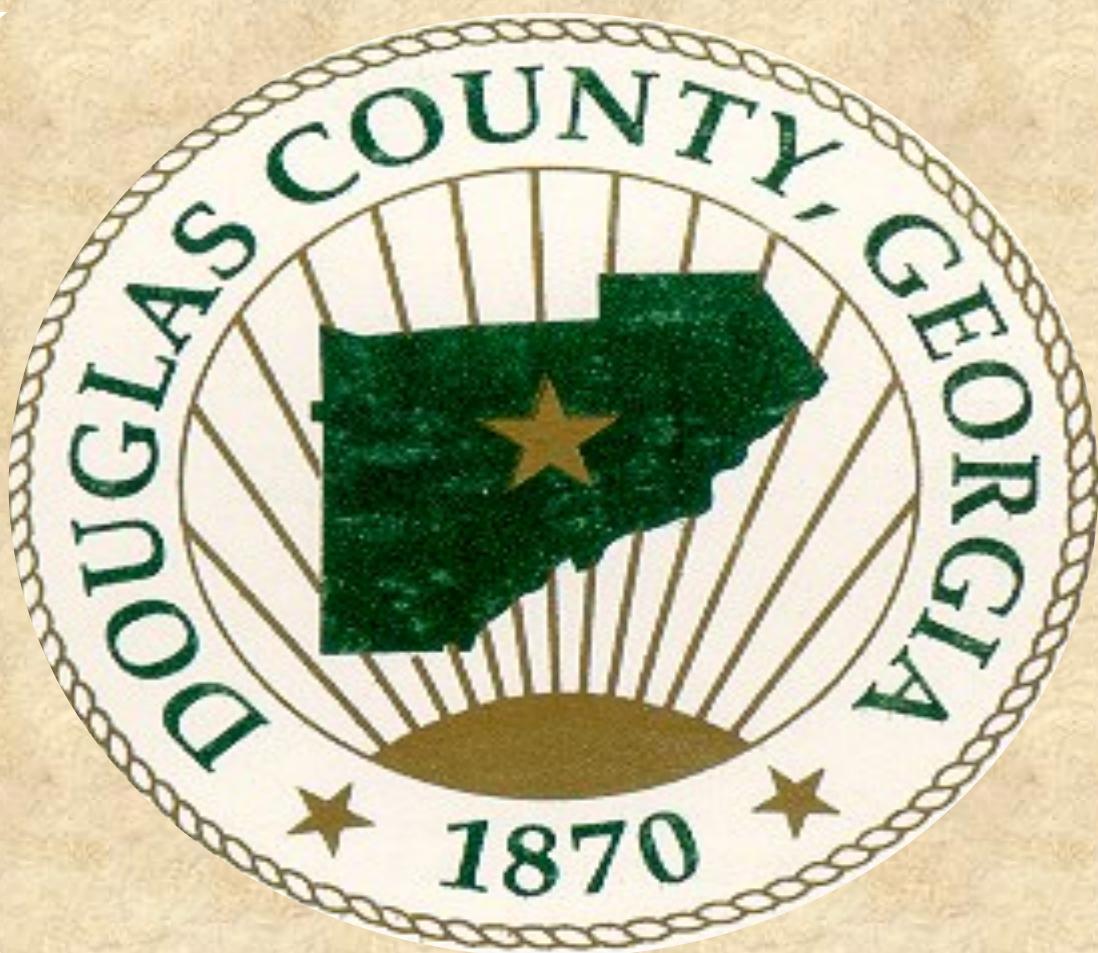


# **DOUGLAS COUNTY, GEORGIA**



**2020  
OPERATING  
BUDGET**



**DOUGLAS COUNTY BOARD OF COMMISSIONERS  
&  
COUNTY ADMINISTRATOR**



**Dr. Romona Jackson Jones  
Madam Chair**



**Henry Mitchell III  
District #1**



**Kelly Robinson  
District #2**



**Tarenia Carthan  
District #3**



**Ann Jones Guider  
District #4**



**Mark Teal  
County Administrator**

**2020 OPERATING BUDGET**

Prepared by: Douglas County Finance Department Staff

# **DOUGLAS COUNTY FINANCE DEPARTMENT**



**JENNIFER HALLMAN, FINANCE DIRECTOR**

**SABRINA COGBURN, FINANCIAL ANALYST**

**JULIE CLARK, SENIOR ACCOUNTANT**

**TERRI DAVISON, ACCOUNTING SUPERVISOR**

**BRITTANY GILREATH, PAYROLL ADMINISTRATOR**

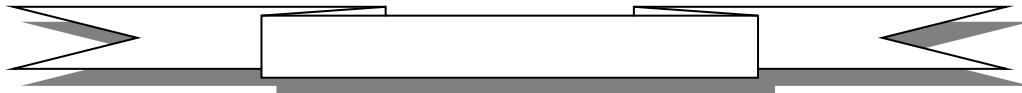
**DENISE WYNN, ACCOUNTANT**

**TIFFANY LACEY, ACCOUNTING ASSISTANT II**

**ANN BISHOP, ACCOUNTING ASSISTANT II**

**MELISSA HAYES, ACCOUNTING ASSISTANT II**

**SUZANNE KIMBERLIN, ACCOUNTING ASSISTANT II**



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

**MARK TEAL, COUNTY ADMINISTRATOR  
RICK MARTIN, COMMUNICATIONS DIRECTOR  
MARK COX, PRINTING**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Douglas County Board of Commissioners  
Georgia**

For the Fiscal Year Beginning

**January 1, 2019**

*Christopher P. Morrell*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Douglas County, Georgia for its Annual Budget beginning January 1, 2019.

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.



## **Table of Contents**

### **I. BUDGET MESSAGE**

Message from the County Administrator .....	i
---	---

### **II. GENERAL INFORMATION**

Introduction to Douglas County/Description .....	1
Organizational Chart .....	4

### **III. POLICIES AND PROCEDURES**

Budget Process .....	5
Budget Calendar .....	9
Budget Policy .....	10
Budget Amendments .....	14
Budget Controls .....	15
Fiscal Policy and Procedures .....	16
Legal Debt Margin .....	19

### **IV. BUDGET SUMMARIES**

Funding Sources and Appropriations Statement .....	21
Summary of Revenues and Other Funding Sources .....	22
Summary of Appropriations .....	23
Detail of Revenues and Other Financing Sources by Type .....	24
Summary of Financing Sources and Uses by Type .....	26
Comparison of Expenditures Summary & Statements .....	27
Three-Year Summary Comparison of Revenue .....	34
Three-Year Summary Comparison of Expenditures .....	36
Comparison by Appropriation Class Summary .....	38
Summary of Appropriations by General Type .....	39
Summary of Fund Balance .....	41
Summary of Staffing and Staffing Changes Statement .....	42
Summary of Full-Time Personnel .....	43
Summary of Full-Time Personnel Chart .....	46
Summary of Part-Time Personnel .....	47
Summary of Part-Time Personnel Chart .....	49



## Table of Contents

### **V. GENERAL FUND**

#### **GENERAL FUND**

General Fund Trends .....	51
Revenue, Expenditure, and Fund Balance Trends Table .....	58
Revenues, Expenditure, and Fund Balance Trends Charts .....	60

#### **GENERAL GOVERNMENT**

General Government Directory .....	63
Appropriations (General).....	64
Board of Commissioners .....	65
Communications .....	72
Courthouse Maintenance .....	75
Election Board.....	78
Finance.....	81
Human Resources .....	84
Information Services.....	87
Legal Services .....	90
Motor Pool.....	92
Printing & Mail.....	95
Property Management.....	98
Purchasing .....	101
Records Retention .....	104
Risk and Safety.....	107
Tax Appraisal.....	110
Tax Assessor .....	113
Tax Commissioner .....	116
Tax Equalization Board .....	119
External Affairs .....	121

#### **JUDICIAL SYSTEM**

Judicial System Directory.....	123
State DUI Court .....	124
Clerk of State Court.....	127
Clerk of Superior Court .....	130
District Attorney .....	133
Juvenile Court.....	136



## Table of Contents

### GENERAL FUND (continued)

#### JUDICIAL SYSTEM (continued)

Magistrate Court.....	140
Probate Court.....	143
Public Defender .....	146
State Court – Judges .....	149
State Court – Solicitor .....	152
Superior Court – Judges & Operations .....	155
Juvenile Programs Administration .....	158
Superior Felony Drug Court.....	161

#### PUBLIC SAFETY

Public Safety Directory.....	165
Coroner .....	166
Emergency Management.....	168
Sheriff – Detention .....	171
Sheriff – Enforcement.....	175

#### PUBLIC WORKS

Public Works Directory .....	179
Department of Transportation.....	180
D.O.T. – Administration .....	181
D.O.T. – Maintenance & Construction .....	182
D.O.T. – Traffic Operations .....	183
Fleet Management .....	186

#### HEALTH AND WELFARE

Health & Welfare Directory .....	189
Board of Health .....	190
Community Services Board.....	193
Family and Children Services .....	195
Senior Services.....	197



## **Table of Contents**

### **PARKS, RECREATION, CULTURE**

Parks, Recreation, Culture Directory.....	201
Boys & Girls Club.....	202
Cultural Arts Council.....	203
Douglas County Libraries .....	204
Parks and Recreation .....	207
Parks and Recreation Aquatic Center .....	211
Parks and Recreation Senior Center.....	212

### **PLANNING AND COMMUNITY DEVELOPMENT**

Planning and Community Development Directory .....	213
Cooperative Extension.....	214
Economic Development Authority .....	217
Geographic Information Systems .....	219
Rideshare Program.....	222
S.H.A.R.E. House .....	225

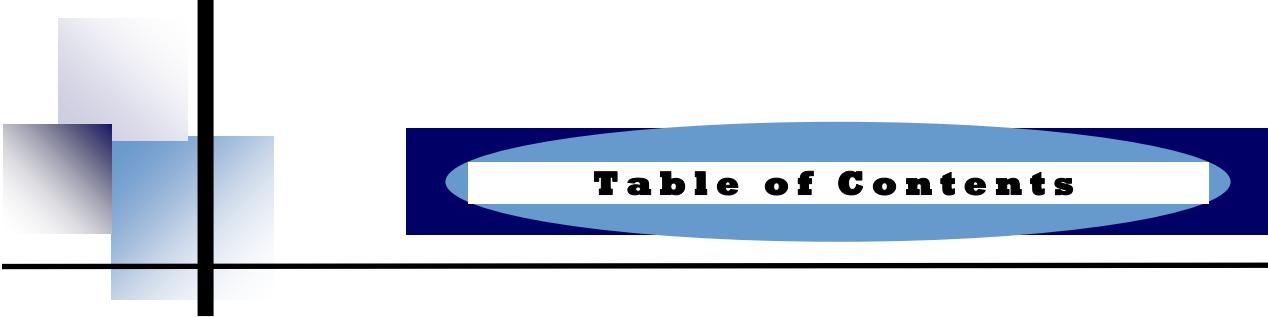
### **VI. SPECIAL REVENUE FUNDS**

Special Revenue Funds Directory .....	227
District Attorney Confiscated Funds.....	228
Drug Abuse Treatment Fund.....	230
E-911/Wireless Telephone System Fund .....	232
Tourism & Chamber of Commerce .....	238
Hotel Motel Tax Fund .....	240
State Court Technology Fund .....	242
Law Library .....	244
Sheriff Confiscated Funds.....	246
Sheriff Inmate Commissary .....	248
Sheriff Other .....	250
Sidewalk Fund.....	252
Neighborhood Stabilization Program Fund .....	254
Victim Assistance Fund .....	256
Development Services .....	260
Unincorporated Area Special District Fund .....	280
Fire Protection and EMS Fund.....	284
Animal Control Services Fund.....	290

### **VII. ENTERPRISE FUNDS**

Enterprise Funds Directory.....	295
Landfill Fund.....	296





## Table of Contents

---

### **VIII. INTERNAL SERVICE FUNDS**

Internal Service Funds Directory .....	301
Health and Employee Benefits .....	302
Workers Compensation.....	304

### **IX. DEBT SERVICE FUND**

Debt Service Funds Directory .....	307
2016 S.P.L.O.S.T. Debt Service.....	308

### **X. CAPITAL BUDGETING**

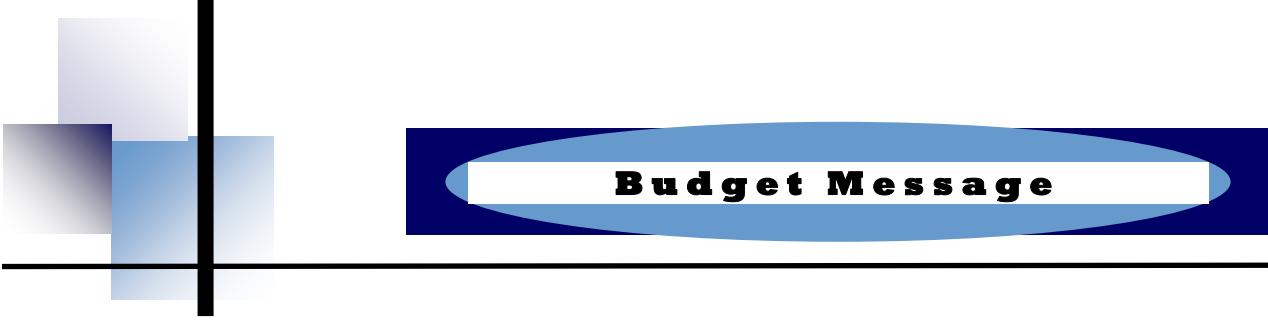
Capital Outlay Expenditure Policy.....	311
Approved Capital Purchases within Various Funds	
Other Than Capital Project Funds .....	312
Capital Expenditure Impact on Operating Budget .....	313
Long Term Financial Plan.....	314
2002 S.P.L.O.S.T. Description & Budget by Projects .....	315
2016 S.P.L.O.S.T. Capital Projects .....	319
Capital Transportation Fund .....	320

### **XI. APPENDIX**

Glossary of Financial Terminology.....	321
Glossary of Acronyms.....	329







## Budget Message

### 2020 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2020 annual operating and capital budgets totaling \$189,949,480. 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 2020 BUDGET

**General Fund** The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning & Community Development Services. The 2020 budget totals \$102,421,194. This is an increase of \$12,805,369 from 2019. The increase of this is due to many factors. In 2020 there is a full year of the 5% salary increase that was given to employees versus six months in 2019. There are 27 pay periods versus the 26 in 2019. The County is self-insured, and healthcare costs continue to rise. The Healthcare Fund is projected to end 2019 with a negative fund balance of \$2.1 million. In 2019, the Unincorporated Services Area Fund was able to provide relief in the amount of \$5.8 million to the Healthcare Fund. In 2020 the fund was only able to contribute \$1.2 million leaving most of the burden to fall on the General Fund. The 2020 Budget also included approximately \$4.5 million in necessary budget improvement requests that are detailed throughout this message. To mitigate these increases the Board approved a 3.5% operating cut across the Board.

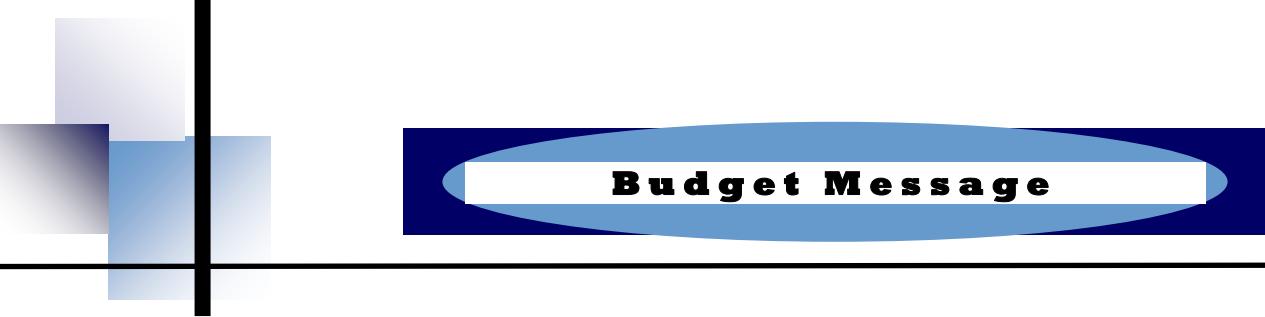
**Capital** In November 2016 the citizens of Douglas County voted for a Special Purpose Local Option Sales Tax (SPLOST) to fund infrastructure, parks, public safety radio system, and Fire and EMS. The term of the SPLOST is to be six years with an estimated \$134 million in revenue to be generated. Of this amount, the intergovernmental agreement with the cities within the County will have the County receiving 72.26% of collections. These SPLOST projects are underway and this lessened the burden for the General Fund to have capital expenditures included in the 2020 budget.

Public Safety is always a priority of the Board of Commissioners. The 2020 Budget includes 35 leased Chevrolet Tahoes as well as the equipment needed to put them into service. The total cost of this will be \$993,000, and of that amount the Sheriff has agreed to pay up to \$500,000 from his Sheriff Asset Forfeiture account.

With the everchanging environment when it comes to technology and the risk of security threats within our information systems the Board approved three different budget improvement requests pertaining to this. One is an IT PC refresh in the amount of \$150,000. With some computers still running on operating systems that are no longer supported there is an increased security risk. An enhanced email security program in the amount of \$26,500 was also approved. This will help reduce any emails that are a potential threat from making it through the server. Approved in the 2020 budget was new software for the Tax Commissioner and Appraisal in the amount of \$976,000. The current software is outdated. The new software will be more efficient and able to communicate with the State's program more efficiently.

In a continued effort to revamp parks that were not a part of SPLOST projects, \$121,000 in playground equipment for Fairplay and Bill Arp Park were approved in 2020. As Douglas County continues to trend in the direction of decriminalization and focusing on helping offenders to rehabilitation \$150,000 in housing for homeless in the mental health accountability court was approved. Another court related item was replacing one of the seven courtroom audio systems in the amount of \$20,000. Lastly, GIS county wide aerial photography in the amount of \$80,000 was approved.

In an effort to look to the future from a long-term perspective a long-term capital plan that includes financing options will be fully developed in the 2020 budget year. Our Finance Department, financial advisors, Department of Transportation, and Development Services are currently working on this to present to the Board.



## Budget Message

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**Salaries, Benefits, and Related Operational** The Board is committed to attracting and retaining quality personnel. Unfortunately, with the most recent salary study that was implemented and this year's budget having an additional payroll there were no funds for any Cost of Living Adjustment or merit increase. The 2020 budget does include certain raises for Sheriff's deputies to help with retention and competition from surrounding local governments. There were also several new positions included in the 2020 budget. As the courts continue to grow so does the case load. To help with this an assistant public defender and their equipment was included at \$90,750 as well as a part time paralegal for the Solicitor's office in the amount of \$40,000. The Tax Commissioner also had a need for additional part time and full-time staff at the amount of \$80,000. Lastly, three Board of Commissioner's part-time aids in the amount of \$50,000 each.

**Animal Control Services Fund** This fund was established in 2014 with the first budget year being 2015. Funding in 2020 for this fund comes from a number of sources. Animal Control Fees of \$58,800 are the smallest revenue source. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$315,851. And the Unincorporated Area's portion is \$658,569. A balanced budget was adopted with expenditures of \$1.6 million.

**District Attorney Confiscated Fund** This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia, Title 16, Volume 12, Section 49. The District Attorney's Office is entitled to ten percent of the amount distributed to provide for payment of any and all necessary expenses for the operation of the office. The budget is projected to be balanced with revenues equaling expenditures of \$200,000 each. Projected ending fund balance is approximately \$355,303.

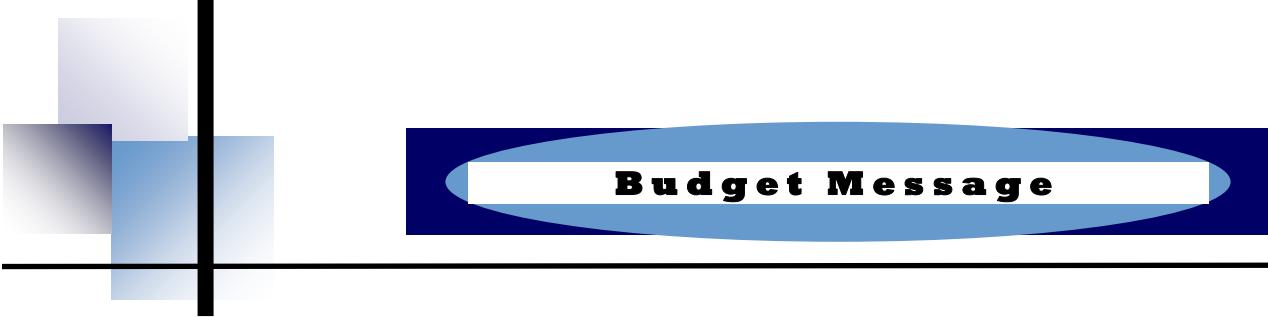
**Drug Abuse Treatment Fund** This fund provides for mediation of drug abuse offenders mostly through classes and testing through sentencing by the court system. The budget is projected to be balanced with revenues equaling expenditures of \$171,600 each. Projected ending fund balance is approximately \$1 million.

**E-911 Dispatch Fund** This fund provides emergency dispatch services to the Douglas County Fire & Emergency Medical Department, the Douglas County Sheriff's Department, the City of Douglasville Police Department and the Georgia State Patrol. The budget is projected to be balanced with revenues equaling expenditures totaling \$3.3 million, which includes a new radio maintenance position in the amount of \$90,000. It also includes two new E-911 Ford Escapes. Projected ending fund balance is approximately \$4.4 million.

**Fire Protection Services and EMS Fund** This fund was established in 2014 with the first budget year being 2015. Funding for this fund comes from a number of sources. Emergency Medical Services Fees are \$2.5 million. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$2 million. The Unincorporated Area and General Fund are paying \$6.2 and \$5.8 million respectively. A balanced budget was adopted with expenditures of \$16.6 million.

**Hotel-Motel Tax Fund** The \$1.4 million income generated in this fund is utilized to fund tourism through the Chamber of Commerce, Tourism and History Commission, and the Douglas County Travel and Tourism. Tourism is also promoted from within the County operations. The 2020 budget includes plans for the Tourism Director to continue to operate in conjunction with the Development Authority. She will also be overseeing the Douglas County Travel and Tourism. The 2020 ending fund balance is projected to be approximately \$209,462.

**Law Library Fund** This fund is controlled by the Superior Court Judges and is utilized to keep the Douglas County Law Library updated. Revenues are received from Superior Court, Magistrate Court and Probate Court. Estimated revenues from fines and earnings amount to \$600,853. Expenditures for operating expenses are budgeted at the same rate. Ending fund balance is projected to be approximately \$600,853.



## Budget Message

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

**Sheriff Confiscated Funds** This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia Title 16, Volume 13, Section 49. The Sheriff's Office is entitled to 1/3 of the amount distributed to provide for any official law enforcement purpose except for the payment of salaries or rewards to law enforcement personnel. The budget is projected to be balanced with revenues of \$2.3 million equaling expenditures.

**Sheriff Inmate Commissary Fund** This fund generates revenue from the sale of supplies to jail inmates. The profit from the sales is used for the benefit of the general inmate population. Revenues are projected at \$491,468. The budget is projected to be balanced with revenues equaling expenditures. Projected ending fund balance is approximately \$491,468.

**Sheriff Other Programs Fund** This fund generates revenue from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education and Combined Accident Reduction Effort programs. Revenues and expenditures are budgeted for \$40,743, with a projected ending fund balance of approximately \$40,743.

**Unincorporated Special Services District Fund** This fund is for revenues and expenditures that are solely for the unincorporated area of the County. Of the \$10.6 million 2020 budget, a total of \$6.9 million will be transferred to the Animal Control Fund and the Fire Services & EMS Fund. A total of \$1.2 million will be transferred to the Healthcare Fund, to reduce the General Fund's contribution for claims. The ending fund balance is projected to be \$729,964.

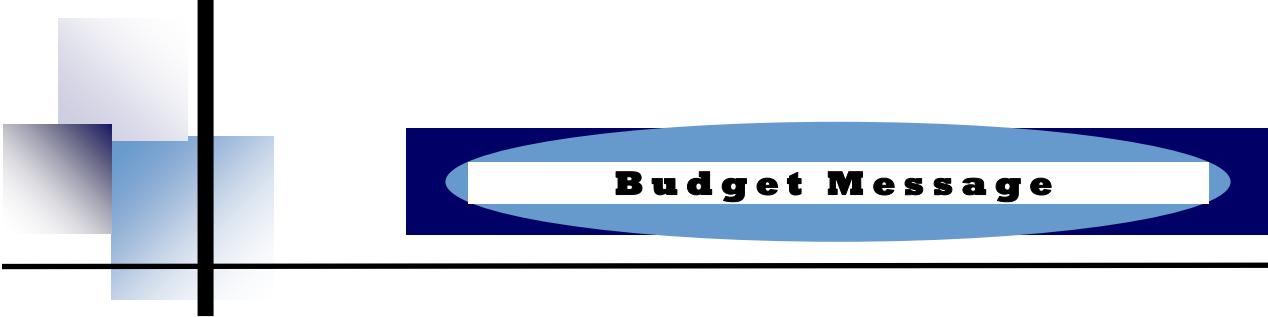
**Victim Assistance Fund** This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$240,576. Revenues are projected at \$204,000 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$30,000. The projected ending fund balance is projected to be \$293,693.

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

**NSP** The County is now in the 3<sup>rd</sup> phase of the Neighborhood Stabilization Program with phase 1 still being active as well. This program uses Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home and puts a home into the market that would have otherwise continued to deteriorate. The balanced budget for the coming year is \$250,501, and the projected ending fund balance is \$339,952.

**Landfill Enterprise Fund.** This fund provides solid waste disposal services for the citizens of Douglas County. Services provided include a putricle waste transfer station, a construction and demolition landfill and a recycling facility. The estimated 2020 beginning retained earnings is negative \$1.1. Projected revenues and expenditures are estimated at \$2 million and \$2 million respectively. The ending retained earnings are projected to be a negative \$1.1 million.

**Health and Employee Benefits Fund.** This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds, employees and retirees. Total expenditures for 2020 are anticipated to be \$16,512,896 as compared to \$15,390,150 for the year 2019. The beginning fund balance is a negative \$2.3 million. The employees contribute based on a tier structure of coverage which equals approximately \$2,714,441. In 2016 prior to open enrollment for 2016, a benefits consulting firm was brought on board to assess our plan. Changes continue to be made to the plan that offers overall savings while simultaneously transferring some of the cost to employees from the County. This fund will continue to be monitored for potential cost savings to strive to reduce the deficit in the fund balance.



## Budget Message

**Workers' Compensation Fund.** This is an internal service fund that provides workers' compensation benefits for Douglas County employees. Revenues are generated by transfer payments from the General Fund, E-911 Fund, Unincorporated Area Special Services District Fund, Fire Services and EMS Fund, Animal Control Services Fund, History and Tourism Fund, Victim Assistance Fund and Landfill Enterprise Fund. 2020 begins with an estimated \$330,517 fund balance. Total expenditures for 2020 are budgeted at \$956,900 with revenues to be the same. This leaves the projected 2020 ending net assets for this fund at approximately \$330,517.

### ACCOMPLISHMENTS FOR 2019

Demand for general government services, court services, law enforcement and other government services continued to steadily increase at a pace much faster than the revenue increases experienced by the County. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. Even with factors beyond anyone's control such as the cost of fuel, home values, etc. the 2019 expenditures are estimated to be at least seven percent under budget. Douglas County continued in 2019 to improve on services offered to its citizens.

#### Improved Planning and Community Development:

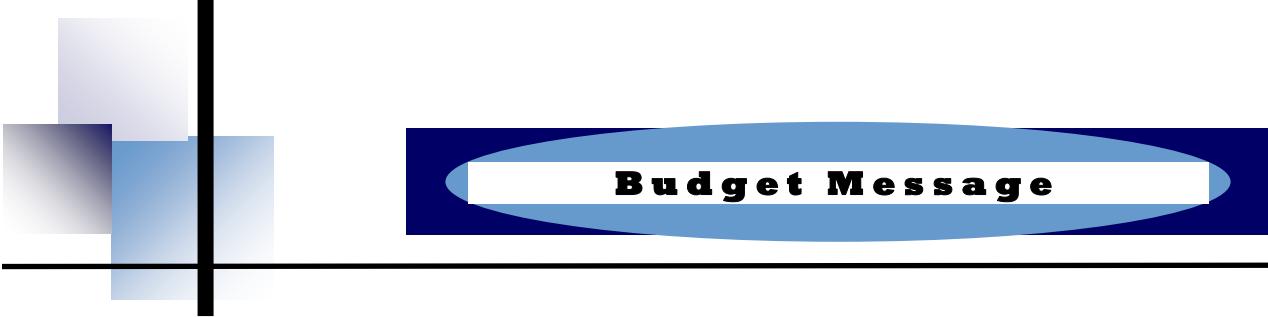
In order to continue to provide quality services to our citizens it is necessary for the County to look to the future. Connect Douglas continues to work off the comprehensive transportation study completed in 2015 to fulfill the transportation needs countywide across all demographics and locations. This study is serving as a blueprint for expanded and new services and programs designed to improve the mobility of all Douglas County citizens. Some transportation options and assistance currently offered within the County are vanpools, fixed route bus systems, and one-way trips for senior/disabled citizens through a voucher program. The increased services have caused a need to expand the multi-module transportation center in 2020. Majority of these services are all through federal grants that have been secured that only require a minimal local match

The Voucher program that assists senior adults and disabled individuals with purchasing and arranging transportation was expanded. Over the past few years there have been an average of 75 clients served by the voucher program. Currently, there are four fixed bus routes with plans of adding two new cutaways. With these programs expanding the County has recently hired a voucher clerk, transit coordinator, and compliance officer.

The Geographical Information Systems/Mapping department will be completing countywide aerial photography. This has not been completed in seven years and is due for an update with the ever-changing County. The department has also received a new plotter in 2020 that will allow them to better assist and serve County personnel and citizens.

#### Improved General Government Operations:

Voter Registration and Elections will be experiencing a presidential election this year. With this and the new State requirements of going to a new voting system they are experiencing additional costs. The State has mandated new voting equipment. With this equipment comes additional expenses that they haven't had in previous years. The new equipment is having to be stored in a building that is currently being leased and renovated. The equipment is also very heavy and requires professional movers to transport the equipment to each election site and back to storage. The new equipment will cast a paper ballot that will be printed out. Going away from electronic voting also means additional costs in toner for printing of the ballots. The number of voters registered in Douglas County is currently at 103,687. This was aided in part by hosting community outreach initiatives and informational session as every large event in the County.



## Budget Message

Many County departments service other departments. While their operations are not seen by the public, their efforts affect the budget and accomplishments in operations and budget savings do impact the citizens of Douglas County. As the County grows, government operations grow. With this growth comes an increasing number of documents that need to be stored. With demising space options, our Records Department faces many challenges. To continue to provide quality record storage and retrieval methods, a new imaging software that will allow the County to maintain existing digital records and to continue to process imaging projects for ease of access for County departments and the public was purchased in recent years. The records department had over 1,000 open records requests and indexed over 20,000 documents in 2019. These numbers continue to trend upward and are projected to increase in 2020.

Risk and Safety managed insurance claims in 2019 that resulted in collections of \$1.9 million in deductibles, insurance settlements, and other receivables. In addition to their normal duties of investigating incidents, inspecting County facilities, conducting insurance contract reviews, and overall managing claims, Risk and Safety made exhaustive efforts to reduce the number and severity of claims. They conducted 96 training classes, actively engaged the County's Safety Board through regular meetings, and completed a 30 chapter safety manual.

It is vital for the citizens to be informed and in 2019 the Communications and Community Relations Department enhanced the many avenues County information is disseminated. New and more informative programs on dcvtv23 are now available for viewing such as the "Chairman's Show," "This is Douglas County," and "District Dialogue." September Saturdays Festival is held at the courthouse each year and continues to be successful in a local event for citizens. It is also a means of raising money to  Communities in Schools Charities. Other public events hosted continue to grow. Trick or Treat at the Courthouse, the Veterans Day Lighted Parade, and Holiday Concerts at the Courthouse are just a few.

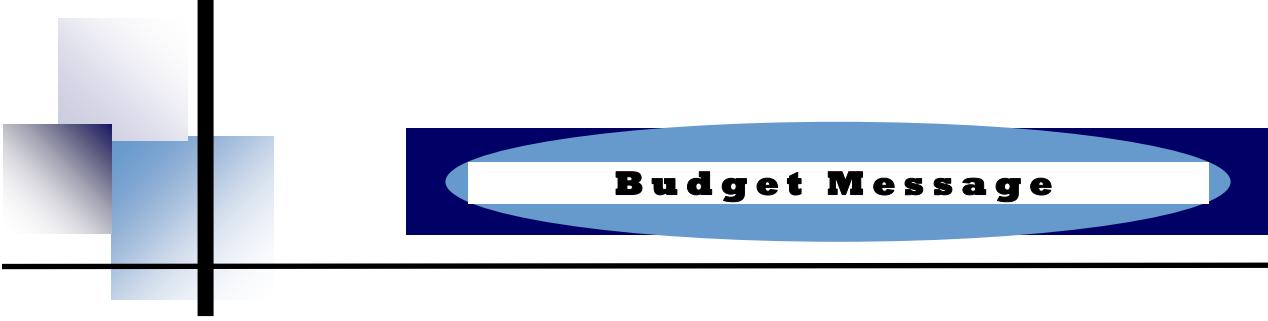
### Improved Judicial Services:

For the 2020 budget year it is projected that the Superior Court of Douglas County will have 2,870 civil filings and 1,608 criminal case filings. It is the third busiest superior court circuit in the State of Georgia, and in the past year disposed of 4,478 criminal and civil cases--several hundred more than were filed in the same time period.

Douglas County has made progress in criminal justice reform with the current accountability courts in place. There is a Felony Drug Court, Mental Health Court, and a DUI Court. All these courts are focusing on rehabilitation. Majority of these courts are funded partially by grants. The participation number continues to grow as well. One example is the Felony Drug Court, which has been trending at 20 new additional participants each year topping out at 110 estimated participants for the 2020 budget year.

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

The Juvenile Programs has operated Douglas County Family Treatment Court (FTC) from November 2007 until present. The FTC has served over 140 clients with 47 graduations and 16 babies born drug free. In this program, there were 59 child to parent reunifications. These parents were assisted and equipped to be able to maintain custody of their children by helping them enter the appropriate treatment faster than the normal dependency case. FTC in Douglas County is proud to have an Administrator, a Coordinator, a Case Manager and two Peer Support Specialists. Our team is well trained and always uses a non-adversarial approach to our participants. FTC is certified by the State through the Council of Accountability Court Judges. Douglas County's FTC also serves as a Peer Review Team to other family treatment courts in the state. Linking, integrating, and Networking for Kids Program served 32 families. We bring together a team of providers to address the needs of the family having difficulty in being able to access services needed for their children, monitor those services, and provide supports to the family. Juvenile Programs largely operates from grant funding from the Bureau of Justice Statistics, Criminal Justice Coordinating Council, and the Office of Juvenile Justice and Delinquency Prevention.



## Budget Message

### **Improved Public Safety:**

Safety of our citizens remained a priority in 2019. As the County grows, so does the need for safety enhancements. Douglas County emergency personnel stepped forward with improvements such as implementing a new patrol zone for the Fairplay area to improve coverage and response times. Six rapid ID fingerprint scanners were assigned to mobile units throughout the County. Throughout 2019 approximately 1.1 million miles were patrolled.

Community outreach is also a number one priority in regards to public safety. There were 19 Citizen's Law Enforcement Academy students, 39 Public Handgun Clinic participants, 20 K-9 demonstrations, over 400 teens taught in the C.A.R.E teen driving program, and over 30 classes taught in the Citizen's Response to Active Shooters Events. Other outreach events included over 750 children assisted at Christmas, over 4,000 children served at the annual Trunk or Treat, over 600 families assisted in a time of need, and over 50 communities and events were visited by the Polar Patrol Ice Cream Truck.

Fire and EMS put the SPLOST pennies to good use in 2019. The renovations to Station 3 were completed as was the new 800mtz radio system. A new pumper truck, ambulance, and upgraded stretchers were all purchased as well. With over 400 fire calls in 2019 these new upgrades will help them continue to serve the public. In 2019 over 18,000 calls to service were ran and it is projected to have almost 19,000 in 2020. Transports, EMS calls, and inspections are all projected to increase in 2020.

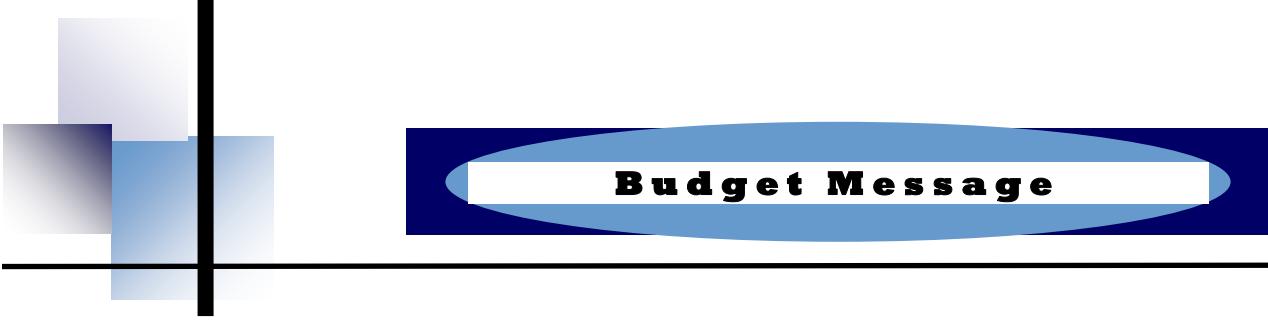
E-911 improved text to 911 service with new technology available through AT&T, by adding the AT&T E-911 texting technology platform that was not available when the service was first implemented. This will take us away from the vulnerable internet-based program and place all the function through AT&T console equipment. New personnel was added to allow for improved training through classroom and actual floor training in the radio room. Phones were made operational at the E-911 backup center and obsolete antennas and equipment was removed from the tower at this location. AT&T Viper Phone System was also installed at the backup E-911 center.

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

### **Improved Public Works:**

LMIG and SPLOST dollars continue to be put to work with several ongoing projects. Our commitment to provide transportation alternatives is displayed with the completion of a comprehensive transportation study in 2016 and funds were secured for such projects as a flex bus route system to be implemented in 2019. The Douglas County Department of Transportation cut 850 shoulder miles, repaired 500 potholes, and removed 150 trees all in 2019.

Fleet management relocated to a new facility more centrally located to other government operations and those utilizing automotive maintenance, repairs, and fueling. This relocation included the installation of repair equipment and construction/installation of a new fueling facility. They continue to keep the County's fleet running and operational with over 3,600 repair orders processed in 2019. Of those repair orders, 99% were completed within 24 hours.



## Budget Message

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### Improved Health and Welfare:

The Solid Waste Management received a favorable capacity report extending the life of the C&D Landfill to 16.4 years. In the past our C&D rates were the cheapest of all surrounding areas. By increasing our rates to match surrounding landfills this diverted a significant amount of construction and demolition waste. Even with these measures put into place the landfill still had 103,700 transactions in 2019.

Senior Services met all contract standards as required by terms of the 2019 Aging Services Contract with the Atlanta Regional Commission. This ensured that the senior citizens of the County were provided quality programming that met their needs. 35,120 meals were delivered to 237 home-bound seniors. These meals are delivered with the assistance of over 100 volunteers.

### Improved Parks, Recreation, and Culture:

A number of improvements to our parks have begun with the 2016 SPLOST being the funding source. In 2019 the Boundary Waters soccer field lighting and restrooms were completed. Post Road Park renovations, Fairplay Park lights replacement, and Bill Arp Park T-ball field light replacements were all completed. The larger scale projects taking place in 2020 with 2016 SPLOST funds are the Multi-Purpose Recreation Center, the new Senior Center, Deer Lick Park tennis courts, as well as renovations for Bill Arp and Fairplay Park. Other projects unrelated to SPLOST funds include a Department of Natural Resource Grant that was awarded, and a trailhead will be developed with the \$75,000 at Clinton Nature Preserve. There will also be work on the trailhead at the Pumpkintown Nature Reserve Park.

The aquatic center is aging so attention was given to revitalize this building and equipment. There was a new boiler purchased, an addition of a Jetmax cleaning system for overnight pool cleaning, lane lines were replaced, and equipment replaced in the fitness center at this location. Staff improvements will enhance safety and efficiency with two new AED trainers for in-house training, CPR certification for swim coaches, and two additional certified staff members as pool operators.

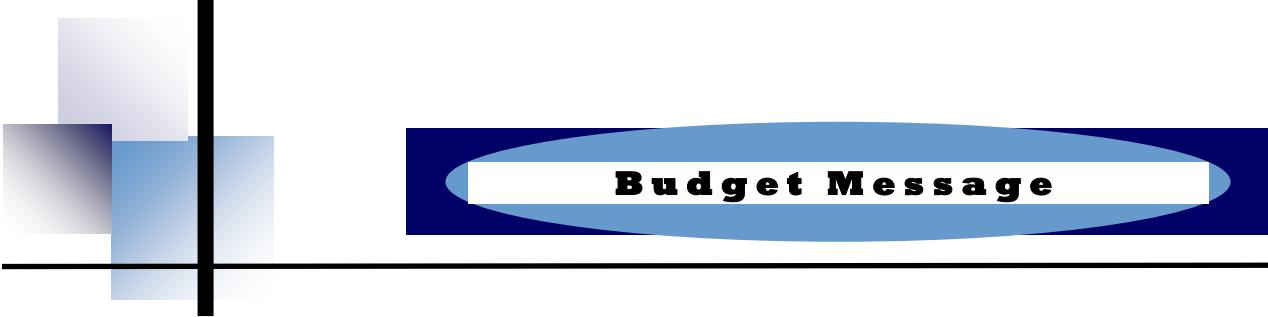
There were over 5,000 participants for 2019 Therapeutic programs. Programs hosted: movie nights, game nights, ice cream social, bingo nights, seasonal dances, dinners, arts and crafts. Other department sponsored programs included the September Bocce/Softball Invitational, a car, truck, and bike show, and Camp DOUG Special Needs Summer Camp.

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

The County still maintains a bond rating of AA/Stable, provides the employees with a strongly funded pension plan and continues to offer citizens the same level of service with no park or library closings and no decrease in public safety services.

### PRIORITIES FOR 2020

Economic development is vital to the long-term success of Douglas County. We have a lot to offer with a reliable water supply, a good school system, a well maintained transportation system, relatively low taxes, a competitive fiber grid, and a capable work force. Partnering with the Development Authority, the County will continue to actively provide opportunities for companies to locate here and create new jobs in the future. Quality of life is an issue that is addressed with these offerings. New jobs reduce unemployment and provide local jobs for residents who are currently spending time and resources leaving the county to work. In recent years we've become home to ResMed, Coloplast, and Google. Looking ahead data centers such as SWITCH and T5 are coming to the County. Another prominent business that has come to Douglas County is Stitch Fix. Businesses like these help attract other businesses. These companies also attract persons wanting to relocate to our community which strengthens our housing market.



## Budget Message

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

While ensuring that we are fiscally responsible with tax dollars is paramount, we cannot continue to absorb budget cuts to an already restrictive budget without detrimental effects to programs and services. The County's tax digest and property tax revenues that had been significantly declining since 2008 have just begun to show an increase. A slight increase to the 2013 millage rate showed the Board's commitment to infrastructure improvements necessary to the sustainability of this community. This increase was necessary to meet the continued increased demands for services. There have been no increases since that time and the 2020 budget is a plan to continue to maintain roads and traffic signals, provide public safety, provide for public welfare and offer recreational facilities and activities. For all of these services to continue to be provided the County needs to keep track with inflation and the Budget was approved with the notion that the mileage rate will not be rolled back.

The County's 2020 budget does include a reserve fund to be used in emergencies so that our response to emergencies can be appropriate and timely.

Strong emphasis in 2020 will be placed on building our community. Douglas County will remain dedicated to providing services to the public in an efficient, responsible, and professional manner. Services will be delivered in a caring, humane environment. Douglas County is dedicated to providing a work environment where we respect the dignity, and recognize the merit, of each individual employee. Douglas County is committed to a policy of open government.

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

Economic development continues to be a top priority for 2020. Funding for the Development Authority, tourism, infrastructure, transportation alternatives and public safety will help promote Douglas County to businesses and industries looking for a great place to locate.

### **Improved Public Safety:**

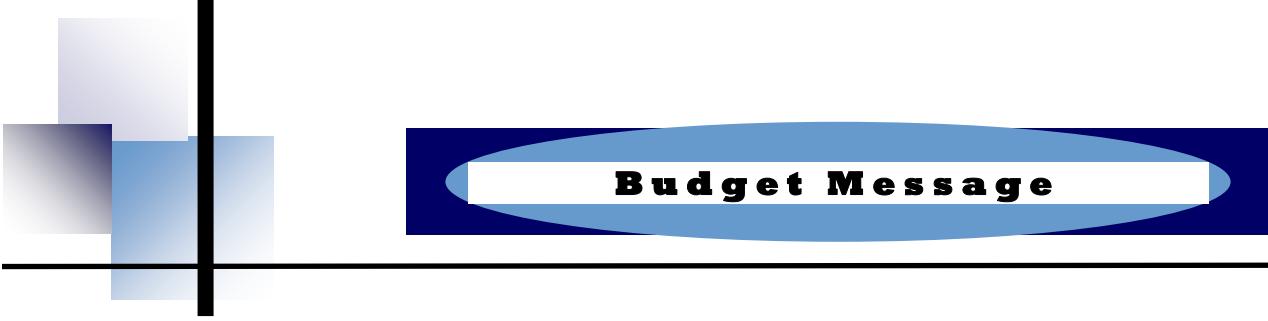
Public Safety is our highest priority and receives almost half of the total budget. Funding for additional staff and increases to Sheriff Deputies will help retain the quality employees Douglas County has come accustomed to. With these new employees and an aging fleet there is also 35 fully equipped Chevrolet Tahoe's in the 2020 Budget.

### **Improved Judicial Process:**

Our accountability courts have seen great success in recent years with their treatment programs in three areas – misdemeanor drugs, DUI, and felony drug cases. These programs have served well in removing more drunk drivers and offering offenders a chance to make better life choices as well as ultimately prevent them from causing harm to themselves or others. All these programs keep people out of jail, and put them back into their families and community with tools to become successful and productive contributors to both. Grant funding was the initial source for these programs and these dollars are still coming in to help cover a significant portion of these programs. Participant fees, and County funds are also utilized to cover the cost of operations. For the 2020 budget year, additional commitments are made to these programs. Funding is included for accountability mental health, children's mental health, an expansion of the Felony Drug Court housing, and security camera upgrades at the courts' location.

### **Improved Transportation:**

SPLOST proceeds are planned for use in many needed areas of transportation, with the County's portion projected to be at least \$51 million. The County's Department of Transportation will continue to leverage Federal and State grants for roadway and transportation projects that will allow us to continue to make progress on much needed projects. For 2020 the funding over and above the SPLOST dollars allows for projects across the County.



## Budget Message

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

### Improved Responsibility

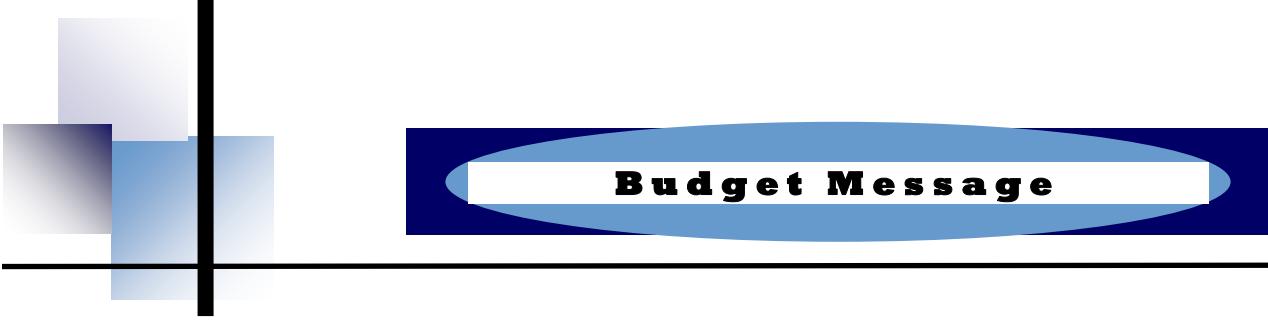
To strengthen the confidence the public has in this County, its transparency and integrity in the new year begins with adopted budgets not only for the General Fund, but for the funds such as the Uninc Area, Fire Services and EMS, and Animal Control.

Healthcare costs have continued to rise during the recession of recent years. The County has not been immune to these increases. Our Healthcare and Workers Comp Funds are self-insured and while claims have been paid timely, the funding of the healthcare internal service fund has not kept pace with the rising cost. A substantial financial commitment to reducing the negative fund balances in recent years resulted in the Workers Comp Fund ending 2014 with a positive fund balance which is still projected to remain positive in 2020. The result of a benefits study in 2015 was implemented in 2016. Each year following the County takes another step forward in containing these costs. Healthcare cost reduction efforts continue to be made to reduce and eventually eliminate deficits in this fund and create a sustainable healthcare fund that is paid for each year with current dollars while still providing employees with attractive benefits. To further protect the human and financial resources of the County, the Risk and Safety department control and mitigate risks and losses in several ways. They train staff to prevent incidents and accidents in the areas of transportation and general public safety. They strive to ensure injured employees receive superior medical treatment, recovery motivation and monitoring and are returned to work as soon as possible at maximum medical improvement.

