station 1 Lithia Springs Groovers Lake Road	1,254,195	1,254,194	1
	General Renovations to Other Stations	108,551	95,059	13,492
	Contingency from Reduced Interest Projections	77,283	(2)	77,285
	<b>TOTAL DOUGLAS COUNTY FIRE PROJECTS</b>	<b>\$ 13,300,791</b>	<b>\$ 11,004,414.95</b>	<b>\$ 2,296,376</b>

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. Design and Engineering work is complete and Construction will begin in 2011.
- 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.

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	\$ 855,287	\$ 1,244,713
Lee Road/South Sweetwater Road	7,284,000	633,941	6,650,059
Lee Road Phase II	10,335,000	749,273	9,585,727
Total:	<u>\$ 19,719,000</u>	<u>\$ 2,238,501</u>	<u>\$ 17,480,499</u>

\* Includes encumbrances

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

**CAPITAL BUDGETING**

	PROJECT AUTHORIZATION	PRIOR YEARS	2011 ESTIMATED	TOTAL AT END OF 2011
<b>DOUGLAS COUNTY, GEORGIA</b>				
<b>GRTA ARTERIAL ROADS</b>				
<b>SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE</b>				
<b>FROM INCEPTION AND FOR THE YEAR 2011</b>				
<b>REVENUES:</b>				
Intergovernmental	\$ 19,719,000	\$ 1,891,992	\$ 800,000	\$ 2,691,992
Interest	-	4,324	-	4,324
<b>TOTAL REVENUES</b>	<b>\$ 19,719,000</b>	<b>\$ 1,896,316</b>	<b>\$ 800,000</b>	<b>\$ 2,696,316</b>
<b>EXPENDITURES:</b>				
Capital Outlay - Public Works	19,719,000	2,033,423	1,151,043	3,184,466
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,719,000</b>	<b>\$ 2,033,423</b>	<b>\$ 1,151,043</b>	<b>\$ 3,184,466</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ (137,107)</b>	<b>\$ (351,043)</b>	<b>\$ (488,150)</b>
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer In	-	450,000	-	\$ 450,000
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 450,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ 312,893</b>	<b>\$ (351,043)</b>	<b>\$ 35,244</b>
<b>FUND BALANCE BEGINNING OF YEAR</b>			<b>\$ 312,893</b>	
<b>FUND BALANCE END OF YEAR</b>			<b>\$ 312,893</b>	<b>\$ (38,150)</b>



## 2010 JAIL SPLOST CAPITAL PROJECT FUND

# CAPITAL BUDGETING

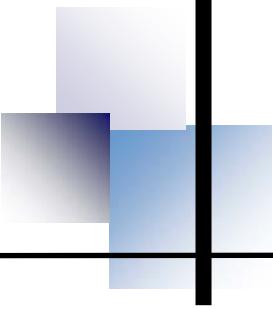
Construction on the \$117 million facility began in the last quarter of 2010.

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

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

### 2010 JAIL SPLOST CAPITAL PROJECT FUND

	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>PERCENT OF TOTAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>-</u>	<u>5,477,580</u>	<u>100%</u>
<b>REVENUES</b>			
Special Local Option Sales Tax	<u>15,267,674</u>	<u>15,655,734</u>	<u>0%</u>
Issuance of Long-Term Debt	<u>-</u>	<u>97,245,000</u>	<u>0%</u>
Premiums on Bonds Sold	<u>-</u>	<u>9,090,539</u>	<u>0%</u>
Interest	<u>6,356</u>	<u>239,620</u>	<u>100%</u>
<b>TOTAL REVENUES</b>	<u>15,274,031</u>	<u>122,230,893</u>	<u>100%</u>
<b>EXPENDITURES</b>			
Operating	<u>-</u>	<u>4,477,366</u>	<u>0%</u>
Transfers Out	<u>-</u>	<u>5,990,313</u>	<u>5%</u>
Capital Outlay	<u>9,796,451</u>	<u>111,763,214</u>	<u>0%</u>
<b>TOTAL EXPENDITURES</b>	<u>9,796,451</u>	<u>122,230,893</u>	<u>5%</u>
<b>ENDING FUND BALANCE</b>	<u><b>5,477,580</b></u>	<u><b>5,477,580</b></u>	<u><b>0%</b></u>




## Capital Transportation

The newly established Capital Transportation Fund will facilitate the ongoing projects from the Department of Transportation. The General Fund will contribute each year as funds are available and the Board deems it fiscally responsible to do so. Funding for these projects will also come from the Georgia Department Of Transportation and possible other agencies as well. For 2001 it is planned for the General Fund to contribute \$1 million to the Capital Transportation Fund for projects as follows:

# CAPITAL BUDGETING

### CAPITAL TRANSPORTATION FUND

CTF-Lee Rd Right of Way Acquisition Admin Costs	200,000
CTF-2011 LARP Resurfacing (3 Contracts) (GDOT Revenue \$400,000)	600,000
CTF-Chattahoochee Trail System DC Pilot Seg - Prelim (GDOT Revenue \$422,254)	105,563
CTF-Lee Rd Extension Prelim Align & Environmental Costs	100,000
<b>TOTAL 2011 GENERAL FUND CONTRIBUTIONS</b>	<b>1,005,563</b>