The County begins 2020 with the long-term debt for the debt service associated with the Special Purpose Local Option Sales Tax as well as two current capital leases and three additional ones that will close in the 2020 Budget year. One lease is debt that was being utilized to implement the results of an energy savings audit conducted in 2017. The other lease was for a new phone system. The upcoming leases are for Douglas County Sheriff's Office computers, Sheriff equipment, and additional server space. The most fiscally responsible way to handle the projects to be funded by the new Special Purpose Local Option Sales Tax was the issuance of bonds for some of the projects. The energy efficient equipment to be financed will result in utility savings sufficient to cover this debt. So even with these types of debt, the County is still in a good financial position. Maintaining reserves of at least 10% of the General Fund budget is a policy that we take seriously and have been able to continue to do for 2020.

### **COMPREHENSIVE PLAN FOR DOUGLAS COUNTY**

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



## Budget Message

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

### **Assets and Challenges**

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

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

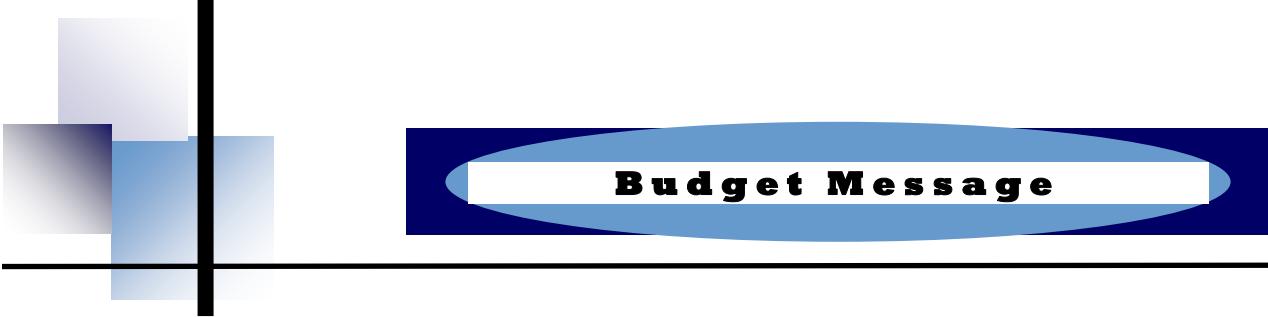
To preserve rural areas while allowing for growth Douglas County will continue to plan for areas of growth and areas of conservation to balance livability and environmental quality now and in the future.

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

### **Community Vision and Goals**

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

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



## Budget Message

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

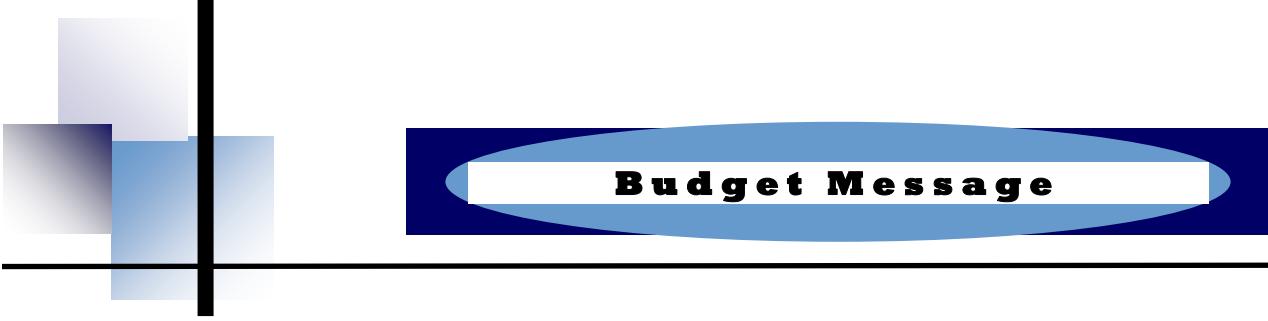
Guiding the growth to attract a population that will appreciate and help preserve our community can be done in a number of ways. The look of Douglas County is critical to maintaining that small town feeling. Careful planning of our urban design can achieve this goal. Urban design refers to the dynamic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

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

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

### **Community Work Program**

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



## Budget Message

### Transportation

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

Goal: enhance safety and mobility for all travelers

    Objective: Incorporate \ Goal: Enhance safety and mobility for all travelers

    Objective: Incorporate multimodal facilities into transportation planning

    Objective: Provide safe, accessible, and efficient transportation facilities

    Objective: Prioritize and balance transportation projects with political and public support

Goal: Preserve and protect neighborhood integrity

    Objective: Preserve existing neighborhood characteristics and aesthetics

    Objective: Maintain consistency with comprehensive land use plans

    Objective: Implement density appropriate facilities Goal: Preserve the environment

    Objective: Incorporate connectivity to greenways

    Objective: Identify priority environmental resources

    Objective: Sustain water quality

    Objective: Support alternative modes that reduce negative air quality impacts

Goal: Promote economic development

    Objective: Focus new developments in economically depressed areas

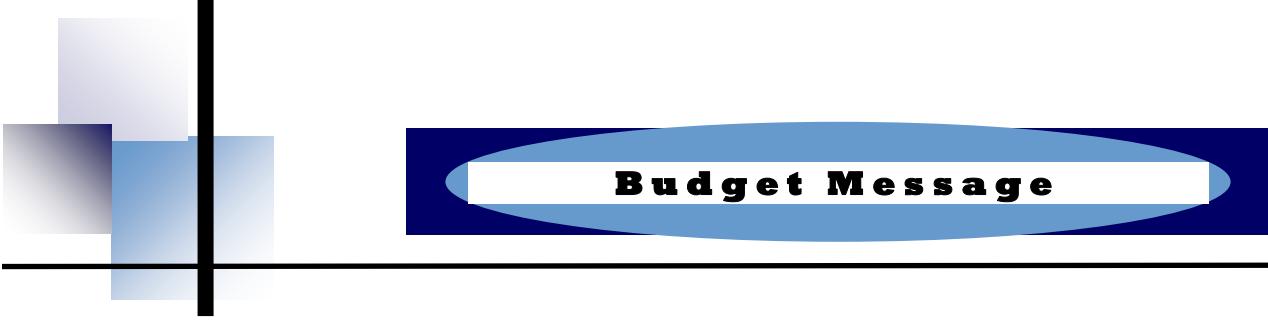
    Objective: Locate transportation facilities near economic development activities

Goal: Encourage public involvement

    Objective: Provide updated information through various media in accessible locations

    Objective: Offer multiple opportunities for participation

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



## Budget Message

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

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

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

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

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

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

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



Mark Teal, P. E.  
County Administrator



# DESCRIPTION

## General Information

### HISTORY

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

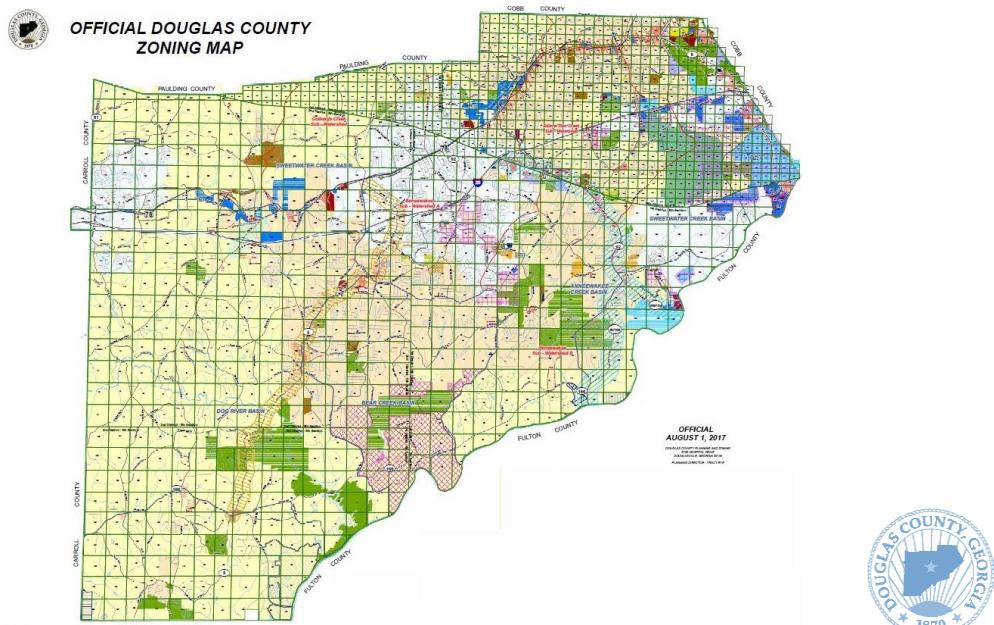
*The Creek and Cherokee Indians originally inhabited Douglas County.*

### LOCATION

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

### LAND AREA

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



## General Information

### DOUGLAS COUNTY MUNICIPALITIES

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 34,190 residents. The cities of Villa Rica and Austell are mainly located in other counties—Carroll and Cobb counties respectively. Both cities have a minute share of the population in Douglas County.

*The largest City and County Seat is Douglasville—Population 34,190*

### TRANSPORTATION

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

### ECONOMY

According to the latest information available, the total number of employees located in Douglas County was 69,493 Douglas County's unemployment rate of 2.9% is slightly lower than the State's rate of 3.1%. Median household income of Douglas County residents is estimated at \$ 62,147 which is higher than the average for the State's 159 counties of \$ 55,679.

*Douglas County's unemployment rate of 4.9% is slightly higher than the State's rate*

### POPULATION

According to the latest information available from the U.S. Census, Douglas County's estimated population is 145,331 making it one of the metropolitan region's most populated counties. And according to the U.S. Census Bureau, Douglas County's population has increased 9.8% since 2010. The average household size is 2.87 with a median value of owner-occupied housing of \$ 153,100.



## General Information

# DESCRIPTION

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

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

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

Law enforcement is provided through an elected Sheriff.

Tax collection is provided through an elected Tax Commissioner.

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

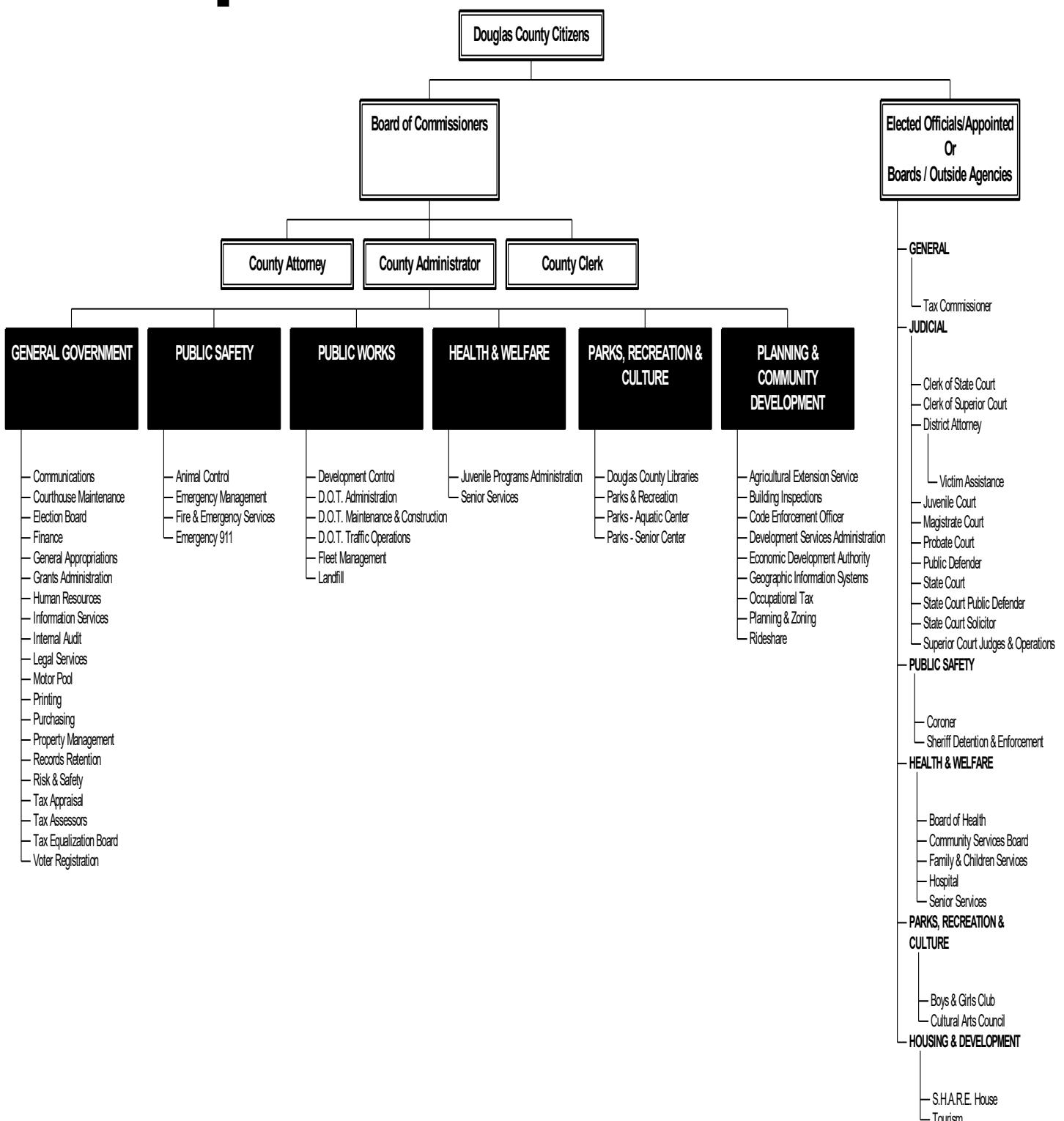
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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

Douglas County also provides the following urban services:

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



# Organizational Chart



## Budget Process

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

The formal process of budget preparation begins in August. The implementation of new financial software in 2010 has streamlined the procedures and eliminated all paperwork from the process.

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

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

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

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



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

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

Operating Expenditures – can be entered in one of two ways. The estimated budget can be entered as a flat amount or each transaction supporting the total can be entered.

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

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

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



## Budget Process

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

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

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

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

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

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

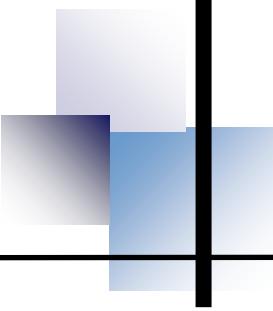


## Budget Process

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

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





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## Budget Calendar

# POLICIES & PROCEDURES

## Douglas County Board of Commissioners 2020 Budget Calendar

July 18, 2019	Budget is initialized in the system and opened for entry by Elected Officials and Department Heads.
Aug 15, 2019	Budget is due from all Departments.
Aug 16 — Sept 17, 2019	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
Sept 18 — 30, 2019	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Oct. 1 — Nov 11, 2019	County Administrator, Finance Director & Financial Analyst finalize and prepare recommended budget summary documents.
Nov 12-13, 2019	Proposed budget is presented to Board of Commissioners at Budget Workshop.
Nov 23, 2019	Advertise for public hearing to review the budget.
Dec 3, 2019	Public hearing to review the budget.
Dec 17, 2019	Board of Commissioners adopts the 2020 budget.

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

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

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

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

The County utilizes a line item, zero-based budgeting approach in preparing its annual operating budgets. This approach requires that each department submit a budget request and justify all expenditures each year rather than justifying only the expenditures with proposed changes from the prior year budget. This justification is presented through budget narratives. Even though some expenditures are repetitive 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 \$ 22,773,299. Therefore, with an expenditure budget of \$ 102,421,194 there would be a 22% reserve. Of the \$ 22.7 million Fund Balance, the Undesignated Unreserved Fund Balance is \$ 10,460,117, which is approximately 10% of the General Fund budget.

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

#### **REVENUE ADMINISTRATION POLICIES**

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

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

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

## INVESTMENT POLICIES

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

## PURCHASING POLICIES

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

## **DEBT POLICIES**

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

## **LEGAL DEBT MARGIN / GENERAL OBLIGATION DEBT**

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

Assessed Value of Taxable Property	\$ 4,643,002,039
Debt Limit – 10% of Assessed Value	\$ 464,300,204
Less General Obligation Bonds Outstanding	\$ 17,294,250
Legal Debt Margin	\$ 447,005,954

Douglas County just recently issued General Obligation Bonds in 2017 to begin working on projects that will be paid off with the 2016 S.P.L.O.S.T. The calculation above shows that we have a legal debt margin of \$ 447,005,954.

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# BUDGET SUMMARIES

## Funding Sources & Appropriations

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

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

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



# BUDGET SUMMARIES

## Funding Sources

DOUGLAS COUNTY, GEORGIA  
 BUDGET SUMMARY  
 SUMMARY OF REVENUES AND OTHER FUNDING SOURCES  
 YEAR ENDED DECEMBER 31, 2020

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>102,391,194</u>	-	<u>30,000</u>	-	<u>102,421,194</u>
Special Revenue Funds:					
District Atty Confiscated Funds	200,000	-	-	-	200,000
Drug Abuse Treatment	222,000	(50,400)	-	-	171,600
E-911	2,600,000	650,553	-	-	3,250,553
Hotel-Motel Tax Fund	1,400,000	-	-	-	1,400,000
Law Library	-	600,853	-	-	600,853
Sheriff Inmate Commissary	-	491,468	-	-	491,468
Sheriff Confiscated Funds	-	2,345,593	-	-	2,345,593
Sheriff Other	-	40,743	-	-	40,743
Sidewalk Fund	1,000	-	-	-	1,000
State Court Technology Fund	57,377	-	-	-	57,377
Neighborhood Stabilization Prog	250,501	-	-	-	250,501
Victim Assistance	204,000	36,576	-	-	240,576
Uninc. Area Special District	10,041,233	-	525,000	-	10,566,233
Fire Protection Services	3,979,199	-	12,584,066	-	16,563,265
Animal Control Services	<u>949,651</u>	-	<u>658,569</u>	-	<u>1,608,220</u>
Total Special Revenue Fund	<u>19,904,961</u>	<u>4,115,386</u>	<u>13,767,635</u>	-	<u>37,787,982</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>2,548,010</u>	-	-	-	<u>2,548,010</u>
Total Enterprise Funds	<u>2,548,010</u>	-	-	-	<u>2,548,010</u>
Internal Service Funds:					
Employee Benefit	15,312,896	-	1,200,000	-	16,512,896
Worker's Compensation	<u>956,900</u>	-	-	-	<u>956,900</u>
Total Internal Service	<u>16,269,796</u>	-	<u>1,200,000</u>	-	<u>17,469,796</u>
Capital Project Funds:					
2016 SPLOST Capital Project	<u>19,469,250</u>	-	-	-	<u>19,469,250</u>
Capital Transportation Fund	-	-	-	-	-
Total Capital Project Funds	<u>19,469,250</u>	-	-	-	<u>19,469,250</u>
Debt Service Funds					
2016 SPLOST Debt Service	-	-	<u>19,469,250</u>	-	<u>19,469,250</u>
Total Debt Service Funds	-	-	<u>19,469,250</u>	-	<u>19,469,250</u>
Total of All Budgeted Funds	<u>160,583,211</u>	<u>4,115,386</u>	<u>34,466,885</u>	-	<u>199,165,482</u>

# BUDGET SUMMARIES

## Appropriations

DOUGLAS COUNTY, GEORGIA  
 BUDGET SUMMARY  
 SUMMARY OF APPROPRIATIONS  
 YEAR ENDED DECEMBER 31, 2020

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<b>BUDGETED FUNDS</b>			
Governmental Fund:			
General Fund	<u>96,639,560</u>	<u>5,781,634</u>	<u>102,421,194</u>
Special Revenue Funds:			
District Atty Confiscated Funds	200,000	-	200,000
Drug Abuse Treatment	171,600	-	171,600
E-911 Dispatch	3,250,553	-	3,250,553
Hotel-Motel Tax Fund	875,000	525,000	1,400,000
Law Library	600,853	-	600,853
Sheriff Inmate Commissary	491,468	-	491,468
Sheriff Confiscated Funds	2,345,593	-	2,345,593
Sheriff Other	40,743	-	40,743
Sidewalk Fund	1,000	-	1,000
State Court Technology Fund	57,377	-	57,377
Neighborhood Stabilization Prog	250,501	-	250,501
Victim Assistance	210,576	30,000	240,576
Uninc. Area Special District	1,905,231	8,661,002	10,566,233
Fire Protection Services	16,563,265	-	16,563,265
Animal Control Services	<u>1,608,220</u>	<u>-</u>	<u>1,608,220</u>
Total Special Revenue Fund	<u>28,571,980</u>	<u>9,216,002</u>	<u>37,787,982</u>
Enterprise Funds:			
Landfill Enterprise Fund	<u>2,548,010</u>	<u>-</u>	<u>2,548,010</u>
Total Enterprise Funds	<u>2,548,010</u>	<u>-</u>	<u>2,548,010</u>
Internal Service Funds:			
Employee Benefit	16,512,896	-	16,512,896
Worker's Compensation	<u>956,900</u>	<u>-</u>	<u>956,900</u>
Total Internal Service	<u>17,469,796</u>	<u>-</u>	<u>17,469,796</u>
Capital Project Funds:			
2016 SPLOST Capital Project	<u>98,316</u>	<u>19,370,934</u>	<u>19,469,250</u>
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>
Total Capital Project Funds	<u>98,316</u>	<u>19,370,934</u>	<u>19,469,250</u>
Debt Service Funds			
2016 SPLOST Debt Service	<u>19,469,250</u>	<u>-</u>	<u>19,469,250</u>
Total Debt Service Funds	<u>19,469,250</u>	<u>-</u>	<u>19,469,250</u>
<b>Total of All Budgeted Funds</b>	<b><u>164,796,912</u></b>	<b><u>34,368,570</u></b>	<b><u>199,165,482</u></b>

## Financing Sources by Type

	SPECIAL REVENUE FUNDS											
	TOTAL	D.A.		SPECIAL REVENUE FUNDS								
		GENERAL FUND	CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY	STATE COURT TECHNOLOGY	NEIGHBORHOOD STABILIZATION PROG	SHERIFF INMATE COMMISSARY	SHERIFF CONFISCATED FUNDS	
Revenues												
Taxes												
Real and Personal Property	49,028,335	\$ 49,028,335	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
TAVT	7,823,000	7,823,000										
Sales and Use	24,609,250	22,414,250										
Insurance Premium	6,937,340	0										
Other Taxes / Penalties	24,024,285	2,958,211					1,400,000					
Licenses and Permits												
Permits/Zoning Fees	1,300,772	45,000										
Inspection Fees	1,375											
Alcohol License	75,000											
Intergovernmental	7,491,317	5,030,265	100,000							1		
Charges for Services/Fines												
Telephone	2,852,000	252,000				2,600,000						
Landfill	2,024,967											
Tax Commissions	1,067,000	1,067,000										
Ambulance Charges												
Sheriff's Fees	3,136,500	630,000										
Streetlights	911,000	911,000										
Rideshare Fees	237,000	237,000										
Parks & Rec Fees	579,000	579,000										
Other Charges	16,742,996	353,400										
Courts and Law Enforcement												
Superior Court	834,000	834,000										
State Court	2,220,000	2,220,000										
Probate Court	425,100	425,100										
Magistrate Court	664,080	664,080										
Juvenile Court	27,900	27,900										
Surcharges	410,000	410,000										
Fees and Fines	937,380	511,380		222,000								
Confiscated/Commissary	100,000		100,000									
Use of Property and Money	489,025	487,525								500		
Miscellaneous	5,634,589	5,482,748								57,377	250,000	
Other Financing Sources												
Bond Proceeds												
Sale of Assets												
Transfers	34,466,885	30,000										
Appropriated Fund Balance	4,115,386		(50,400)	650,553			600,853			491,468	2,345,593	
Total Revenues & Other Financing Sources	\$ 199,165,482	\$ 102,421,194	\$ 200,000	\$ 171,600	\$ 3,250,553	\$ 1,400,000	\$ 600,853	\$ 57,377	\$ 250,501	\$ 491,468	\$ 2,345,593	

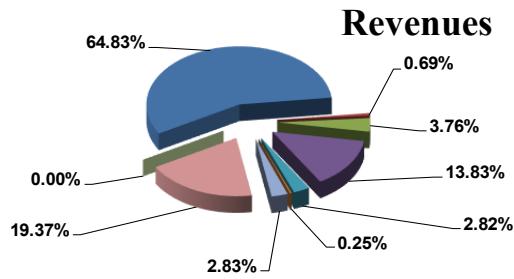
## Financing Sources by Type

	SPECIAL REVENUE FUNDS							ENTERPRISE FUND				DEBT SERVICE FUNDS	
	SHERIFF OTHER	SIDEWALK FUND	VICTIM ASSIST.	FIRE PROTECTION	ANIMAL CONTROL	UNINC. AREA SPECIAL DIST.	LANDFILL FUND	EMPLOYEE BENEFITS	WORKER'S COMP	2016 SPLOST CAPITAL PROJECTS	CAPITAL TRANSPORTATION	2016 SPLOST DEBT SERVICE	
<b>Revenues</b>													
Taxes													
Real and Personal Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TAVT	-	-	-	-	-	-	-	-	-	-	-	-	
Sales and Use	-	-	-	-	-	-	2,195,000	-	-	-	-	-	
Insurance Premium	-	-	-	-	-	-	6,937,340	-	-	-	-	-	
Other Taxes / Penalties	-	-	-	-	-	-	196,824	-	-	-	19,469,250	-	
Licenses and Permits													
Permits/Zoning Fees	-	-	-	2,500	-	-	1,253,272	-	-	-	-	-	
Inspection Fees	-	-	-	-	-	-	1,375	-	-	-	-	-	
Alcohol License	-	-	-	-	-	-	75,000	-	-	-	-	-	
Intergovernmental	-	-	-	2,045,200	315,851	-	-	-	-	-	-	-	
Charges for Services/Fines													
Telephone	-	-	-	-	-	-	-	-	-	-	-	-	
Landfill	-	-	-	-	-	-	2,024,967	-	-	-	-	-	
Tax Commissions	-	-	-	-	-	-	-	-	-	-	-	-	
Ambulance Charges	-	-	-	-	-	-	-	-	-	-	-	-	
Sheriff's Fees	-	-	-	2,506,500	-	-	-	-	-	-	-	-	
Streetlights	-	-	-	-	-	-	-	-	-	-	-	-	
Rideshare Fees	-	-	-	-	-	-	-	-	-	-	-	-	
Parks & Rec Fees	-	-	-	-	-	58,800	61,000	-	15,312,896	956,900	-	-	
Other Charges	-	-	-	-	-	-	-	-	-	-	-	-	
Courts and Law Enforcement													
Superior Court	-	-	-	-	-	-	-	-	-	-	-	-	
State Court	-	-	-	-	-	-	-	-	-	-	-	-	
Probate Court	-	-	-	-	-	-	-	-	-	-	-	-	
Magistrate Court	-	-	-	-	-	-	-	-	-	-	-	-	
Juvenile Court	-	-	-	-	-	-	-	-	-	-	-	-	
Surcharges	-	-	-	-	-	-	-	-	-	-	-	-	
Fees and Fines	-	-	204,000	-	-	-	-	-	-	-	-	-	
Confiscated/Commissary	-	-	-	-	-	-	-	-	-	-	-	-	
Use of Property and Money	-	1,000	-	-	-	-	-	-	-	-	-	-	
Miscellaneous	-	-	-	(575,001)	575,000	(678,578)	523,043	-	-	-	-	-	
Other Financing Sources													
Bond Proceeds	-	-	-	-	-	-	-	-	-	-	-	-	
Sale of Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Transfers	-	-	12,584,066	658,569	525,000	-	1,200,000	-	-	-	-	19,469,250	
Appropriated Fund Balance	40,743	-	36,576	-	-	-	-	-	-	-	-	-	
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 40,743</b>	<b>\$ 1,000</b>	<b>\$ 240,576</b>	<b>\$ 16,563,265</b>	<b>\$ 1,608,220</b>	<b>\$ 10,566,233</b>	<b>\$ 2,548,010</b>	<b>\$ 16,512,896</b>	<b>\$ 956,900</b>	<b>\$ 19,469,250</b>	<b>\$ 19,469,250</b>	<b>\$ 19,469,250</b>	

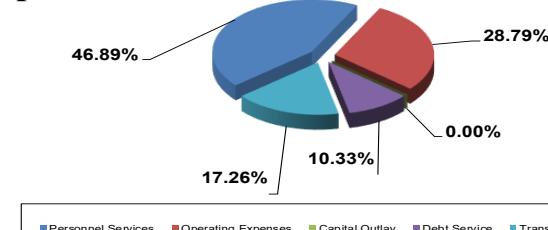
# BUDGET SUMMARIES

## 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	49,028,335	49,028,335	-	-	-	-	-
TAVT	7,823,000	7,823,000	-	-	-	-	-
Sales and Use Taxes	24,609,250	22,414,250	2,195,000	-	-	-	-
Insurance Premium Taxes	6,937,340	-	6,937,340	-	-	-	-
Other Taxes / Penalties	24,024,285	2,958,211	1,596,824	-	-	19,469,250	-
Licenses and Permits	1,377,147	45,000	1,332,147	-	-	-	-
Intergovernmental Revenues	7,491,317	5,030,265	2,461,052	-	-	-	-
Charges for Services/Fine & Forfeitures	27,550,463	4,029,400	5,226,300	2,024,967	16,269,796	-	-
Court and Law Enforcement	5,618,460	5,092,460	526,000	-	-	-	-
Use of Money and Property	489,025	487,525	1,500	-	-	-	-
Miscellaneous	5,634,589	5,482,748	(371,202)	523,043	-	-	-
Other Revenues and Sources	38,582,271	30,000	17,883,021	-	1,200,000	-	19,469,250
Reserves	-	-	-	-	-	-	-
	<u>199,165,482</u>	<u>102,421,194</u>	<u>37,787,982</u>	<u>2,548,010</u>	<u>17,469,796</u>	<u>19,469,250</u>	<u>19,469,250</u>
<b>Expenditures</b>							
Personnel Services	86,881,128	65,323,695	20,472,739	986,378	-	98,316	-
Operating Expenses	57,338,057	30,459,388	7,848,241	1,560,632	17,469,796	-	-
Capital Outlay	8,500	7,500	1,000	-	-	-	-
Debt Service	20,569,227	848,977	250,000	1,000	-	-	19,469,250
Transfers Out	34,368,570	5,781,634	9,216,002	-	-	19,370,934	-
	<u>199,165,482</u>	<u>102,421,194</u>	<u>37,787,982</u>	<u>2,548,010</u>	<u>17,469,796</u>	<u>19,469,250</u>	<u>19,469,250</u>



## Expenditures



## Comparison of Expenditures

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

- General Government increased \$ 4,419,464 over the prior year adopted budget. This increase among this function is due to an increase in budget improvement requests compared to the prior year in all departments.
- Judicial increased \$ 2,253,777 due to the continued growth in the court system. The most notable increase took place in the Personnel Services, which increased by \$ 1,119,575 from the previous year. It had a decrease of \$ 60,362 due to less other professional services needed compared to the previous year.
- Public Safety increased \$ 4,597,235 compared to the prior year adopted budget. All departments within the Public Safety function showed a n increase. The largest increase among the departments was in Sheriff Enforcement. They showed an increase of \$ 2,613,334.
- Public Works shows an increase of \$ 913,067 compared to the prior year adopted budget. This is mostly due to the large increase in the DOT Maintenance and Construction department. The largest increase is attributed to road maintenance. The Board has shown a dedication to road maintenance by allocating funds to this through the General Fund on top of 2016 SPLOST projects dedicated to roads.

## Comparison of Expenditures

- **Health and Welfare** increased \$ 542,074 compared to the prior year budget. Community Services Board had the majority increase with a 250% increase from 2019. Community Services Board and Family and Children Services are all agencies outside the County and receive funding from the State and other funding sources.
- **Culture and Recreation** increased \$ 632,351 compared to the prior years adopted budget. Each department within this function showed an increase within their respective budget. A large part of this increase is the number of projects being completed in the Parks Department.
- **Planning and Community Development** decreased \$ 552,599 compared to the prior year budget. The only department that showed an increase was Geographic Information Services. Their budget Improvement Request went up by \$ 76,104 from 2019.
- **Special Revenue Funds** these funds decreased significantly at \$ 3,320,428 compared to the prior year adopted budget. The largest decrease was in Unincorporated Special Area District fund. This fund decreased \$ 4,515,903, due to additional transfers out. The one fund that increased was Hotel Motel Tax Fund. This fund increased \$ 424,422. With the County's growing economy and increasing number of hotels this fund has increased significantly over the years.

- Enterprise Fund decreased \$ 115,020 compared to prior years budget. This decrease came from Capital Outlay.
- Internal Service Funds increased by \$ 1,122,386. The County is self-insured and pays claims on a timely basis, but the funding of the Health Care and Workers Compensation funds has not kept pace with the rising costs. The County will continue to be implement cost savings measures and additional funding to reduce and eventually eliminate the deficits. The benefits and coverage in this Fund are revised annually in an effort to keep costs down while still providing employees with quality coverage. Rising healthcare costs will be offset by the fact that administrative fees have come down in recent years and better management of claims in these past years have helped keep the increases to a minimum. Despite this and the help of a Benefits Consultant healthcare costs continue to rise. This fund will likely continue to increase, but measures will continue to mitigate the increases.
- Capital Funds will increase by more than \$ 2.17 million. This is mainly attributed to a new SPLOST that passed in 2016. Bonds were issued so projects could begin immediately. With the new SPLOST projects there was nothing budgeted towards the Capital Transportation Fund in 2020.
- Debt Service Funds increased by \$ 2,175,000. This is the total amount of the fund. The increase in this fund is due to an increasing payment that goes towards the principal of the debt service that was issued solely to utilize the 2016 SPLOST funds.

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIORITY YEAR</u>
<b>GENERAL FUND</b>				
General Government				
Board of Commissioners	893,250	913,675	1,166,992	253,317
District 1 Commissioner	-	-	53,600	53,600
District 2 Commissioner	-	-	53,600	53,600
District 3 Commissioner	-	-	53,600	53,600
District 4 Commissioner	-	-	3,600	3,600
Communications	375,865	444,410	539,521	95,111
Courthouse Maintenance	1,056,262	1,582,356	1,014,167	(568,189)
Election Board	604,591	369,077	1,051,253	682,176
Finance	816,632	826,806	939,243	112,437
General Appropriations	14,119,627	9,432,837	11,153,558	1,720,721
Human Resources	403,596	350,744	456,437	105,693
Information Services	1,393,891	1,557,049	1,617,350	60,301
Legal Services	701,184	710,016	708,811	(1,205)
Motor Pool	(6,472)	1,830	2,503	673
Printing	144,398	137,858	145,751	7,893
Property Management	612,986	742,426	785,947	43,521
Purchasing	352,812	328,905	397,687	68,782
Records Retention	148,560	187,545	160,441	(27,104)
Risk & Safety	232,081	244,566	288,728	44,162
Tax Appraisal	983,152	1,009,265	1,244,037	234,772
Tax Assessor	121,168	160,140	149,037	(11,103)
Tax Commissioner	1,535,808	1,672,663	3,116,238	1,443,575
Tax Equalization Board	44,011	77,024	50,805	(26,219)
External Affairs Department	157,537	205,363	221,113	15,750
<b>TOTAL GENERAL GOVERNMENT</b>	<b>24,690,938</b>	<b>20,954,555</b>	<b>25,374,019</b>	<b>4,419,464</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIORITY YEAR
<b>Judicial</b>				
Clerk of State Court	533,052	499,174	635,608	136,434
Clerk of Superior Court	2,106,783	1,965,525	2,311,266	345,741
District Attorney	2,956,618	3,000,730	3,481,386	480,656
State DUI Court	284,054	326,873	331,679	4,806
Juvenile Court	1,582,882	1,627,032	1,557,146	(69,886)
Juvenile Programs Administration	1,144,350	978,532	1,150,870	172,338
Juvenile Public Defender	-	-	218,108	218,108
Superior Court Felony Drug Court	633,493	614,075	623,893	9,818
Magistrate Court	720,186	850,615	953,816	103,201
Probate Court	479,148	441,031	564,450	123,419
Public Defender	2,227,224	2,301,942	2,636,708	334,766
State Court Judges	800,063	810,814	915,077	104,263
State Court Solicitor	1,495,607	1,566,897	1,882,630	315,733
Superior Court Judges	536,348	587,229	561,609	(25,620)
<b>TOTAL JUDICIAL</b>	<b>15,499,806</b>	<b>15,570,469</b>	<b>17,824,246</b>	<b>2,253,777</b>
<b>Public Safety</b>				
Coroner	221,572	212,707	214,552	1,845
Emergency Management	255,046	264,196	284,967	20,771
Sheriff Detention	16,990,178	17,562,355	19,523,640	1,961,285
Sheriff Enforcement	16,110,211	16,159,428	18,772,762	2,613,334
<b>TOTAL PUBLIC SAFETY</b>	<b>33,577,007</b>	<b>34,198,686</b>	<b>38,795,921</b>	<b>4,597,235</b>
<b>Public Works</b>				
D.O.T. Administration	573,674	821,342	967,141	145,799
D.O.T. Maintenance & Construction	2,467,606	2,829,446	3,299,656	470,210
D.O.T. Traffic Operations	1,080,876	1,117,149	1,280,747	163,598
Fleet Management	1,376,401	1,208,698	1,342,158	133,460
<b>TOTAL PUBLIC WORKS</b>	<b>5,498,556</b>	<b>5,976,635</b>	<b>6,889,702</b>	<b>913,067</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
<b>Health and Welfare</b>				
Board of Health	401,800	401,800	389,746	(12,054)
Boys & Girls Club	14,700	14,700	14,259	(441)
Community Services Board	123,480	173,480	604,776	431,296
Public Welfare	-	292,360	409,339	116,979
Family and Children Services	82,908	82,908	73,332	(9,576)
Senior Center	1,202,579	1,397,552	1,413,422	15,870
<b>TOTAL HEALTH AND WELFARE</b>	<b>1,825,467</b>	<b>2,362,800</b>	<b>2,904,874</b>	<b>542,074</b>
<b>Culture/Recreation</b>				
Cultural Arts Council	52,799	-	-	-
Douglas County Library	1,679,617	1,750,409	1,970,322	219,913
Parks and Recreation	2,742,842	2,927,738	3,240,517	312,779
Parks and Recreation Aquatic Center	788,570	828,740	864,662	35,922
Parks and Recreation Senior Center	386,671	371,264	435,001	63,737
<b>TOTAL CULTURE/RECREATION</b>	<b>5,650,498</b>	<b>5,878,151</b>	<b>6,510,502</b>	<b>632,351</b>
<b>Planning and Community Development</b>				
Cooperative Extension	134,239	135,640	134,480	(1,160)
Economic Development	343,000	343,000	339,500	(3,500)
Geographic Information Systems	210,181	241,180	343,537	102,357
Rideshare Program	1,199,219	3,945,889	3,295,858	(650,031)
S.H.A.R.E. House	8,820	8,820	8,555	(265)
<b>TOTAL PLANNING AND COMMUNITY DEVELOPMENT</b>	<b>1,895,459</b>	<b>4,674,529</b>	<b>4,121,930</b>	<b>(552,599)</b>
<b>TOTAL GENERAL FUND</b>	<b>88,637,731</b>	<b>89,615,825</b>	<b>102,421,194</b>	<b>12,805,369</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2018 ACTUAL	2019 BUDGET	2020 APPROVED	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>				
District Attorney Confiscated Funds	33,904	325,114	200,000	(125,114)
Drug Abuse Treatment	179,612	119,000	171,600	52,600
E-911 & Wireless	2,602,725	3,425,591	3,250,553	(175,038)
Hotel-Motel Tax Fund	1,280,265	975,578	1,400,000	424,422
State Court Technology Fund	-	57,000	57,377	377
Law Library	118,450	590,882	600,853	9,971
Sheriff Confiscated Funds	317,324	2,440,794	2,345,593	(95,201)
Sheriff Inmate Commissary	58,234	361,767	491,468	129,701
Sheriff Other Programs	31,703	47,700	40,743	(6,957)
Sidewalk	13,365	50	1,000	950
Neighborhood Stabilization Program	215,702	250,501	250,501	-
Victim Assistance	217,996	225,088	240,576	15,488
Uninc. Area Special District	10,478,268	15,082,136	10,566,233	(4,515,903)
Fire Protection Services & EMS	15,846,749	15,554,554	16,563,265	1,008,711
Animal Control Services	1,408,325	1,652,655	1,608,220	(44,435)
<b>TOTAL SPECIAL REVENUE</b>	<b>32,802,621</b>	<b>41,108,410</b>	<b>37,787,982</b>	<b>(3,320,428)</b>
<b>ENTERPRISE FUND</b>				
Landfill	2,033,725	2,663,030	2,548,010	(115,020)
<b>TOTAL ENTERPRISE</b>	<b>2,033,725</b>	<b>2,663,030</b>	<b>2,548,010</b>	<b>(115,020)</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health and Employee Benefits	15,521,487	15,390,510	16,512,896	1,122,386
Worker's Compensation	1,996,047	956,900	956,900	-
<b>TOTAL INTERNAL SERVICE</b>	<b>17,517,534</b>	<b>16,347,410</b>	<b>17,469,796</b>	<b>1,122,386</b>
<b>DEBT SERVICE FUND</b>				
2016 SPLOST Debt Service	9,904,485	17,294,250	19,469,250	2,175,000
<b>TOTAL DEBT SERVICE FUND</b>	<b>9,904,485</b>	<b>17,294,250</b>	<b>19,469,250</b>	<b>2,175,000</b>
<b>CAPITAL FUND</b>				
GRTA Capital Project Fund	-	-	-	-
2016 SPLOST Capital Project Fund	43,007,140	17,294,250	19,469,250	2,175,000
Capital Transportation Fund	2,277,807	-	-	-
<b>TOTAL CAPITAL FUND</b>	<b>45,284,947</b>	<b>17,294,250</b>	<b>19,469,250</b>	<b>2,175,000</b>
<b>TOTAL ALL FUNDS</b>	<b>196,181,043</b>	<b>184,323,175</b>	<b>199,165,482</b>	<b>14,842,307</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>
<b>General Fund</b>			
<b>Taxes</b>			
Real & Personal Property	43,209,918	44,538,240	49,028,335
TAVT	4,283,299	4,587,400	7,823,000
Sales and Use Taxes	16,922,648	16,800,000	22,414,250
Insurance Premium Taxes	-	-	-
Other Taxes / Penalties	3,169,542	3,157,574	2,958,211
<b>Licenses and Permits</b>	46,573	1,003,259	45,000
<b>Intergovernmental</b>	3,873,437	5,501,859	5,030,265
<b>Charges for Services/Fines &amp; Forfeitures</b>	4,838,032	4,039,140	4,029,400
<b>Courts and Law Enforcement</b>	5,139,176	5,123,600	5,092,460
<b>Use of Money and Property</b>	181,680	120,025	487,525
<b>Other Financing Sources</b>	6,372,529	27,633	30,000
<b>Miscellaneous</b>	192,786	4,717,095	5,482,748
<b>TOTAL REVENUES</b>	88,229,621	89,615,825	102,421,194
<b>Special Revenue Funds</b>			
<b>District Attorney Confiscated Funds</b>			
<b>Courts and Law Enforcement</b>	464	197,000	100,000
<b>Use of Money and Property</b>	523	0	0
<b>Intergovernmental</b>	0	145,000	100,000
<b>Miscellaneous</b>	44,745	(16,886)	0
<b>TOTAL REVENUES</b>	45,732	325,114	200,000
<b>Drug Abuse Treatment Fund</b>			
<b>Courts and Law Enforcement</b>	221,132	200,400	222,000
<b>Interest</b>	-	-	-
<b>Miscellaneous</b>	-	(81,400)	(50,400)
<b>TOTAL REVENUES</b>	221,132	119,000	171,600
<b>E-911 and Wireless Fund</b>			
<b>Wireless Charges</b>	2,999,670	2,650,000	2,600,000
<b>User Fees</b>	-	-	-
<b>Intergovernmental</b>	-	-	-
<b>Taxes</b>	1,037	-	-
<b>Investment Earnings</b>	-	-	-
<b>Miscellaneous</b>	1,543	775,591	650,553
<b>Other Financing Sources</b>	-	-	-
<b>TOTAL REVENUES</b>	3,002,251	3,425,591	3,250,553
<b>Hotel-Motel Tax Fund</b>			
<b>Hotel-Motel Taxes</b>	-	876,000	1,400,000
<b>Other Financing Sources</b>	-	99,578	-
<b>TOTAL REVENUES</b>	-	975,578	1,400,000
<b>State Court Technology</b>			
<b>Miscellaneous</b>	-	57,000	57,377
<b>TOTAL REVENUES</b>	-	57,000	57,377
<b>Law Library</b>			
<b>Courts and Law Enforcement</b>	112,764	590,882	600,853
<b>Use of Money and Property</b>	15,657	-	-
<b>TOTAL REVENUES</b>	128,421	590,882	600,853
<b>Sheriff Confiscated Assets Fund</b>			
<b>Fines and Forfeitures</b>	214,855	2,440,794	2,345,593
<b>Investment Earnings</b>	7,268	-	-
<b>TOTAL REVENUES</b>	222,123	2,440,794	2,345,593
<b>Sheriff Inmate Commissary</b>			
<b>Intergovernmental</b>	-	-	-
<b>Use of Money and Property</b>	-	-	-
<b>Miscellaneous</b>	187,935	361,767	491,468
<b>TOTAL REVENUES</b>	187,935	361,767	491,468
<b>Sheriff Other Programs</b>			
<b>Charges for Service</b>	5,800	-	-
<b>Miscellaneous</b>	18,946	47,700	40,743
<b>TOTAL REVENUES</b>	24,746	47,700	40,743
<b>Sidewalk Fund</b>			
<b>Fees</b>	-	-	-
<b>Use of Property &amp; Money</b>	50	50	1,000
<b>TOTAL REVENUES</b>	50	50	1,000
<b>Neighborhood Stabilization Program Fund</b>			
<b>Intergovernmental</b>	-	1	1
<b>Investment Earnings</b>	387	500	500
<b>Other</b>	492,881	250,000	250,000
<b>TOTAL REVENUES</b>	493,268	250,501	250,501
<b>Victim Assistance Fund</b>			
<b>Victim Assistance Fines</b>	201,233	192,000	204,000
<b>Investment Earnings</b>	2	-	-
<b>Interest</b>	609	33,088	36,576
<b>TOTAL REVENUES</b>	201,844	225,088	240,576

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

		2018 ACTUAL	2019 BUDGET	2020 APPROVED
<b>Uninc. Area Special District</b>				
Taxes	9,453,246	8,941,260	9,329,164	
Licenses and Permits	1,806,375	1,223,000	1,329,647	
Charges for Services	721,551	69,500	61,000	
Miscellaneous	11,606	4,519,876	(678,578)	
Other Financing Sources	390,273	328,500	525,000	
<b>TOTAL REVENUES</b>	<b>12,383,051</b>	<b>15,082,136</b>	<b>10,566,233</b>	
<b>Fire Protection Services</b>				
Licenses and Permits	2,000	2,500	2,500	
Intergovernmental	2,028,929	2,020,000	2,045,200	
Charges for Services	2,441,218	2,423,000	2,506,500	
Miscellaneous	7,346	660,000	(575,001)	
Other Financing Sources	10,909,956	10,449,054	12,584,066	
<b>TOTAL REVENUES</b>	<b>15,389,449</b>	<b>15,554,554</b>	<b>16,563,265</b>	
<b>Animal Control Services</b>				
Intergovernmental	317,307	317,051	315,851	
Charges for Services	71,813	75,000	58,800	
Courts and Law Enforcement	(551)	-	-	
Miscellaneous	42,754	-	575,000	
Other Financing Sources	1,128,960	1,260,604	658,569	
<b>TOTAL REVENUES</b>	<b>1,560,283</b>	<b>1,652,655</b>	<b>1,608,220</b>	
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>				
Transfer Fees	807,648	781,200	970,440	
C & D Fees	709,975	756,000	650,400	
Camp Road Transfer Fees	86,883	114,240	62,127	
Investments	-	-	-	
Insurance Claims	-	-	-	
Recycling Sales	427,876	503,400	342,000	
Charges b/w Funds	-	-	-	
Intergovernmental	37,210	-	-	
Other	1,805	508,190	523,043	
<b>TOTAL REVENUES</b>	<b>2,071,396</b>	<b>2,663,030</b>	<b>2,548,010</b>	
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>				
Charges for Services	16,014,083	9,560,510	15,312,896	
Interest	-	-	-	
Miscellaneous	-	-	-	
Transfer In	700,000	5,830,000	1,200,000	
<b>TOTAL REVENUES</b>	<b>16,714,083</b>	<b>15,390,510</b>	<b>16,512,896</b>	
<b>Worker's Compensation Fund</b>				
Charges for Services	787,016	956,900	956,900	
Interest Earned	-	-	-	
Transfers In	-	-	-	
<b>TOTAL REVENUES</b>	<b>787,016</b>	<b>956,900</b>	<b>956,900</b>	
<b>Debt Service Funds</b>				
<b>2016 SPLOST Debt Service</b>				
Investment Earnings	164,117	-	-	
Other Financing Sources	17,669,250	17,294,250	19,469,250	
<b>TOTAL REVENUES</b>	<b>17,833,368</b>	<b>17,294,250</b>	<b>19,469,250</b>	
<b>Capital Fund</b>				
<b>Capital Transportation Fund</b>				
Miscellaneous	1,000,000	-	-	
Intergovernmental	1,306,073	-	-	
Transfers In	559,746	-	-	
<b>TOTAL REVENUES</b>	<b>2,865,819</b>	<b>-</b>	<b>-</b>	
<b>GRTA</b>				
Intergovernmental	-	-	-	
Investment Earnings	-	-	-	
Transfers In	-	-	-	
<b>TOTAL REVENUES</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>2016 SPLOST Capital Project</b>				
Taxes	17,669,250	17,294,250	19,469,250	
Intergovernmental	-	-	-	
Investment Earnings	164,117	-	-	
Miscellaneous	-	-	-	
Other Financing Sources	-	-	-	
<b>TOTAL REVENUES</b>	<b>17,833,368</b>	<b>17,294,250</b>	<b>19,469,250</b>	
<b>TOTAL REVENUES OF ALL FUNDS</b>	<b>180,194,954</b>	<b>184,323,175</b>	<b>199,165,482</b>	

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>
<b>General Fund</b>	General Government	24,690,938	20,954,555	25,374,019
	Judicial System	15,499,806	15,570,469	17,824,246
	Public Safety	33,577,006	34,198,686	38,795,921
	Public Works	5,498,556	5,976,635	6,889,702
	Health and Welfare	1,825,467	2,362,800	2,904,874
	Parks, Recreation and Culture	5,650,498	5,878,151	6,510,502
	Planning and Community Development	1,895,459	4,674,529	4,121,930
	<b>TOTAL EXPENDITURES</b>	<b>88,637,731</b>	<b>89,615,825</b>	<b>102,421,194</b>
<b>Special Revenue Funds</b>				
<b>District Attorney Confiscated Funds</b>	Operating	33,904	318,947	200,000
	Capital Outlay	-	6,167	-
	<b>TOTAL EXPENDITURES</b>	<b>33,904</b>	<b>325,114</b>	<b>200,000</b>
<b>Drug Abuse Treatment Fund</b>	Other Professional Services	71,934	102,500	108,000
	Supplies	-	16,500	16,500
	Training	10,477	-	47,100
	Budget Improvement Requests	-	-	-
	Minor Equip and Improvements	97,201	-	-
	<b>TOTAL EXPENDITURES</b>	<b>82,411</b>	<b>119,000</b>	<b>171,600</b>
<b>E-911 and Wireless Fund</b>	Salaries and Related Costs	2,000,851	2,193,735	2,399,623
	Other Expenses	565,394	1,054,456	850,930
	Capital Outlay	36,480	177,400	-
	Transfers Out	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>2,602,725</b>	<b>3,425,591</b>	<b>3,250,553</b>
<b>Hotel-Motel Tax Fund</b>	Salaries and Related Costs	70,651	76,247	133,060
	Other Professional Services	819,341	425,374	684,700
	Transfers Out	390,273	473,957	582,240
	<b>TOTAL EXPENDITURES</b>	<b>1,280,265</b>	<b>975,578</b>	<b>1,400,000</b>
<b>Law Library</b>	Operating	118,450	590,882	600,853
	Capital Outlay	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>118,450</b>	<b>590,882</b>	<b>600,853</b>
<b>Sheriff Confiscated Assets Fund</b>	Operating	317,324	2,440,794	2,345,593
	Capital Outlay	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>317,324</b>	<b>2,440,794</b>	<b>2,345,593</b>
<b>Sheriff Inmate Commissary</b>	Operating	58,234	361,767	491,468
	Capital Outlay	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>58,234</b>	<b>361,767</b>	<b>491,468</b>
<b>Sheriff Other Programs</b>	Operating	31,703	47,700	40,743
	Capital Outlay	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>31,703</b>	<b>47,700</b>	<b>40,743</b>
<b>State Court Technology</b>	Supplies	-	-	-
	Professional Services	-	57,000	57,377
	<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>57,000</b>	<b>57,377</b>
<b>Sidewalk Fund</b>	Operating	-	-	-
	Capital Outlay	13,365	50	1,000
	Miscellaneous	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>13,365</b>	<b>50</b>	<b>1,000</b>
<b>Neighborhood Stabilization Program Fund</b>	Other Professional Services	215,702	250,501	250,501
	Transfers Out	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>215,702</b>	<b>250,501</b>	<b>250,501</b>
<b>Victim Assistance Fund</b>	Salaries and Related Costs	190,363	186,903	203,276
	Other Expenses	-	10,552	7,300
	Transfers Out	27,633	27,633	30,000
	Capital Outlay	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>217,996</b>	<b>225,088</b>	<b>240,576</b>
<b>Uninc. Area Special District</b>	Salary and Wages	989,768	1,047,316	1,160,028
	Benefits	526,969	519,171	588,315
	Advertising	2,449	3,300	27,500
	Vehicle Expense	24,210	35,879	34,984
	Dues and Subscriptions	3,732	4,250	14,125
	Maintenance Charges	1,189	2,940	2,940
	Supplies	22,035	30,604	34,371
	Professional Services	41,959	17,125	15,180
	Utilities	4,283	5,934	5,934
	Travel & Training	8,131	19,754	17,429
	Minor Equipment & Impr.	12,972	-	-
	Capital Outlay	23,713	137,600	-
	Other Financing Sources	8,814,692	13,210,381	8,661,002
	Uniforms and Clothing	2,167	4,698	4,425
	Other	-	-	-
	Budget Improvement Request	-	43,184	-
	<b>TOTAL EXPENDITURES</b>	<b>10,478,268</b>	<b>15,082,136</b>	<b>10,566,233</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2018 ACTUAL	2019 BUDGET	2020 APPROVED
<b>Fire Protection and EMS</b>	Salary and Wages	9,766,666	8,966,364	10,135,672
	Benefits	4,294,834	4,416,258	4,657,281
	Advertising	9,695	18,050	11,050
	Vehicle Expense	463,894	401,000	452,000
	Dues and Subscriptions	3,144	7,065	7,065
	Equipment Rental	18,900	18,900	18,900
	Maintenance Charges	92,240	111,200	110,900
	Supplies	270,047	301,500	301,500
	Professional Services	341,150	280,000	300,000
	Utilities	267,384	282,020	257,897
	Travel & Training	25,319	61,000	61,000
	Minor Equipment & Impr.	14,137	-	-
	Capital Outlay	17,425	-	-
	Other Financing Sources		-	-
	Debt Service	171,418	97,357	-
	Uniforms and Clothing	90,496	158,000	125,000
	Other	-	125,000	125,000
	Budget Improvement Request	-	310,840	-
	<b>TOTAL EXPENDITURES</b>	<b>15,846,749</b>	<b>15,554,554</b>	<b>16,563,265</b>
<b>Animal Control Services</b>	Salary and Wages	649,739	706,110	786,194
	Benefits	390,649	404,393	409,290
	Advertising	383	2,500	2,500
	Vehicle Expense	22,786	26,500	25,000
	Dues and Subscriptions	400	400	400
	Maintenance Charges	6,101	11,867	12,267
	Supplies	137,801	115,500	103,250
	Professional Services	106,283	89,510	78,919
	Utilities	51,946	56,900	55,800
	Travel & Training	1,608	3,200	3,300
	Minor Equipment & Impr.	2,059	-	-
	Capital Outlay	32,987	38,241	-
	Uniforms and Clothing	5,582	8,000	6,300
	Other	-	125,000	125,000
	Budget Improvement Request	-	64,534	-
	<b>TOTAL EXPENDITURES</b>	<b>1,408,325</b>	<b>1,652,655</b>	<b>1,608,220</b>
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>	Salary and Benefits	1,030,757	864,223	986,378
	Operating Expenses	961,632	1,384,697	1,515,632
	Capital Outlay		360,000	-
	Depreciation	41,336	54,110	46,000
	<b>TOTAL EXPENDITURES</b>	<b>2,033,725</b>	<b>2,663,030</b>	<b>2,548,010</b>
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>	Claims	14,170,181	14,049,376	14,984,722
	Administrative	1,351,306	1,341,134	1,528,174
	<b>TOTAL EXPENDITURES</b>	<b>15,521,487</b>	<b>15,390,510</b>	<b>16,512,896</b>
<b>Worker's Compensation Fund</b>	Claims	1,175,087	811,900	811,900
	Administrative	120,960	145,000	145,000
	Transfer Out	700,000	-	-
	<b>TOTAL EXPENDITURES</b>	<b>1,996,047</b>	<b>956,900</b>	<b>956,900</b>
<b>Debt Service Funds</b>				
<b>2016 SPLOST Debt Service</b>	Other Financing Sources	60,235	-	-
	Debt Service	2,844,250	2,294,250	1,469,250
	Other	7,000,000	15,000,000	18,000,000
	<b>TOTAL EXPENDITURES</b>	<b>9,904,485</b>	<b>17,294,250</b>	<b>19,469,250</b>
<b>Capital Fund</b>				
<b>GRTA</b>	Capital Outlay	-	-	-
	Road Maintenance	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2016 SPLOST Capital Project Fund</b>	Audit and Legal	-	-	-
	Salary & Wage	-	-	98,316
	Professional Services	887,734	-	(98,316)
	Capital Outlay	14,328,316	-	-
	Transfers Out	17,669,250	17,294,250	19,469,250
	Road Maintenance	2,903,090	-	-
	Other	7,218,749	-	-
	<b>TOTAL EXPENDITURES</b>	<b>43,007,140</b>	<b>17,294,250</b>	<b>19,469,250</b>
<b>Capital Transportation Fund</b>	Advertising	-	-	-
	Capital Outlay	-	-	-
	Transfers Out	1,000,000	-	-
	Road Maintenance	1,277,807	-	-
	<b>TOTAL EXPENDITURES</b>	<b>2,277,807</b>	<b>0</b>	<b>0</b>
	<b>TOTAL EXPENDITURES OF ALL FUNDS</b>	<b>196,083,842</b>	<b>184,323,175</b>	<b>199,165,482</b>
	<b>LESS INTERNAL SERVICE FUNDS</b>	<b>17,517,534</b>	<b>16,347,410</b>	<b>17,469,796</b>
	<b>LESS TRANSFERS OUT</b>	<b>2,117,906</b>	<b>501,590</b>	<b>34,368,570</b>
	<b>TOTAL NET INTERNAL SERVICE FUNDS</b>	<b>176,448,402</b>	<b>167,474,175</b>	<b>147,327,116</b>

# BUDGET SUMMARIES

## Appropriation Class Comparison

<u>APPROPRIATION CLASSIFICATION</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Salary and Wages	52,670,239	53,665,162	60,101,548
Benefits	22,704,204	24,360,611	26,779,580
Advertising	161,815	347,536	388,786
Audit and Legal	1,453,039	1,606,660	1,432,660
Vehicle Expenses	2,170,351	2,971,036	2,908,005
Dues and Subscriptions	321,903	378,285	400,578
Equipment Rental	24,322	45,305	39,585
Rentals	21,437	22,479	22,479
Maintenance Charges	1,845,088	2,038,578	2,369,990
Supplies	5,075,881	9,465,738	9,237,910
Professional Services	10,502,937	11,421,601	11,760,995
Utilities	4,448,032	4,875,802	4,659,184
Travel and Training	465,632	709,740	745,087
Minor Equipment and Improvements	349,174	158,450	-
Capital Outlay	19,343,199	3,534,254	8,500
Interfund / Interdepartment Charges	15,345,268	14,861,276	18,344,342
Other	1,762,759	2,155,025	2,222,373
Other Financing Sources	34,006,417	35,560,043	34,466,886
Debt Service	3,261,752	3,215,874	1,908,227
Uniforms and Clothing	392,043	544,809	495,005
Road Maintenance	4,628,950	1,100,700	924,000
Grants	354,325	168,420	126,000
Closure and Post Closure	115,061	164,230	120,000
Other	14,218,749	15,751,000	18,661,000
Budget Improvement Requests	-	(4,856,439)	1,042,762
<b>TOTAL</b>	<b>\$ 195,642,577</b>	<b>\$ 184,266,175</b>	<b>\$ 199,165,482</b>

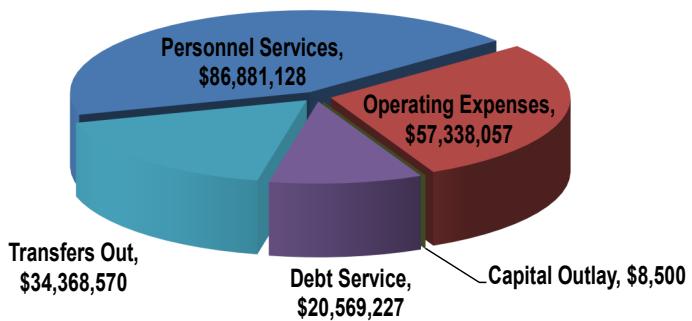
# BUDGET SUMMARIES

## Appropriations by Type

	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Transfers Out</u>	<u>Total</u>
General Fund	65,323,695	30,459,388.00	7,500	848,977	5,781,634	102,421,194
<b>Special Revenue Funds:</b>						
District Atty Confiscated Funds	-	200,000.00	-	-	-	200,000
Drug Abuse Treatment	-	171,600.00	-	-	-	171,600
E-911	2,399,623	850,930.00	-	-	-	3,250,553
Hotel-Motel Tax Fund	133,060	741,940.00	-	-	525,000	1,400,000
State Court Technology Fund	-	57,377.00	-	-	-	57,377
Law Library	-	600,853.00	-	-	-	600,853
Sheriff Inmate Commissary	-	491,468.00	-	-	-	491,468
Sheriff Confiscated Funds	-	2,345,593.00	-	-	-	2,345,593
Sheriff Other	-	40,743.00	-	-	-	40,743
Sidewalk Fund	-	-	1,000	-	-	1,000
Neighborhood Stabilization Prog	-	250,501.00	-	-	-	250,501
Victim Assistance	203,276	7,300.00	-	-	30,000	240,576
Uninc. Area Special District	1,748,343	156,888.00	-	-	8,661,002	10,566,233
Fire Protection and EMS	14,792,953	1,645,312.00	-	125,000	-	16,563,265
Animal Control Services	1,195,484	287,736.00	-	125,000	-	1,608,220
<b>Enterprise Funds:</b>						
Landfill Enterprise Fund	986,378	1,560,632.00	-	1,000	-	2,548,010
<b>Internal Service Funds:</b>						
Employee Benefit	-	16,512,896.00	-	-	-	16,512,896
Worker's Compensation	-	956,900.00	-	-	-	956,900
<b>Capital Fund</b>						
2016 SPLOST Capital Project	98,316	-	-	-	19,370,934	19,469,250
Capital Transportation Fund	-	-	-	-	-	-
<b>Debt Service Fund</b>						
2016 SPLOST Debt Service	-	-	-	19,469,250	-	19,469,250
<b>Total Appropriations</b>	<b>86,881,128</b>	<b>57,338,057</b>	<b>8,500</b>	<b>20,569,227</b>	<b>34,368,570</b>	<b>199,165,482</b>

# BUDGET SUMMARIES

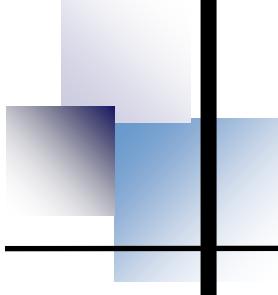
## Appropriation by Type



# BUDGET SUMMARIES

## Fund Balance Summary

	2020 BEGINNING FUND BALANCE	2020 APPROVED REVENUES	2020 APPROVED EXPENDITURES	2020 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>22,773,299</u>	<u>102,421,194</u>	<u>102,421,194</u>	<u>22,773,299</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	309,290	200,000	200,000	309,290	0.00%
Drug Abuse Treatment	929,073	171,600	171,600	929,073	0.00%
E-911	3,408,442	3,250,553	3,250,553	3,408,442	0.00%
Hotel-Motel Tax Fund	0	1,400,000	1,400,000	0	0.00%
State Court Technology Fund	0	57,377	57,377	0	0.00%
Law Library	600,853	600,853	600,853	600,853	0.00%
Sheriff Confiscated Funds	2,345,593	2,345,593	2,345,593	2,345,593	0.00%
Sheriff Inmate Commissary	491,468	491,468	491,468	491,468	0.00%
Sheriff Other	40,743	40,743	40,743	40,743	0.00%
Sidewalk Fund	13,365	1,000	1,000	13,365	0.00%
Neighborhood Stabilization Prog	279,610	250,501	250,501	279,610	0.00%
Victim Assistance	340,884	240,576	240,576	340,884	0.00%
Uninc. Area Special District	4,635,477	10,566,233	10,566,233	4,635,477	0.00%
Fire Protection and EMS	640,357	16,563,265	16,563,265	640,357	0.00%
Animal Control Services	<u>501,492</u>	<u>1,608,220</u>	<u>1,608,220</u>	<u>501,492</u>	<u>0.00%</u>
Total Special Revenue Fund	<u>14,536,647</u>	<u>37,787,982</u>	<u>37,787,982</u>	<u>14,536,647</u>	<u>0.00%</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>(1,134,595)</u>	<u>2,548,010</u>	<u>2,548,010</u>	<u>(1,134,595)</u>	<u>0.00%</u>
Total Enterprise Funds	<u>(1,134,595)</u>	<u>2,548,010</u>	<u>2,548,010</u>	<u>(1,134,595)</u>	<u>0.00%</u>
Internal Service Funds:					
Employee Benefit	<u>(2,338,576)</u>	<u>16,512,896</u>	<u>16,512,896</u>	<u>(2,338,576)</u>	<u>0.00%</u>
Worker's Compensation	<u>108,641</u>	<u>956,900</u>	<u>956,900</u>	<u>108,641</u>	<u>0.00%</u>
Total Internal Service	<u>(2,229,935)</u>	<u>17,469,796</u>	<u>17,469,796</u>	<u>(2,229,935)</u>	<u>0.00%</u>
Capital Funds:					
2016 SPLOST Capital Projects	<u>-</u>	<u>19,469,250</u>	<u>19,469,250</u>	<u>-</u>	<u>0.00%</u>
Total Capital Fund	<u>-</u>	<u>19,469,250</u>	<u>19,469,250</u>	<u>-</u>	<u>0.00%</u>
Debt Service Funds:					
2016 SPLOST Debt Service	<u>-</u>	<u>19,469,250</u>	<u>19,469,250</u>	<u>-</u>	<u>0.00%</u>
Total Debt Service	<u>-</u>	<u>19,469,250</u>	<u>19,469,250</u>	<u>-</u>	<u>0.00%</u>
Total of All Budgeted Funds	<u>33,945,416</u>	<u>199,165,482</u>	<u>199,165,482</u>	<u>33,945,416</u>	<u>0.00%</u>



## Summary of Staffing Changes

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

The Public Safety function is the largest employer of the Douglas County full-time workforce with 32.37% of the total. They also have 18.50% of the total part-time County employees, which is the third largest in part-time.

Special Revenue funds are the second largest for full-time with 23.45% and fourth largest for part-time with 20.70%, respectively.

The Judicial function is the third largest employer of the Douglas County Government full-time workforce with 17.76%. Also, 1.76% of the total part-time employees belongs to the Judicial function.

The General Government has 9.74% of the full-time workforce. Also, this function makes up 17.17% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 6.13% of the total full-time workforce. This function encompasses 35.31% of total part-time Douglas County employees which makes it the largest in this area.

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

Function	Percentage Of Total Full-Time	Percentage Of Total Part-Time	In Increase (Decrease) In Full-Time Positions	In Increase (Decrease) In Part-Time Positions
General Government	9.74%	17.17%	4	-3
Judicial	17.76%	1.76%	5	1
Public Safety	32.37%	18.50%	10	-2
Public Works	6.40%	0.00%	1	0
Health & Welfare	1.44%	4.41%	2	0
Recreation	6.13%	35.31%	-1	2
Planning & Community Development	1.35%	1.76%	1	0
Special Revenue	23.45%	20.70%	3	7
Enterprise Funds	1.17%	0.44%	0	-1

# BUDGET SUMMARIES

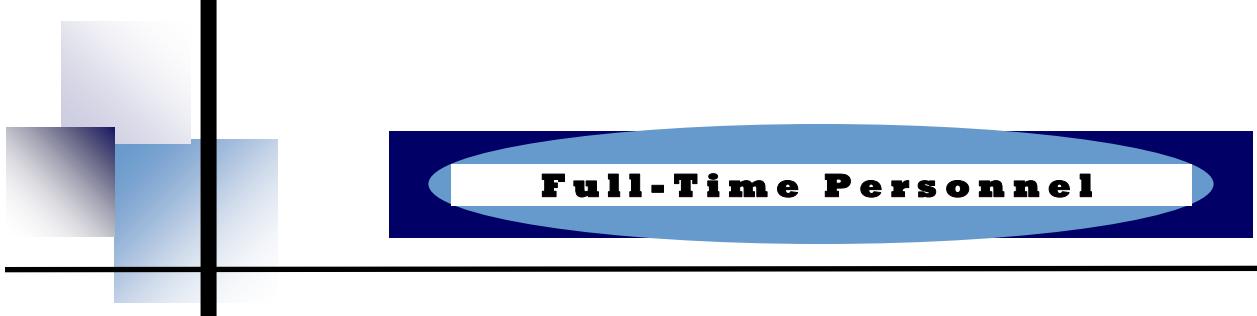
## Full-Time Personnel

	2018 ACTUAL	2019 BUDGET	2020 APPROVED	2020 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	5	6	6	0.54%	-
Communications & Community Relations	3	3	4	0.36%	1
Courthouse Maintenance	7	7	7	0.63%	-
Election Board	4	4	4	0.36%	-
External Affairs	1	1	1	0.09%	-
Finance	10	10	10	0.90%	-
Human Resources	5	5	5	0.45%	-
Information Services	10	10	9	0.81%	(1)
Legal Services	1	1	1	0.09%	-
Printing & Mail	2	2	2	0.18%	-
Property Management	6	6	6	0.54%	-
Purchasing	5	5	5	0.45%	-
Records Retention	2	2	2	0.18%	-
Risk & Safety	3	3	3	0.27%	-
Tax Appraisal	16	16	17	1.53%	1
Tax Commissioner	21	23	26	2.34%	3
<b>TOTAL GENERAL GOVERNMENT</b>	<b>101</b>	<b>104</b>	<b>108</b>	<b>9.74%</b>	<b>4</b>
<i>Judicial</i>					
District Attorney	44	47	48	4.33%	1
Juvenile Court	8	8	8	0.72%	-
Juvenile Public Defender	1	2	2	-	-
Juvenile Programs Administration	13	14	15	1.35%	1
Magistrate Court	10	10	13	1.17%	3
Probate Court	7	7	7	0.63%	-
Public Defender	23	23	23	2.07%	-
State Court Clerk of Court	11	11	12	1.08%	1
State Court DUI & Misdemeanor Courts	3	3	3	0.27%	-
State Court Judges	5	5	5	0.45%	-
State Court Solicitor	20	21	21	1.89%	-
Superior Court Clerk of Court	33	33	31	2.80%	(2)
Superior Court Felony Drug Court	1	3	4	0.36%	1
Superior Court Judges	7	7	7	0.63%	-
<b>TOTAL JUDICIAL</b>	<b>186</b>	<b>194</b>	<b>199</b>	<b>17.76%</b>	<b>5</b>

# BUDGET SUMMARIES

## Full-Time Personnel

	2018 ACTUAL	2019 BUDGET	2020 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND (cont'd)</b>					
<i>Public Safety</i>					
Coroner	1	1	1	0.09%	-
Emergency Management	2	2	2	0.18%	-
Sheriff Detention	169	170	176	15.87%	6
Sheriff Enforcement	169	176	180	16.23%	4
<b>TOTAL PUBLIC SAFETY</b>	<b>341</b>	<b>349</b>	<b>359</b>	<b>32.37%</b>	<b>10</b>
<i>Public Works</i>					
D.O.T - Administration	6	8	9	0.81%	1
D.O.T - Maintenance & Construction	29	33	33	2.98%	-
D.O.T - Traffic Operations	10	11	11	0.99%	-
Fleet Management	18	18	18	1.62%	-
<b>TOTAL PUBLIC WORKS</b>	<b>63</b>	<b>70</b>	<b>71</b>	<b>6.40%</b>	<b>1</b>
<i>Health and Welfare</i>					
Senior Services	13	14	16	1.44%	2
<b>TOTAL HEALTH AND WELFARE</b>	<b>13</b>	<b>14</b>	<b>16</b>	<b>1.44%</b>	<b>2</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	25	25	25	2.25%	-
Parks and Recreation	37	35	34	3.07%	(1)
Aquatic Center	5	5	5	0.45%	-
Senior Center	4	4	4	0.36%	-
<b>TOTAL CULTURE/RECREATION</b>	<b>71</b>	<b>69</b>	<b>68</b>	<b>6.13%</b>	<b>(1)</b>
<i>Planning and Community Development</i>					
Cooperative Extension	5	5	5	0.45%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.27%	-
Connect Douglas	6	6	7	0.63%	1
<b>TOTAL HOUSING AND DEVELOPMENT</b>	<b>14</b>	<b>14</b>	<b>15</b>	<b>1.35%</b>	<b>1</b>

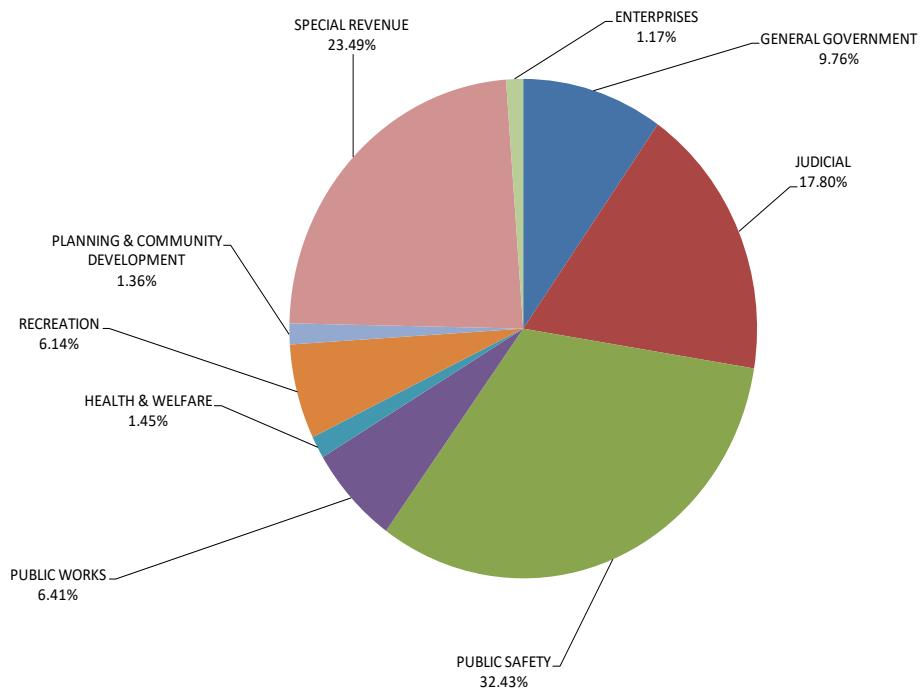


## Full-Time Personnel

# BUDGET SUMMARIES

	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>	2020 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>					
<i>Animal Control Services</i>	21	21	21	1.89%	-
<i>E-911</i>	31	32	32	2.89%	-
<i>Fire Services and EMS</i>	154	178	180	16.23%	2
<i>Unincorporated Area Special Services District:</i>					
<i>Building Inspections</i>	6	6	6	0.54%	-
<i>Code Enforcement</i>	5	5	5	0.45%	-
<i>Development Control</i>	3	3	3	0.27%	-
<i>Development Services Administration</i>	1	1	1	0.09%	-
<i>Occupational Tax</i>	2	2	2	0.18%	-
<i>Planning and Zoning</i>	4	5	5	0.45%	-
<i>Victim Assistance</i>	3	3	3	0.27%	-
<i>Tourism &amp; History Commission</i>	1	1	2	0.18%	1
<b>TOTAL SPECIAL REVENUE</b>	<b>231</b>	<b>257</b>	<b>260</b>	<b>23.45%</b>	<b>3</b>
<b>ENTERPRISE FUNDS</b>					
<i>Landfill</i>	12	13	13	1.17%	-
<b>TOTAL ENTERPRISES</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>1.17%</b>	<b>-</b>
<b>TOTAL ALL FUNDS</b>	<b>1,032</b>	<b>1,084</b>	<b>1,109</b>	<b>99.82%</b>	<b>25</b>

# BUDGET SUMMARIES



# BUDGET SUMMARIES

## Part-Time Personnel

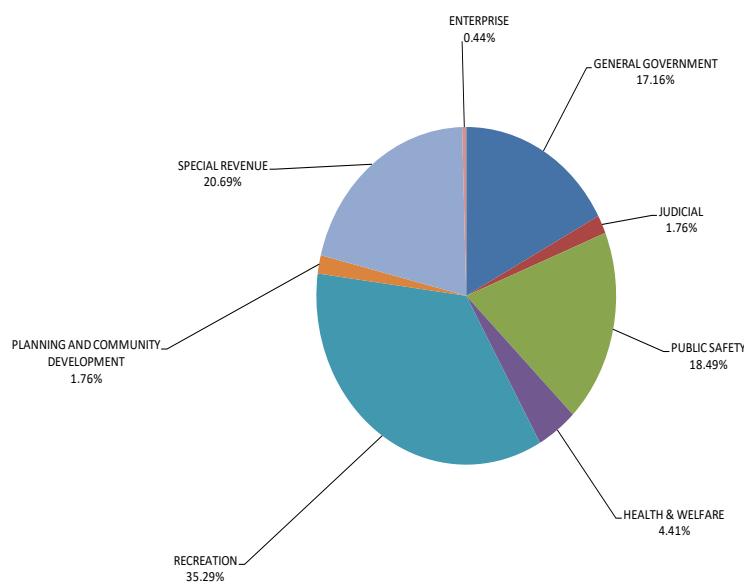
	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>	2020 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	6	6	4	1.76%	(2)
Communications	-	1	2	0.88%	1
Election Board	5	5	5	2.20%	-
External Affairs	-	1	1	0.44%	-
Human Resources	3	4	4	1.76%	-
Tax Appraisal	-	-	-	0.00%	-
Tax Assessor	5	5	5	2.20%	-
Tax Commissioner	4	7	5	2.20%	(2)
Tax Equalization Board	13	13	13	5.73%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>36</b>	<b>42</b>	<b>39</b>	<b>17.17%</b>	<b>(3)</b>
<i>Judicial</i>					
District Attorney	1	-	-	0.00%	-
Juvenile Public Defender	1	1	1	0.44%	-
Juvenile Programs Administration	-	-	-	0.00%	-
Magistrate Court	2	2	2	0.88%	-
Superior Court Clerk of Court	-	-	1	0.44%	1
<b>TOTAL JUDICIAL</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>1.76%</b>	<b>1</b>
<i>Public Safety</i>					
Coroner	-	4	3	1.32%	(1)
Sheriff Detention	23	38	38	16.74%	-
Sheriff Enforcement	1	2	1	0.44%	(1)
<b>TOTAL PUBLIC SAFETY</b>	<b>24</b>	<b>44</b>	<b>42</b>	<b>18.50%</b>	<b>(2)</b>
<i>Health and Welfare</i>					
Senior Services	9	9	10	4.41%	1
<b>TOTAL HEALTH AND WELFARE</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>4.41%</b>	<b>1</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	12	12	12	5.29%	-
Parks & Recreation	14	27	29	12.78%	2
Parks & Recreation Aquatic Center	36	39	39	17.24%	-
<b>TOTAL CULTURE/RECREATION</b>	<b>62</b>	<b>78</b>	<b>80</b>	<b>35.31%</b>	<b>2</b>

## Part-Time Personnel

# BUDGET SUMMARIES

	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>	<u>2020 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
<b>GENERAL FUND (cont'd.)</b>					
<i>Planning and Community Development</i>					
Cooperative Extension	1	1	1	0.44%	-
Connect Douglas	2	3	3	1.32%	-
<b>TOTAL PLANNING AND DEVELOPMENT</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>1.76%</b>	<b>-</b>
<b>TOTAL GENERAL FUND</b>	<b>138</b>	<b>180</b>	<b>179</b>	<b>78.91%</b>	<b>(2)</b>
 <b>SPECIAL REVENUE FUNDS</b>					
<i>Animal Control</i>					
E-911	-	-	6	2.64%	6
Fire Services and EMS	21	31	30	13.22%	(1)
Tourism & History Commission	1	1	2	0.88%	1
<i>Unincorporated Area Special Services District:</i>					
Development Control	-	-	-	0.00%	-
Planning and Zoning	7	7	7	3.08%	-
<b>TOTAL SPECIAL REVENUE</b>	<b>29</b>	<b>40</b>	<b>47</b>	<b>20.70%</b>	<b>7</b>
 <b>ENTERPRISE FUND</b>					
<i>Landfill</i>					
<b>TOTAL ENTERPRISE</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0.44%</b>	<b>(1)</b>
<b>TOTAL ALL FUNDS</b>	<b>169</b>	<b>222</b>	<b>227</b>	<b>100.05%</b>	<b>4</b>

# BUDGET SUMMARIES



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## General Fund

### GENERAL FUND REVENUES

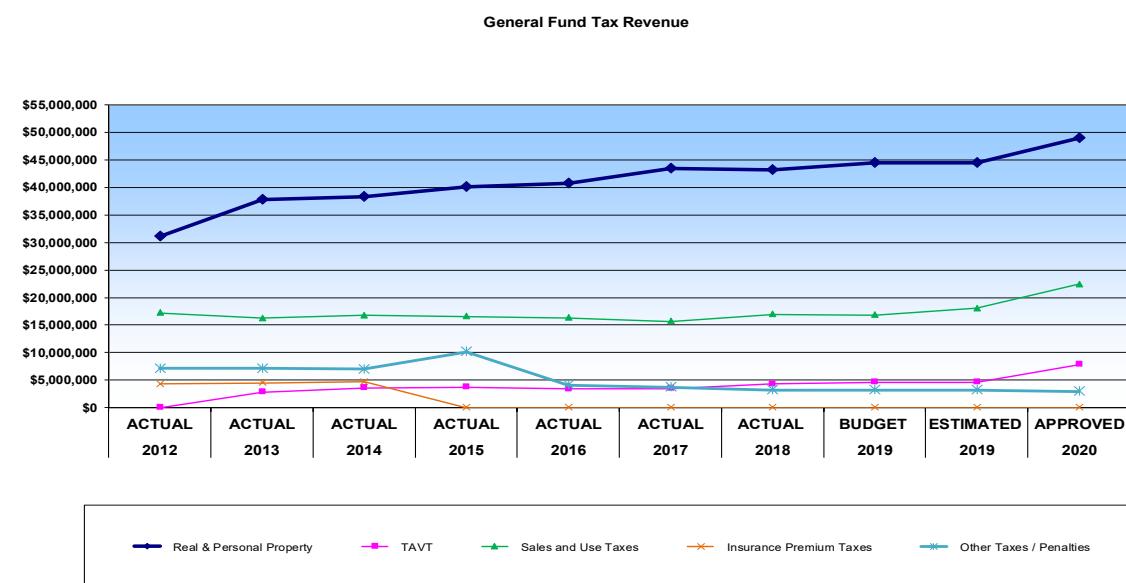
Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 80.28% of all General Fund revenues. The remaining 19.72% are from other revenue sources. Over all, the 2020 budgeted General Fund Revenue increased \$ 12,805,369 compared to 2019 budgeted. This is mainly due to intergovernmental revenues. The Service Delivery Agreement from 2014 moved several departments to a Special Revenue Fund which moved all Insurance Premiums, Licenses and Permits, Ambulance Fees, and Animal Control fees out of the General Fund and into Special Revenue Funds. With the loss of this general fund revenue now more transfers in have to be completed to cover additional general fund expenses.

### OVERVIEW OF TAX REVENUE

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

### TRENDS

Below is a chart showing the trends for each of these since 2012. 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 2012 and 2020.



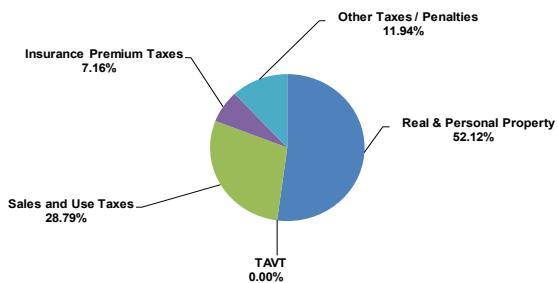
## General Fund

### Real and Personal Property Taxes:

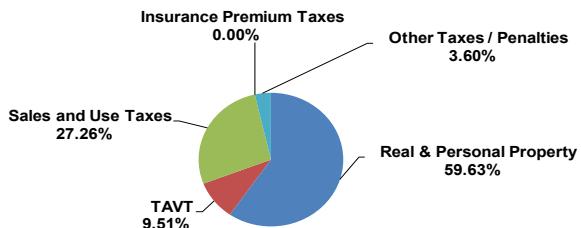
The trend in the digest, usually an upward trend, is used to calculate real and personal property tax revenue. Average growth rate of the digest is 3% - 6% a year. Usually, historical averages are the best measurement for future estimates. During the housing market slump this trend was not followed and is still having trouble coming back. The chart on the next page reflects the changes in the digest from 2014 to 2019.

## T R E N D S

2012 Actual Tax Revenues



2020 Budgeted Tax Revenues



## General Fund

# TRENDS

COUNTY WIDE	CURRENT 2019 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY (In Thousands)					
	2014	2015	2016	2017	2018	2019
Real & Personal	3,598,154	3,833,246	4,083,860	4,589,256	5,079,175	5,440,472
Motor Vehicles	246,036	176,874	131,023	97,157	72,347	57,693
Mobile Homes	6,764	6,644	6,613	6,923	7,452	8,136
Timber-100%	53	24	578	297	162	23
Heavy Duty Equipment	-	163	67	320	515	388
Gross Digest	3,851,007	4,016,951	4,222,141	4,693,953	5,159,651	5,506,712
Less M & O Exemptions	(414,164)	(455,136)	(494,885)	(577,654)	(754,364)	(863,710)
Net M & O Digest	3,436,844	3,561,815	3,727,574	4,116,299	4,405,287	4,643,002
Gross M & O Millage Rate	16.884	16.453	15.755	14.752	13.758	13.855
Less Millage Rate Rollbacks	(4.731)	(4.644)	(4.888)	(3.984)	(3.545)	(3.642)
Net M & O Millage Rate	12.153	11.809	11.267	10.768	10.213	10.213
Net Taxes \$ Levied	41,767,964	42,061,472	41,994,996	44,324,303	44,991,200	47,418,980
Net Taxes \$ Increase	\$ (583,164.00)	\$ 293,508.00	\$ (66,476.00)	\$ 2,329,307.00	\$ 666,896.00	\$ 2,427,780.00
Net Taxes % Increase	-1.38%	0.70%	-0.16%	5.55%	1.50%	5.40%

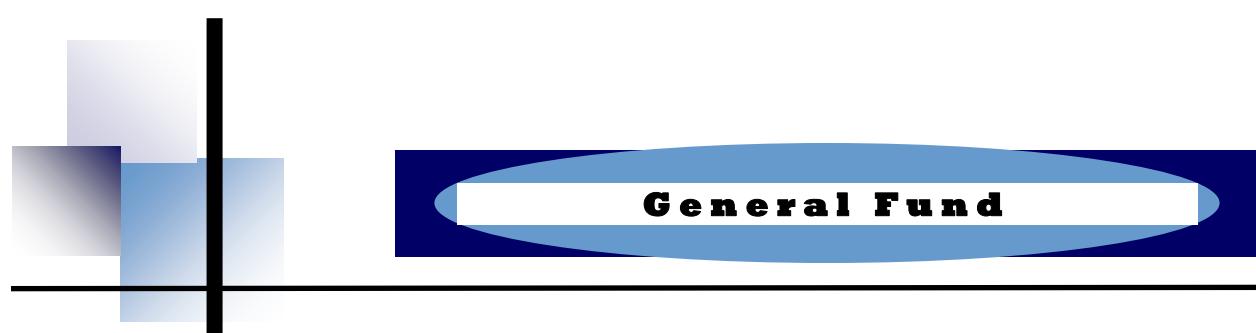
Year	Sales Tax Revenue	% Change from Prior Year
2010	16,246,016	
2011	17,264,892	6.27%
2012	17,218,656	-0.27%
2013	16,231,413	-5.73%
2014	16,769,653	3.32%
2015	16,565,785	-1.22%
2016	16,305,508	-1.57%
2017	15,636,220	-4.10%
2018	16,922,648	8.23%
2019*	17,734,623	4.80%

\*Estimated

### Sales and Use Taxes:

This source of income is projected at 17,700,000 (17.31% of total revenue) which is slightly higher than the prior year estimated.

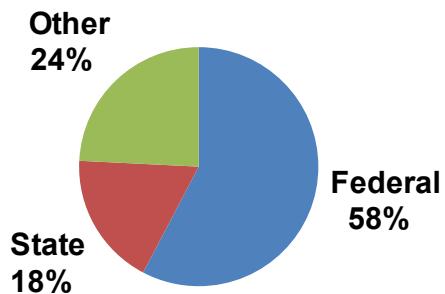
Fiscal year 2019 is estimated to be \$ 811,975 higher than 2018's actual of \$ 16,922,648. This revenue is very volatile to the economic condition and travels parallel with the economy. Therefore, this revenue is estimated based on historical averages as well as acknowledging that economic conditions have declined in recent years and is just now beginning to recover. It is forecasted that the economic condition for the new budget year will decrease slightly compared to estimated 2019 projections. The chart to the right shows the percentage change (increase or decrease) from one year to the next.



### **Intergovernmental Revenues:**

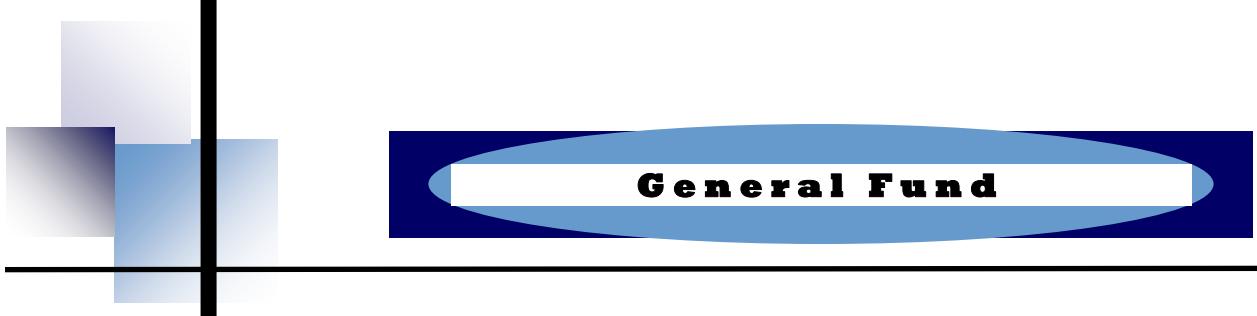
These revenues are estimated at approximately \$5 million for 2020, which is a decrease of 8.57% compared to 2019 estimated revenue of \$ 5.5 million. This revenue is primarily based on grant revenue (State and Federal grants) which can vary year to year due to various projects/programs approved by the Board. Instead of using historical data to estimate a new budget estimate, a collection of data is submitted to the Finance Department from the various departments that have grants regarding active grants and possible new grants. It is reviewed for accuracy and an estimate is derived from the data.

## **T R E N D S**



### **Charges for Services:**

These revenues are estimated at \$ 4 million, which is around the same as 2019. The large decrease from 2014 actual of almost \$3 million is due to ambulance fees and animal control fees moving to new Special Revenue Funds. Taking out this outlier, this revenue category varies from year to year but does not respond as drastically to the economy as Taxes or License and Permits. Real & Personal Property Tax Commission and Street Light revenue comprise almost \$ 1.97 million of the 2020 total. Boarding Fees are another large source of this revenue and are budgeted at \$380,000. Historical trend data is most commonly used to estimate this revenue source.



## General Fund

### Court and Law Enforcement:

These revenues consist of approximately 4.97% of the current year's budgeted revenues. About 43.59 % 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.

#### Clerk of State Court Revenue - 10 Year Trends

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
\$3,897,000	\$2,496,895	\$2,423,246	\$2,580,789	\$2,666,286	\$2,448,711	\$2,133,999	\$2,190,600	\$2,245,200	\$2,220,000

## TRENDS

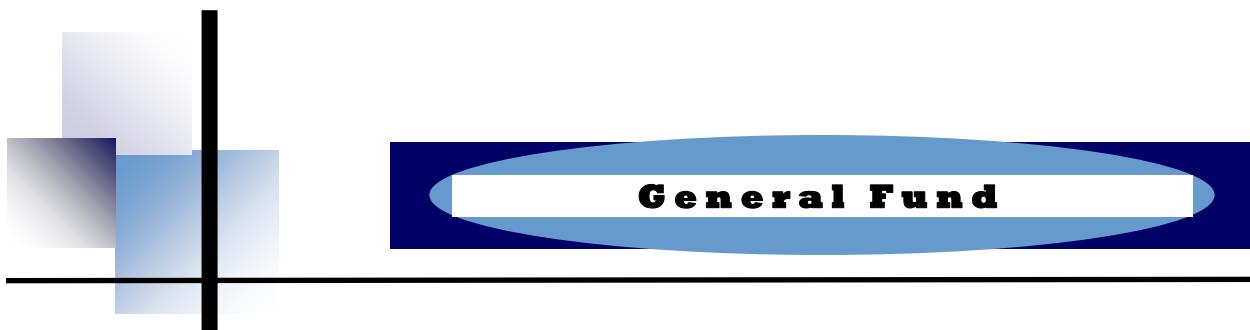
The Clerk of Superior Court is the other major revenue in this category. For 2020, \$ 834,000 is estimated which includes both civil and criminal fines & forfeitures. Based on prior year trends, this revenue is budgeted to be slightly higher than the 2019 estimate. The Magistrate Court handles small claims and dispossessory actions. It also issues most criminal arrest warrants and handles daily criminal bond hearings. This revenue has experienced increases in the past, but appears to be leveling out over the past few years. Below are statistics and historical collections that support the Magistrate Court estimate.

#### Magistrate Court Revenue - 10 Year Trends

2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
\$649,331	\$661,443	\$639,279	\$621,941	\$572,520	\$614,986	\$634,180	\$612,000	\$684,000	\$664,080

### Use of Money & Property:

This revenue is projected to be higher than the 2019 budget. Regular investments (interest earnings) comprise \$ 487,500 of the \$ 487,525 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

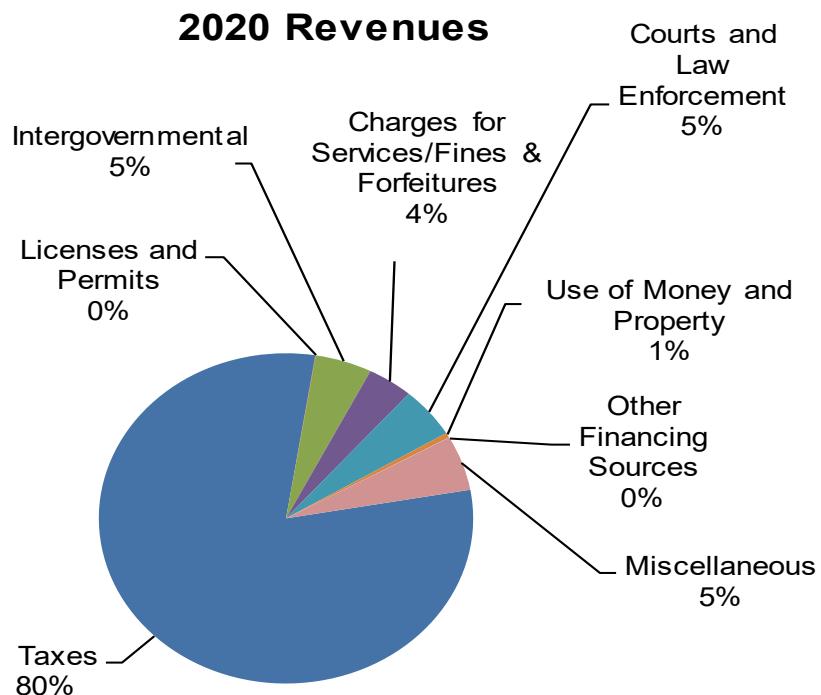


### **Other Revenues and Sources:**

Other Financing Sources combined with Miscellaneous revenue reflect 5.38% (\$ 5,512,748) of the total budgeted revenues for 2020. The major revenue source is transfers in and funds generated from fund balance. This has increased drastically due to the service delivery that created the Fire and EMS Fund, Animal Control Fund, and the Unincorporated Fund.