### CAPITAL TRANSPORTATION FUND

	<u>2010 ESTIMATED</u>	<u>2011 APPROVED</u>	<u>2011 PERCENT OF TOTAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>-</u>	<u>280,752</u>	<u>0%</u>

#### REVENUES

State Aid	-	822,254	45%
Transfers In	<u>2,079,269</u>	<u>1,005,563</u>	<u>55%</u>

#### TOTAL REVENUES

2,079,269      1,827,817      100%

#### EXPENDITURES

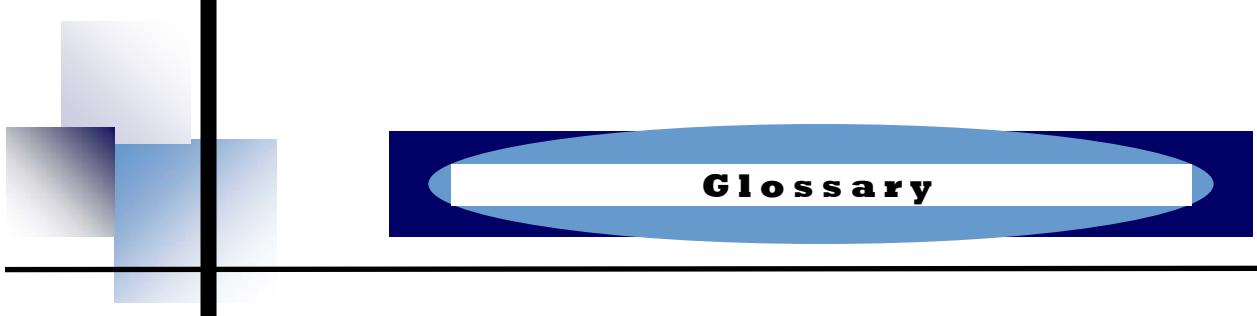
Capital Outlay	1,348,517	1,627,817	89%
Transfers Out	<u>450,000</u>	<u>200,000</u>	<u>11%</u>

#### TOTAL EXPENDITURES

1,798,517      1,827,817      100%

#### ENDING FUND BALANCE

280,752      280,752      0%



## Glossary

# APPENDIX

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# APPENDIX

## Glossary

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

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

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

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

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

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

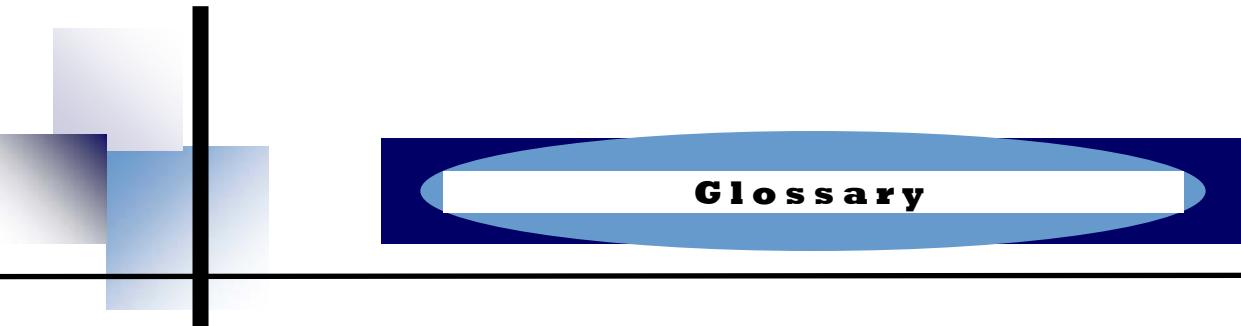
**Franchise Taxes** – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

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

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

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

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



# 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.

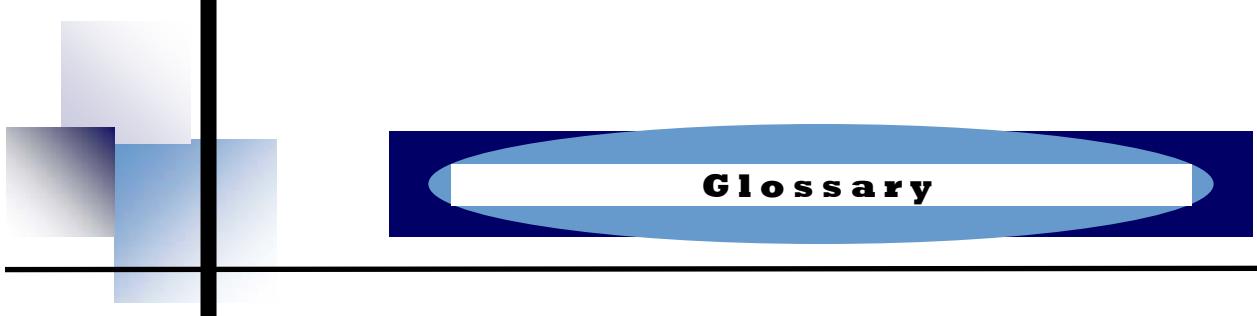
**Revenue** – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

**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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