Below is a summary of 2020 General Fund Budgeted Revenues:

T R E N D S



## General Fund

### EXPENDITURES

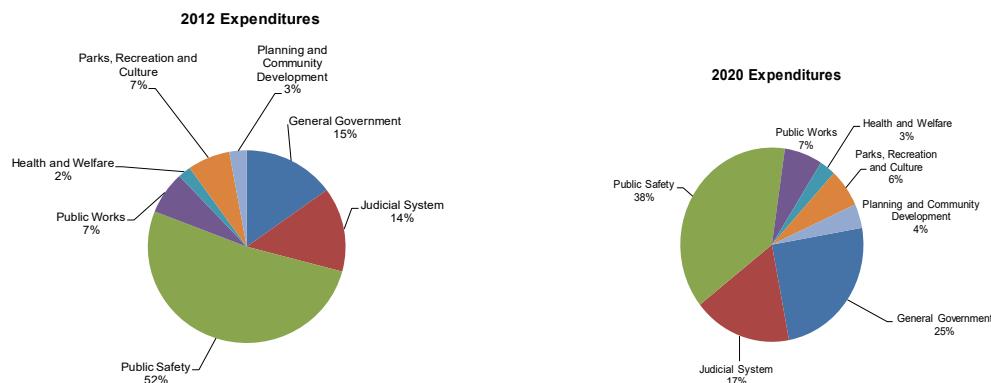
The approved 2020 General Fund expenditures are \$ 102,421,194, which amounts to \$ 1,384,798 more than the 2019 estimated budget of \$ 101,036,396. Per the estimated expenditures and revenues that actually occurred in 2019 the County operated \$ 1,465,974 over budget.

The 2020 operating budget is \$ 12,805,369 more than that of 2019 budget.

### FUND BALANCE

The estimated beginning Fund Balance for 2020 is \$ 22,773,299. This fund balance is still a very healthy one, but it has decreased to provide funding for certain projects without having to raise the mileage rate in 2019.

## TRENDS



## General Fund

TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>11,567,926</u>	<u>13,983,952</u>	<u>22,052,612</u>	<u>23,237,426</u>
<b>REVENUES</b>				
Taxes				
Real & Personal Property	31,172,585	37,759,916	38,385,279	40,091,866
TAVT	-	2,804,767	3,552,916	3,730,767
Sales and Use Taxes	17,218,656	16,231,413	16,769,653	16,565,785
Insurance Premium Taxes	4,281,315	4,449,739	4,696,183	-
Other Taxes / Penalties	7,138,700	7,100,315	6,984,378	10,119,830
Licenses and Permits	1,049,998	1,102,716	1,345,033	37,309
Intergovernmental	2,518,267	3,566,047	2,815,251	3,587,677
Charges for Services/Fines & For	6,356,044	5,696,560	6,203,383	3,709,729
Courts and Law Enforcement	5,039,164	5,161,128	5,181,118	5,426,003
Use of Money and Property	52,977	13,068	10,760	9,608
Other Financing Sources	141,455	4,437,788	720,197	4,124,456
Miscellaneous	144,413	551,420	461,581	213,866
<b>TOTAL REVENUES</b>	<b>75,113,574</b>	<b>88,874,875</b>	<b>87,125,732</b>	<b>87,616,895</b>
<b>EXPENDITURES</b>				
General Government	10,902,202	12,797,386	14,666,756	20,015,431
Judicial System	10,298,374	11,081,994	11,664,333	13,192,840
Public Safety	37,650,088	40,450,681	43,057,419	29,727,088
Public Works	5,189,087	7,025,109	7,178,802	5,246,407
Health and Welfare	1,535,898	1,617,265	1,615,839	1,949,630
Parks, Recreation and Culture	5,059,537	5,186,340	5,534,717	5,958,739
Planning and Community Develop	2,062,362	2,647,440	2,223,052	2,056,100
<b>TOTAL EXPENDITURES</b>	<b>72,697,548</b>	<b>80,806,215</b>	<b>85,940,918</b>	<b>78,146,235</b>
<b>ENDING FUND BALANCE *</b>	<b><u>13,983,952</u></b>	<b><u>22,052,612</u></b>	<b><u>23,237,426</u></b>	<b><u>32,708,086</u></b>

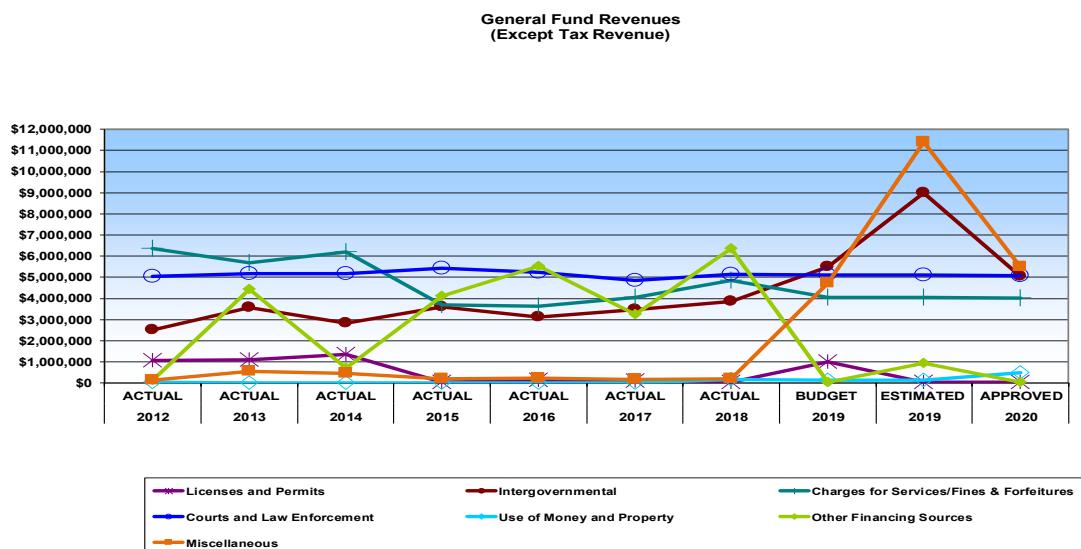
## General Fund

2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>APPROVED</u>	2020 PERCENT OF TOTAL
<u>32,708,086</u>	<u>28,456,279</u>	<u>24,647,383</u>	<u>24,239,273</u>	<u>24,239,273</u>	<u>22,773,299</u>	<u>100.00%</u>
40,778,629	43,472,025	43,209,918	44,538,240	44,538,240	49,028,335	47.87%
3,388,320	3,460,534	4,283,299	4,587,400	4,587,400	7,823,000	7.64%
16,305,508	15,636,220	16,922,648	16,800,000	18,059,946	22,414,250	21.88%
-	-	-	-	-	-	0.00%
4,116,063	3,668,937	3,169,542	3,157,574	3,157,574	2,958,211	2.89%
131,250	101,596	46,573	1,003,259	45,000	45,000	0.04%
3,132,888	3,459,063	3,873,437	5,501,859	8,997,895	5,030,265	4.91%
3,641,436	4,047,533	4,838,032	4,039,140	4,054,844	4,029,400	3.93%
5,250,168	4,844,053	5,139,176	5,123,600	5,123,600	5,092,460	4.97%
14,200	15,957	181,680	120,025	120,025	487,525	0.48%
5,533,806	3,256,710	6,372,529	27,633	937,447	30,000	0.03%
226,735	153,715	192,786	4,717,095	11,414,425	5,482,748	5.35%
<b>82,519,003</b>	<b>82,116,343</b>	<b>88,229,621</b>	<b>89,615,825</b>	<b>101,036,396</b>	<b>102,421,194</b>	<b>100%</b>
27,666,195	25,076,918	24,690,938	20,954,555	26,749,650	25,374,019	24.77%
13,741,775	14,266,661	15,499,806	15,570,469	17,649,437	17,824,246	17.40%
30,853,920	31,867,626	33,577,006	34,198,686	35,428,847	38,795,921	37.88%
5,143,156	5,198,821	5,498,556	5,976,635	6,459,347	6,889,702	6.73%
1,775,360	1,771,210	1,825,467	2,362,800	2,873,822	2,904,874	2.84%
5,960,737	5,880,953	5,650,498	5,878,151	6,155,592	6,510,502	6.36%
1,629,666	1,863,049	1,895,459	4,674,529	7,185,675	4,121,930	4.02%
<b>86,770,809</b>	<b>85,925,239</b>	<b>88,637,731</b>	<b>89,615,825</b>	<b>102,502,370</b>	<b>102,421,194</b>	<b>100%</b>
<b>28,456,279</b>	<b>24,647,383</b>	<b>24,239,273</b>	<b>24,239,273</b>	<b>22,773,299</b>	<b>22,773,299</b>	<b>100%</b>

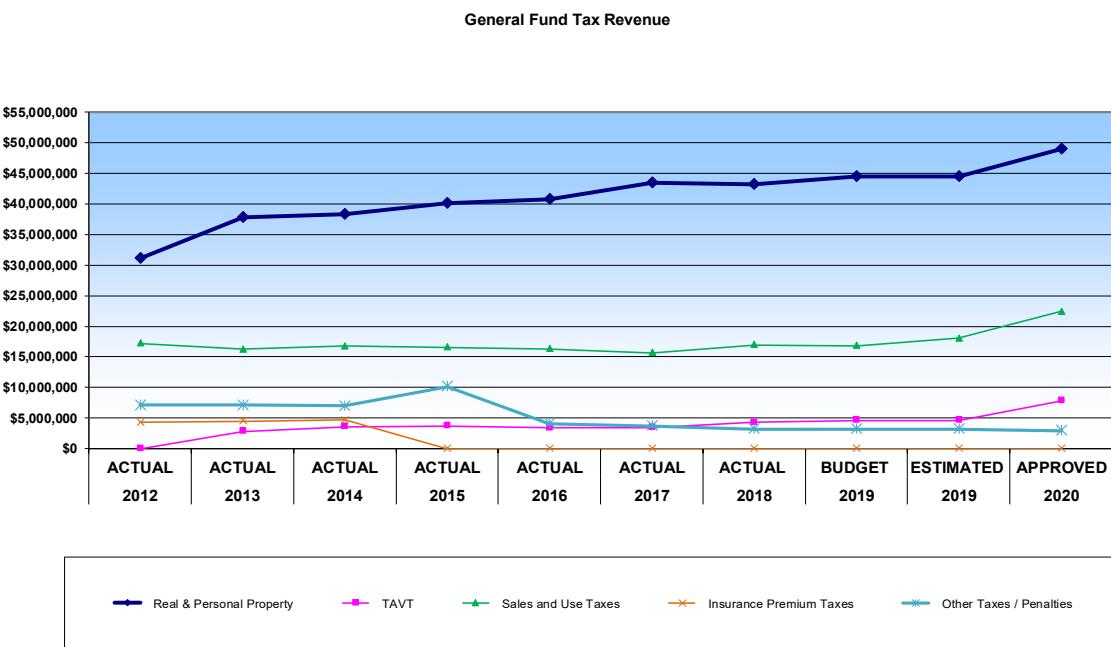
## General Fund

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

# TRENDS



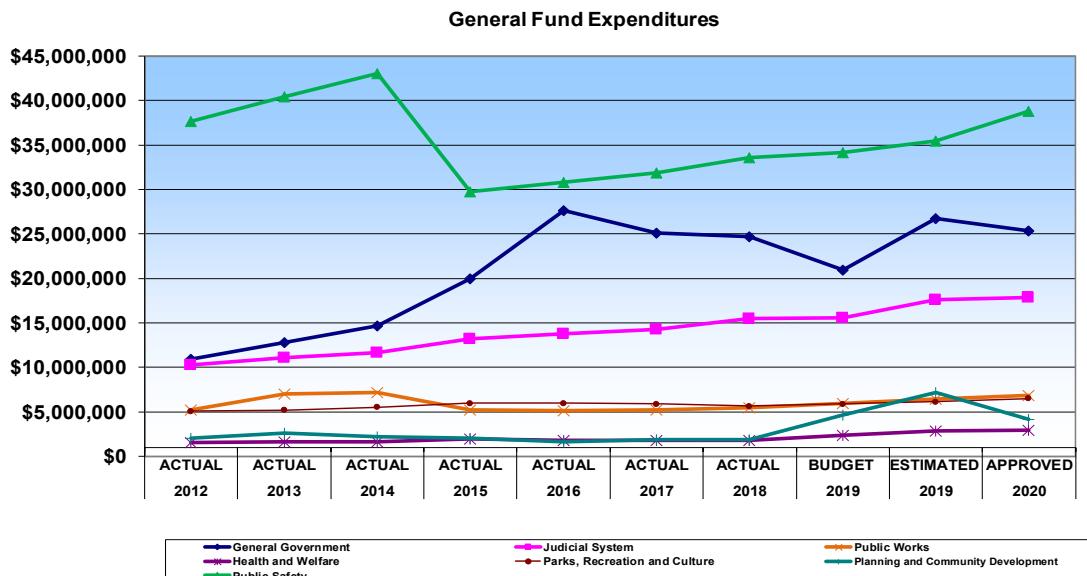
# TRENDS



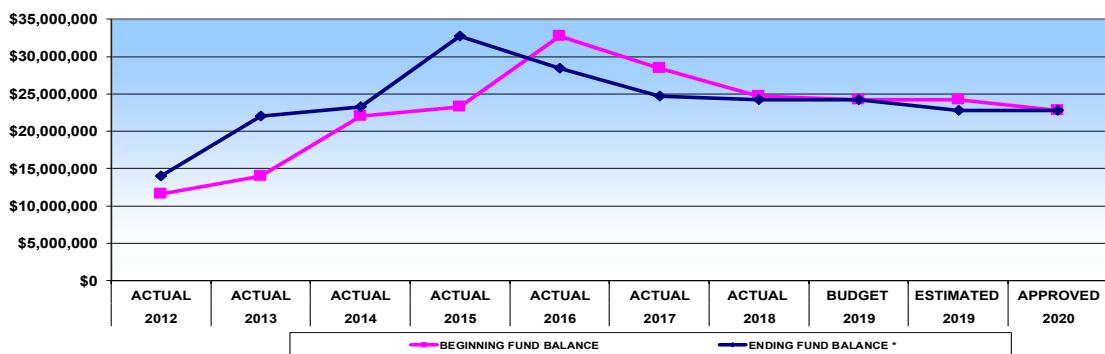
# T R E N D S

## General Fund

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



## General Fund - Fund Balance



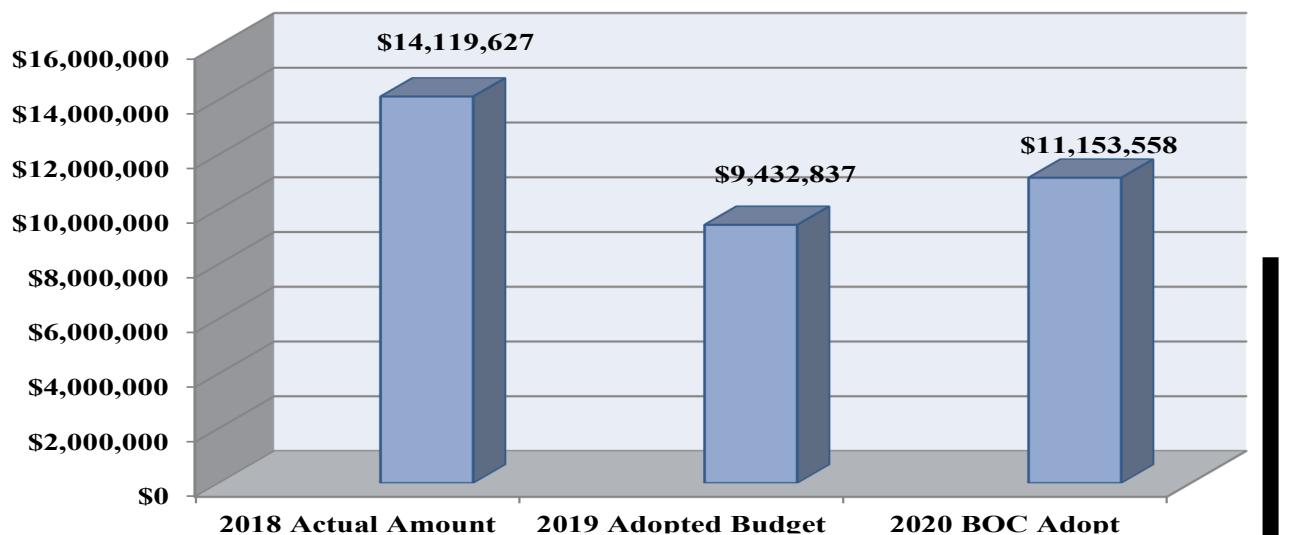
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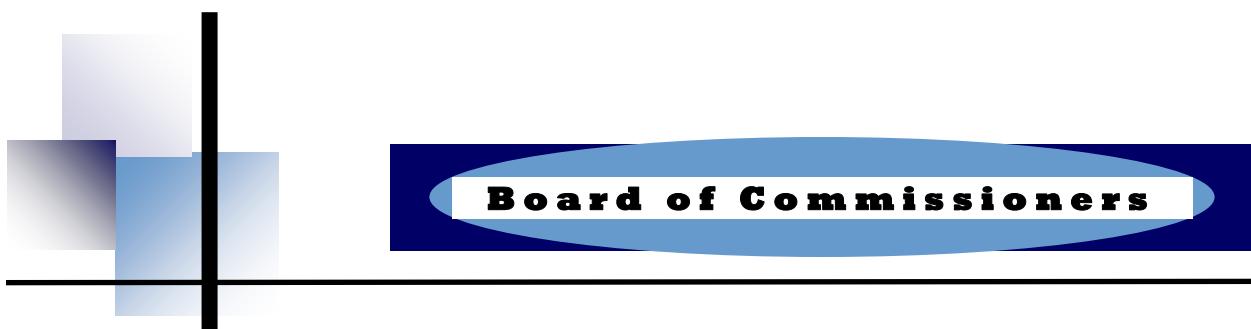
Appropriations (General).....	64
Board of Commissioners .....	65
Communications .....	68
Courthouse Maintenance .....	71
Election Board.....	74
Finance .....	77
Human Resources .....	80
Information Services.....	83
Legal Services .....	86
Motor Pool .....	88
Printing & Mail .....	91
Property Management.....	94
Purchasing .....	97
Records Retention .....	100
Risk and Safety.....	103
Tax Appraisal .....	106
Tax Assessor .....	109
Tax Commissioner .....	112
Tax Equalization Board .....	115
External Affairs.....	117

## Appropriations (General)

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>14,119,627</b>	<b>9,432,837</b>	<b>11,153,558</b>
<b>Total Funding Sources</b>	<b>14,119,627</b>	<b>9,432,837</b>	<b>11,153,558</b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	0	0	0
Benefits	1,666,778	0	0
Advertising	11,483	109,200	109,200
Audit and Legal	65,000	90,000	92,000
Vehicle Expense	0	0	0
Dues and Subscriptions	169,675	175,380	177,688
Maintenance Charges	3,277	0	0
Supplies	6,875	5,500	5,500
Professional Services	3,287,531	3,119,164	2,499,000
Utilities	919,142	904,200	899,494
Travel & Training	2,230	0	0
Minor Equipment and Improvements	58,263	0	0
Capital Outlay	2,385,392	150,000	0
Other	45,457	54,228	42,768
Other Financing Sources	5,343,724	4,699,279	5,781,634
Debt Service	154,800	200,000	200,000
Interfund	0	0	2,547,720
Grants	0	0	0
Other	0	500,000	260,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>(574,114)</b>	<b>(1,461,446)</b>
<b>Total Appropriations</b>	<b>14,119,627</b>	<b>9,432,837</b>	<b>11,153,558</b>





# GENERAL GOVERNMENT

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

## MISSION

## FUNCTIONS

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

## GOALS

Work together as “One Douglas”

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

Improve Efficiency

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

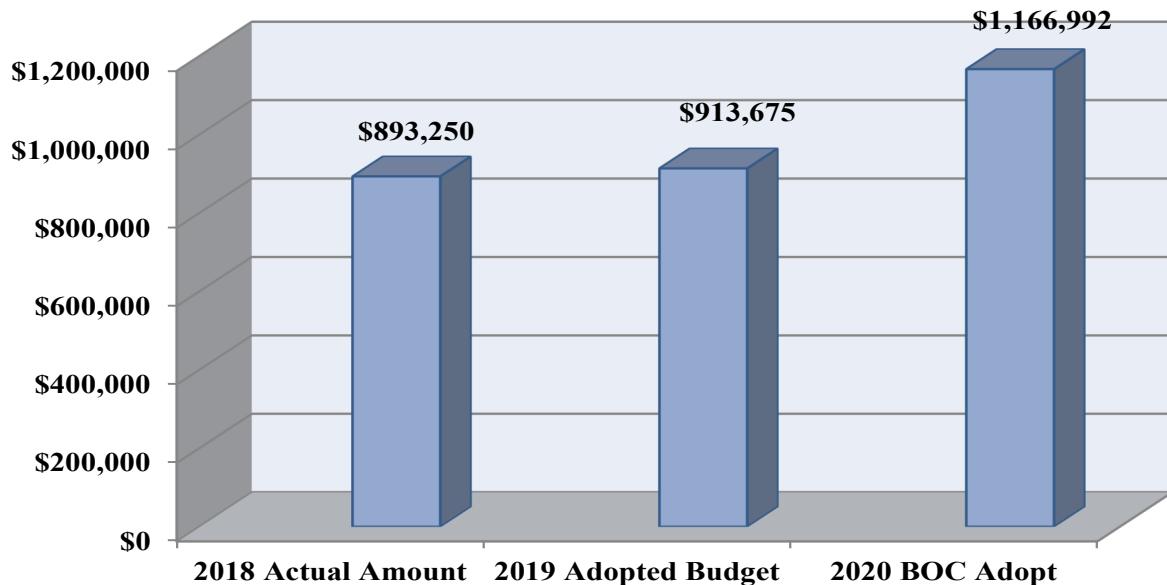
Encourage Economic Development

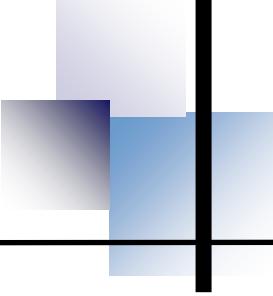
- Support the Development Authority.
- Provide business friendly incentive programs for job creating industry.
- Develop a business environment to encourage new business investment.
- Continue to develop plans for major economic development areas.

## Board of Commissioners

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>893,250</b></u>	<u><b>913,675</b></u>	<u><b>1,166,992</b></u>
Total Funding Sources	<u><b>893,250</b></u>	<u><b>913,675</b></u>	<u><b>1,166,992</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	579,652	603,169	662,386
Benefits	217,847	274,957	299,982
Advertising	20,990	16,450	25,000
Vehicle Expense	894	4,800	4,800
Dues and Subscriptions	4,871	16,000	21,400
Maintenance Charges	2,502	2,500	2,500
Supplies	22,710	13,650	20,244
Professional Services	12,158	15,000	24,980
Utilities	751	900	1,300
Travel & Training	29,429	46,900	42,000
Minor Equipment and Improvements	1,446	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	400	400
Budget Improvement Request	0	(81,051)	62,000
Total Appropriations	<u><b>893,250</b></u>	<u><b>913,675</b></u>	<u><b>1,166,992</b></u>






## **Board of Commissioners**

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018</u> <u>ACT</u>	<u>2019</u> <u>PROJ</u>	<u>2020</u> <u>PROJ</u>
<b>ZONING MEETINGS</b>	<b>9</b>	<b>6</b>	<b>6</b>
<b>WORK SESSIONS</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>PUBLIC HEARINGS</b>	<b>8</b>	<b>13</b>	<b>10</b>
<b>SPECIAL MEETINGS</b>	<b>1</b>	<b>1</b>	<b>3</b>
<b>COMMISSION MEETINGS</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>ANNUAL WORKSHOPS</b>	<b>3</b>	<b>3</b>	<b>3</b>

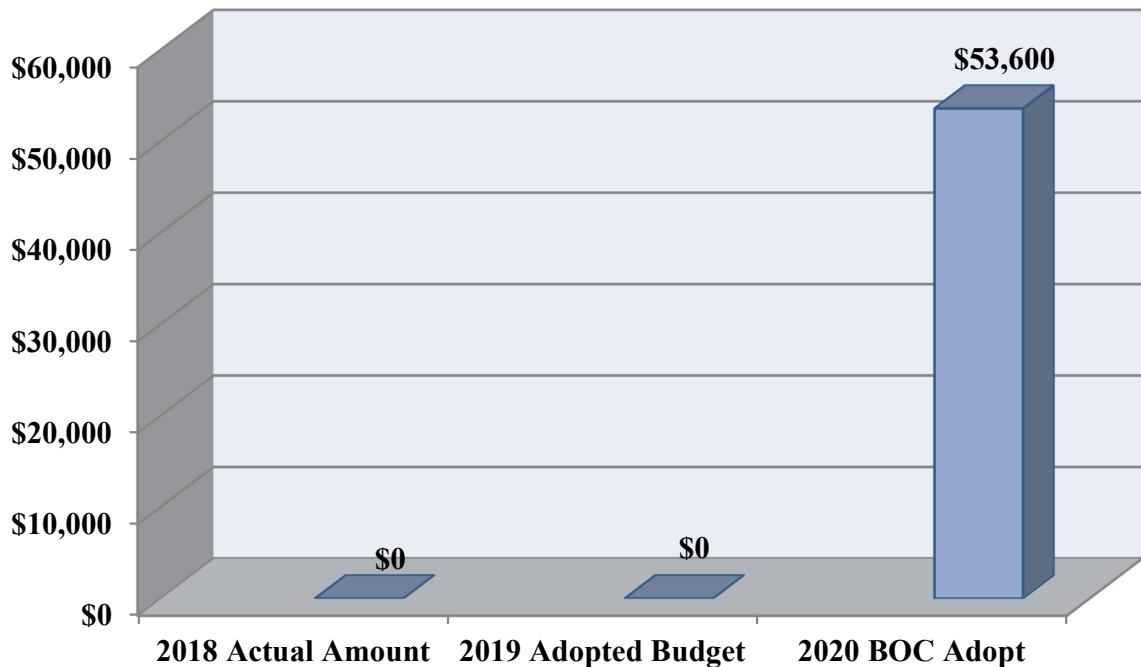
### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2020</u> <u>APPROVED</u>
Commission Chairman	UNC	1	1	1
Commissioner	UNC PT	4	4	4
County Clerk	UNC	1	1	1
County Administrator	UNC	1	1	1
Executive Secretary	FT	1	1	1
Senior Secretary	FT	1	1	1
Administrative Assistant	FT	1	1	1
Bailiff	PT	2	2	0
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>6</b>	<b>6</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>4</b>

## District 1 Commissioner

### BUDGET SUMMARY

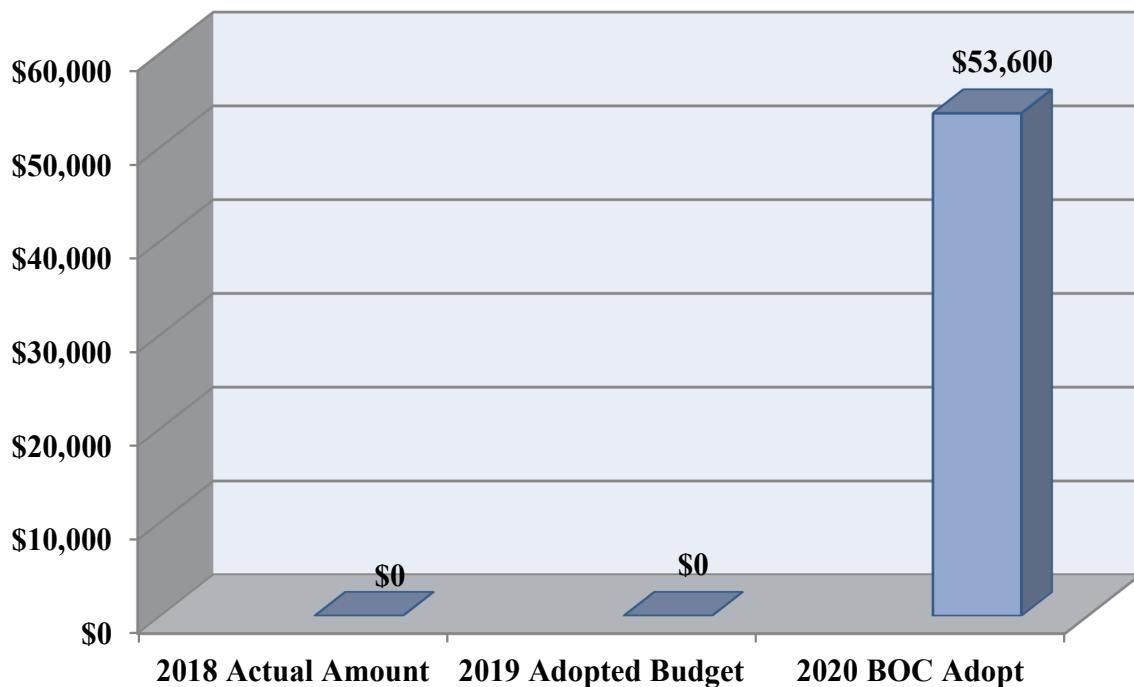
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>0</u>	<u>0</u>	<u>53,600</u>
<b>Total Funding Sources</b>	<u>0</u>	<u>0</u>	<u>53,600</u>
<b>APPROPRIATIONS:</b>			
Salary & Wage	0	0	0
Supplies	0	0	3,600
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>50,000</u>
<b>Total Appropriations</b>	<u>0</u>	<u>0</u>	<u>53,600</u>



## District 2 Commissioner

### BUDGET SUMMARY

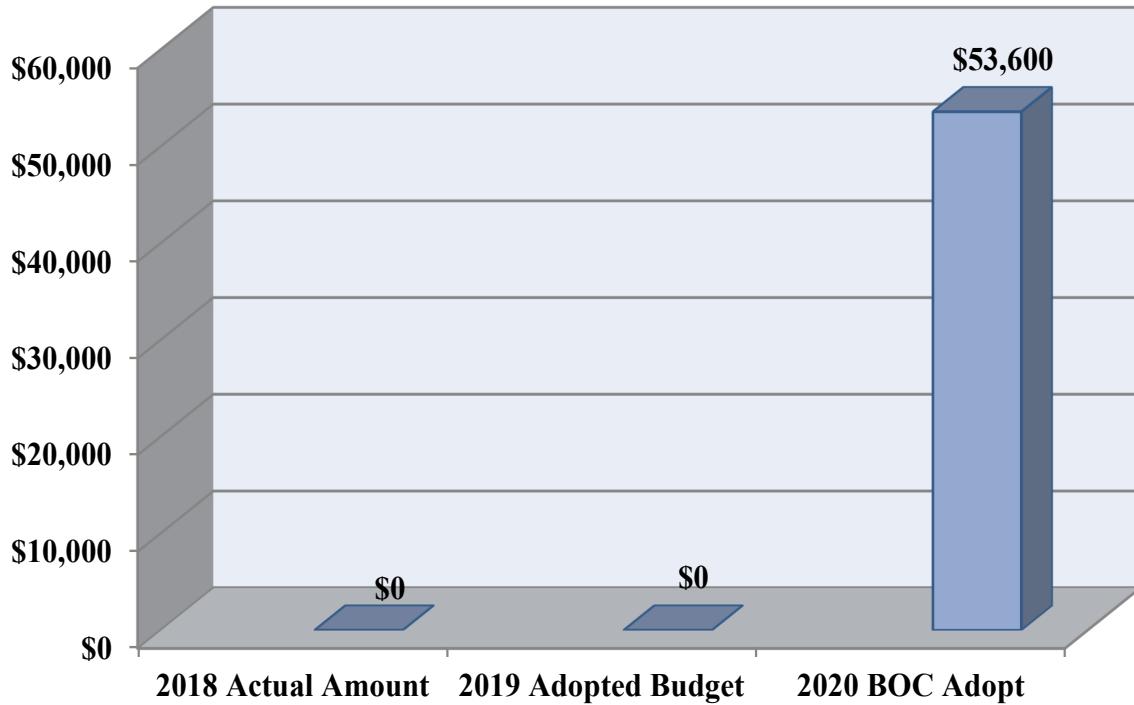
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>0</u>	<u>0</u>	<u>53,600</u>
Total Funding Sources	<u>0</u>	<u>0</u>	<u>53,600</u>
<b>APPROPRIATIONS:</b>			
Salary & Wage	0	0	0
Supplies	0	0	3,600
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>50,000</u>
Total Appropriations	<u>0</u>	<u>0</u>	<u>53,600</u>



## District 3 Commissioner

### BUDGET SUMMARY

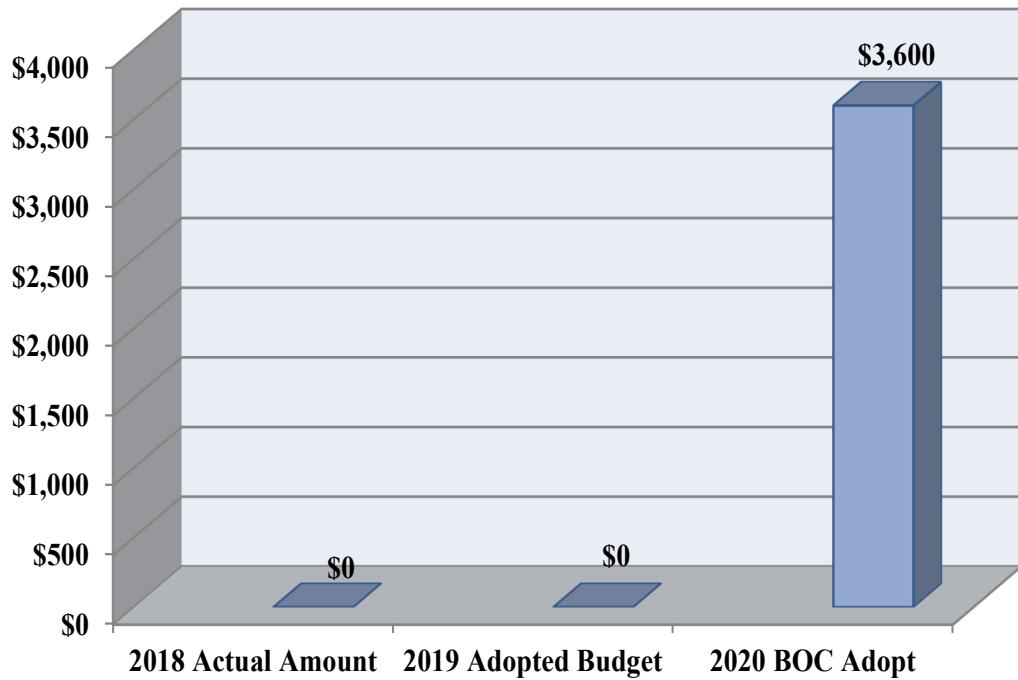
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>0</u>	<u>0</u>	<u>53,600</u>
Total Funding Sources	<u>0</u>	<u>0</u>	<u>53,600</u>
<b>APPROPRIATIONS:</b>			
Salary & Wage	0	0	0
Supplies	0	0	3,600
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>50,000</u>
Total Appropriations	<u>0</u>	<u>0</u>	<u>53,600</u>



## District 4 Commissioner

### BUDGET SUMMARY

	2018 Actual	2019 Adopted	2020 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>0</u>	<u>0</u>	<u>3,600</u>
<b>Total Funding Sources</b>	<u>0</u>	<u>0</u>	<u>3,600</u>
<b>APPROPRIATIONS:</b>			
Salary & Wage	<u>0</u>	<u>0</u>	<u>0</u>
Supplies	<u>0</u>	<u>0</u>	<u>3,600</u>
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Appropriations</b>	<u>0</u>	<u>0</u>	<u>3,600</u>



## MISSION

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

## FUNCTIONS

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

## GOALS

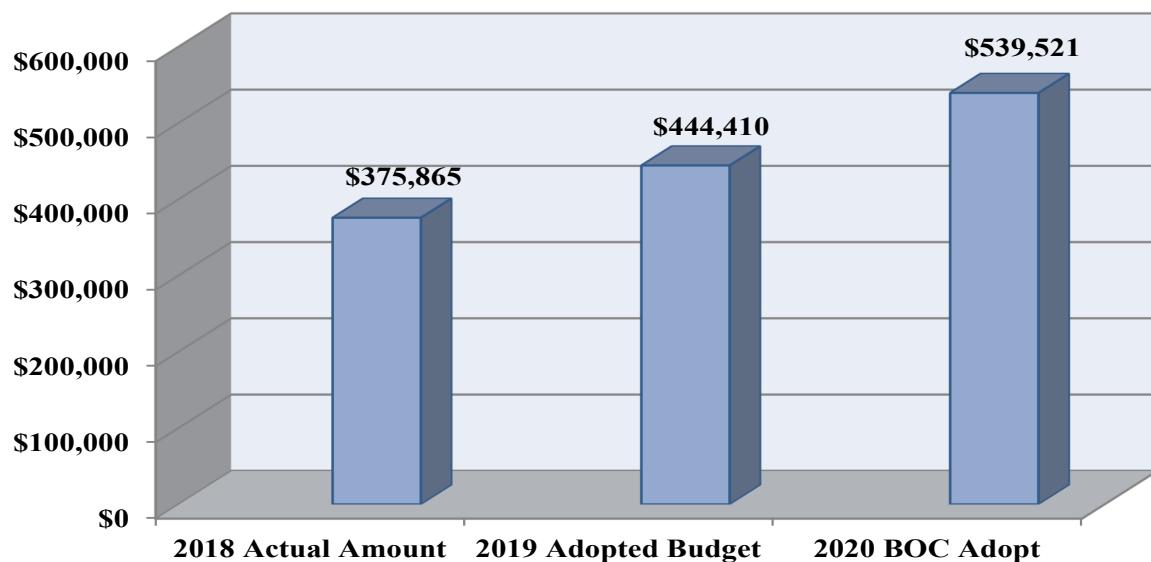
- To bring citizens together and to increase spirit and pride in Douglas County through the use of such public events as September Saturdays, Penny McHenry Hydrangea Festival, County Government Weekend Exhibits, and School Concerts at the Courthouse.
- To keep the citizens informed of their government 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.
- Assist with special projects and news media events, such as Ground Breakings, News Conferences, and ribbon-cuttings.
- Provide county wide video notification of government –related events, program initiatives, and activities

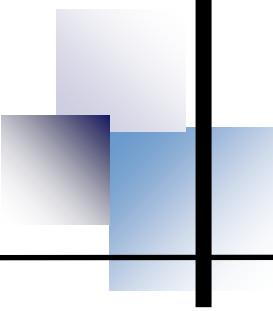


## Communications

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>375,865</u>	<u>444,410</u>	<u>539,521</u>
<b>Total Funding Sources</b>	<b><u>375,865</u></b>	<b><u>444,410</u></b>	<b><u>539,521</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	222,347	250,682	297,999
Benefits	64,498	123,881	132,747
Advertising	32,278	33,750	33,750
Vehicle Expense	416	778	778
Dues and Subscriptions	3,397	7,294	7,293
Maintenance Charges	0	0	0
Supplies	7,834	27,045	21,334
Professional Services	37,243	51,210	48,660
Utilities	1,879	2,100	2,100
Travel & Training	337	3,500	3,500
Minor Equipment and Improvements	1,937	0	0
Capital Outlay	0	0	0
Other	3,699	4,000	4,000
Uniforms and Clothing	0	360	360
<b>Budget Improvement Request</b>	<b>0</b>	<b>(60,190)</b>	<b>(13,000)</b>
<b>Total Appropriations</b>	<b><u>375,865</u></b>	<b><u>444,410</u></b>	<b><u>539,521</u></b>






## Communications

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>COMMUNITY INITIATIVES &amp; EVENTS</b>	<b>145</b>	<b>249</b>	<b>250</b>
<b>GROWTH IN SUBSCRIPTIONS</b>			
<b>TO HAPPENINGS</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>
<b>PROGRAMMING ON DCTV23</b>	<b>139</b>	<b>87</b>	<b>87</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	FT	1	1	1
Assistant Director	FT	1	1	1
Communications/Media Specialist	FT	1	1	1
Customer Service Assistant	FT	0	0	1
Switchboard Operator	PT	0	0	1
Production Assistant	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>1</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

Keeping utility costs at a minimum by:

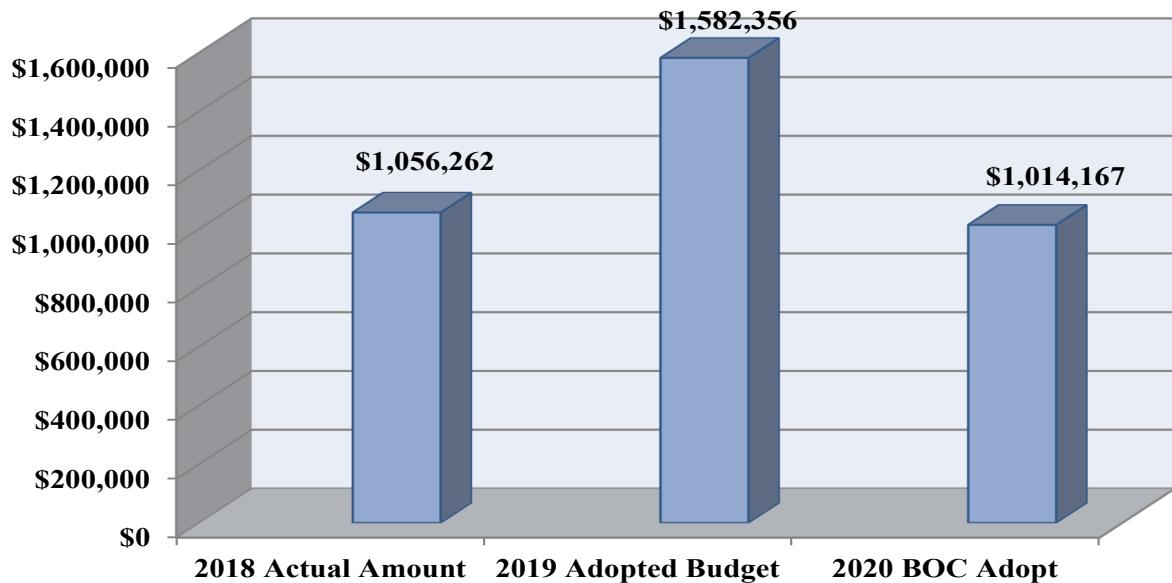
- Monitoring HVAC schedules with tighter after hours restrictions.
- Maintain HVAC equipment for optimum efficiency.
- Perform preventive maintenance on restrooms and plumbing fixtures to reduce unnecessary water usage.
- Thermal testing of all electrical starters and breakers for excessive heat loss.



## Courthouse Maintenance

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,056,262</u>	<u>1,582,356</u>	<u>1,014,167</u>
<b>Total Funding Sources</b>	<b><u>1,056,262</u></b>	<b><u>1,582,356</u></b>	<b><u>1,014,167</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	282,638	282,499	309,386
Benefits	112,499	139,714	155,062
Advertising	110	300	300
Vehicle Expense	0	600	600
Maintenance Charges	58,257	70,480	95,351
Supplies	30,802	52,273	33,355
Professional Services	187,353	198,892	208,837
Utilities	215,960	248,200	202,076
Minor Equipment and Improvements	0	0	0
Capital Outlay	167,495	646,537	0
Uniforms and Clothing	1,149	2,200	2,200
Budget Improvement Request	<u>0</u>	<u>(59,339)</u>	<u>7,000</u>
<b>Total Appropriations</b>	<b><u>1,056,262</u></b>	<b><u>1,582,356</u></b>	<b><u>1,014,167</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<b>2018 ACT</b>	<b>2019 PROJ</b>	<b>2020 PROJ</b>
<b>SPECIAL PROJECTS</b>	<b>14</b>	<b>12</b>	<b>10</b>
<b>PREVENTATIVE MAINTENANCE</b>			
<b>SERVICES</b>	<b>422</b>	<b>422</b>	<b>422</b>
<b>SERVICE CALL RESPONSES WITHIN 8 HOURS</b>	<b>1,459</b>	<b>1,496</b>	<b>1,520</b>
<b>SERVICE WORK ORDERS</b>	<b>1,459</b>	<b>1,480</b>	<b>1,520</b>

### PERSONNEL SUMMARY

<b><u>POSITION</u></b>	<b><u>POS CLASS</u></b>	<b><u>2018 ACTUAL</u></b>	<b><u>2019 BUDGET</u></b>	<b><u>2020 APPROVED</u></b>
Building Maintenance Director	UNC	1	1	1
Assistant Facilities Manager	FT	1	1	1
Lead Engineer	FT	1	1	1
Custodian	FT	4	4	4
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

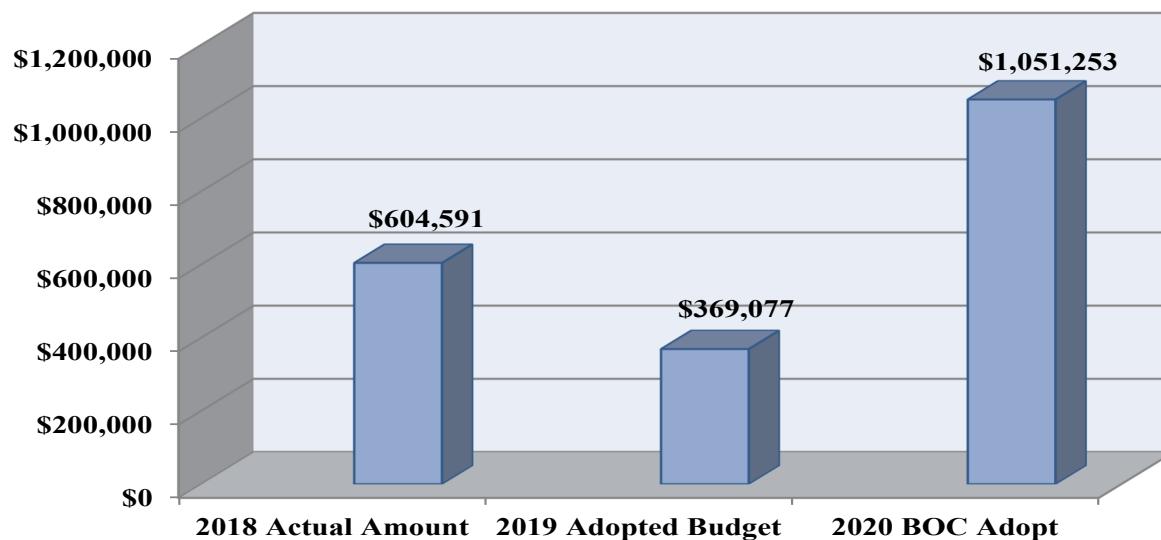
- Setup rideshare locations to move voters from different locations around the county to preassigned early voting locations
- Training mandatory voter registration site personal [ 21-2-215 (G), principals , college or university officials, Libraries]
- Letters to every head of household with elections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



## Election Board

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>604,591</u></u>	<u><u>369,077</u></u>	<u><u>1,051,253</u></u>
Total Funding Sources	<u><u>604,591</u></u>	<u><u>369,077</u></u>	<u><u>1,051,253</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	477,948	248,533	569,279
Benefits	76,455	97,297	115,250
Advertising	700	4,000	4,000
Vehicle Expense	440	600	1,100
Dues and Subscriptions	193	400	400
Equipment Rental	1,455	1,500	0
Maintenance Charges	3,267	5,000	4,000
Supplies	31,543	40,718	283,926
Professional Services	4,610	1,500	35,000
Utilities	360	470	470
Travel & Training	2,855	10,600	10,500
Minor Equipment and Improvements	4,764	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>(41,541)</u>	<u>27,328</u>
Total Appropriations	<u><u>604,591</u></u>	<u><u>369,077</u></u>	<u><u>1,051,253</u></u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## Election Board

2018 ACT	2019 PROJ	2020 PROJ
-------------	--------------	--------------

REGISTERED VOTERS	100,031	105,032	103,687
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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	FT	1	1	1
Voter Registration/Election Associate	FT	1	1	1
Deputy Elections Supervisor	FT	1	1	1
Board Member	UNC PT	5	5	5
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

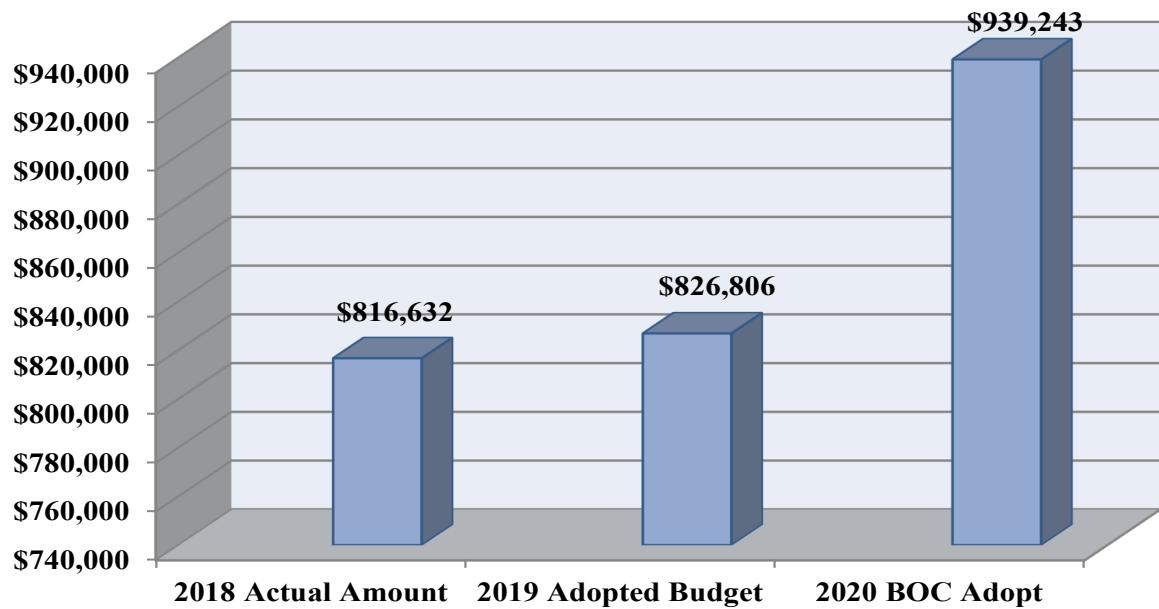
- Continue to submit our Budget Document and Financial Statements to the Government Finance Officers Association award programs.
- Continue the Certified Public Finance Officer Program.
- Continue monitoring revenues and expenditures and issue quarterly reports.
- Continue monitoring and strengthening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



## Finance

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>816,632</u></b>	<b><u>826,806</u></b>	<b><u>939,243</u></b>
<b>Total Funding Sources</b>	<b><u>816,632</u></b>	<b><u>826,806</u></b>	<b><u>939,243</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	569,972	580,741	650,691
Benefits	219,247	256,581	276,838
Dues and Subscriptions	1,631	1,700	1,700
Maintenance Charges	480	1,280	1,280
Supplies	20,983	22,400	21,234
Professional Services	980	4,000	4,000
Utilities	0	0	0
Travel & Training	3,339	9,500	9,500
Minor Equipment and Improvements	0	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>(49,396)</b>	<b>(26,000)</b>
<b>Total Appropriations</b>	<b><u>816,632</u></b>	<b><u>826,806</u></b>	<b><u>939,243</u></b>



# WORKLOAD INDICATORS

## Finance

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>MANUAL CHECKS PRODUCED</b>	<b>5,327</b>	<b>3,600</b>	<b>2,500</b>
<b>INVOICES PAID</b>	<b>26,084</b>	<b>26,228</b>	<b>23,091</b>
<b>RECEIPTS KEYED</b>	<b>7,761</b>	<b>6,368</b>	<b>7,064</b>
<b>NEW ASSETS RECORDED</b>	<b>99</b>	<b>110</b>	<b>104</b>

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director	UNC	1	1	1
Financial Analyst	FT	1	1	1
Senior Accountant	FT	1	1	1
Accountnat	FT	1	1	1
Accounting Supervisor	FT	1	1	1
Payroll Administrator	FT	1	1	1
Accounting Assistant II	FT	4	4	4
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

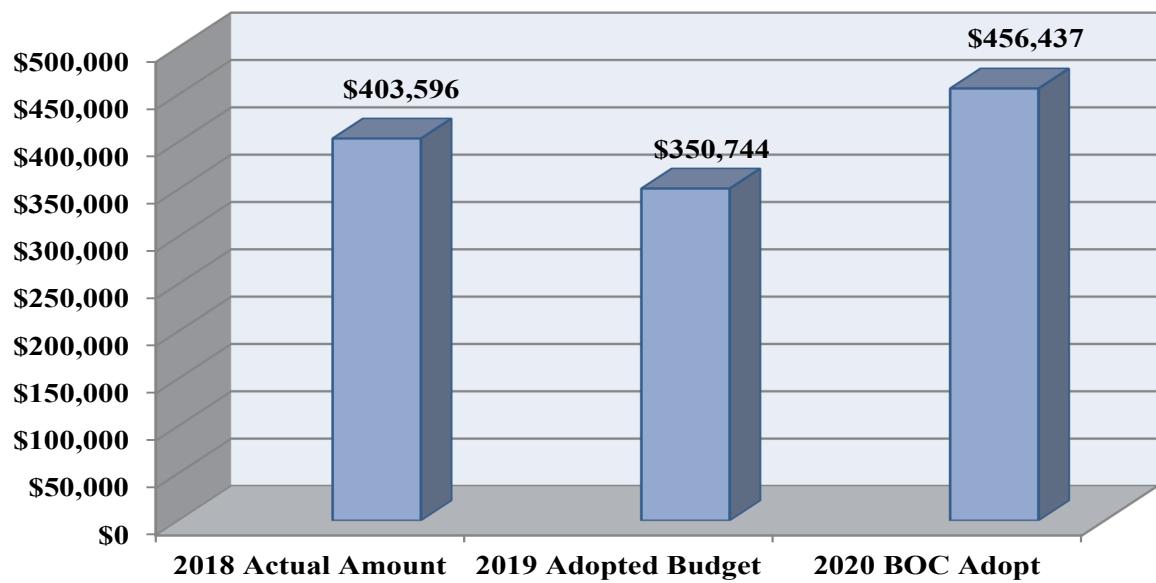
- Development and compliance of policies and procedures including the Merit System Rules and Regulations, Human Resources management policies, federal and state employment and labor laws and all other policies deemed appropriate and necessary by the County Administrator and Board of Commissioners.
- Timely 2020 Open Enrollment execution.
- Implement the Board of Commissioner's goals and objectives as related to the HR Department.
- Full implantation of the professional services agreement with MSI Benefits Group, Inc.
- Prepare and oversee special projects, performance analysis and other various management reports, and analysis of statistical data.
- Finalize and implement the countywide Classification & Compensation recommendations as directed by the BOC.
- Promote a culture of Health & Wellness by encouraging a healthy lifestyle of mind and body through informative newsletters, annual health fair, lunch and learns, seminars, and financial education. Additional support for this goal will be provided via the 2018 ACCG Health Promotion and Wellness Grant.

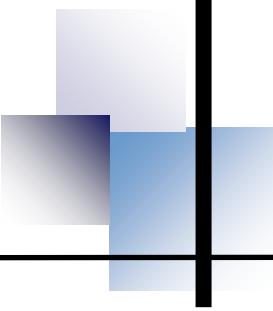


## Human Resources

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>403,596</u></u>	<u><u>350,744</u></u>	<u><u>456,437</u></u>
Total Funding Sources	<u><u>403,596</u></u>	<u><u>350,744</u></u>	<u><u>456,437</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	265,965	259,683	287,207
Benefits	80,920	114,732	133,895
Advertising	7,990	10,000	10,000
Dues and Subscriptions	1,745	1,300	1,490
Maintenance Charges	523	600	720
Supplies	8,250	4,340	3,305
Professional Services	10,800	7,500	21,000
Utilities	0	0	570
Travel & Training	8,084	12,500	11,250
Minor Equipment and Improvements	1,369	0	0
Capital Outlay	17,951	0	0
Budget Improvement Request	<u>0</u>	<u>(59,911)</u>	<u>(13,000)</u>
<b>Total Appropriations</b>	<b><u>403,596</u></b>	<b><u>350,744</u></b>	<b><u>456,437</u></b>






## Human Resources

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>TURNOVER RATE</b>	<b>15.21%</b>	<b>17.78%</b>	<b>14.41%</b>
<b>NEW HIRES</b>	<b>204</b>	<b>247</b>	<b>195</b>
<b>JOB ADVERTISEMENTS PLACED</b>	<b>313</b>	<b>424</b>	<b>248</b>
<b>PHYSICALS SCHEDULED</b>	<b>172</b>	<b>199</b>	<b>130</b>
<b>APPLICATIONS RECEIVED</b>	<b>2,449</b>	<b>3,003</b>	<b>2,894</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	UNC	1	1	1
Senior Human Resources Generalist	FT	1	1	1
Administrative Assistant	FT	1	1	1
Employee Benefits Assistant	FT	1	1	1
Personnel Assistant	FT	1	1	1
Human Resources Assistant	PT	0	1	1
Personnel Review Board	PT	3	3	3
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>3</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.

## GOALS

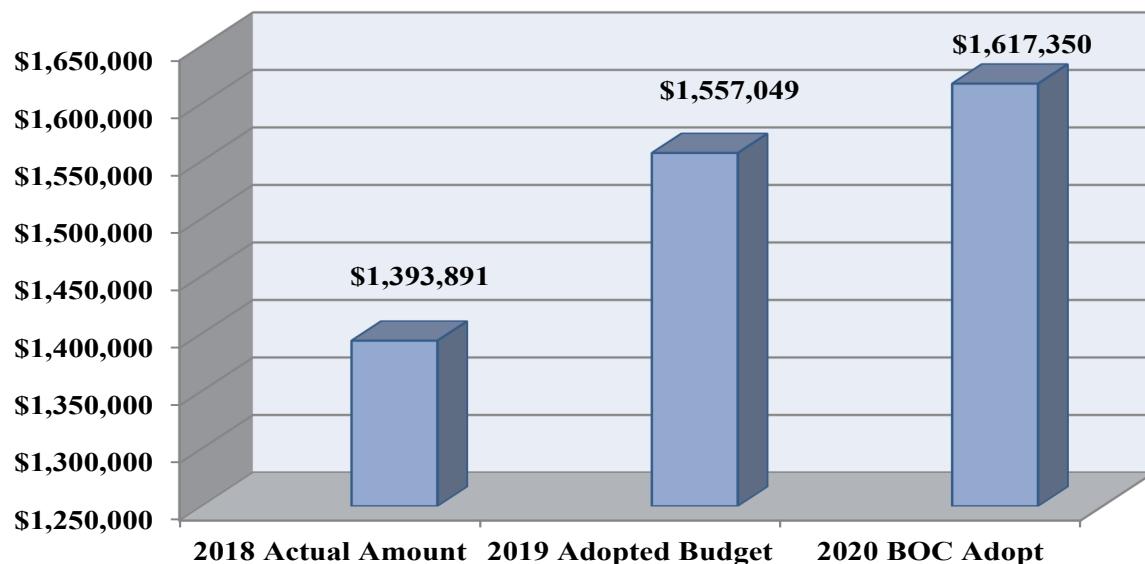
- Provide 99.9% uptime across all business impacting applications and technology services provided by the Information Systems Department.
- Build standardization and process flows into IS department for hardware requisitioning, support requests, and inventory. Enhance compliance with Open Record legislation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

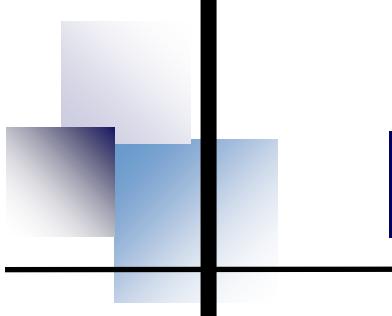


## Information Services

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>1,393,891</u></u>	<u><u>1,557,049</u></u>	<u><u>1,617,350</u></u>
Total Funding Sources	<u><u>1,393,891</u></u>	<u><u>1,557,049</u></u>	<u><u>1,617,350</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	510,710	588,179	615,446
Benefits	194,302	224,841	225,951
Advertising	0	0	0
Vehicle Expense	202	1,350	800
Dues and Subscriptions	200	300	200
Maintenance Charges	309,081	323,810	474,055
Supplies	1,865	4,030	(13,442)
Professional Services	7,838	12,000	10,000
Utilities	45,733	60,000	62,640
Travel & Training	11,244	20,990	25,400
Minor Equipment and Improvements	85,484	152,200	0
Capital Outlay	213,523	185,500	0
Debt Service	13,710	52,800	52,800
Budget Improvement Request	0	(68,951)	163,500
Total Appropriations	<u><u>1,393,891</u></u>	<u><u>1,557,049</u></u>	<u><u>1,617,350</u></u>





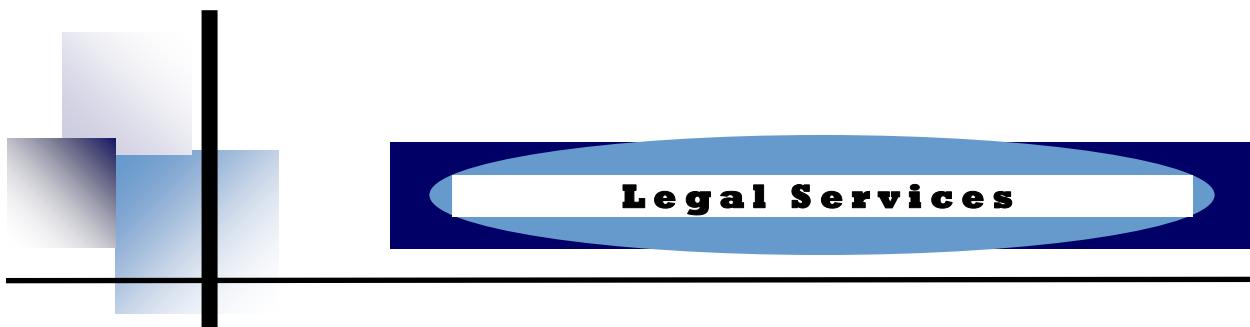
## Information Services

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018</u> <u>ACT</u>	<u>2019</u> <u>PROJ</u>	<u>2020</u> <u>PROJ</u>
<b>SERVER AVAILABILITY</b>	<b>98%</b>	<b>99%</b>	<b>99%</b>
<b>SECURITY INCIDENTS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL NUMBER OF IS SERVICE REQ.</b>	<b>4,644</b>	<b>6,250</b>	<b>6,000</b>
<b>INTERNET / NETWORK AVAILABILITY</b>	<b>98%</b>	<b>99%</b>	<b>99%</b>
<b>AVG. ISSUE/ RESOLUTION TIME</b>	<b>33 min.</b>	<b>30 min.</b>	<b>25 min.</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2020</u> <u>APPROVED</u>
Director	UNC	1	1	1
Senior System Administrator	FT	1	1	1
Network Administrator	FT	1	1	0
Senior Program Analyst	FT	1	1	1
Network/Systems Security Manager	FT	1	1	1
Senior System Network Administrator	FT	1	1	1
PC Support Specialist	FT	3	3	3
PC Support Supervisor	FT	0	0	1
Switchboard Operator	FT	1	1	0
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>9</b>



# GENERAL GOVERNMENT

## MISSION

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

## FUNCTIONS

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

## GOALS

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

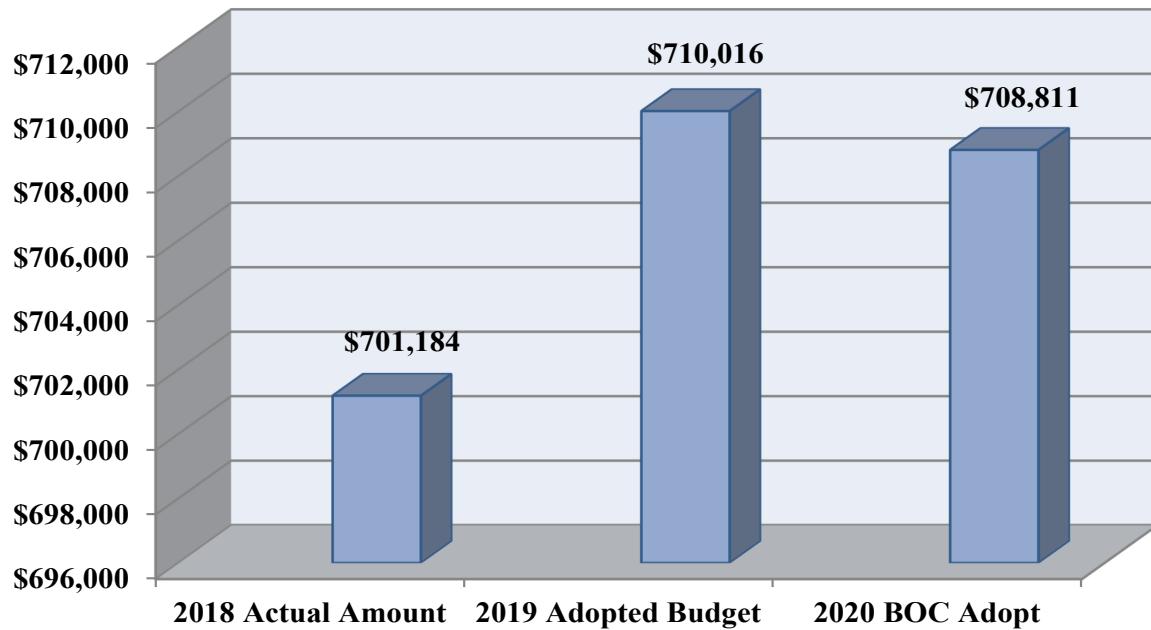
## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Paralegal	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## Legal Services

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>701,184</u>	<u>710,016</u>	<u>708,811</u>
<b>Total Funding Sources</b>	<b><u>701,184</u></b>	<b><u>710,016</u></b>	<b><u>708,811</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	66,741	68,668	74,919
Benefits	23,709	28,409	31,462
Audit and Legal	216,367	366,000	165,000
Dues and Subscriptions	6,187	7,200	7,200
Supplies	85	788	(17,844)
Professional Services	385,983	234,513	445,513
Utilities	559	640	611
Travel & Training	1,553	1,950	1,950
Budget Improvement Request	<u>0</u>	<u>1,848</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>701,184</u></b>	<b><u>710,016</u></b>	<b><u>708,811</u></b>



## MISSION

To efficiently provide Douglas County employees and officials with dependable transportation for commuting to County business functions, training, and occasional usage through the centralization of a program 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

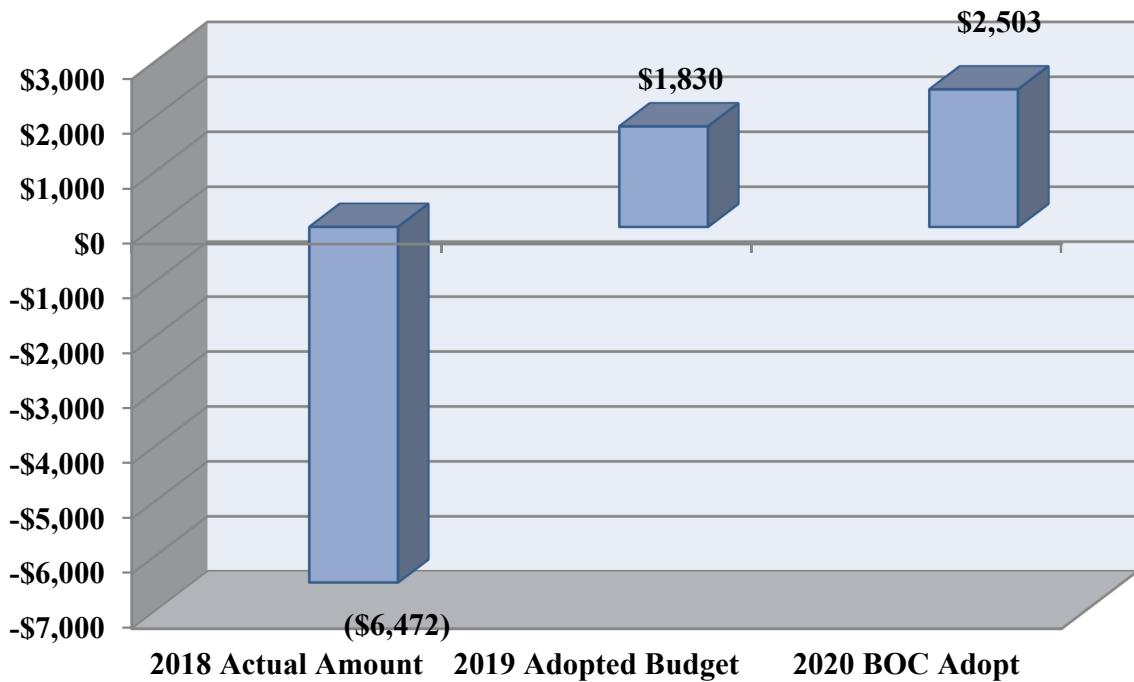
- Continue to enhance motor pool usage through the addition of new and used dependable vehicles in order to provide efficient centralized transportation for departments requiring occasional vehicle use.
- Determine usage needs through accurate record keeping and reporting for the purpose of determining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



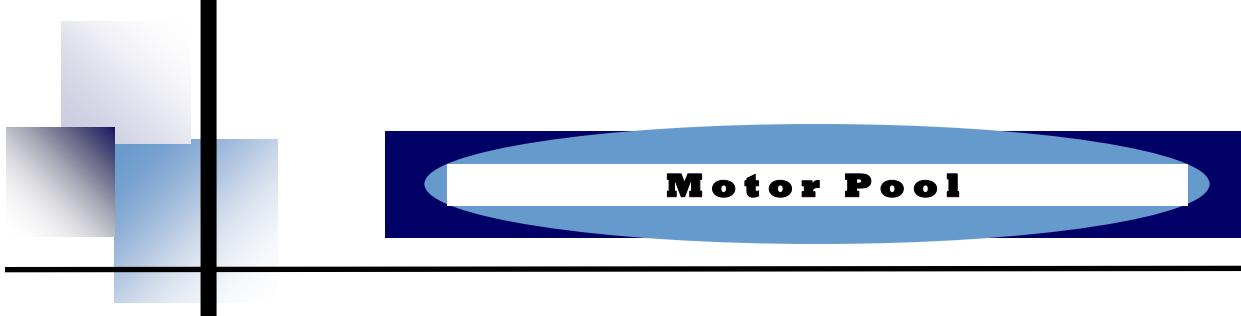
## Motor Pool

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>(6,472)</u>	<u>1,830</u>	<u>2,503</u>
Total Funding Sources	<u>(6,472)</u>	<u>1,830</u>	<u>2,503</u>
<b>APPROPRIATIONS:</b>			
Vehicle Expense	(6,685)	1,580	2,330
Supplies	213	250	173
Capital Outlay	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	<u>(6,472)</u>	<u>1,830</u>	<u>2,503</u>



## WORKLOAD INDICATORS



	<u>2018</u> <u>ACT</u>	<u>2019</u> <u>PROJ</u>	<u>2020</u> <u>PROJ</u>
DEPARTMENT REQUESTS	170	145	160
MILES UTILIZED	21,000	21,000	22,000
REVENUE GENERATED	12,000	14,000	15,000

## PERSONNEL

Administered by the Fleet Management Department and Government Services

## MISSION

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

## FUNCTIONS

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

## GOALS

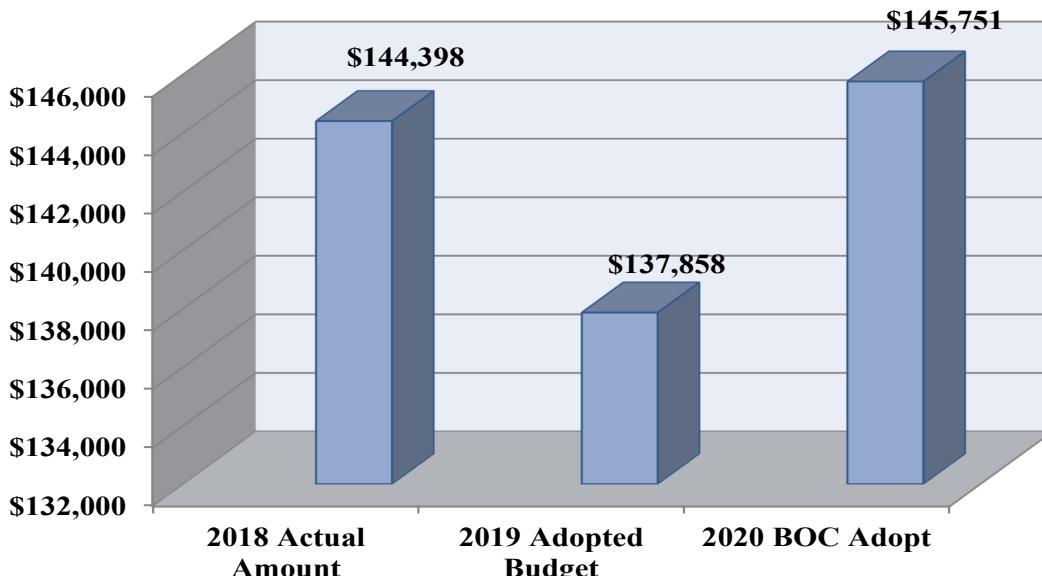
- **Continue to improve the quality of work for all departments by acquiring new technology for improve imaging appearance.**
- **Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity.**
- **Continue to encourage communications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

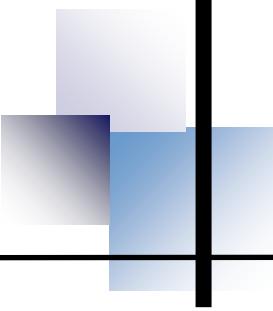


## Printing & Mail

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>144,398</u>	<u>137,858</u>	<u>145,751</u>
<b>Total Funding Sources</b>	<b><u>144,398</u></b>	<b><u>137,858</u></b>	<b><u>145,751</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	93,885	88,980	97,080
Benefits	37,388	29,955	32,886
Advertising	0	0	0
Vehicle Expense	679	1,259	1,269
Equipment Rental	548	1,020	1,020
Maintenance Charges	8,329	7,685	7,525
Supplies	3,568	6,565	5,971
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,394</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>144,398</u></b>	<b><u>137,858</u></b>	<b><u>145,751</u></b>





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## Printing & Mail

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
PIECES OF MAIL PROCESSED	237,000	268,000	270,000
PAPER REQUEST TOTAL SHEETS	6,000,000	6,100,000	6,100,000
PRINTING IMPRESSIONS	687,000	685,000	650,000
PAPER REQUESTS	255	260	260
WORK ORDER	251	252	255

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Supervisor	FT	1	1	1
Mail Clerk	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



## **MISSION**

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

## **FUNCTIONS**

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

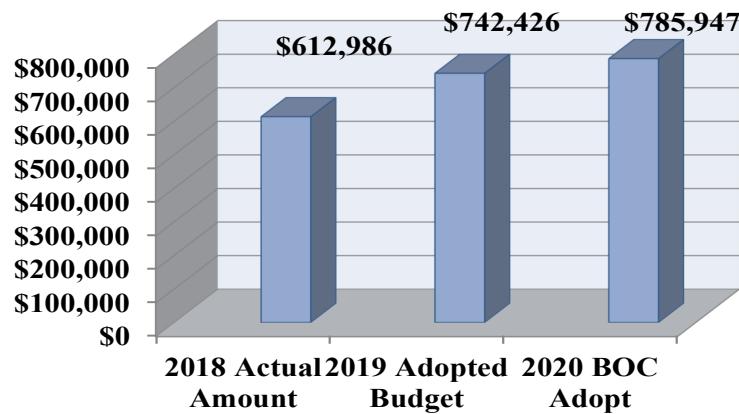
## **GOALS**

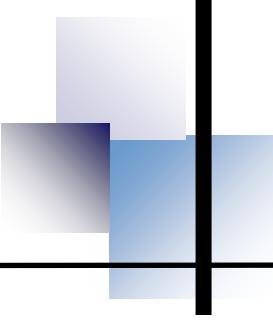
- **To Serve, Satisfy and Support each department within the Douglas County Board of Commissioners with a “Standard of Maintenance” for all buildings maintained by Property Management.**
- **Efficiently and effectively maintain County properties by reducing costs while seeking the lowest prices for maintenance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



## Property Management

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>612,986</u></b>	<b><u>742,426</u></b>	<b><u>785,947</u></b>
<b>Total Funding Sources</b>	<b><u>612,986</u></b>	<b><u>742,426</u></b>	<b><u>785,947</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	232,107	222,761	248,102
Benefits	106,542	129,781	143,081
Advertising	0	0	0
Vehicle Expense	19,712	26,766	23,256
Dues and Subscriptions	459	1,350	1,350
Equipment Rental	40	900	900
Maintenance Charges	85,034	140,750	140,800
Supplies	615	2,548	(11,006)
Professional Services	56,363	51,650	34,120
Utilities	27,626	32,446	28,667
Travel & Training	740	2,500	1,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	4,940	0	0
Debt Service	77,574	186,177	186,177
Uniforms and Clothing	1,234	2,500	2,500
<b>Budget Improvement Request</b>	<b>0</b>	<b>(57,703)</b>	<b>(13,000)</b>
<b>Total Appropriations</b>	<b><u>612,986</u></b>	<b><u>742,426</u></b>	<b><u>785,947</u></b>






## **Property Management**

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

	<b>2018 <u>ACT</u></b>	<b>2019 <u>PROJ</u></b>	<b>2020 <u>PROJ</u></b>
<b>HOURS ON NEW PROJECTS</b>	<b>5,800</b>	<b>6,200</b>	<b>6,500</b>
<b>CONSTRUCTION PROJECTS</b>	<b>26</b>	<b>30</b>	<b>25</b>
<b>MAINTENANCE SQ. FT.</b>	<b>659,278</b>	<b>699,278</b>	<b>699,278</b>
<b>WORK ORDERS</b>	<b>7,000</b>	<b>7,200</b>	<b>7,920</b>
<b>HOURS SPENT ON MAINTENANCE</b>	<b>14,800</b>	<b>15,000</b>	<b>15,400</b>

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### **PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>POS CLASS</u></b>	<b><u>2018 ACTUAL</u></b>	<b><u>2019 BUDGET</u></b>	<b><u>2020 APPROVED</u></b>
Electrician	FT	1	1	1
HVAC Technician	FT	1	1	1
Maintenance Technician I	FT	3	3	3
Project Coordinator	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

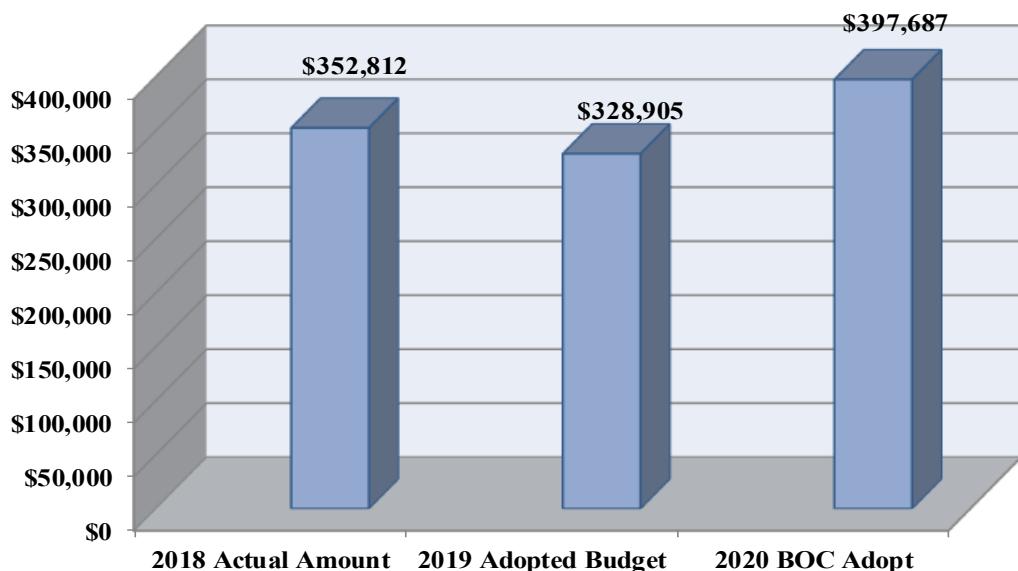
- To efficiently and effectively handle Special Purpose Local Option Sales Tax (SPLOST) purchases; Fire Station, E911/EMO Center, Adult Detention Center and Law Enforcement Center, and Road and Bridge Projects.
- To modify/improve existing Purchasing Process to meet the needs of all County Departments.
- To comply with the legal requirements of public purchasing.
- To assure Vendors that impartial and equal treatment will be afforded to all who wish to do business with the County.
- To receive maximum value for each public dollar spent.
- To provide, using departments, the required goods & services in the proper quantity and quality at the time and place needed.



## Purchasing

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>352,812</u>	<u>328,905</u>	<u>397,687</u>
Total Funding Sources	<u>352,812</u>	<u>328,905</u>	<u>397,687</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	247,479	247,387	272,087
Benefits	96,231	122,811	126,781
Advertising	0	300	300
Dues and Subscriptions	1,181	1,285	1,285
Maintenance Charges	480	680	680
Supplies	6,352	7,000	6,634
Professional Services	0	750	750
Utilities	559	650	470
Travel & Training	530	2,700	1,700
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>(54,658)</u>	<u>(13,000)</u>
Total Appropriations	<u>352,812</u>	<u>328,905</u>	<u>397,687</u>



## Purchasing

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>TOTAL PURCHASE ORDERS</b>	<b>10,861</b>	<b>11,038</b>	<b>6,672</b>
<b>REQUISITIONS PROCESSED</b>	<b>10,000</b>	<b>10,000</b>	<b>11,076</b>
<b>STANDARD PURCHASE ORDERS</b>	<b>7,792</b>	<b>10,000</b>	<b>9,850</b>
<b>BLANKET PURCHASE ORDERS</b>	<b>786</b>	<b>905</b>	<b>1,225</b>
<b>STANDARD SPLOST PURCHASE ORDERS</b>	<b>67</b>	<b>50</b>	<b>216</b>
<b>BLANKET SPLOST PURCHASE ORDERS</b>	<b>12</b>	<b>11</b>	<b>48</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	UNC	1	1	1
Deputy Purchasing Director	FT	1	1	1
Contract Analyst	FT	1	1	1
Buyer I / Purchasing Asst.	FT	2	2	2
Assistant Manager - Contracts	FT	0	0	0
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## Records Retention

### 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

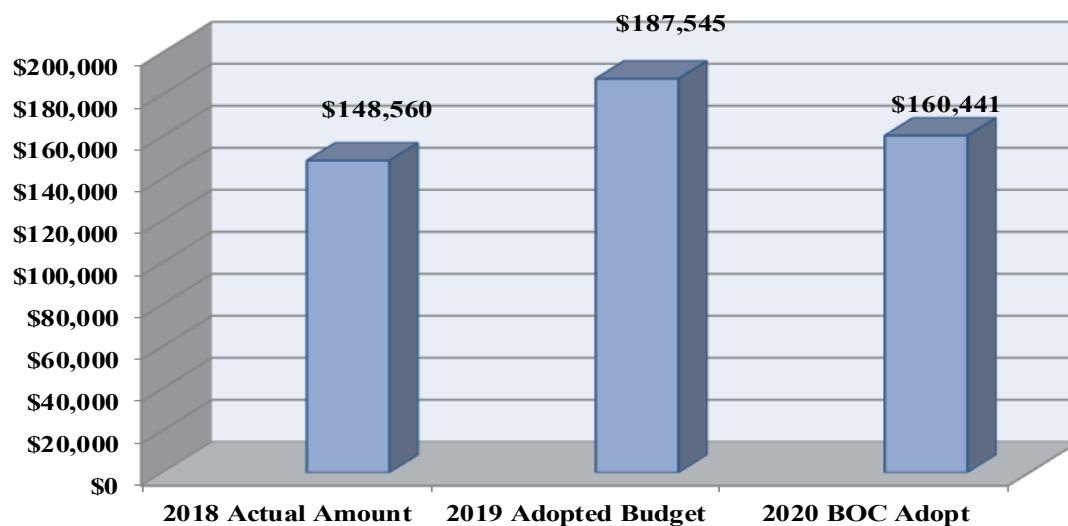
- Implement New Imaging Software
  - New imaging software was purchased in 2019, and we are currently in the implementation phase with the new software.
  - With the new software we are hoping to continue to process a number of imaging projects for various departments including 130 boxes of oversize records from Building Inspections
- Evaluate Boxes for Damage and Continue Reboxing Project for Preservation of Records
  - Each year we work to identify boxes that need to be reboxed to preserve the records. It is an ongoing project through each year.



## Records Retention

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>148,560</u>	<u>187,545</u>	<u>160,441</u>
Total Funding Sources	<u>148,560</u>	<u>187,545</u>	<u>160,441</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	76,300	80,045	87,331
Benefits	28,239	26,272	28,572
Advertising	90	0	0
Vehicle Expense	325	700	700
Dues and Subscriptions	90	40	60
Maintenance Charges	0	500	500
Supplies	3,450	5,175	3,798
Professional Services	1,523	10,000	10,000
Utilities	32,137	30,650	27,480
Travel & Training	1,035	2,000	2,000
Minor Equipment and Improvements	5,372	0	0
Capital Outlay	0	30,009	0
Budget Improvement Request	0	2,154	0
<b>Total Appropriations</b>	<b><u>148,560</u></b>	<b><u>187,545</u></b>	<b><u>160,441</u></b>



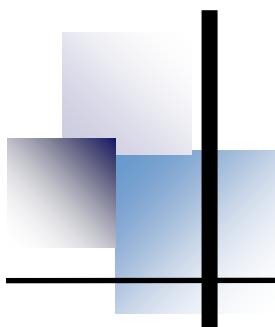
## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### Records Retention

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
DOCUMENTS FILED	18,342	15,000	18,000
CUBIC FEET DESTROYED	580	750	700
CUBIC FEET TRANSMITTED	938	900	950
OPEN RECORDS REQUESTED	1,074	1,368	1,300
<b>DOCUMENTS SCANNED &amp; INDEXED</b>	<b>18,642</b>	<b>20,000</b>	<b>25,000</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Information Coordinator	ft	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



# GENERAL GOVERNMENT

## MISSION

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

## FUNCTIONS

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

## GOALS

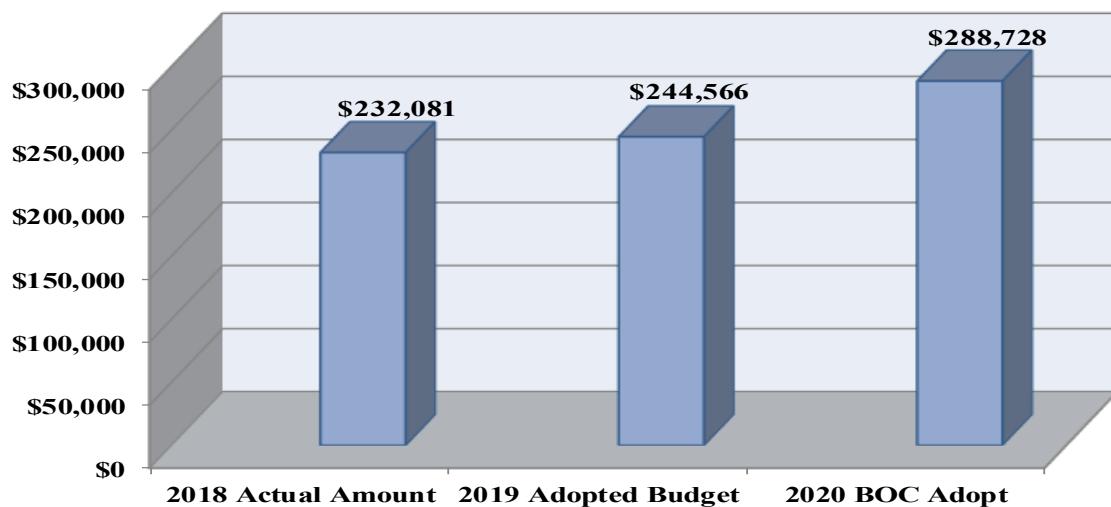
- Increase CPR / AED Classes (free to departments) to one class monthly
- Continue integrating, updating & improving the new Safety Manual and Website tools
- Break ground on Expansion Center for Risk & Safety operations
- Work with Connect Douglas on purchasing furniture, appliances and office equipment for Expansion Center and monitor construction
- Move Risk & Safety operations from Courthouse to Expansion Center
- Assimilate staff to new procedures and additional responsibilities
- Introduce & retrain staff to maximize productivity through "efficiencies of scale." Dedicated facility will allow for increased productivity without additional personnel
- Provide superior Claims Management & support services to operational departments
- Conduct Safety Inspections of all playgrounds, parks and facilities
- Reduce motor vehicle accidents and decrease workplace injury rate



## Risk & Safety

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>232,081</u>	<u>244,566</u>	<u>288,728</u>
<b>Total Funding Sources</b>	<b><u>232,081</u></b>	<b><u>244,566</u></b>	<b><u>288,728</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	155,609	155,456	169,970
Benefits	62,486	69,035	76,513
Advertising	0	0	0
Vehicle Expense	2,307	3,300	2,200
Dues and Subscriptions	1,487	1,488	1,538
Maintenance Charges	440	480	480
Supplies	4,765	3,750	6,705
Professional Services	0	0	0
Utilities	512	800	192
Travel & Training	2,055	3,000	3,250
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	125	250
Grants	2,421	3,000	3,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>4,132</b>	<b>24,630</b>
<b>Total Appropriations</b>	<b><u>232,081</u></b>	<b><u>244,566</u></b>	<b><u>288,728</u></b>





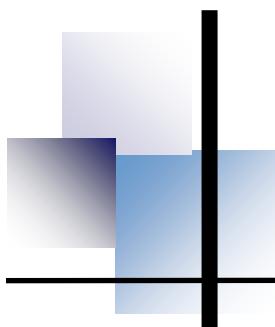
## **Risk & Safety**

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

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>MOTOR VEHICLE ACCIDENT CLAIMS</b>	124	149	130
<b>ON-THE-JOB INJURY CLAIMS</b>	123	163	130
<b>SAFETY COURSES CONDUCTED</b>	78	86	96
<b>SAFETY INSPECTIONS</b>	34	50	38
<b>NON-EMPLOYEE INJURY REPORTS</b>	85	25	71

### **PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Manager	UNC	1	1	1
Workers' Comp Safety Coordinator	FT	1	1	1
Claims Administrator	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>



# GENERAL GOVERNMENT

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

## FUNCTIONS

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

## GOALS

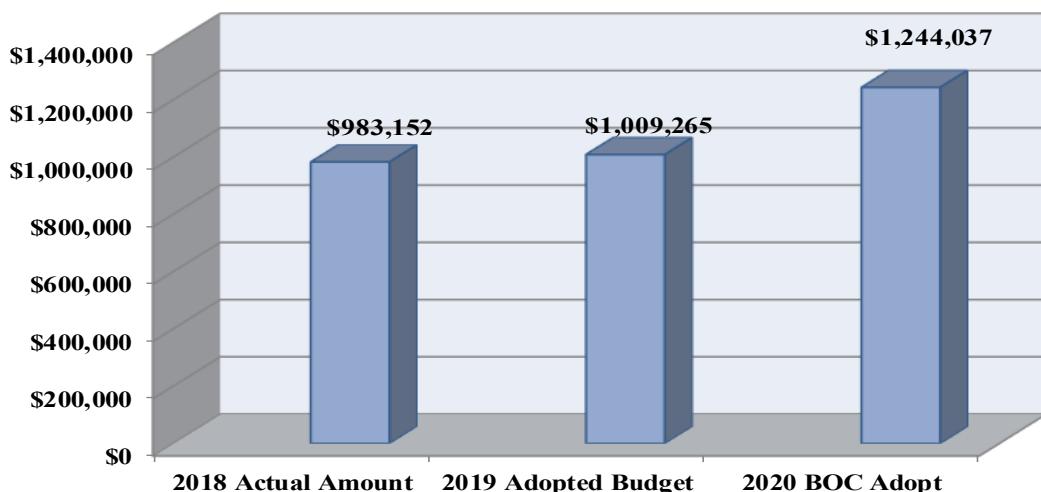
- Complete updates necessary to reach and maintain fair market value; maintain cost, income, and land value data bases.
- Continue Personal Property Audit Program.
- Continue to establish better communication and work relations with public officials, property owners, citizens, and media.
- Continue to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

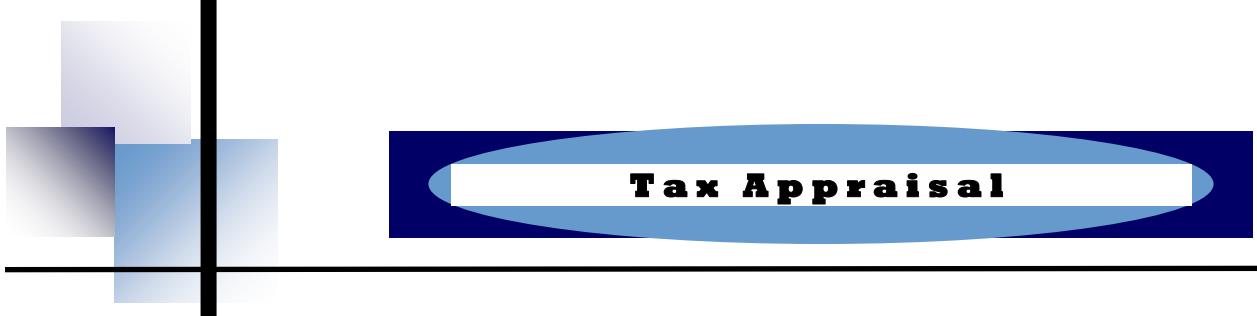


## Tax Appraisal

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>983,152</u>	<u>1,009,265</u>	<u>1,244,037</u>
Total Funding Sources	<u>983,152</u>	<u>1,009,265</u>	<u>1,244,037</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	650,299	683,048	760,859
Benefits	243,283	327,886	389,786
Advertising	0	250	250
Vehicle Expense	5,762	8,700	8,700
Dues and Subscriptions	3,767	5,206	5,206
Maintenance Charges	492	282	532
Supplies	14,852	17,253	12,807
Professional Services	15,380	7,655	18,797
Utilities	44,034	63,500	63,600
Travel & Training	2,429	8,500	7,500
Minor Equipment and Improvements	2,487	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	367	2,000	2,000
Budget Improvement Request	<u>0</u>	<u>(115,015)</u>	<u>(26,000)</u>
<b>Total Appropriations</b>	<b><u>983,152</u></b>	<b><u>1,009,265</u></b>	<b><u>1,244,037</u></b>





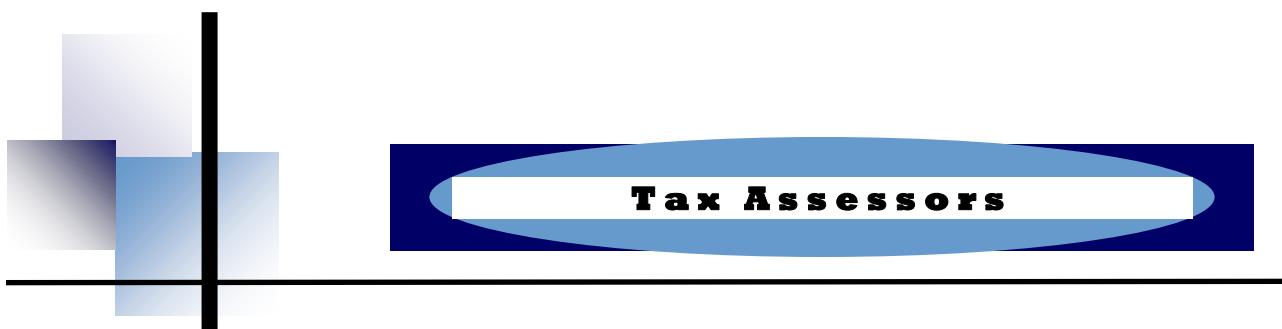
## **Tax Appraisal**

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

	<u>2018</u>	<u>2019</u>	<u>2020</u>
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>TOTAL # OF PARCELS</b>	<b>54,153</b>	<b>54,306</b>	<b>54,330</b>
<b>PERSONAL PROPERTY ACCOUNTS</b>	<b>8,997</b>	<b>8,997</b>	<b>9,125</b>
<b># OF PREBILL MOBILE HOMES</b>	<b>2,015</b>	<b>2,012</b>	<b>2,012</b>

#### **PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	FT	2	2	2
Appraiser IV	FT	1	1	0
Appraiser III	FT	2	2	1
Appraiser II	FT	4	4	3
Appraiser I	FT	2	2	6
Senior Secretary	FT	1	1	1
Deed Specialist	FT	1	1	1
Secretary	FT	1	1	1
Appraisal Assistant	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>16</b>	<b>16</b>	<b>17</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>0</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

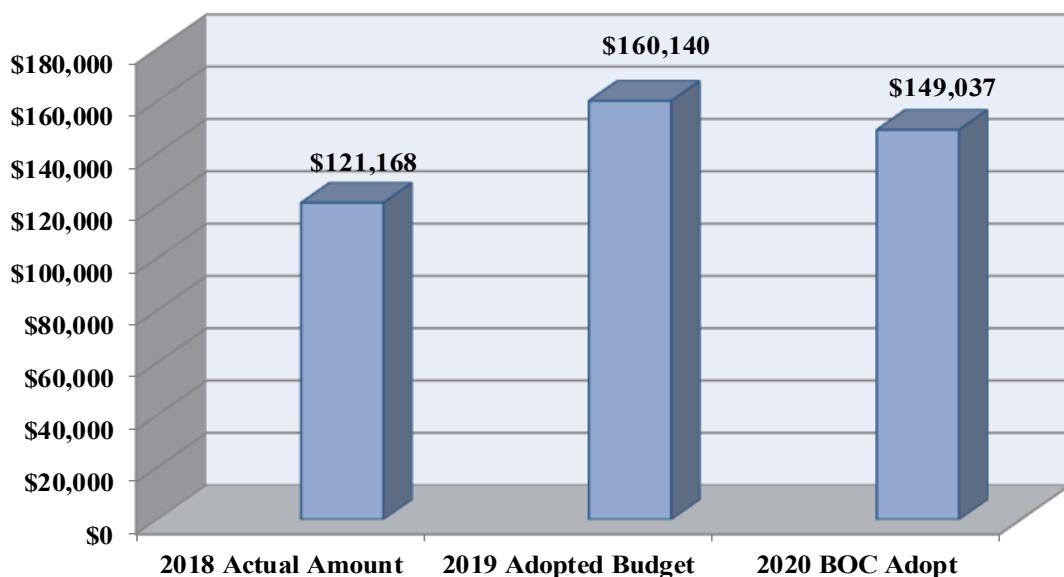
- **Complete updates necessary to reach and maintain fair market value.**
- **Continue Personal Property Audit Program.**
- **Continue to establish better communication and work relations with public officials, property owners, citizens, and media.**
- **Continue to earn greater trust of citizens and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



## Tax Assessors

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>121,168</u>	<u>160,140</u>	<u>149,037</u>
<b>Total Funding Sources</b>			
	<u>121,168</u>	<u>160,140</u>	<u>149,037</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	15,350	23,460	23,460
Benefits	1,238	1,808	1,858
Advertising	0	250	250
Audit and Legal	50,000	60,000	50,000
Dues and Subscriptions	5,745	8,815	7,815
Maintenance Charges	480	391	480
Supplies	26,940	28,100	28,174
Professional Services	19,758	30,500	30,500
Utilities	0	0	0
Travel & Training	1,657	6,500	6,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>316</u>	<u>0</u>
<b>Total Appropriations</b>	<u>121,168</u>	<u>160,140</u>	<u>149,037</u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>NUMBER OF PARCELS</b>	<b>54,153</b>	<b>54,306</b>	<b>54,330</b>
<b>GROSS TAX DIGEST (IN BILLIONS)</b>	<b>12.69</b>	<b>13.22</b>	<b>13.60</b>
<b>APPEALS TO BOARD OF EQUALIZATION</b>	<b>1,855</b>	<b>1,875</b>	<b>2,000</b>
<b>APPEALS TO ASSESSORS</b>	<b>2,056</b>	<b>2,100</b>	<b>2,300</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 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

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

## FUNCTIONS

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

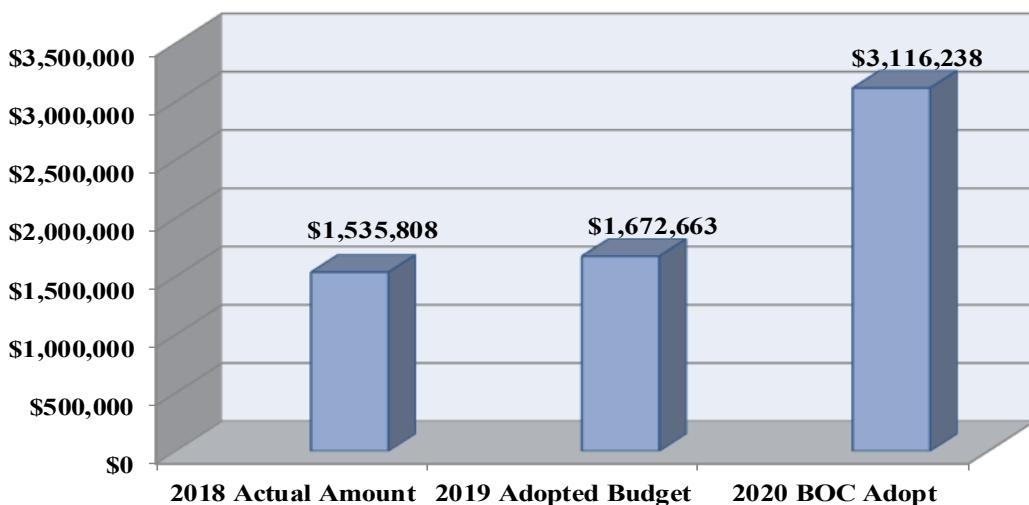
## GOALS

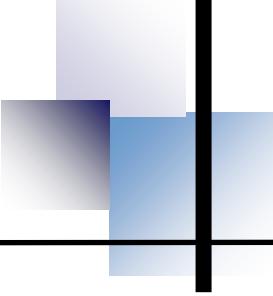
- Customer Service — continuously strive to improve.
- Maintain heightened security awareness.
- Increase collections percentages.
- Reduce wait time for customers over the phone and in the office.
- Increase efficiency in the Tag Office.
- Research and successfully open a satellite office(s).
- Continue to develop partnership with Appraisal by establishing a more efficient process, minimizing digest corrections, and obtaining up-to-date addresses in order to reduce wasted postage and back-end research.
- Work with the Clerk's Office in processing FIFA's electronically
- Open our third kiosk location on Highway 5
- Strive to detect and stop intentional or unintentional fraud by the citizens concerning their eligibility to property tax exemptions



## Tax Commissioner

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,535,808</u>	<u>1,672,663</u>	<u>3,116,238</u>
<b>Total Funding Sources</b>	<b><u>1,535,808</u></b>	<b><u>1,672,663</u></b>	<b><u>3,116,238</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	998,792	975,622	1,143,170
Benefits	316,125	385,090	494,325
Advertising	9,735	16,000	11,000
Vehicle Expense	2,256	3,500	3,500
Dues and Subscriptions	1,057	1,885	2,000
Maintenance Charges	2,963	5,810	43,787
Supplies	95,467	96,065	100,356
Professional Services	98,977	134,200	130,000
Utilities	325	600	600
Travel & Training	6,692	11,000	18,500
Minor Equipment and Improvements	3,418	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	2,000	2,000
Other	0	0	150,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>40,891</b>	<b>1,017,000</b>
<b>Total Appropriations</b>	<b><u>1,535,808</u></b>	<b><u>1,672,663</u></b>	<b><u>3,116,238</u></b>






## Tax Commissioner

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018</u> <u>ACT</u>	<u>2019</u> <u>PROJ</u>	<u>2020</u> <u>PROJ</u>
<b>VEHICLE TAGS SOLD</b>	<b>247,200</b>	<b>288,200</b>	<b>311,410</b>
<b>TITLES PROCESSED</b>	<b>34,000</b>	<b>35,000</b>	<b>39,000</b>
<b>TAG TRANSFERS</b>	<b>1,726</b>	<b>2,300</b>	<b>3,141</b>
<b>PROPERTY TAX BILLS</b>	<b>55,500</b>	<b>57,600</b>	<b>64,000</b>
<b>FIFAS ISSUED</b>	<b>2,398</b>	<b>2,415</b>	<b>2,810</b>
<b>INTERNET TRANSACTIONS</b>	<b>26,281</b>	<b>30,799</b>	<b>33,116</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2020</u> <u>APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Tax Administrator	FT	1	1	0
Chief Deputy Tax Commissioner	FT	1	1	1
Administrative Assistant	FT	1	1	1
Head Bookkeeper	FT	1	1	1
Tag Supervisor	FT	0	0	1
Assistant Tag Supervisor	FT	1	1	0
Assistant Tax Bookkeeper	FT	1	1	1
Senior Tax/Tag Agents	FT	6	6	4
Delinquent Accounts Manager	FT	0	1	1
Tax/Tag Agent	FT	7	8	13
Tax Manager	FT	0	0	1
Tax Manager	UNC	1	1	1
Tag Agent	PT	4	7	7
<b>TOTAL FULL TIME</b>		<b>21</b>	<b>23</b>	<b>26</b>
<b>TOTAL PART TIME</b>		<b>4</b>	<b>7</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

- Provide informative and responsive services to the taxpayer.
- Provide fair firm and uniform treatment to the taxpayer.
- Perform these functions with quality and efficiency.

## PERSONNEL

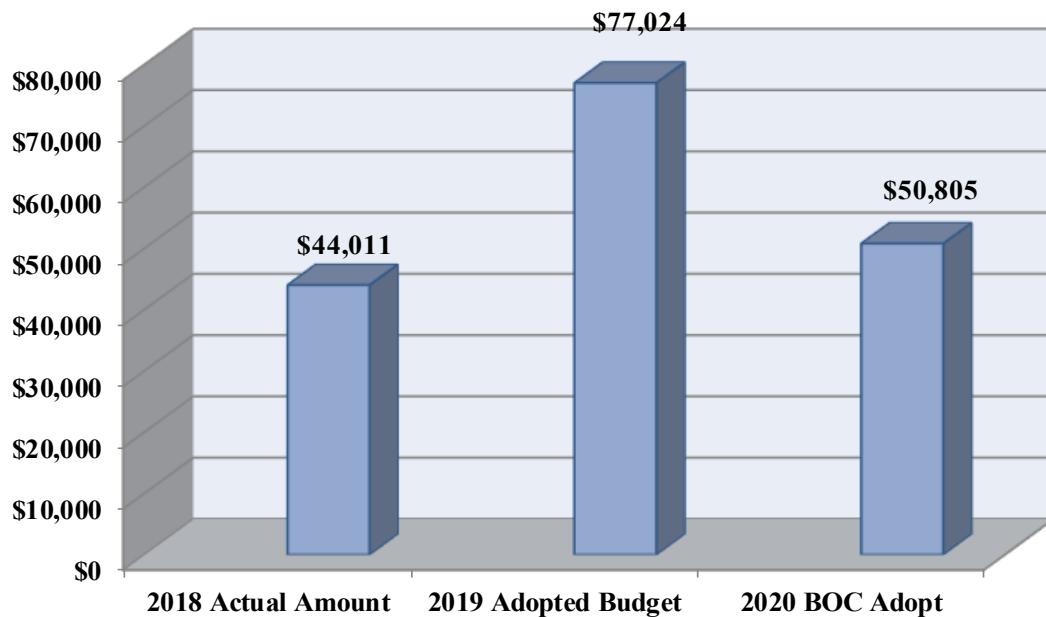
The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.

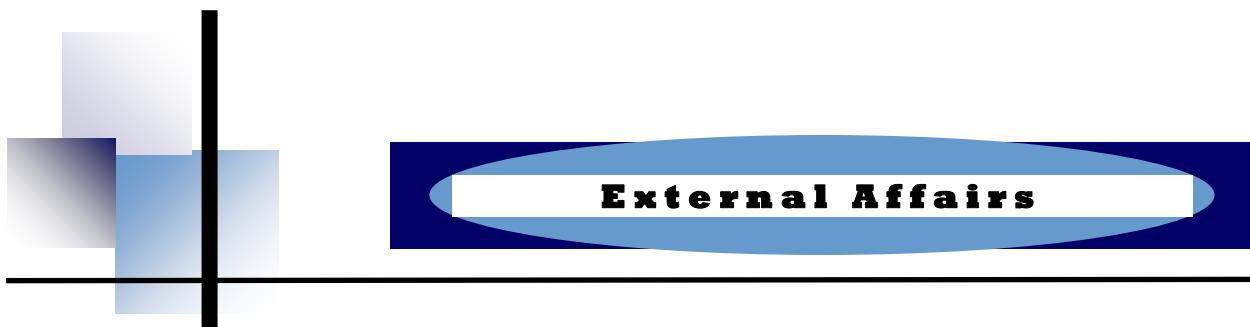


## Tax Equalization Board

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>44,011</u>	<u>77,024</u>	<u>50,805</u>
Total Funding Sources	<u>44,011</u>	<u>77,024</u>	<u>50,805</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	36,703	62,220	41,000
Benefits	2,971	4,827	3,248
Advertising	130	260	260
Supplies	3,179	4,500	3,797
Professional Services	0	0	0
Travel & Training	1,029	4,380	2,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>837</u>	<u>0</u>
Total Appropriations	<u>44,011</u>	<u>77,024</u>	<u>50,805</u>





# GENERAL GOVERNMENT

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

## FUNCTIONS

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

## FUNCTIONS

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

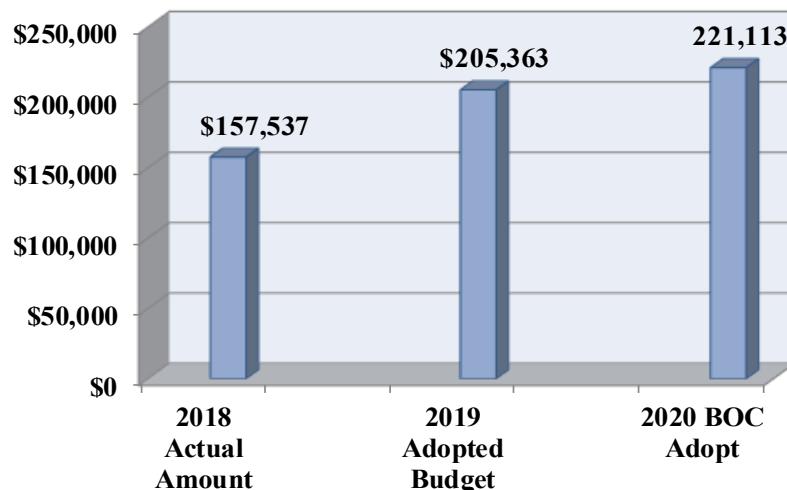
## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director of External Affairs	UNC	1	1	1
External Affairs Coord-Temp	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>1</b>	<b>1</b>

## External Affairs

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>157,537</u>	<u>205,363</u>	<u>221,113</u>
Total Funding Sources	<u>157,537</u>	<u>205,363</u>	<u>221,113</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	101,448	97,296	144,921
Benefits	16,863	21,276	33,444
Advertising	9,403	10,000	15,000
Vehicle Expense	73	2,000	50
Dues and Subscriptions	0	500	1,000
Supplies	5,480	6,700	5,228
Professional Services	5,901	3,000	3,000
Utilities	559	650	650
Travel & Training	14,150	18,320	17,820
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Grants	3,660	0	0
Budget Improvement Request	0	45,621	0
Total Appropriations	<u>157,537</u>	<u>205,363</u>	<u>221,113</u>



# DIRECTORY

<b>State DUI Court .....</b>	<b>120</b>
<b>Clerk of State Court.....</b>	<b>123</b>
<b>Clerk of Superior Court .....</b>	<b>126</b>
<b>District Attorney .....</b>	<b>129</b>
<b>Juvenile Court.....</b>	<b>132</b>
<b>Magistrate Court.....</b>	<b>135</b>
<b>Probate Court.....</b>	<b>138</b>
<b>Public Defender .....</b>	<b>141</b>
<b>State Court—Judges.....</b>	<b>144</b>
<b>State Court—Solicitor .....</b>	<b>147</b>
<b>Superior Court Judges &amp; Operations .....</b>	<b>150</b>
<b>Juvenile Programs Administration .....</b>	<b>153</b>
<b>Superior Felony Drug Court.....</b>	<b>156</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

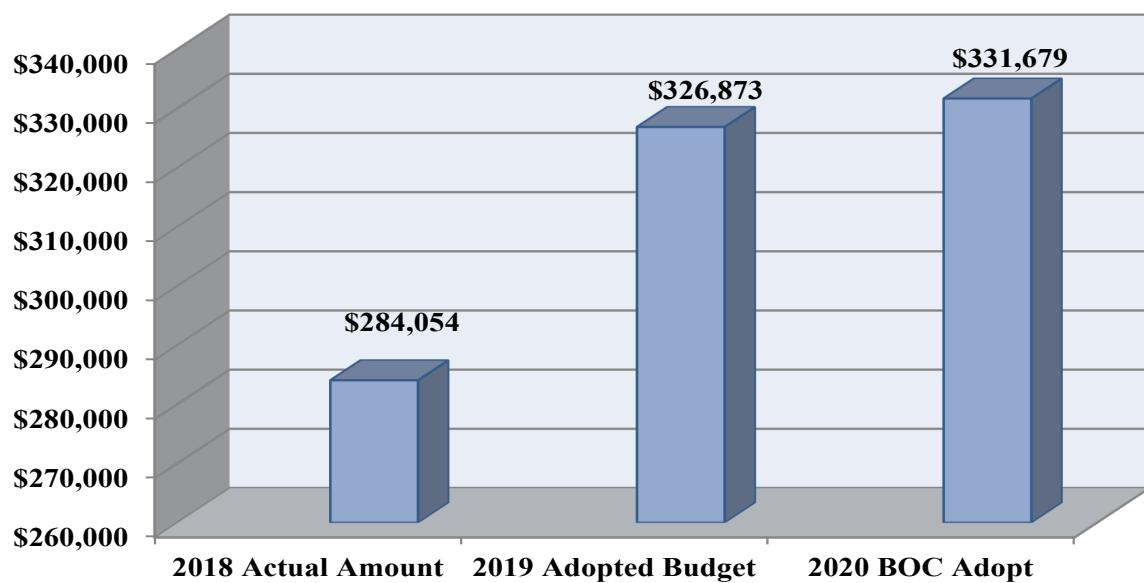
- To reduce recidivism and build stronger families in our community. With our higher risk participants we strive to help them get stable employment, medical care and other ancillary services through intensive case management while in the program. Our moderate risk participants also need guidance in these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



## State DUI Court

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>284,054</b></u>	<u><b>326,873</b></u>	<u><b>331,679</b></u>
<b>Total Funding Sources</b>	<u><b>284,054</b></u>	<u><b>326,873</b></u>	<u><b>331,679</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	128,979	127,953	147,775
Benefits	57,647	64,300	71,937
Dues and Subscriptions	600	600	600
Maintenance Charges	1,726	2,780	2,880
Supplies	3,730	3,150	287
Professional Services	79,750	98,755	98,755
Utilities	3,063	3,215	3,951
Travel & Training	8,559	7,867	5,494
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	14,809	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>3,444</u>	<u>0</u>
<b>Total Appropriations</b>	<u><b>284,054</b></u>	<u><b>326,873</b></u>	<u><b>331,679</b></u>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>PARTICIPANTS</b>	<b>88</b>	<b>87</b>	<b>100</b>
<b>DRUG TEST</b>	<b>6,000</b>	<b>7,200</b>	<b>8,000</b>
<b>SURVEILANCE VISITS</b>	<b>890</b>	<b>990</b>	<b>1,050</b>
<b>TREATMENT HOURS</b>	<b>1,593</b>	<b>1,768</b>	<b>1,901</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
DUI Court Director	UNC	1	1	1
Administrative Asst / Probation Officer	FT	1	1	1
Senior Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

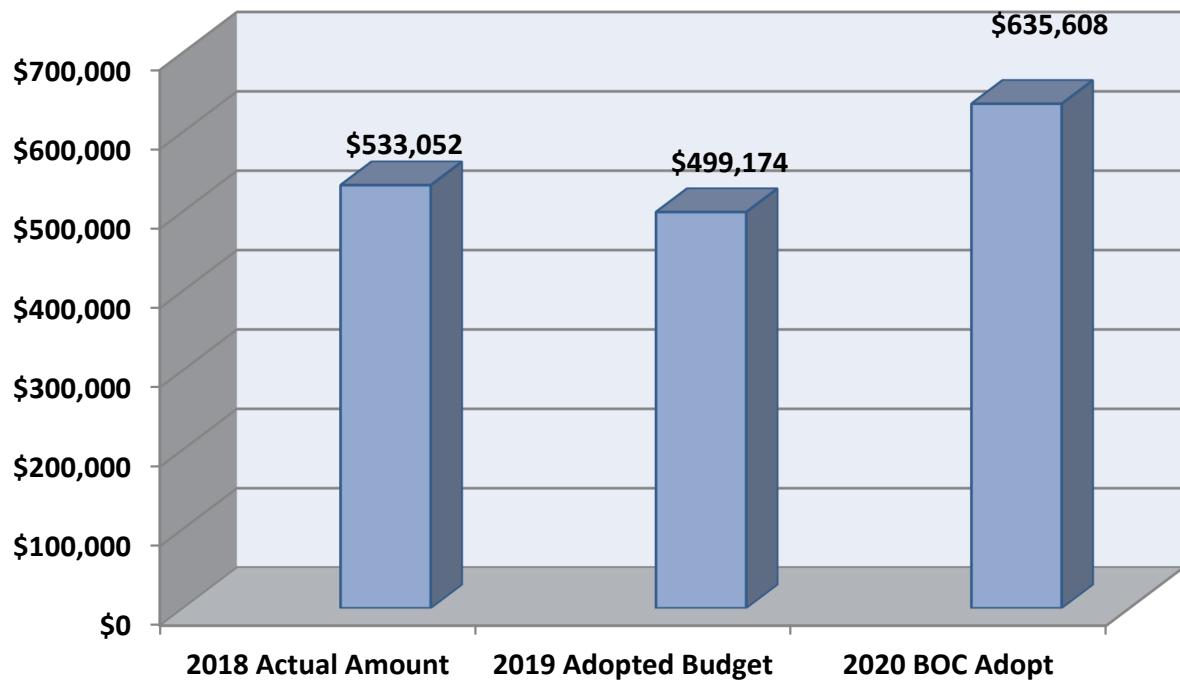
- Provide efficient services to the citizens of Douglas County by treating them with respect.
- Data sharing and electronic transmission to State Agencies such as GCIC and DDS.
- Efficiently process new filings and keeping the case load current.

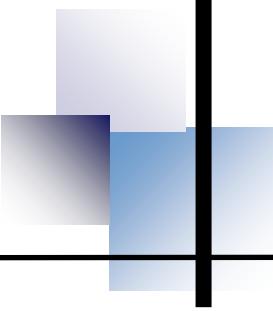


**Clerk of State Court**

**BUDGET SUMMARY**

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>533,052</u>	<u>499,174</u>	<u>635,608</u>
Total Funding Sources	<u>533,052</u>	<u>499,174</u>	<u>635,608</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	357,581	349,836	435,758
Benefits	155,617	177,618	189,861
Maintenance Charges	891	1,200	1,200
Supplies	18,878	22,200	21,789
Professional Services	85	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	(51,680)	(13,000)
Total Appropriations	<u>533,052</u>	<u>499,174</u>	<u>635,608</u>





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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>TRAFFIC SITUATIONS</b>	<b>8,795</b>	<b>10,105</b>	<b>9,708</b>
<b>CRIMINAL MISDEAMEANOR</b>	<b>1,485</b>	<b>2,099</b>	<b>1,228</b>
<b>SEARCH WARRANTS FILED</b>	<b>1,650</b>	<b>1,901</b>	<b>1,642</b>
<b>CIVIL CASES FILED</b>	<b>566</b>	<b>648</b>	<b>868</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Deputy Court Clerk	FT	9	9	8
Office Manager	FT	1	1	1
Accounting Assistant	FT	1	1	1
Judicial Case Manager	FT	0	0	2
Secretary	FT	0	0	0
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>11</b>	<b>12</b>

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

## FUNCTIONS

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

## GOALS

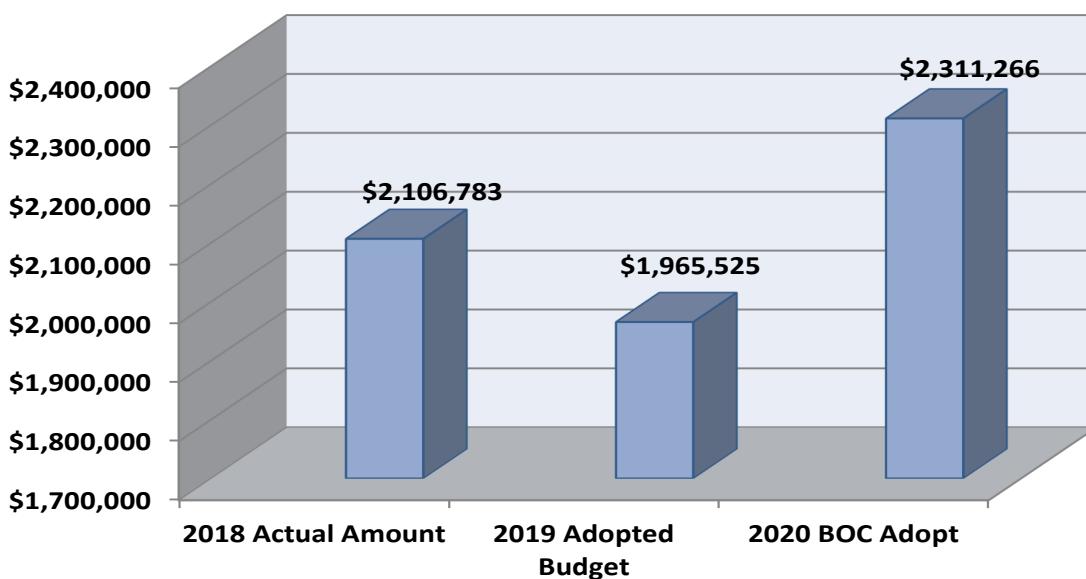
- Electronically file civil, criminal and child support cases and/or documents.
- Minute Book project. Scan all Minute Books to the "G" drive so that the records will be protected in case of a disaster—ongoing.
- Criminal updates on cases prior to 1994. Create the case in ICON so we can input all criminal docket information.
- Guide and file. Working with Tyler Technologies to put a link to a website for everyone to obtain certain forms to e-file (divorces, name change, legitimization cases). To provide a kiosk computer in the lobby area in the near future—ongoing.
- Microfilm—convert 1102 rolls of microfilm (est. 2,204,000 images) to tiff or pdf and separate by case number—Project using GSCCCA image money to fund—Completed 2019
- In the process of talking to vendors for electronic filing of deeds to begin sometime in 2020
- Scan and index all DD-214's into a software program so that the records will be protected in case of a disaster—ongoing

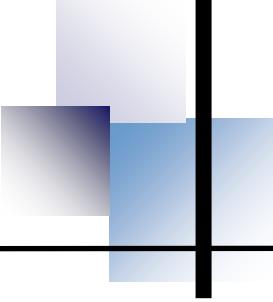


**Clerk of Superior Court**

**BUDGET SUMMARY**

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>2,106,783</u></u>	<u><u>1,965,525</u></u>	<u><u>2,311,266</u></u>
Total Funding Sources	<u><u>2,106,783</u></u>	<u><u>1,965,525</u></u>	<u><u>2,311,266</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,160,758	1,161,828	1,296,272
Benefits	482,075	600,726	643,610
Advertising	180	400	400
Dues and Subscriptions	1,106	1,750	1,791
Maintenance Charges	41,155	41,969	43,549
Supplies	63,442	71,616	58,444
Professional Services	334,694	302,670	302,670
Utilities	0	0	0
Travel & Training	2,748	2,953	3,530
Minor Equipment and Improvements	20,626	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(218,387)	(39,000)
 Total Appropriations	 <u><u>2,106,783</u></u>	 <u><u>1,965,525</u></u>	 <u><u>2,311,266</u></u>





**Clerk of Superior Court**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

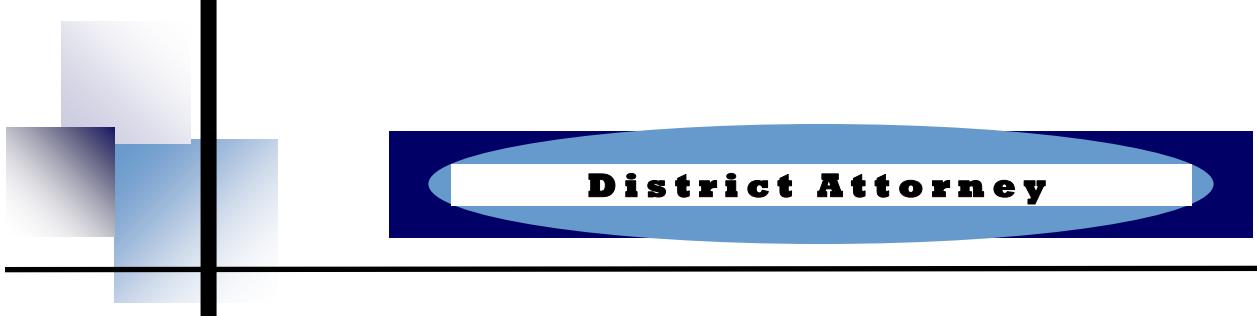
	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>CIVIL CASES FILED</b>	<b>2,398</b>	<b>2,451</b>	<b>2,782</b>
<b>CRIMINAL CASES FILED</b>	<b>1,671</b>	<b>1,828</b>	<b>1,354</b>
<b>WARRANTS</b>	<b>4,007</b>	<b>6,280</b>	<b>4,326</b>
<b>ADOPTIONS</b>	<b>43</b>	<b>45</b>	<b>46</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	FT	1	1	1
Deputy Court Clerk	FT	18	18	15
Senior Secretary	FT	7	7	7
Evidence Tech	FT	1	1	1
Accounting Assistant I	FT	1	1	1
Accounting Assistant	FT	1	1	1
Secretary	FT	1	1	0
Administrative Assistant	FT	1	1	1
Judicial Case Manager	FT	1	1	3
Secretary	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>33</b>	<b>33</b>	<b>31</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>1</b>

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## **District Attorney**

# JUDICIAL SYSTEM

### **FUNCTIONS**

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

### **GOALS**

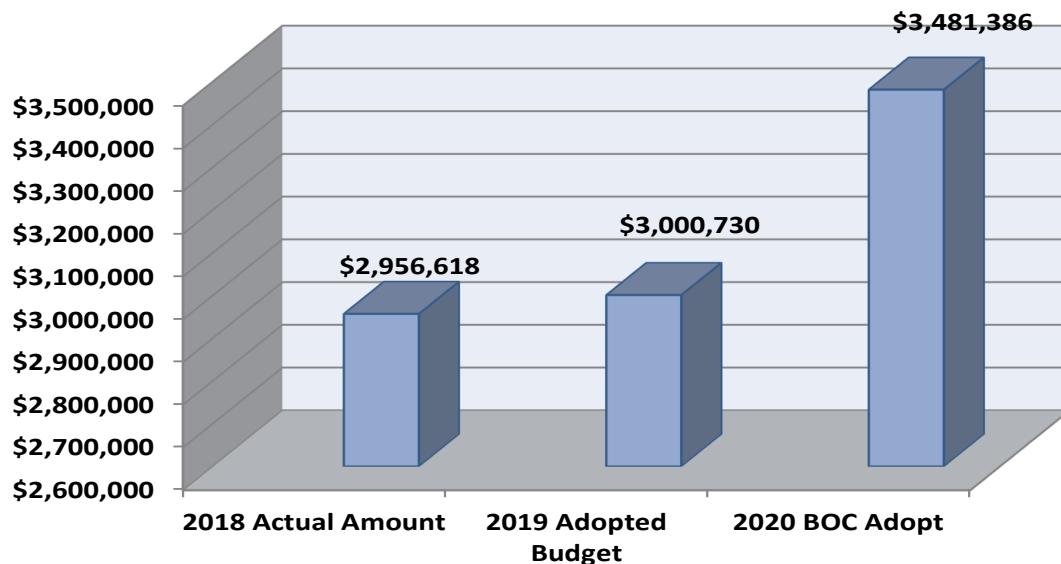
- **Continue the process of aggressively prosecuting persons who commit crimes in Douglas County.**
- **Ensure that all victims of crimes receive restitution for property damages, medical bills and other expenses for which they are entitled.**
- **Ensure that the experience that witnesses and crime victims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



## District Attorney

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<u><b>2,956,618</b></u>	<u><b>3,000,730</b></u>	<u><b>3,481,386</b></u>
<b>Total Funding Sources</b>	<u><b>2,956,618</b></u>	<u><b>3,000,730</b></u>	<u><b>3,481,386</b></u>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	2,108,802	2,188,421	2,375,897
<b>Benefits</b>	711,991	873,962	1,005,284
<b>Advertising</b>	1,110	15,000	15,000
<b>Vehicle Expense</b>	11,137	22,000	22,000
<b>Dues and Subscriptions</b>	22,308	25,767	25,767
<b>Equipment Rental</b>	0	0	0
<b>Maintenance Charges</b>	1,525	4,000	4,000
<b>Supplies</b>	64,199	59,000	53,489
<b>Professional Services</b>	12,981	32,000	33,000
<b>Utilities</b>	3,699	4,000	4,000
<b>Travel &amp; Training</b>	16,661	18,950	18,949
<b>Minor Equipment and Improvements</b>	1,407	0	0
<b>Capital Outlay</b>	0	0	0
<b>Uniforms and Clothing</b>	798	2,000	2,000
<b>Budget Improvement Request</b>	0	(244,370)	(78,000)
<b>Total Appropriations</b>	<u><b>2,956,618</b></u>	<u><b>3,000,730</b></u>	<u><b>3,481,386</b></u>



# PERSONNEL SUMMARY & WORKLOAD INDICATORS

## District Attorney

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>CASES RECEIVED</b>	<b>1,840</b>	<b>1,974</b>	<b>2,001</b>
<b>CASES FILED</b>	<b>1,533</b>	<b>1,672</b>	<b>1,832</b>
<b>JURY TRIALS</b>	<b>14</b>	<b>28</b>	<b>30</b>
<b>CASES CLOSED</b>	<b>1,293</b>	<b>1,337</b>	<b>1,479</b>
<b>PRELIMINARY HEARINGS</b>	<b>736</b>	<b>625</b>	<b>703</b>
<b>FORFEITURES FILED</b>	<b>48</b>	<b>50</b>	<b>52</b>

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 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	6	6	6
State Investigator	ST UNC	2	2	2
Chief Assistant District Attorney	UNC	1	1	0
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Assistant District Attorney	UNC	1	1	1
Juvenile Prosecutor	UNC	0	0	0
Assistant District Attorney	FT	9	9	10
System Administrator	FT	1	1	1
Victim Advocate	FT	5	7	7
Investigator	FT	2	3	3
Administrative Assistant	FT	1	1	1
Data Management Coordinator	FT	1	1	1
Legal Staff Assistant	FT	12	12	13
Legal Staff Assistant	PT	1	0	0
<b>TOTAL FULL TIME</b>		<b>44</b>	<b>47</b>	<b>48</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>0</b>	<b>0</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

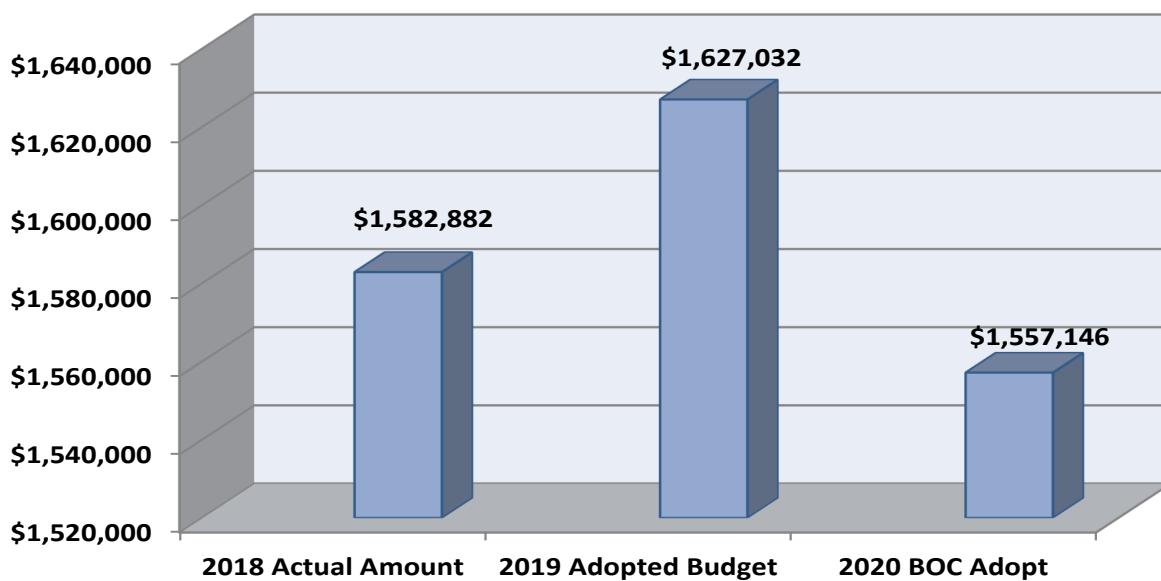
- To appoint attorneys at time of filing new juvenile justice or child welfare petitions in order to prevent continuances.
- To expand the court capacity for Family First Preventative Service Act for family preservation cases.
- To implement OIC-CCT strategies for a Plan of Safe Care for cases where a baby is born positive for a controlled substance or alcohol.
- To maintain funding for the Family Treatment Court Program, Zero to Three and Baby Step Program.



## Juvenile Court

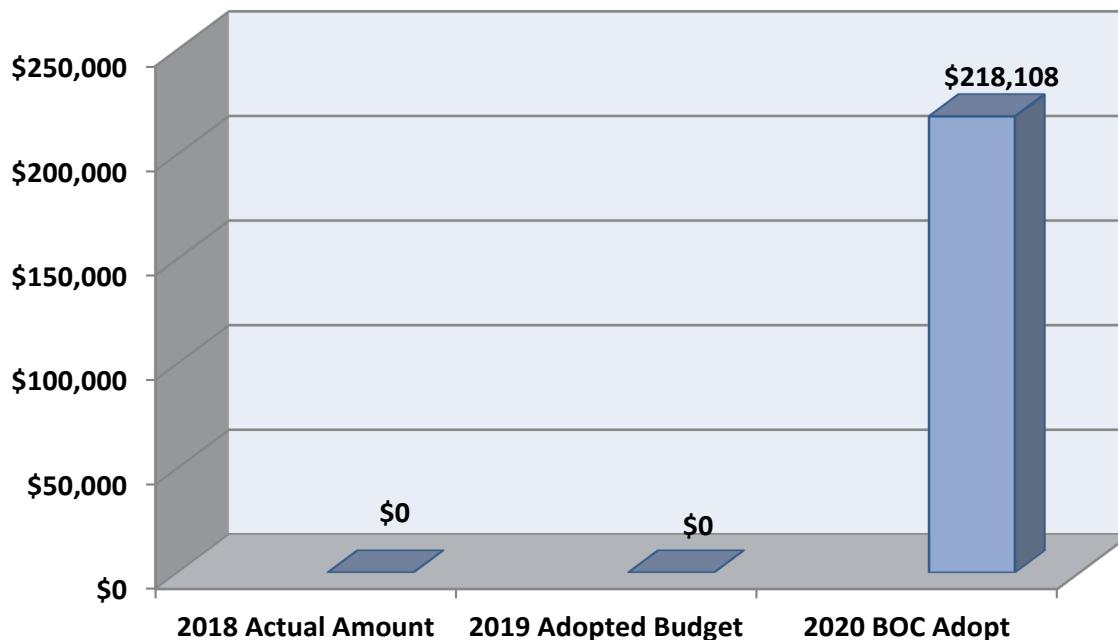
### BUDGET SUMMARY

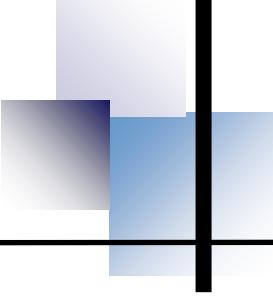
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,582,882</u>	<u>1,627,032</u>	<u>1,557,146</u>
Total Funding Sources	<u>1,582,882</u>	<u>1,627,032</u>	<u>1,557,146</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	502,190	586,194	658,425
Benefits	165,801	246,955	269,228
Advertising	0	200	200
Audit and Legal	778,716	710,000	750,000
Dues and Subscriptions	1,545	3,933	3,933
Maintenance Charges	4,270	4,393	4,950
Supplies	8,841	14,380	(13,217)
Professional Services	87,723	98,400	98,400
Utilities	0	0	185
Travel & Training	26,335	13,500	16,150
Minor Equipment and Improvements	7,462	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(50,923)	(231,108)
Total Appropriations	<u>1,582,882</u>	<u>1,627,032</u>	<u>1,557,146</u>



**BUDGET SUMMARY**

	<b>2018 Actual Amount</b>	<b>2019 Adopted Budget</b>	<b>2020 BOC Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>218,108</u></u>
Total Funding Sources	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>218,108</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	0	0	0
Benefits	0	0	0
Dues and Subscriptions	0	0	0
Supplies	0	0	0
Professional Services	0	0	0
Budget Improvement Request	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>218,108</u></u>
Total Appropriations	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>218,108</u></u>






## Juvenile Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>DELINQUENT CHARGES</b>	<b>499</b>	<b>40</b>	<b>470</b>
<b>UNGOVERNABLE CHARGES</b>	<b>326</b>	<b>380</b>	<b>390</b>
<b>TERMINATION CHARGES</b>	<b>32</b>	<b>30</b>	<b>30</b>
<b>DEPENDENCY CASES</b>	<b>282</b>	<b>222</b>	<b>300</b>
<b>TRAFFIC CASES</b>	<b>28</b>	<b>16</b>	<b>16</b>
<b>SPECIAL CASES</b>	<b>87</b>	<b>100</b>	<b>100</b>
<b>SUPERIOR COURT CASES</b>	<b>18</b>	<b>10</b>	<b>10</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	FT	1	1	1
Child Court Coordinator	FT	1	1	1
Principal Secretary	FT	1	1	1
Senior Court Clerk / Delinquent	FT	1	1	1
Deputy Court Clerk	FT	2	2	2
<b>TOTAL FULL TIME</b>		<b>8</b>	<b>8</b>	<b>8</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

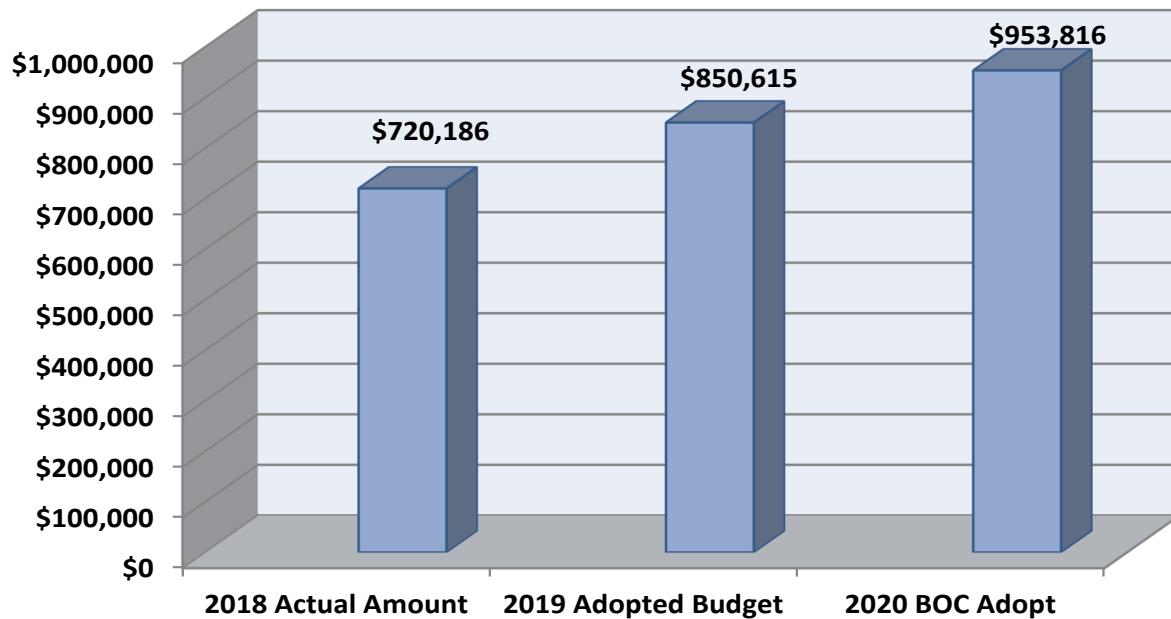
- Keep updated on the changing laws.
- Continue to provide excellent service to the public regarding the filing of small claims cases, dispossessory, and garnishments.
- Continue to operate court efficiently with the increased number of civil cases filed by the public.
- Continue to operate bond hearings,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



## Magistrate Court

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>720,186</u>	<u>850,615</u>	<u>953,816</u>
Total Funding Sources	<u>720,186</u>	<u>850,615</u>	<u>953,816</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	520,000	546,733	679,369
Benefits	172,584	197,953	257,057
Dues and Subscriptions	1,419	1,830	1,830
Maintenance Charges	1,651	2,545	2,000
Supplies	20,756	22,600	21,060
Professional Services	871	2,000	2,000
Utilities	0	0	0
Travel & Training	2,904	3,960	3,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>72,994</u>	<u>(13,000)</u>
Total Appropriations	<u>720,186</u>	<u>850,615</u>	<u>953,816</u>



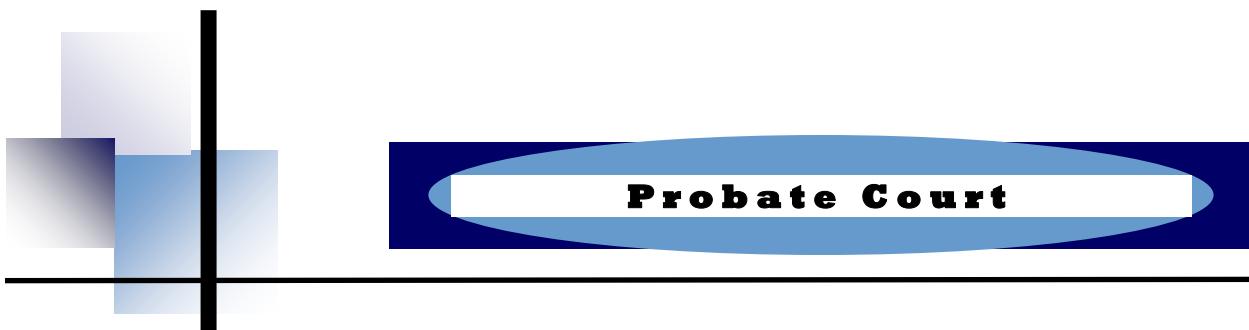
## Magistrate Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2018 <u>ACT</u>	2019 <u>PROJ</u>	2020 <u>PROJ</u>
<b>SMALL CLAIMS</b>	<b>9,964</b>	<b>10,232</b>	<b>10,700</b>
<b>BOND/1ST APPEARANCE</b>	<b>3,376</b>	<b>4,000</b>	<b>4,500</b>
<b>CRIMINAL WARRANTS ISSUED</b>	<b>6,222</b>	<b>6,600</b>	<b>6,600</b>
<b>CRIMINAL PRELIM. HEARINGS</b>	<b>648</b>	<b>582</b>	<b>600</b>
<b>PRE-ARREST WARRANT HEARINGS</b>	<b>70</b>	<b>62</b>	<b>75</b>
<b>ORDINANCE</b>	<b>116</b>	<b>102</b>	<b>125</b>
<b>SEARCH WARRANTS</b>	<b>143</b>	<b>206</b>	<b>230</b>
<b>FIFA'S</b>	<b>587</b>	<b>696</b>	<b>800</b>
<b>BENCH WARRANTS</b>	<b>49</b>	<b>50</b>	<b>75</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Judge	UNC	2	2	2
Chief Magistrate Clerk	FT	1	1	1
Legal Staff Assistant	FT	2	2	2
Deputy Court Clerk	FT	4	4	7
Appointed Judge	UNC	1	1	1
P.T. Deputy Court Clerk	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



# JUDICIAL SYSTEM

## MISSION

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

## FUNCTIONS

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

## GOALS

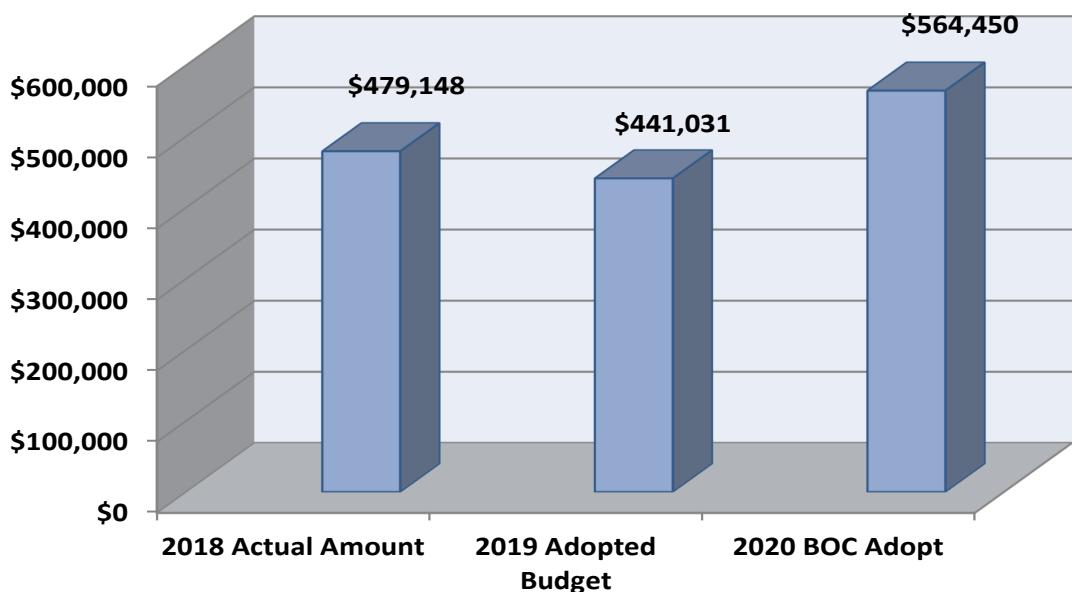
- Continue to strive to keep the records of this office protected because of confidentiality laws.
- Increase productivity and reduce waste with the new and updated equipment which will serve the citizens as well as the employees of Douglas County.
- Provide fast, efficient, and courteous service to citizens of Douglas County.
- Provide continuing training to staff, to comply with updated government regulations.
- Implement all new procedures for the State of Georgia Vital Records System.

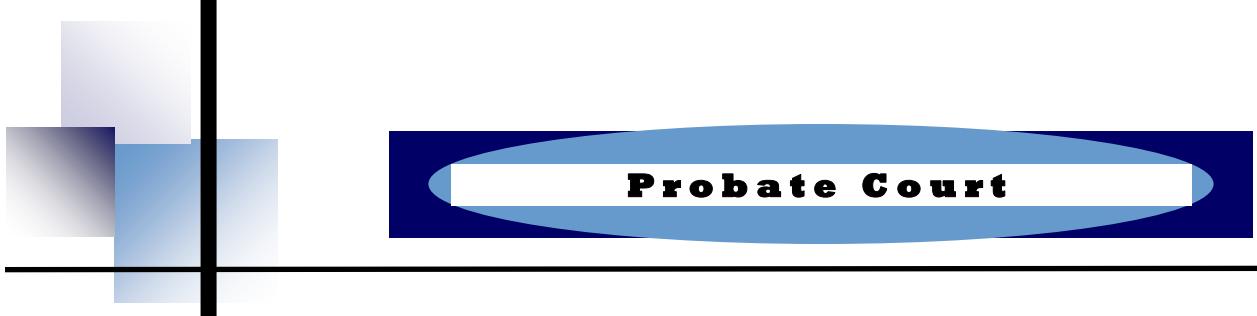


## Probate Court

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>479,148</u>	<u>441,031</u>	<u>564,450</u>
Total Funding Sources	<u>479,148</u>	<u>441,031</u>	<u>564,450</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	327,327	317,126	393,587
Benefits	135,270	161,181	162,974
Advertising	0	0	0
Audit and Legal	0	660	660
Dues and Subscriptions	817	1,200	1,200
Maintenance Charges	1,443	1,800	1,800
Supplies	8,775	10,675	10,029
Professional Services	245	200	200
Utilities	0	0	0
Travel & Training	5,270	7,000	7,000
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	(58,811)	(13,000)
<b>Total Appropriations</b>	<b><u>479,148</u></b>	<b><u>441,031</u></b>	<b><u>564,450</u></b>





## Probate Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>DEATH CERTIFICATES FILED</b>	<b>1,037</b>	<b>1,000</b>	<b>1,000</b>
<b>BIRTH CERTIFICATES FILED</b>	<b>746</b>	<b>750</b>	<b>750</b>
<b>FIREARMS PERMITS ISSUED</b>	<b>3,227</b>	<b>3,500</b>	<b>3,600</b>
<b>ESTATE FILES</b>	<b>475</b>	<b>650</b>	<b>650</b>
<b>MARRIAGE LICENSES ISSUED</b>	<b>1,168</b>	<b>1,300</b>	<b>1,300</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	FT	1	1	1
Principal Secretary	FT	1	1	1
Deputy Court Clerk	FT	3	3	3
Senior Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

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

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

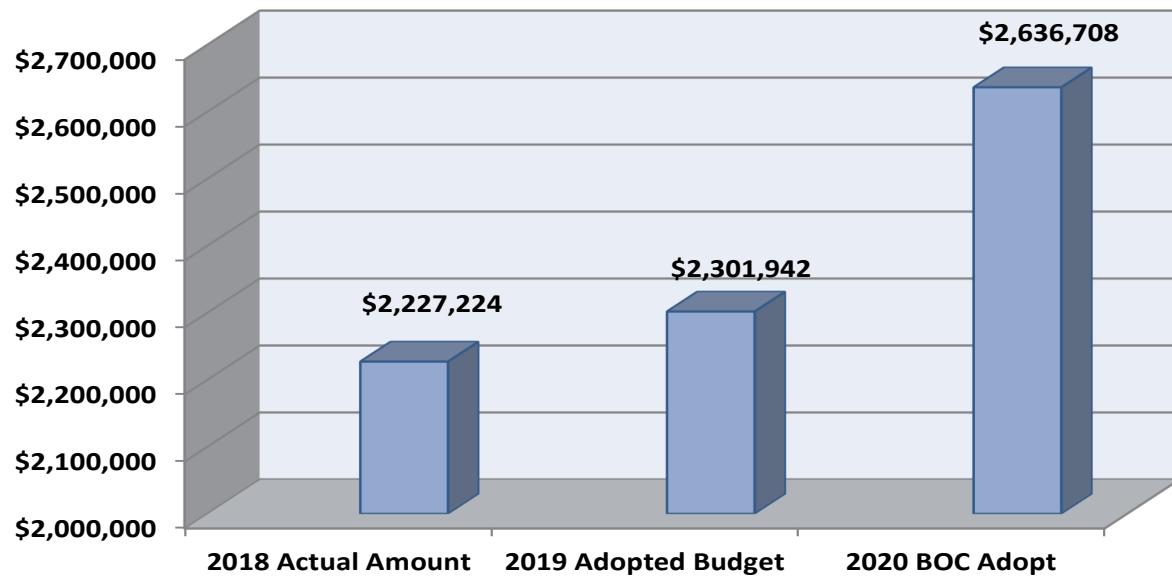
**Continue to work diligently at obtaining court dates for incarcerated defendants who are unable to post bond due to poverty**



## Public Defender

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>2,227,224</u></u>	<u><u>2,301,942</u></u>	<u><u>2,636,708</u></u>
Total Funding Sources	<u><u>2,227,224</u></u>	<u><u>2,301,942</u></u>	<u><u>2,636,708</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,373,098	1,390,286	1,517,810
Benefits	420,042	518,402	597,088
Audit and Legal	342,956	380,000	375,000
Vehicle Expense	2,382	6,300	5,000
Dues and Subscriptions	18,385	23,735	20,000
Maintenance Charges	2,183	3,000	3,000
Supplies	13,266	22,500	5,560
Professional Services	34,060	60,000	52,000
Utilities	4,104	4,700	5,000
Travel & Training	10,679	25,000	17,500
Minor Equipment and Improvements	74	0	0
Capital Outlay	5,995	0	0
Budget Improvement Request	<u>0</u>	<u>(131,981)</u>	<u>38,750</u>
Total Appropriations	<u><u>2,227,224</u></u>	<u><u>2,301,942</u></u>	<u><u>2,636,708</u></u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>FELONY CASES OPENED</b>	<b>1,150</b>	<b>1,200</b>	<b>1,250</b>
<b>APPEALS OPENED</b>	<b>11</b>	<b>30</b>	<b>30</b>
<b>VIOLATION OF PROBATION OPENED</b>	<b>656</b>	<b>650</b>	<b>680</b>
<b>CLOSED CASES</b>	<b>1,621</b>	<b>1,740</b>	<b>1,780</b>
<b>APPEALS CLOSED</b>	<b>9</b>	<b>10</b>	<b>12</b>
<b>CONFLICTS OPENED</b>	<b>416</b>	<b>415</b>	<b>420</b>
<b>CONFLICTS CLOSED</b>	<b>473</b>	<b>530</b>	<b>550</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	11	11	11
Investigator	FT	3	3	3
Administrative Assistant	FT	1	1	1
Legal Staff Assistant	FT	5	5	5
Office Manager	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>23</b>	<b>23</b>	<b>23</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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



## State Court-Judges

### BUDGET SUMMARY

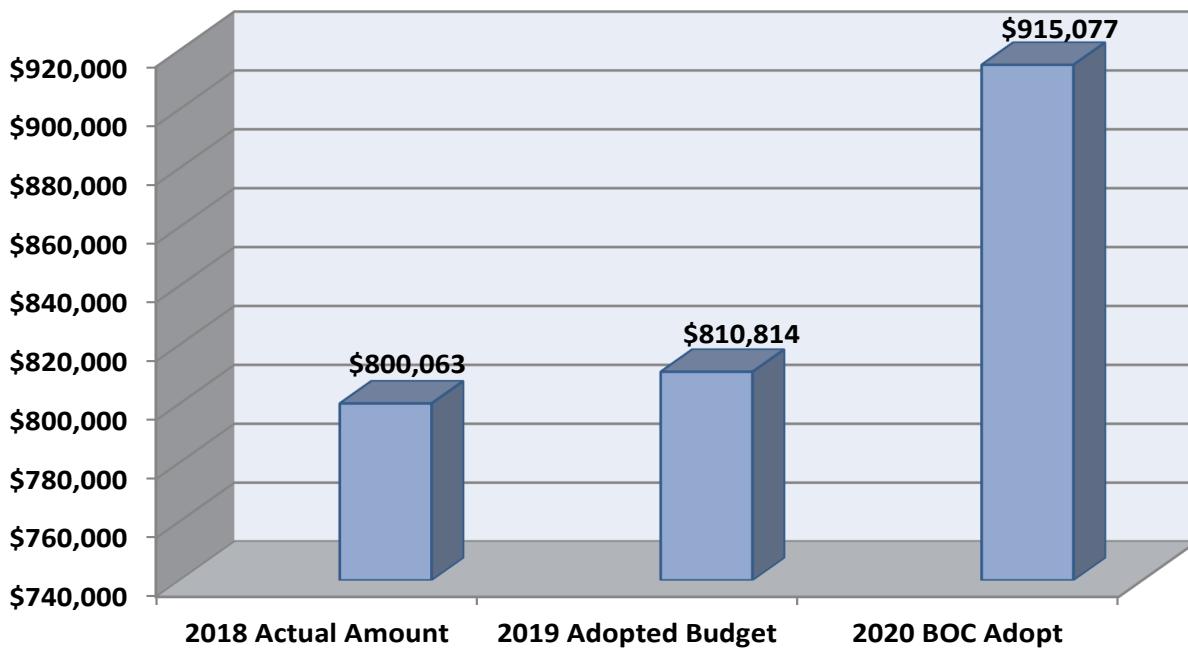
	2018 Actual	2019 Adopted	2020 BOC
Amount	Budget	Adopt	

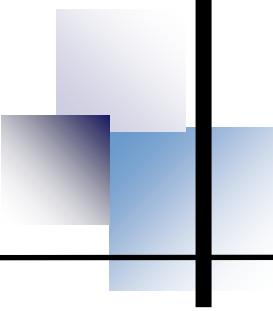
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>800,063</b>	<b>810,814</b>	<b>915,077</b>
<b>Total Funding Sources</b>	<b>800,063</b>	<b>810,814</b>	<b>915,077</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	435,503	469,234	520,012
<b>Benefits</b>	149,991	198,828	216,737
<b>Dues and Subscriptions</b>	1,880	1,930	1,930
<b>Maintenance Charges</b>	1,920	1,920	1,920
<b>Supplies</b>	6,632	4,845	(72)
<b>Professional Services</b>	175,648	173,000	182,000
<b>Utilities</b>	829	912	912
<b>Travel &amp; Training</b>	2,404	5,638	4,638
<b>Minor Equipment and Improvements</b>	25,256	0	0
<b>Budget Improvement Request</b>	0	(45,493)	(13,000)
<b>Total Appropriations</b>	<b>800,063</b>	<b>810,814</b>	<b>915,077</b>






## **State Court-Judges**

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>CIVIL CASES FILED</b>	<b>614</b>	<b>652</b>	<b>662</b>
<b>PROBATION REVOCATION</b>	<b>6,700</b>	<b>7,614</b>	<b>7,728</b>
<b>CRIMINAL MISDEMEANOR CASES</b>	<b>2,257</b>	<b>1,944</b>	<b>1,973</b>
<b>TRAFFIC CITATIONS</b>	<b>9,740</b>	<b>9,466</b>	<b>9,608</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
State Court Judge	UNC	2	2	2
Administrative Assistant	FT	2	2	2
Law Clerk	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## **MISSION**

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

### **FUNCTIONS**

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

### **GOALS**

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



## State Court-Solicitor

### BUDGET SUMMARY

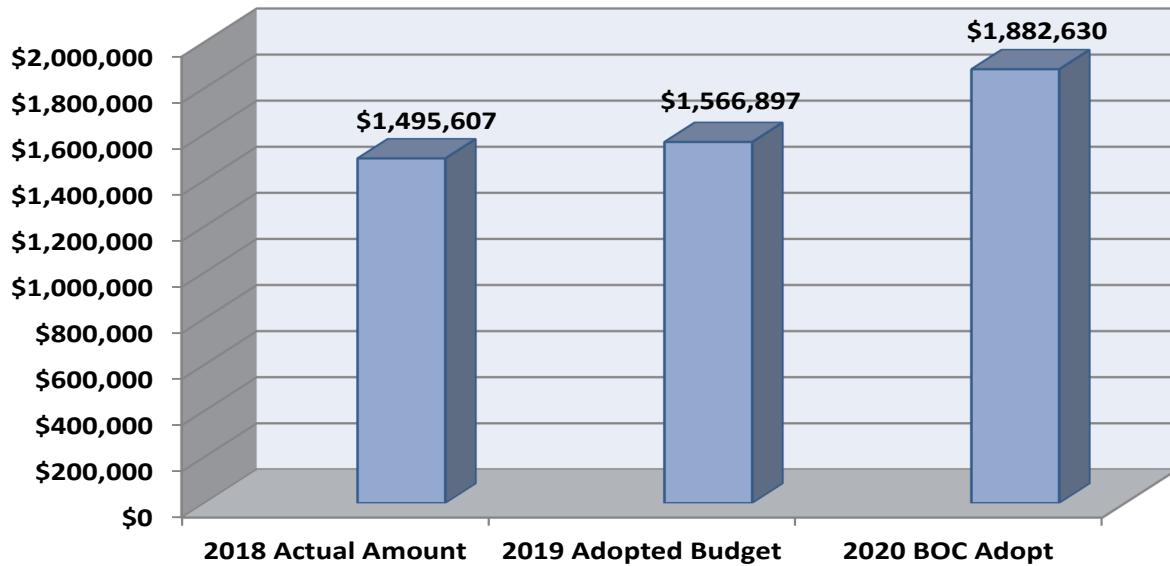
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

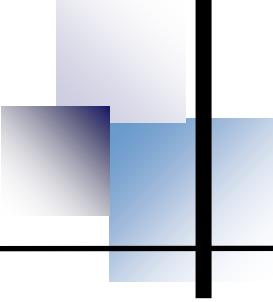
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>1,495,607</u></b>	<b><u>1,566,897</u></b>	<b><u>1,882,630</u></b>
<b>Total Funding Sources</b>	<b><u>1,495,607</u></b>	<b><u>1,566,897</u></b>	<b><u>1,882,630</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>1,075,446</b>	<b>1,142,919</b>	<b>1,248,773</b>
<b>Benefits</b>	<b>354,930</b>	<b>460,471</b>	<b>549,728</b>
<b>Advertising</b>	<b>0</b>	<b>2,000</b>	<b>2,000</b>
<b>Vehicle Expense</b>	<b>5,935</b>	<b>8,500</b>	<b>8,000</b>
<b>Dues and Subscriptions</b>	<b>15,115</b>	<b>20,000</b>	<b>20,000</b>
<b>Maintenance Charges</b>	<b>976</b>	<b>3,500</b>	<b>3,000</b>
<b>Supplies</b>	<b>19,593</b>	<b>27,500</b>	<b>23,929</b>
<b>Professional Services</b>	<b>6,009</b>	<b>7,000</b>	<b>7,000</b>
<b>Utilities</b>	<b>1,118</b>	<b>1,300</b>	<b>1,300</b>
<b>Travel &amp; Training</b>	<b>11,222</b>	<b>12,000</b>	<b>15,500</b>
<b>Minor Equipment and Improvements</b>	<b>4,030</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>1,234</b>	<b>2,400</b>	<b>2,400</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>(120,693)</b>	<b>1,000</b>
<b>Total Appropriations</b>	<b><u>1,495,607</u></b>	<b><u>1,566,897</u></b>	<b><u>1,882,630</u></b>





**State Court-Solicitor**

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# WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>CRIMINAL MISDEMEANORS</b>	<b>3,523</b>	<b>3,789</b>	<b>4,167</b>
<b>MUST APPEAR TRAFFIC CASES</b>	<b>5,102</b>	<b>5,306</b>	<b>5,359</b>
<b>NON MA TRAFFIC CASES</b>	<b>10,032</b>	<b>11,350</b>	<b>12,485</b>
<b>CASES INVESTIGATED AND DISMISSED</b>	<b>400</b>	<b>405</b>	<b>445</b>
<b>CASES HANDLED THROUGH PTD</b>	<b>475</b>	<b>850</b>	<b>935</b>
<b>ACCOUNTABILITY COURT CASES</b>	<b>80</b>	<b>95</b>	<b>104</b>

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## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	FT	1	1	1
Assistant Solicitor	FT	3	4	4
Assistant Solicitor Domestic Violence	FT	1	1	1
Victim Advocate	FT	3	3	3
Investigator	FT	2	2	2
Domestic Violence Investigator	FT	1	1	1
Administrative Assistant	FT	1	1	1
Office Manager	FT	1	1	1
Legal Staff Assistant	FT	4	4	4
Director of Victim Services	FT	1	1	1
Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>20</b>	<b>21</b>	<b>21</b>

## FUNCTIONS

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

## GOALS

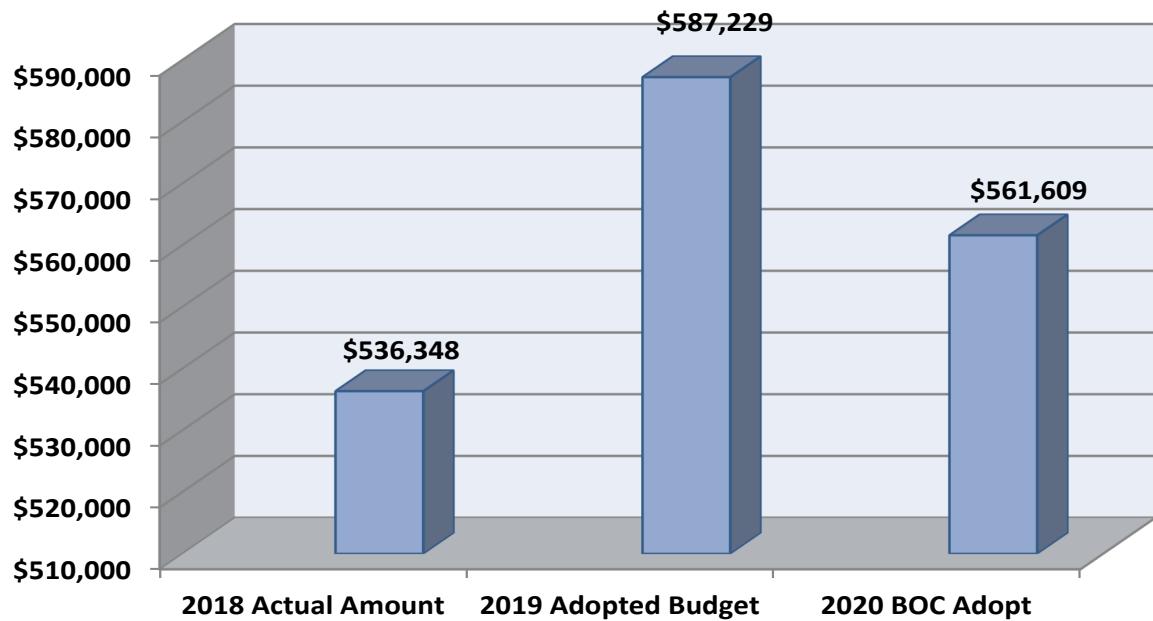
- Continue to reduce pending caseload.
- Begin to build data exchanges with other local agencies, jail and courts.
- Continue operation of the Felony Accountability Court and Mental Health Court.

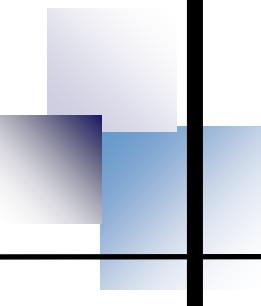


## Superior Court Judges

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>536,348</u></u>	<u><u>587,229</u></u>	<u><u>561,609</u></u>
Total Funding Sources	<u><u>536,348</u></u>	<u><u>587,229</u></u>	<u><u>561,609</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	186,756	192,598	197,847
Benefits	32,715	42,632	43,754
Dues and Subscriptions	1,976	1,925	1,965
Maintenance Charges	50,944	50,940	50,940
Supplies	6,923	8,950	(2,897)
Professional Services	253,867	285,000	270,000
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	5,283	0	0
Capital Outlay	(2,117)	0	0
Budget Improvement Request	<u>0</u>	<u>5,184</u>	<u>0</u>
Total Appropriations	<u><u>536,348</u></u>	<u><u>587,229</u></u>	<u><u>561,609</u></u>





## Superior Court Judges

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### PERSONNEL SUMMARY & WORKLOAD INDICATORS

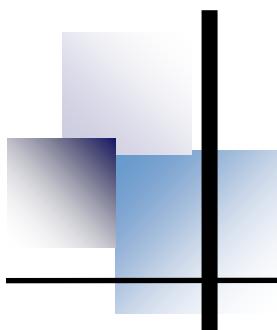
	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>CIVIL FILINGS (INCLUDING ADOPTIONS)</b>	<b>2,497</b>	<b>2,870</b>	<b>2,870</b>
<b>CRIMINAL CASES</b>	<b>1,674</b>	<b>1,608</b>	<b>1,608</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
Law Clerk	ST UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

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# JUDICIAL SYSTEM

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

## GOALS

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

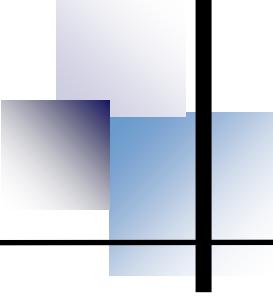


## Juvenile Programs Administration

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,144,350</u>	<u>978,532</u>	<u>1,150,870</u>
Total Funding Sources	<u>1,144,350</u>	<u>978,532</u>	<u>1,150,870</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	603,091	702,926	768,625
Benefits	225,979	302,284	333,579
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	0	0	175
Equipment Rental	0	0	0
Maintenance Charges	576	1,500	1,500
Supplies	15,424	26,000	18,691
Professional Services	35,670	49,800	37,800
Utilities	2,358	2,700	2,700
Travel & Training	7,363	7,801	13,800
Minor Equipment and Improvements	1,221	0	0
Other	(2,430)	0	0
Grants	255,098	0	0
Budget Improvement Request	<u>0</u>	<u>(114,479)</u>	<u>(26,000)</u>
Total Appropriations	<u>1,144,350</u>	<u>978,532</u>	<u>1,150,870</u>





**Juvenile Programs Administration**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>FEE ACCOUNTS MAINTAINED</b>	<b>150</b>	<b>325</b>	<b>325</b>
<b>STMTS RECEIVED &amp; RECONCILED</b>	<b>12/24</b>	<b>12/12</b>	<b>12/12</b>
<b>GRANTS RECEIVED</b>	<b>5</b>	<b>6</b>	<b>5</b>
<b>YOUTH SERVED—ASAP SCREENING</b>	<b>225</b>	<b>150</b>	<b>200</b>
<b>YOUTH SERVED—CASE MGMT</b>	<b>40</b>	<b>21</b>	<b>25</b>
<b>YOUTH/FAMILIES SERVED LIPT</b>	<b>32</b>	<b>50</b>	<b>50</b>
<b>INTAKE PROGRAM—CALLS REC'D</b>	<b>320</b>	<b>215</b>	<b>250</b>
<b>CHINS—CASES SERVED</b>	<b>350</b>	<b>125</b>	<b>150</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	UNC	1	1	1
Assistant Director	UNC	1	1	1
Intervention Officer	UNC	1	1	1
Family Connection Coordinator	UNC	1	1	1
Community Outreach Case Manager I	UNC	2	2	2
Peer Support Specialist	UNC	1	1	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	3	2
Office Manager	FT	1	1	1
Case Manager Specialized Services	FT	0	1	3
Prevent Child Abuse Coordinator	PT	0	0	0
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>14</b>	<b>15</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>0</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

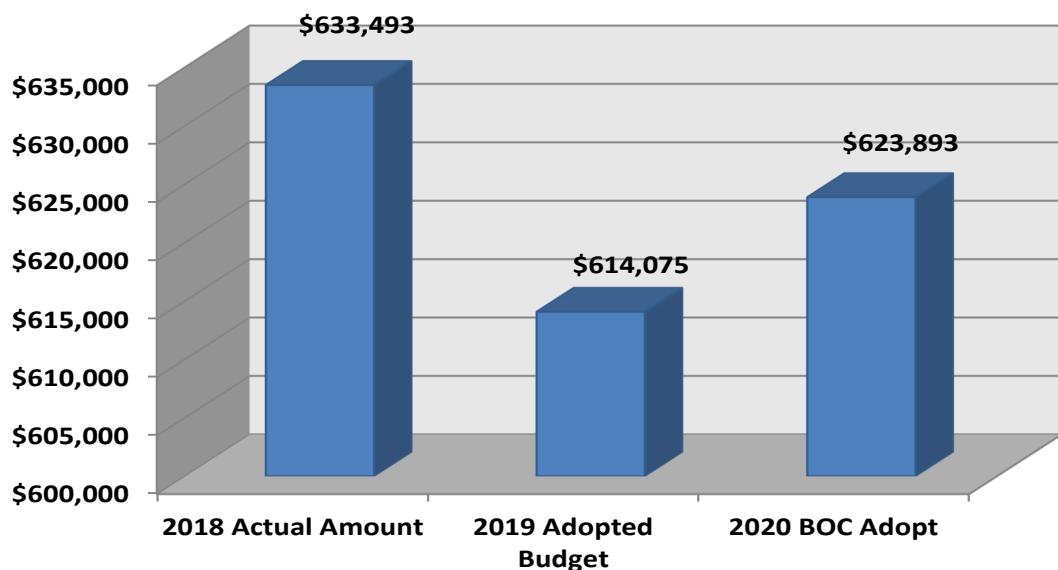
- Reduce recidivism and build stronger families in our community. Our participants are in the maximum range of risk and need.
- We will strive to operate a sustainable program through grant funding and participant fees while maintaining close ties with the community, law enforcement, and the foundation..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

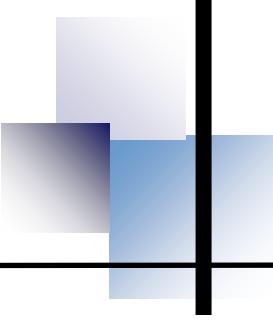


**Superior Felony Drug Court**

**BUDGET SUMMARY**

	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>633,493</b>	<b>614,075</b>	<b>623,893</b>
<b>Total Funding Sources</b>	<b>633,493</b>	<b>614,075</b>	<b>623,893</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	116,499	152,218	207,697
Benefits	62,888	68,329	84,111
Audit and Legal	0	0	0
Vehicle Expense	4,289	5,918	5,918
Dues and Subscriptions	1,025	1,351	1,351
Maintenance Charges	2,413	4,380	4,350
Supplies	14,187	7,334	(485)
Professional Services	400,947	335,640	300,278
Utilities	11,903	23,506	23,506
Travel and Training	16,199	9,467	9,467
Minor Equipment and Improvements	3,144	0	0
Uniform and Clothing	0	1,836	700
<b>Budget Improvement Request</b>	<b>0</b>	<b>4,096</b>	<b>(13,000)</b>
<b>Total Appropriations</b>	<b>633,493</b>	<b>614,075</b>	<b>623,893</b>





## Superior Court Felony Drug Court

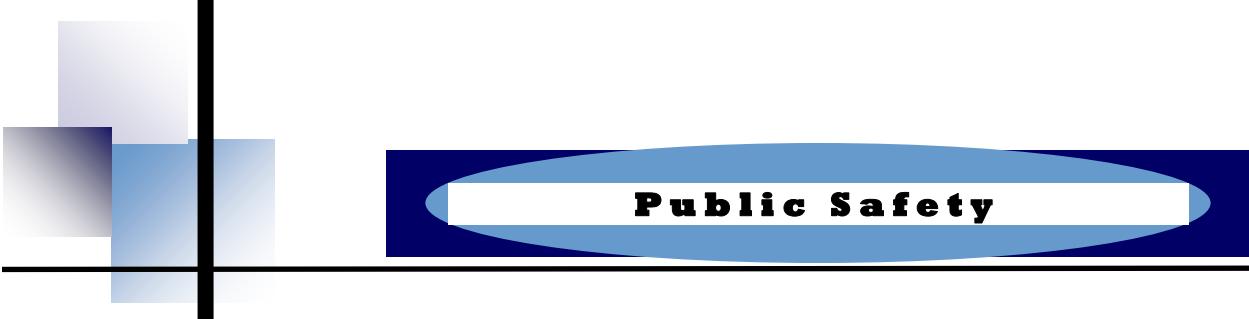
### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>PARTICIPANTS—HIGH RISK</b>	<b>90</b>	<b>115</b>	<b>145</b>
<b>DRUG TEST</b>	<b>55,590</b>	<b>72,860</b>	<b>90,000</b>
<b>SURVEILLANCE VISITS</b>	<b>2,365</b>	<b>2,600</b>	<b>2,900</b>
<b>TREATMENT HOURS</b>	<b>16,532</b>	<b>18,850</b>	<b>21,000</b>

### PERSONNEL SUMMARY

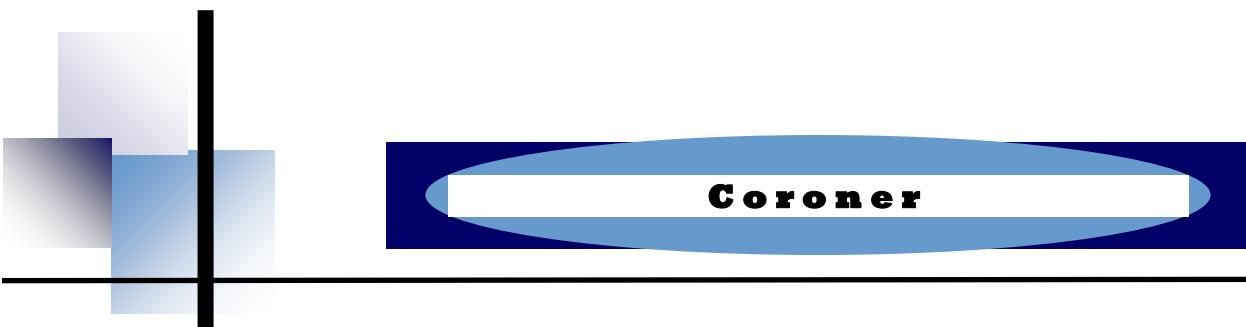
<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Felony Drug Court Administrator	UNC	1	1	1
Senior Case Manager	FT	0	1	1
Case Manager	FT	0	1	2
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>3</b>	<b>4</b>

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## DIRECTORY

<b>Coroner .....</b>	<b>160</b>
<b>Emergency Management.....</b>	<b>162</b>
<b>Sheriff—Detention .....</b>	<b>165</b>
<b>Sheriff—Enforcement.....</b>	<b>169</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

## PERSONNEL SUMMARY

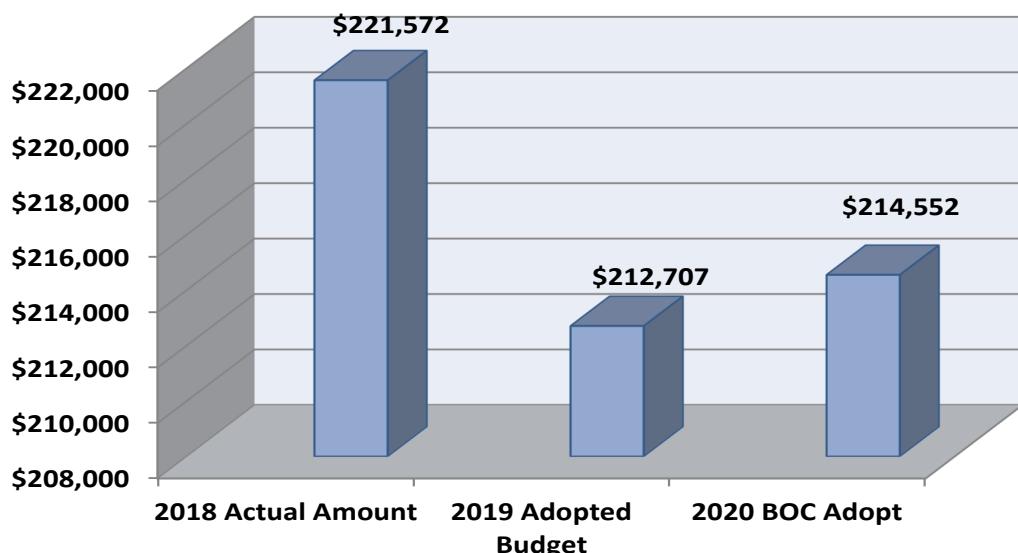
<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Coroner	UNC	1	1	1
Chief Deputy Coroner	PT	0	1	0
Deputy Coroner	PT	0	2	2
Administrative Assistant	PT	0	1	1
<b>TOTAL PART TIME</b>		<b>0</b>	<b>4</b>	<b>3</b>
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



## Coroner

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>221,572</u>	<u>212,707</u>	<u>214,552</u>
<b>Total Funding Sources</b>	<u>221,572</u>	<u>212,707</u>	<u>214,552</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	127,364	118,925	125,935
Benefits	21,032	22,009	23,840
Vehicle Expense	7,915	9,000	9,000
Dues and Subscriptions	449	1,500	1,700
Maintenace Charges	163	480	480
Supplies	3,754	2,800	597
Professional Services	41,223	35,000	35,000
Utilities	1,279	1,500	1,500
Travel & Training	5,752	9,500	9,500
Minor Equipment and Improvements	8,713	2,950	0
Other	1,844	5,000	5,000
Uniforms and Clothing	2,085	2,000	2,000
<b>Budget Improvement Request</b>	<u>0</u>	<u>2,043</u>	<u>0</u>
<b>Total Appropriations</b>	<u>221,572</u>	<u>212,707</u>	<u>214,552</u>



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

## GOALS

- Develop and maintain an all-hazards disaster preparedness program for all segments of Douglas County, including government, private citizens, businesses and vulnerable populations.
- Attain a state of operational readiness to respond to any hazard that may potentially impact Douglas County.
- Lead County recovery efforts from any disaster that impacts Douglas County.
- Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program.
- Update Hazard Mitigation Plan 2020



## Emergency Management

### BUDGET SUMMARY

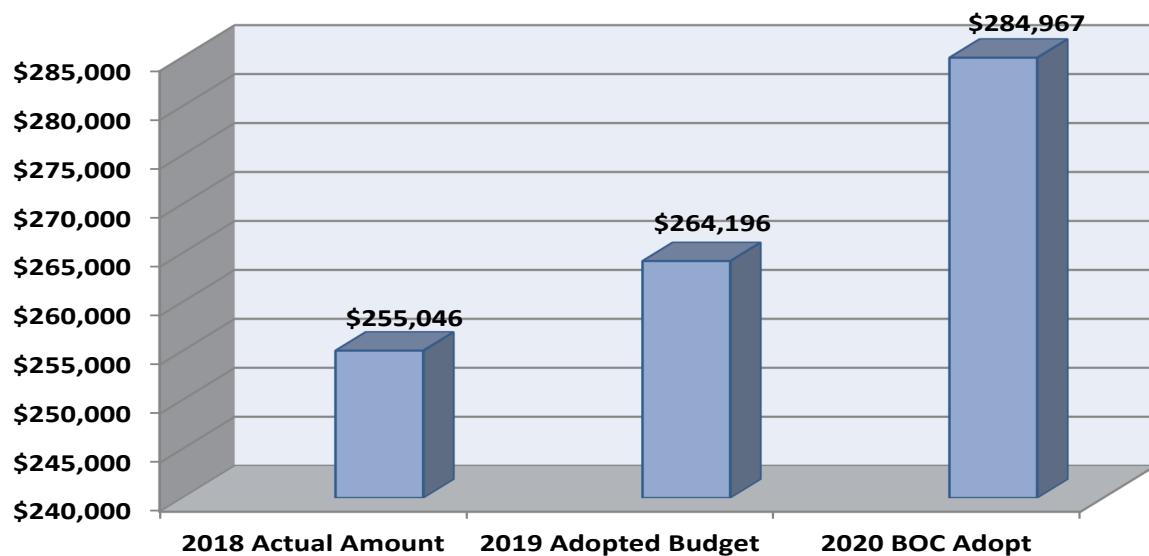
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

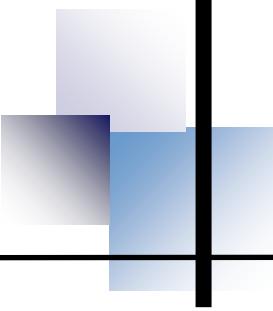
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>255,046</u></b>	<b><u>264,196</u></b>	<b><u>284,967</u></b>
<b>Total Funding Sources</b>	<b><u>255,046</u></b>	<b><u>264,196</u></b>	<b><u>284,967</u></b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>118,033</b>	<b>119,478</b>	<b>129,263</b>
<b>Benefits</b>	<b>51,193</b>	<b>57,655</b>	<b>63,647</b>
<b>Advertising</b>	<b>613</b>	<b>1,000</b>	<b>1,000</b>
<b>Vehicle Expense</b>	<b>3,314</b>	<b>6,600</b>	<b>5,400</b>
<b>Dues and Subscriptions</b>	<b>255</b>	<b>250</b>	<b>250</b>
<b>Equipment Rental</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>182</b>	<b>4,400</b>	<b>4,400</b>
<b>Supplies</b>	<b>2,061</b>	<b>3,125</b>	<b>278</b>
<b>Professional Services</b>	<b>42,188</b>	<b>50,000</b>	<b>62,229</b>
<b>Utilities</b>	<b>13,596</b>	<b>15,500</b>	<b>15,500</b>
<b>Travel &amp; Training</b>	<b>64</b>	<b>2,500</b>	<b>2,500</b>
<b>Minor Equipment and Improvements</b>	<b>4,540</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>18,831</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>178</b>	<b>500</b>	<b>500</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>3,188</b>	<b>0</b>
<b>Total Appropriations</b>	<b><u>255,046</u></b>	<b><u>264,196</u></b>	<b><u>284,967</u></b>





## Emergency Management

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### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### EMERGENCY MANAGEMENT COMPARISON—YEARS

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>DRILLS CONDUCTED</b>	3	4	3
<b>GRANT APPLICATIONS INITIATED</b>	2	3	2
<b>PLANS REVIEWED &amp; UPDATED</b>	2	2	2
<b>SCHOOLS ATTENDED / HOSTED</b>	3	5	5

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#### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## MISSION

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

## FUNCTIONS

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

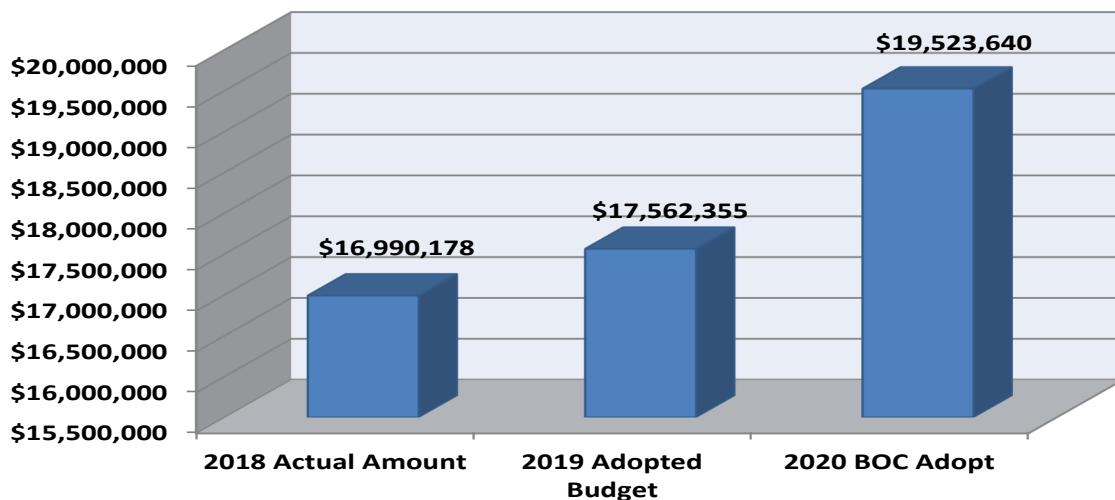
## GOALS

- Continue to work on recruitment activities for Detention staff and streamline the application and hiring process.
- Develop a new generation of supervisors by providing them with the knowledge and experience necessary to succeed.
- Provide in-depth training and enhance capabilities to deal with emergency response situations.
- Develop an improved method of orienting new arrestees to increase compliance with the rules and regulations of the Douglas County Jail, resulting in increased safety for staff and inmates alike.
- Coordinate with the Department of Corrections to efficiently transfer inmates from the County to the State.
- Provide increased "hands-on" and realistic training scenarios for detention staff.



## Sheriff Detention

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>16,990,178</u></b>	<b><u>17,562,355</u></b>	<b><u>19,523,640</u></b>
<b>Total Funding Sources</b>	<b><u>16,990,178</u></b>	<b><u>17,562,355</u></b>	<b><u>19,523,640</u></b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>8,487,945</b>	<b>8,807,673</b>	<b>9,617,802</b>
<b>Benefits</b>	<b>3,221,548</b>	<b>3,909,397</b>	<b>4,269,241</b>
<b>Advertising</b>	<b>2,053</b>	<b>9,508</b>	<b>9,508</b>
<b>Vehicle Expense</b>	<b>72,159</b>	<b>145,376</b>	<b>119,576</b>
<b>Dues and Subscriptions</b>	<b>2,727</b>	<b>2,685</b>	<b>2,685</b>
<b>Equipment Rental</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Rentals</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>600,187</b>	<b>520,337</b>	<b>568,898</b>
<b>Supplies</b>	<b>3,238,955</b>	<b>3,913,981</b>	<b>3,844,165</b>
<b>Professional Services</b>	<b>77,507</b>	<b>200,000</b>	<b>140,000</b>
<b>Utilities</b>	<b>1,011,872</b>	<b>1,067,840</b>	<b>1,039,840</b>
<b>Travel &amp; Training</b>	<b>81,633</b>	<b>62,550</b>	<b>62,550</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>49,861</b>	<b>60,000</b>	<b>0</b>
<b>Other</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>136,175</b>	<b>148,375</b>	<b>148,375</b>
<b>Grants</b>	<b>7,557</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>(1,285,367)</b>	<b>(299,000)</b>
<b>Total Appropriations</b>	<b><u>16,990,178</u></b>	<b><u>17,562,355</u></b>	<b><u>19,523,640</u></b>

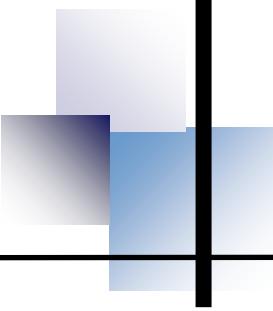


# PERSONNEL SUMMARY

## Sheriff Detention

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Chief Deputy	FT	1	1	1
Colonel	FT	2	2	2
Major	FT	1	1	1
Captain	FT	5	6	4
First Lieutenant	FT	1	1	1
Lieutenant	FT	9	10	10
Sergeant	FT	14	12	12
Maintenance/Security Foreman	FT	4	2	2
Corporals	FT	1	1	1
Deputy Sheriff	FT	62	51	58
Administrative Assistant	FT	4	4	5
Records Coordinator	FT	1	1	1
Facility Compliance Officer	FT	0	1	1
Communications Officer II	FT	1	0	1
Senior Records Clerk	FT	1	1	1
Jailer II	FT	38	43	43
Jailer I	FT	16	19	19
Investigator	FT	0	3	2
Investigator Lieutenant	FT	0	1	1
Investigator Sergeant	FT	0	2	2
Records Clerk	FT	8	8	8
Records Clerk	PT	0	0	0
Deputy Sheriff	PT	0	0	0
Jailer	PT	1	2	2
Bailiff	PT	22	36	36
<b>TOTAL FULL TIME</b>		<b>169</b>	<b>170</b>	<b>176</b>
<b>TOTAL PART TIME</b>		<b>23</b>	<b>38</b>	<b>38</b>



## **Sheriff Detention**

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# WORKLOAD INDICATORS

## **SHERIFF DETENTION COMPARISON—YEARS**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>INMATE TRANSPORTS</b>	<b>3,226</b>	<b>3,300</b>	<b>3,300</b>
<b>INMATES RECEIVED</b>	<b>4,547</b>	<b>4,450</b>	<b>4,499</b>
<b>CIVIL PAPERS SERVED</b>	<b>14,887</b>	<b>16,800</b>	<b>18,984</b>
<b>WARRANTS (ON HAND)</b>	<b>139</b>	<b>96</b>	<b>118</b>

## MISSION

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

## FUNCTIONS

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

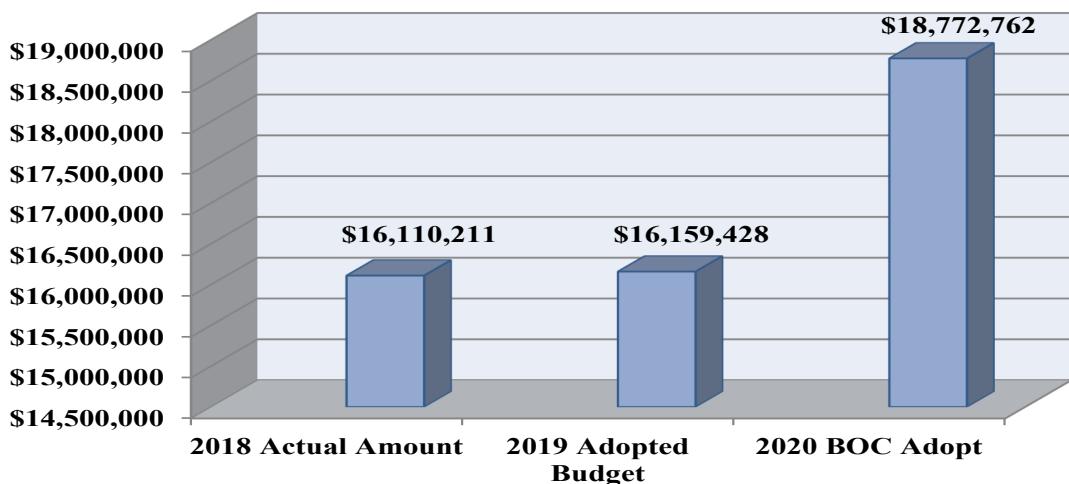
## GOALS

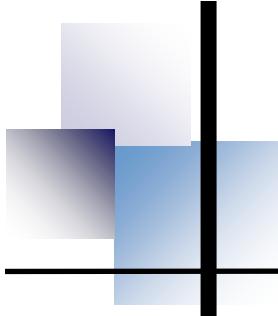
- Utilize social media to assist in safeguarding the county, enhance public awareness of issues within the county and educate citizens in how to safeguard their self and property.
- Promote recruitment for Law Enforcement staff and streamline the application and hiring process.
- Minimize traffic fatalities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



## Sheriff Enforcement

	BUDGET SUMMARY		
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>16,110,211</u>	<u>16,159,428</u>	<u>18,772,762</u>
<b>Total Funding Sources</b>	<b><u>16,110,211</u></b>	<b><u>16,159,428</u></b>	<b><u>18,772,762</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	9,369,224	9,726,082	10,639,192
Benefits	3,782,427	4,536,626	4,936,426
Advertising	8,744	23,018	23,018
Vehicle Expense	767,834	980,826	958,950
Dues and Subscriptions	5,170	6,700	6,700
Equipment Rental	0	0	0
Rentals	20,837	21,879	21,879
Maintenance Charges	150,448	120,658	156,000
Supplies	106,457	152,912	88,856
Professional Services	237,719	359,433	320,000
Utilities	121,679	135,300	127,900
Travel & Training	73,478	173,811	171,811
Minor Equipment and Improvements	(449)	0	0
Capital Outlay	1,251,258	791,959	0
Other	4,636	13,100	13,100
Debt Service	0	385,290	0
Uniforms and Clothing	125,160	162,845	159,930
Grants	85,589	23,000	23,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>(1,454,011)</b>	<b>1,126,000</b>
<b>Total Appropriations</b>	<b><u>16,110,211</u></b>	<b><u>16,159,428</u></b>	<b><u>18,772,762</u></b>






## Sheriff Enforcement

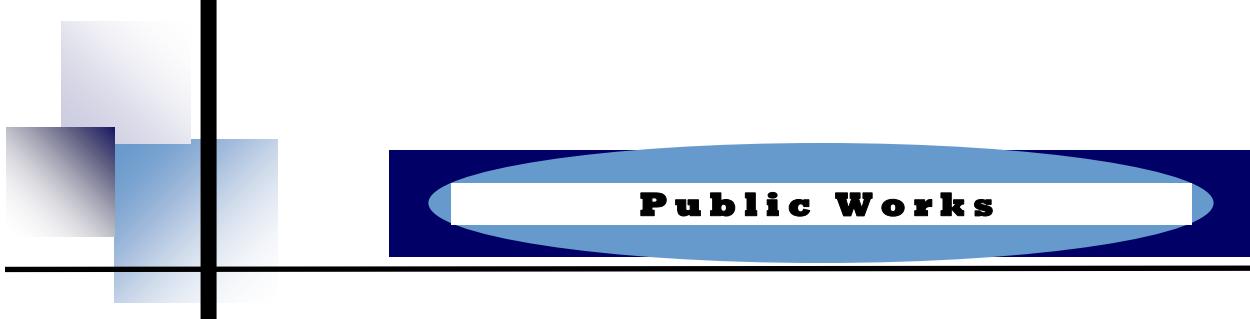
# PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	FT	0	0	0
Major	FT	1	1	1
Captain	FT	3	0	3
System Administrator	FT	1	1	1
First Lieutenant	FT	1	1	1
Lieutenant Investigator	FT	3	3	4
Lieutenant	FT	7	6	6
Sergeant Investigator	FT	6	7	7
Admin. Accounting Manager/Specialist	FT	1	1	1
Sergeant	FT	12	11	11
Investigator	FT	26	28	28
CAD Coordinator	FT	1	1	1
Information Services System Analyst	FT	1	1	1
Information Services Director	FT	2	1	1
PC Support Specialist	FT	1	1	1
Deputy Sheriff	FT	85	93	93
TAC Officer	FT	0	1	1
Administrative Assistant	FT	1	1	1
Inventory Purchasing Manager	FT	1	1	1
Forensic Latent Print Examiner	FT	1	1	1
Communications Officer II	FT	10	12	12
Communications Officer I	FT	3	1	1
Communications Officer Trainee	FT	1	1	1
Senior System Network Administrator	FT	0	1	1
Communications Officer	PT	0	1	0
Mail Clerk	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>169</b>	<b>176</b>	<b>180</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>2</b>	<b>1</b>

## WORKLOAD INDICATORS

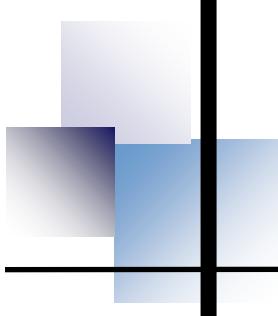
### **SHERIFF ENFORCEMENT COMPARISON—YEARS**

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>CALLS FOR SERVICE</b>	<b>55,221</b>	<b>53,781</b>	<b>50,754</b>
<b>TRAFFIC STOPS</b>	<b>18,089</b>	<b>19,688</b>	<b>19,407</b>
<b>INCIDENTS REPORTED</b>	<b>6,459</b>	<b>7,531</b>	<b>7,958</b>
<b>COMPLAINTS REPORTED</b>	<b>10,736</b>	<b>9,413</b>	<b>9,413</b>
<b>CITATIONS REPORTED</b>	<b>14,328</b>	<b>16,122</b>	<b>15,831</b>
<b>INVESTIGATIONS</b>	<b>6,459</b>	<b>7,531</b>	<b>7,958</b>



# DIRECTORY

<b>Department of Transportation .....</b>	<b>174</b>
<b>D.O.T. Administration .....</b>	<b>175</b>
<b>D.O.T. Maintenance &amp; Construction.....</b>	<b>176</b>
<b>D.O.T. Traffic Operations .....</b>	<b>177</b>
<b>Fleet Management .....</b>	<b>180</b>



# PUBLIC WORKS

## MISSION

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

## FUNCTIONS

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

## GOALS

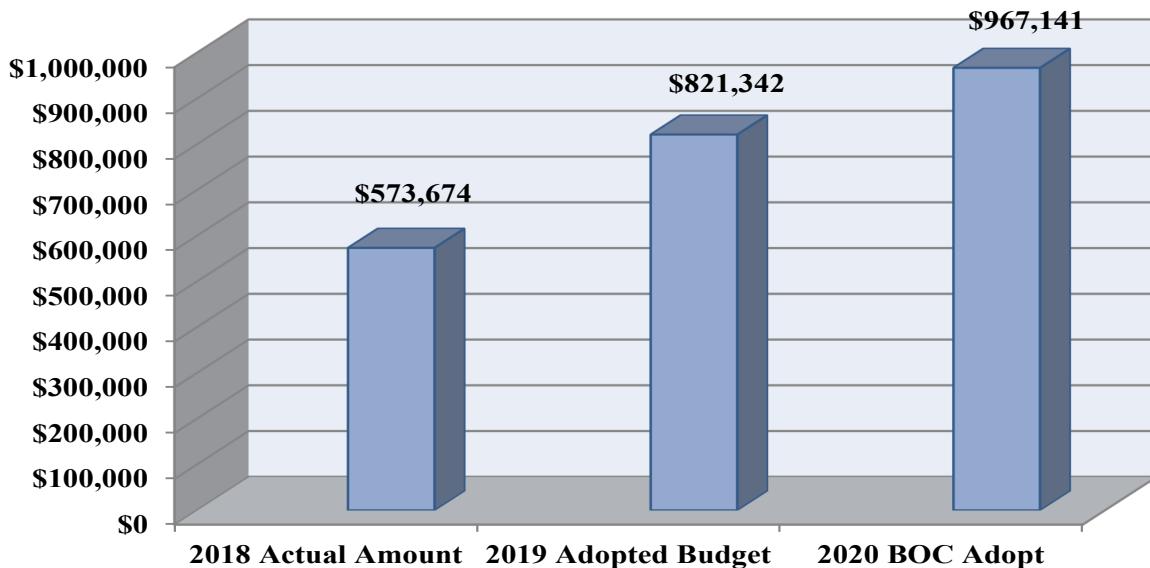
- Maximize leveraging of limited county resources by pursuing funding federal and/or state funding opportunities to implement local transportation projects.
- Perform a county-wide assessment of pavement conditions to reflect current conditions and serve as the basis for selection of roads for maintenance and resurfacing, subject to funding availability.
- Update the county's Comprehensive Transportation Plan based on current county needs and priorities to bring the Transportation system in alignment with current travel patterns and capacity needs, and to support economic development.
- Construct a sand and salt storage facility at the DOT Maintenance Facility on Chicago Avenue to stockpile sufficient materials to improve emergency response during ice and snow storms.
- Develop a brine mixing and distribution capability for development to critical areas, such as bridges and steep road inclines ahead of winter ice storms and other icing events



## D.O.T. Administration

### BUDGET SUMMARY

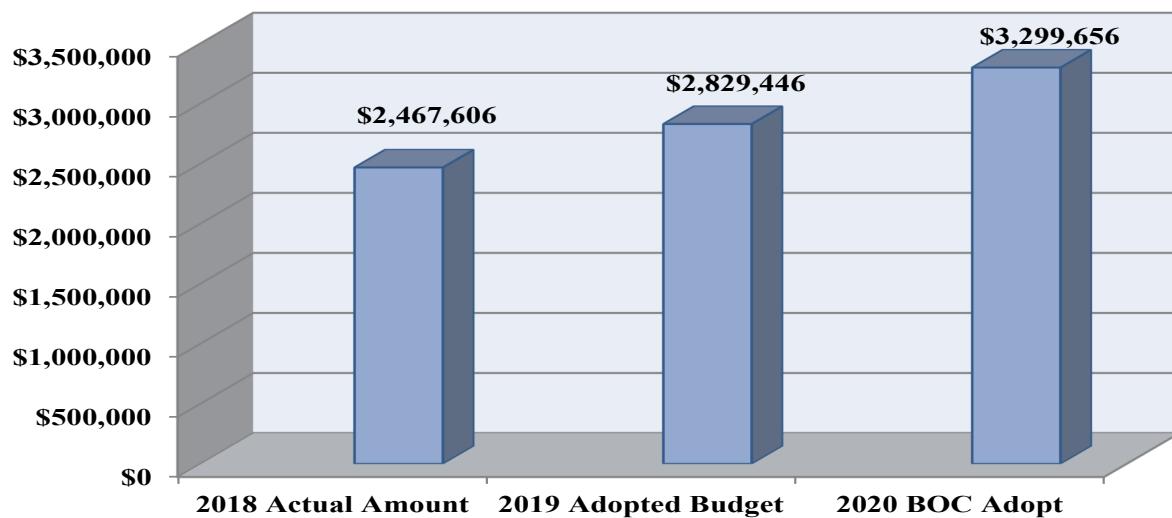
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>573,674</u>	<u>821,342</u>	<u>967,141</u>
<b>Total Funding Sources</b>	<u>573,674</u>	<u>821,342</u>	<u>967,141</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	349,174	585,319	659,764
Benefits	141,427	245,970	258,154
Advertising	1,695	4,000	2,500
Vehicle Expense	1,408	5,400	4,550
Dues and Subscriptions	15,269	13,000	24,000
Maintenance Charges	2,195	5,000	4,000
Supplies	5,833	9,000	14,173
Professional Services	2,076	12,000	12,000
Utilities	1,809	2,000	2,000
Travel & Training	1,388	8,600	4,500
Minor Equipment and Improvements	17,215	0	0
Capital Outlay	34,184	0	7,500
Budget Improvement Request	<u>0</u>	<u>(68,947)</u>	<u>(26,000)</u>
<b>Total Appropriations</b>	<u>573,674</u>	<u>821,342</u>	<u>967,141</u>



## D.O.T. Maintenance & Construction

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>2,467,606</b>	<b>2,829,446</b>	<b>3,299,656</b>
<b>Total Funding Sources</b>	<b>2,467,606</b>	<b>2,829,446</b>	<b>3,299,656</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,011,022	1,137,941	1,385,837
Benefits	563,235	655,329	711,513
Advertising	0	600	500
Vehicle Expense	197,886	240,000	222,000
Dues and Subscriptions	0	1,950	300
Equipment Rental	0	1,000	1,000
Maintenance Charges	1,003	6,400	3,400
Supplies	13,271	21,000	(11,297)
Professional Services	233,946	90,750	190,750
Utilities	90,741	120,000	70,653
Travel & Training	335	5,100	1,000
Minor Equipment and Improvements	11,765	0	0
Capital Outlay	166,828	0	0
Debt Service	0	0	0
Uniforms and Clothing	5,080	11,760	5,000
Road Maintenance	172,494	756,000	533,000
Budget Improvement Request	0	(218,384)	186,000
<b>Total Appropriations</b>	<b>2,467,606</b>	<b>2,829,446</b>	<b>3,299,656</b>



## D.O.T. Traffic Operations

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,080,876</u>	<u>1,117,149</u>	<u>1,280,747</u>
Total Funding Sources	<u>1,080,876</u>	<u>1,117,149</u>	<u>1,280,747</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	479,436	468,721	520,934
Benefits	185,279	208,076	252,432
Advertising	0	1,700	500
Vehicle Expense	26,887	40,350	32,000
Dues and Subscriptions	5,156	4,117	4,025
Maintenance Charges	0	700	700
Supplies	18,016	20,000	(1,094)
Professional Services	60,472	46,100	60,000
Utilities	22,544	26,500	24,500
Travel & Training	5,546	6,750	6,750
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,982	3,600	2,000
Road Maintenance	275,559	344,700	391,000
Budget Improvement Request	<u>0</u>	<u>(54,165)</u>	<u>(13,000)</u>
Total Appropriations	<u>1,080,876</u>	<u>1,117,149</u>	<u>1,280,747</u>



## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
<b><u>Administration</u></b>				
Director	UNC	1	1	1
Deputy Director	UNC	1	1	1
Program Delivery Engineer	FT	1	1	1
Project Engineer	FT	0	0	1
Utility Engineer / Construction Inspector	FT	1	2	2
Transportation Project Analyst	FT	0	1	1
Administrative Assistant	FT	1	1	1
Land Acquit Coordinator	FT	1	1	1
<b><u>Traffic Operations</u></b>				
Traffic Operations Division Manager	FT	1	1	1
Transportation Engineer	FT	1	1	1
Traffic Engineering Tech	FT	0	1	1
Sign/Marking Superintendent	FT	1	1	1
Traffic Signal Superintendent	FT	1	1	1
Traffic Signal Technician I	FT	1	1	1
Secretary	FT	1	1	1
Sign/Marking Fabricator	FT	1	1	1
Sign/Marking Technician	FT	3	3	3
<b><u>Maintenance &amp; Construction</u></b>				
Maintenance Division Manager	FT	1	1	1
R O W Management Superintendent	FT	1	1	1
Road Maintenance Manager	FT	1	1	1
Road Maintenance Foreman	FT	1	1	1
Foreman I	FT	1	1	1
Bridge/Guardrail Superintendent	FT	1	1	1
Equipment Operator IV	FT	5	6	6
Equipment Operator III	FT	6	7	7
Secretary	FT	1	1	1
Equipment Operator II	FT	7	8	8
Equipment Operator I	FT	1	2	2
Laborer III	FT	2	2	2
Laborer II	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>45</b>	<b>52</b>	<b>53</b>

## WORKLOAD INDICATORS

### DEPARTMENT OF TRANSPORTATION COMPARISON—YEARS

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SHOULDER MILES CUT	850	850	2,150
DEER / ANIMAL REMOVAL	115	120	120
POTHOLE REPAIRED	600	500	500
GUARDRAILS REPAIRED	600	500	300
BRIDGE JOINT REPAIRS	50	50	10
TREE REMOVALS	150	150	50

## MISSION

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

## FUNCTIONS

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

## GOALS

### Improve Departmental Processes

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

### Improve Fleet Managements Field Service

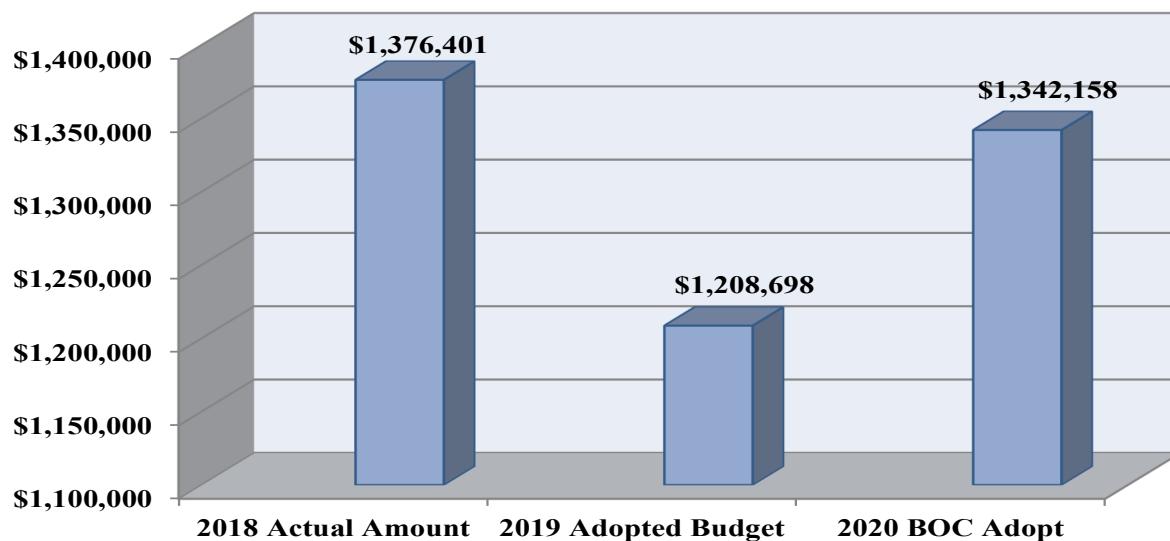
- Fund and expand Field service.
- Expand building, floor and roof space to accommodate major repairs.
- Keep all feasible repairs in-house.
- Schedule in normal wear items.
- Recycle used parts from salvage equipment.
- Work with departments on daily/monthly equipment inspections
- Meet the new challenges of a dedicated bus system, with the implementation of Connect Douglas

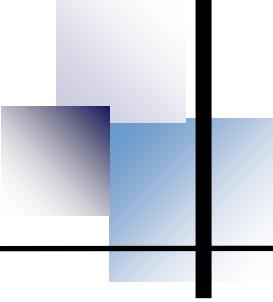


## Fleet Management

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>1,376,401</u></b>	<b><u>1,208,698</u></b>	<b><u>1,342,158</u></b>
<b>Total Funding Sources</b>	<b><u>1,376,401</u></b>	<b><u>1,208,698</u></b>	<b><u>1,342,158</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	762,842	748,133	741,643
Benefits	344,670	434,075	459,502
Advertising	0	625	625
Vehicle Expense	67,139	53,160	46,060
Dues and Subscriptions	11,154	10,942	12,000
Equipment Rental	1,623	5,000	3,000
Maintenance Charges	31,344	35,480	40,480
Supplies	14,308	20,870	10,035
Professional Services	918	1,520	1,520
Utilities	15,561	45,093	38,593
Travel & Training	2,768	9,700	9,700
Minor Equipment and Improvements	22,016	0	0
Capital Outlay	100,091	0	0
Uniforms and Clothing	1,968	6,600	5,000
Budget Improvement Request	0	<u>(162,500)</u>	<u>(26,000)</u>
<b>Total Appropriations</b>	<b><u>1,376,401</u></b>	<b><u>1,208,698</u></b>	<b><u>1,342,158</u></b>






## **Fleet Management**

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

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

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>ACT</b>	<b>PROJ</b>	<b>PROJ</b>
<b>REPAIR ORDERS PROCESSED</b>	3,400	3,600	3,800
<b>PREVENTATIVE MAINT. SERVICES</b>	1,200	1,500	1,700
<b>FUEL DELIVERED</b>	800	800	800
<b>ROAD CALLS COMPLETE</b>	125	100	75
<b>% OF REPAIRS WITHIN 24 HOURS</b>	96%	99%	100%
<b>% OF REPEAT REPAIRS</b>	5	0	0
<b>% OF SHERIFF FLEET AVAILABLE</b>	94%	97%	100%
<b>% OF FIRE / EMS FLEET AVAILABLE</b>	95%	97%	100%
<b>% OF OVERALL FLEET AVIALABLE</b>	94%	97 %	100%

#### **PERSONNEL SUMMARY**

<b>POSITION</b>	<b>POS CLASS</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
		<b>ACTUAL</b>	<b>BUDGET</b>	<b>APPROVED</b>
Manager	UNC	1	1	1
Field Services Superintendent	FT	1	1	1
Shop Superintendent	FT	1	1	1
Admin. Division Manager	FT	0	0	0
Fleet Management Service Writer / Parts Manager	FT	2	2	2
Mechanic III	FT	9	9	9
Mechanic II	FT	1	1	1
Mechanic I	FT	1	1	1
Parts and Inventory Clerk	FT	2	2	2
Secretary	FT	0	0	0
<b>TOTAL FULL TIME</b>		<b>18</b>	<b>18</b>	<b>18</b>

# DIRECTORY

<b>Board of Health .....</b>	<b>190</b>
<b>Public Welfare .....</b>	<b>192</b>
<b>Community Services Board .....</b>	<b>186</b>
<b>Family and Children Services.....</b>	<b>188</b>
<b>Senior Services .....</b>	<b>190</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

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

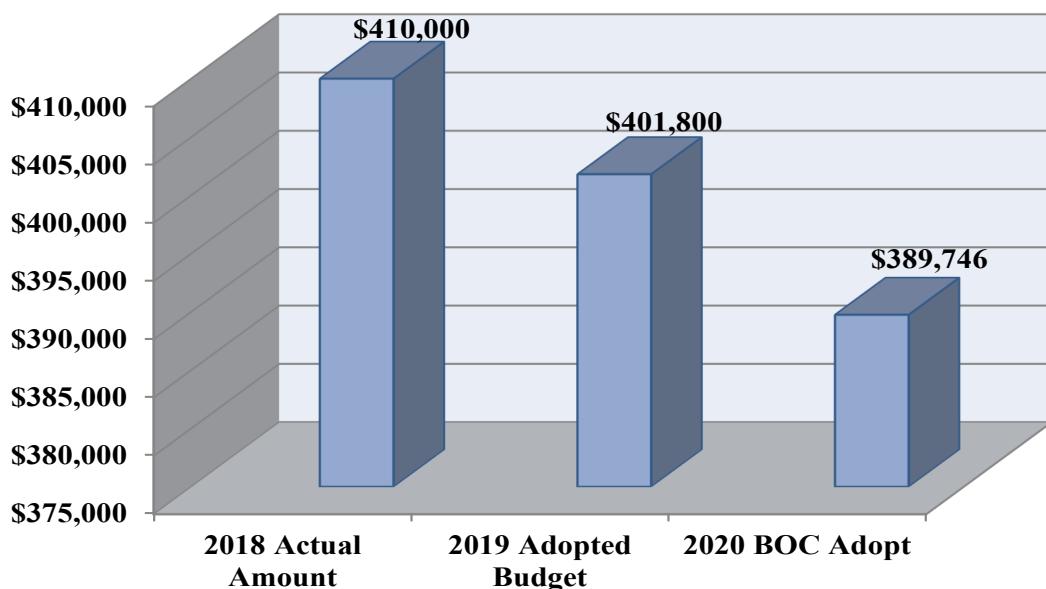
## PERSONNEL

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



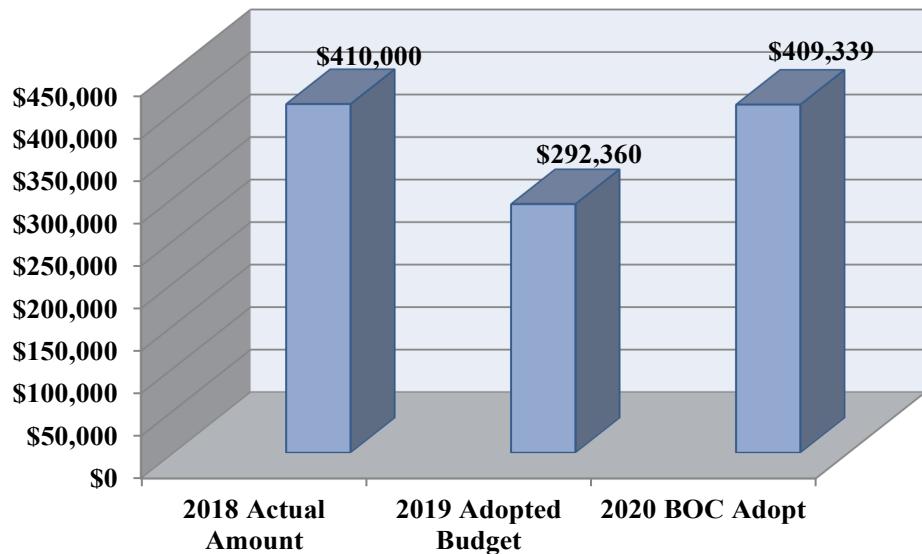
**Board of Health**

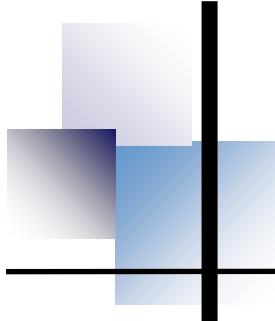
<b>BUDGET SUMMARY</b>			
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>410,000</u>	<u>401,800</u>	<u>389,746</u>
Total Funding Sources	<u>410,000</u>	<u>401,800</u>	<u>389,746</u>
<b>APPROPRIATIONS:</b>			
Professional Services	401,800	401,800	389,746
Budget Improvement Request	0	0	0
Total Appropriations	<u>401,800</u>	<u>401,800</u>	<u>389,746</u>



## Public Welfare

	<b>BUDGET SUMMARY</b>		
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>410,000</u>	<u>292,360</u>	<u>409,339</u>
<b>Total Funding Sources</b>	<b><u>410,000</u></b>	<b><u>292,360</u></b>	<b><u>409,339</u></b>
<b>APPROPRIATIONS:</b>			
Professional Services	0	0	150,000
Other	0	292,360	259,339
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Appropriations</b>	<b>0</b>	<b>292,360</b>	<b>409,339</b>





## Community Services Board

# HEALTH AND WELFARE

### FUNCTIONS

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

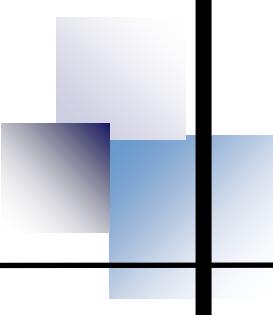
### GOALS

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

### PERSONNEL

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

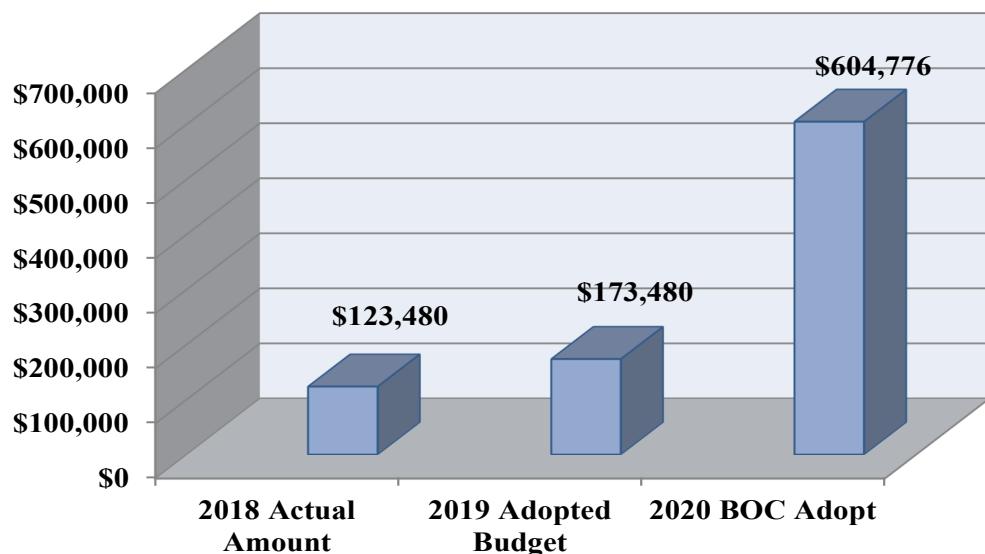




## Community Services Board

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>123,480</u>	<u>173,480</u>	<u>604,776</u>
Total Funding Sources	<u>123,480</u>	<u>173,480</u>	<u>604,776</u>
<b>APPROPRIATIONS:</b>			
Professional Services	123,480	173,480	604,776
Budget Improvement Request	0	0	0
Total Appropriations	<u>123,480</u>	<u>173,480</u>	<u>604,776</u>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

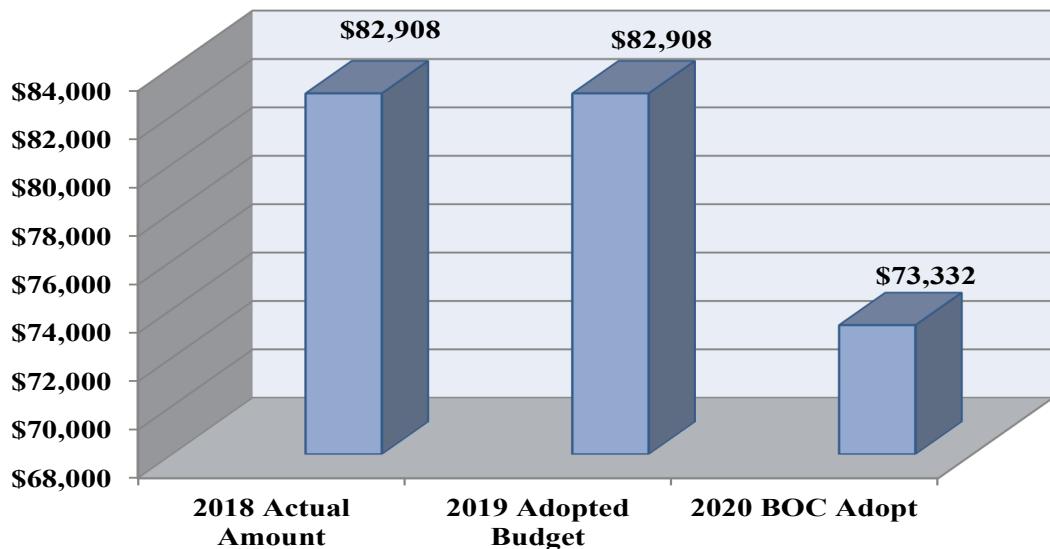
## PERSONNEL

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



## Family & Children Services

<b>BUDGET SUMMARY</b>			
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<u>82,908</u>	<u>82,908</u>	<u>73,332</u>
<b>Total Funding Sources</b>	<u>82,908</u>	<u>82,908</u>	<u>73,332</u>
<b>APPROPRIATIONS:</b>			
<b>Other</b>	82,908	82,908	73,332
<b>Other Financing Sources</b>	0	0	0
<b>Budget Improvement Request</b>	0	0	0
<b>Total Appropriations</b>	<u>82,908</u>	<u>82,908</u>	<u>73,332</u>



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

### MISSION

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

### FUNCTIONS

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

### GOALS

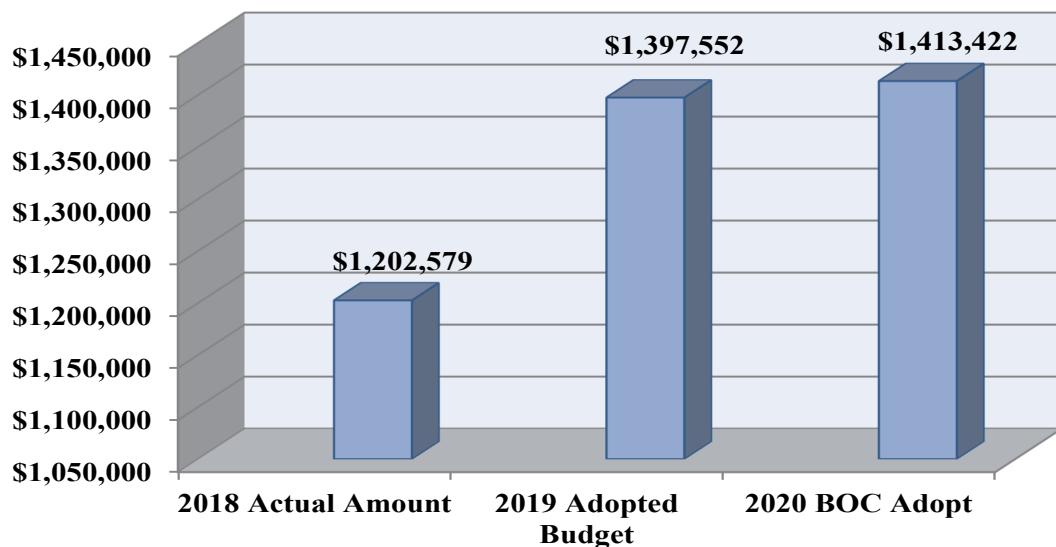
- Increase Staff's Knowledge of Mental Health as it relates to Seniors through increased training and a collaborative partnership with Douglas County Community Service Board.
- Begin using New World to input all financial documents and other relevant information.
- Increase our visibility in the community in order to keep citizens abreast of valuable resources available to them.
- Decrease the average time a citizen is on the waitlist for home-delivered meals and homemaker services.
- Decrease the time it takes Case Managers to complete assessments through the addition of electronic software.
- Renovate and/or repair current facility in order to make it more accessible and user friendly.
- Conduct a feasibility study to determine if there is a need for a new facility.
- Evaluate the process for accreditation and determine if it would be feasible for Senior Services to begin the National Institute of Senior Center's accreditation process.



## Senior Services

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,202,579</u>	<u>1,397,552</u>	<u>1,413,422</u>
<b>Total Funding Sources</b>	<b><u>1,202,579</u></b>	<b><u>1,397,552</u></b>	<b><u>1,413,422</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	569,609	585,867	694,625
Benefits	192,542	241,014	327,360
Advertising	138	0	400
Vehicle Expense	49,626	52,500	54,000
Dues and Subscriptions	0	300	300
Maintenance Charges	2,604	5,866	5,866
Supplies	251,853	222,000	213,392
Professional Services	26,120	14,600	25,879
Utilities	48,479	58,700	49,180
Travel & Training	1,365	2,000	7,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	84,000	0
Other	60,244	105,945	48,420
Budget Improvement Request	0	24,760	(13,000)
<b>Total Appropriations</b>	<b><u>1,202,579</u></b>	<b><u>1,397,552</u></b>	<b><u>1,413,422</u></b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**SENIOR SERVICES  
COMPARISON—YEARS**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>SENIORS AND HANDICAPPED SERVED</b>	<b>552</b>	<b>575</b>	<b>600</b>
<b>HOME-DELIVERED MEALS</b>	<b>32,691</b>	<b>36,000</b>	<b>37,000</b>
<b>CONGREGATE MEALS</b>	<b>13,800</b>	<b>13,800</b>	<b>13,900</b>
<b>HOMEMAKER SERVICES</b>	<b>3,437</b>	<b>3,500</b>	<b>3,800</b>
<b>CASE MANAGEMENT</b>	<b>2,944</b>	<b>2,944</b>	<b>2,944</b>
<b>TRANSPORTATION</b>	<b>20,539</b>	<b>22,123</b>	<b>23,623</b>

**PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>POS CLASS</u></b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
		<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
Director	UNC	1	1	1
Program Manager	FT	1	1	1
Information and Assistant Specialist	FT	1	1	1
Wellness Coordinator	FT	1	1	1
Case Manager	FT	1	1	1
Program Assistant	FT	2	2	2
Food Services Worker II	FT	1	1	1
Driver	FT	2	3	4
Meals Program Assistant	FT	2	1	1
Aide	FT	1	2	3
Program Aide	PT	1	0	0
Secretary	PT	1	1	1
Program Assistant	PT	1	2	1
Driver	PT	3	3	4
Sr. Serv Meals Program Asst	PT	0	0	1
Social Services Supervisor	PT	1	1	1
Food Services Worker I	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>14</b>	<b>16</b>
<b>TOTAL PART TIME</b>		<b>9</b>	<b>9</b>	<b>10</b>



# DIRECTORY

<b>Boys &amp; Girls Club .....</b>	<b>194</b>
<b>Cultural Arts Council .....</b>	<b>195</b>
<b>Douglas County Libraries .....</b>	<b>196</b>
<b>Parks and Recreation .....</b>	<b>199</b>
<b>Parks and Recreation Aquatic Center .....</b>	<b>203</b>
<b>Parks and Recreation Senior Center.....</b>	<b>204</b>

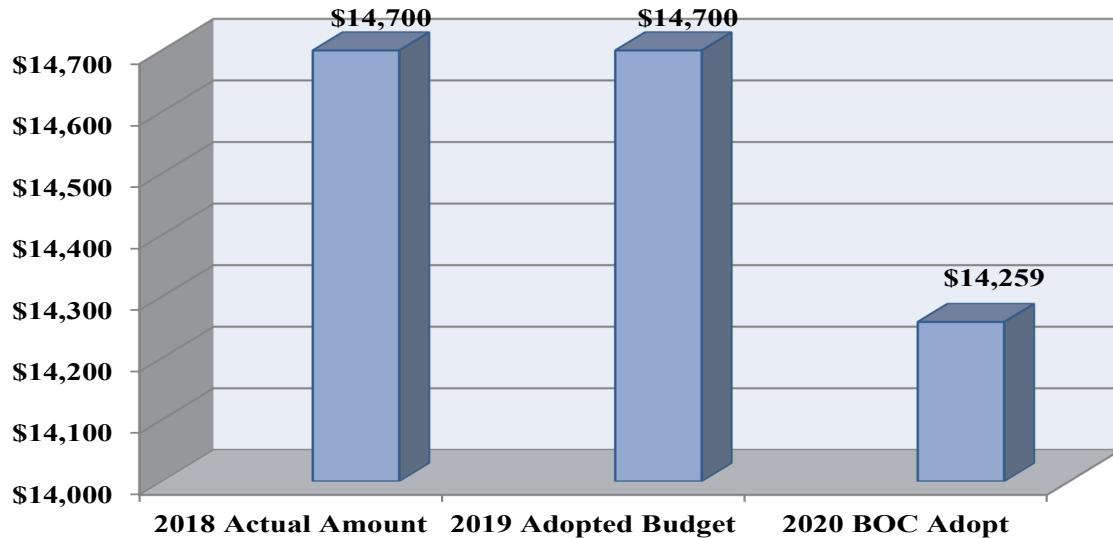
## Boys & Girls Club

### MISSION

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

#### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>14,700</u>	<u>14,700</u>	<u>14,259</u>
Total Funding Sources	<u>14,700</u>	<u>14,700</u>	<u>14,259</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>14,700</u>	<u>14,700</u>	<u>14,259</u>
Total Appropriations	<u>14,700</u>	<u>14,700</u>	<u>14,259</u>



### PERSONNEL

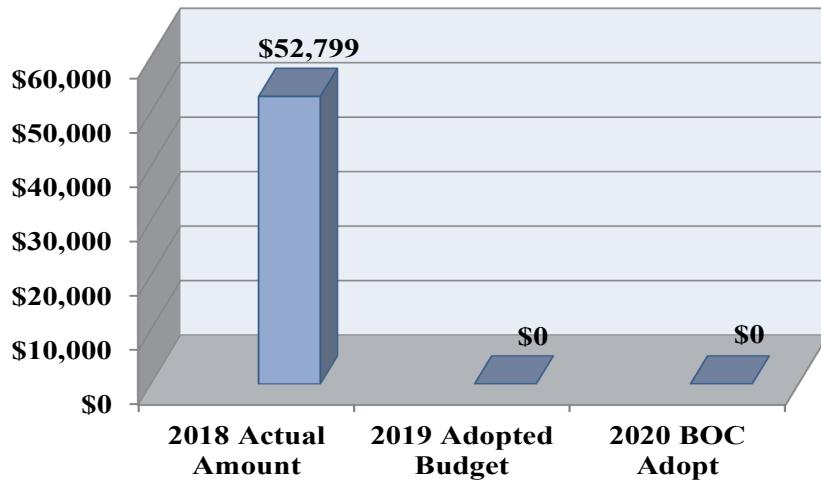
The Boys and Girls Club is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Organization.

# Cultural Arts Council

## MISSION

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

	<b>BUDGET SUMMARY</b>		
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>52,799</u></u>	<u><u>0</u></u>	<u><u>0</u></u>
Total Funding Sources	<u><u>52,799</u></u>	<u><u>0</u></u>	<u><u>0</u></u>
<b>APPROPRIATIONS:</b>			
Other	<u><u>52,799</u></u>	<u><u>0</u></u>	<u><u>0</u></u>
Total Appropriations	<u><u>52,799</u></u>	<u><u>0</u></u>	<u><u>0</u></u>



## PERSONNEL

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

## MISSION

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

## FUNCTIONS

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

## GOALS

- To improve the appearance and functionality of several areas at the Douglas County Public Library.
- To continue to advance technology offerings to better meet the demands of our citizens.
- To increase staff proficiency and further the professional development levels of all staff members through in-house and online courses, bringing all staff to a higher level of service.
- To maintain a positive standing in the community by offering additional services, such as book clubs, computer classes, and other community courses both in-house and throughout the community.
- To monitor and research ways to increase circulation and patronage.
- To provide the same level of service to all patrons at each of our library branches.
- To continue to foster outside partnerships with organizations such as Goodwill of North GA, Census 2020, Douglas County Housing Authority, Arbor Place Mall, and various other community partners.
- To increase our web presence to ensure all citizens of Douglas County know about our many free resources available to everyone.



## Douglas County Libraries

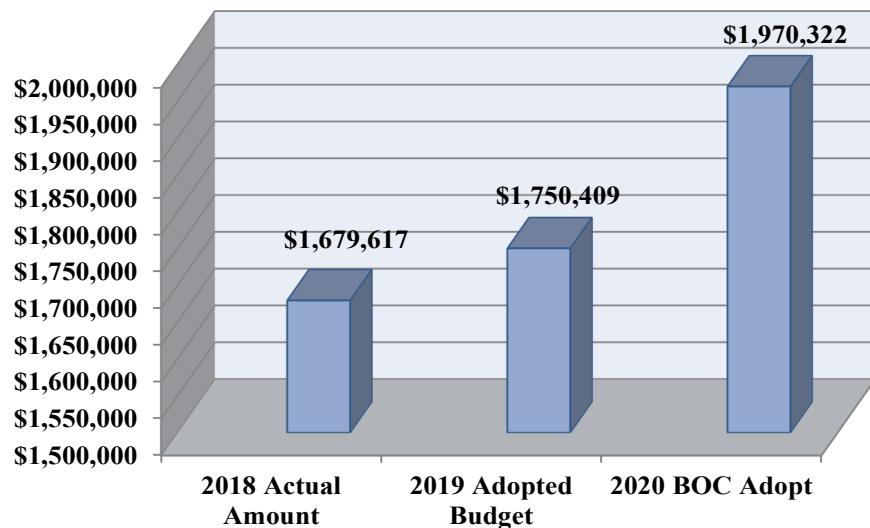
BUDGET SUMMARY		
2018 Actual	2019 Adopted	2020 BOC
Amount	Budget	Adopt

### **FUNDING SOURCES:**

General Fund Contribution	1,679,617	1,750,409	1,970,322
Total Funding Sources	1,679,617	1,750,409	1,970,322

### **APPROPRIATIONS:**

Salary and Wage	872,998	886,196	973,557
Benefits	311,123	392,081	437,601
Advertising	18,769	18,300	12,900
Dues and Subscriptions	355	665	465
Equipment Rental	0	585	195
Maintenance Charges	17,902	30,549	57,000
Supplies	285,634	360,060	356,962
Professional Services	43,039	43,144	49,685
Utilities	121,414	116,980	99,457
Travel & Training	7,148	8,000	6,500
Minor Equipment and Improvements	0	3,300	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,235	2,000	2,000
Budget Improvement Request	0	(111,451)	(26,000)
 Total Appropriations	1,679,617	1,750,409	1,970,322



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### DOUGLAS COUNTY LIBRARIES COMPARISON—YEARS

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>LIBRARY CARD REGISTRATIONS</b>	<b>3,967</b>	<b>3,818</b>	<b>2,641</b>
<b>PATRON COUNT</b>	<b>251,741</b>	<b>225,839</b>	<b>160,421</b>
<b>CIRCULATION</b>	<b>448,992</b>	<b>390,432</b>	<b>281,856</b>
<b>PC USAGE AND WIFI PASSES</b>	<b>117,142</b>	<b>96,991</b>	<b>107,066</b>
<b>PROGRAMS CONDUCTED</b>	<b>765</b>	<b>516</b>	<b>516</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>
County Librarian	FT	1	1	1
Librarian	FT	1	1	1
Library Manager	FT	2	2	2
Reference Associate	FT	1	1	1
Library Associate	FT	5	5	5
Senior Secretary	FT	1	1	1
Library Assistant II	FT	14	14	14
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	0	0	0
Library Assistant I	PT	8	8	8
Custodian	PT	3	3	3
<b>TOTAL FULL TIME</b>		<b>25</b>	<b>25</b>	<b>25</b>
<b>TOTAL PART TIME</b>		<b>12</b>	<b>12</b>	<b>12</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

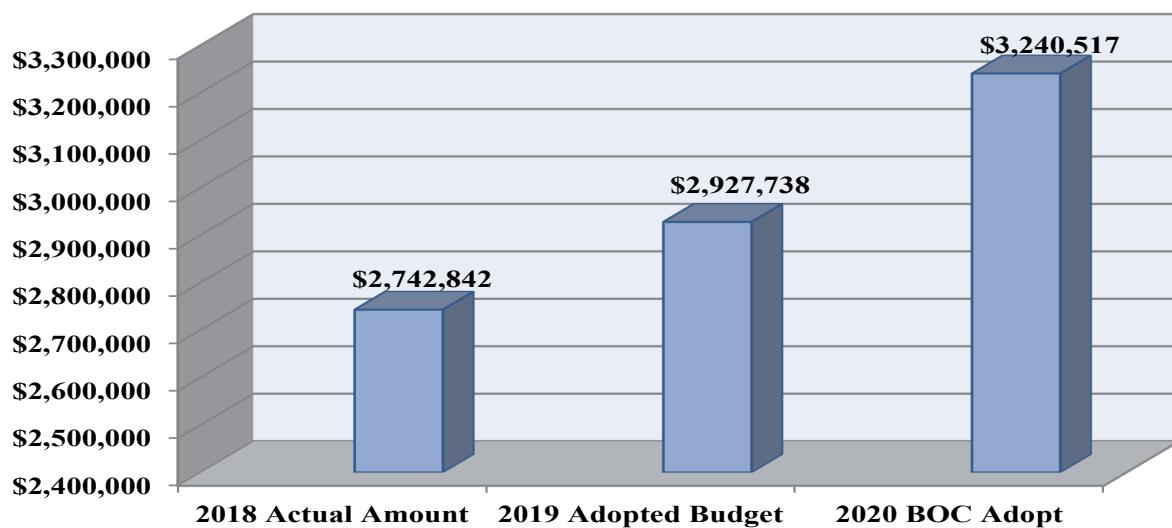
- Continue to enhance existing programs, events and other offerings with new themes and ideas.
- Continue to work with instructors, vendors and internal staff to create a positive place for people to gather.
- Begin to work on new community center programs, outline potential users, and build long term relationships with members of the community.
- Work to improve the baseball and softball offerings at Lithia Springs Park by continuing to build the program.
- Improve communication internally and with park patrons so that everyone is in the know about the day to day, upcoming implementations, and to solicit input among the stake holders.
- Increase registration and participation by 5% over the next year by adding some variations of existing programs and to implement new programs.
- Improve terrain on nature trails at Boundary Waters Park/Sports Complex.
- Maintenance on existing equipment and facilities.
- Develop more trails.
- CPR training for all Security Officers.
- Increase day-time security presence in the parks.
- Set up Facebook page for the department.
- Anticipate the needs of the changing community and structure programs and facilities accordingly.
- Continue to increase staff involvement in local civic and professional organizations thereby increasing Department visibility.



## Parks & Recreation

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>2,742,842</u>	<u>2,927,738</u>	<u>3,240,517</u>
<b>Total Funding Sources</b>	<b><u>2,742,842</u></b>	<b><u>2,927,738</u></b>	<b><u>3,240,517</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,382,341	1,425,368	1,552,988
Benefits	553,507	651,958	704,220
Advertising	10,860	21,075	15,075
Vehicle Expense	98,439	151,000	123,000
Dues and Subscriptions	2,822	2,602	2,502
Equipment Rental	818	4,000	3,000
Maintenance Charges	137,556	151,500	160,600
Supplies	58,380	66,320	38,908
Professional Services	126,440	146,000	157,100
Utilities	342,451	400,000	371,000
Travel & Training	6,998	10,724	10,124
Minor Equipment and Improvements	9,086	0	0
Capital Outlay	9,307	0	0
Other Financing Sources	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	3,838	5,500	5,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>(108,309)</b>	<b>97,000</b>
<b>Total Appropriations</b>	<b><u>2,742,842</u></b>	<b><u>2,927,738</u></b>	<b><u>3,240,517</u></b>



## Parks & Recreation

# PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	FT	1	1	1
Manager BW Park	FT	1	1	1
Recreation Superintendent	FT	2	2	2
Office Manager	FT	1	1	0
Program Coordinator	FT	4	4	4
Foreman I	FT	2	2	2
Maintenance Tech II	FT	4	4	4
Maintenance Tech I	FT	1	1	1
Park Security Coordinator	FT	1	1	1
Program Assistant	FT	1	1	1
Parks Beautification Coordinator	FT	1	1	1
Park Security Lead Officer	FT	1	1	1
Park Security Officer	FT	3	3	3
Equipment Operator II	FT	5	5	5
Equipment Operator I	FT	1	1	1
Program Aide Guest Services	FT	1	1	1
Laborer III	FT	2	2	2
Laborer I	FT	3	3	3
Secretary	FT	2	0	0
Security Officer	PT	2	2	2
Program Aides	PT	10	22	23
Program Aide Guest Services	PT	2	1	1
Secretary	PT	0	2	2
Laborer I	PT	0	0	1
Laborer III	PT	0	0	0
<b>TOTAL FULL TIME</b>		<b>37</b>	<b>35</b>	<b>34</b>
<b>TOTAL PART TIME</b>		<b>14</b>	<b>27</b>	<b>29</b>

### AQUATIC CENTER

Superintendent	FT	1	1	1
Program Coordinator	FT	1	1	1
Secretary	FT	1	1	1
Maintenance Worker	FT	1	1	1
Supervisor	FT	1	1	1
Supervisor	PT	5	8	8
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	29	29	29
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>36</b>	<b>39</b>	<b>39</b>

### SENIOR CENTER

Program Coordinator	UNC	1	1	1
Program Assistant	FT	1	1	1
Senior Secretary	FT	1	1	1
Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>

## WORKLOAD INDICATORS

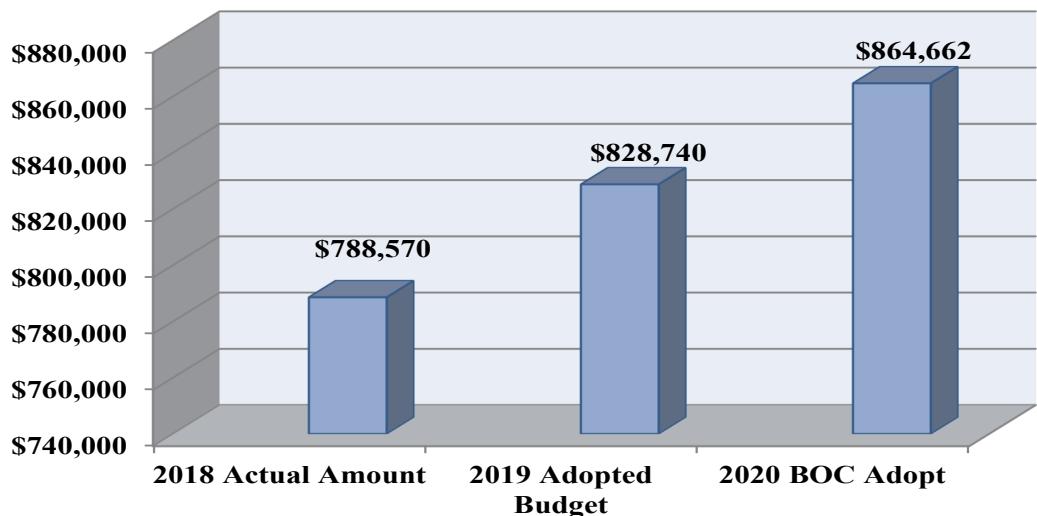
### **PARKS & RECREATION COMPARISON—YEARS**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>THERAPEUTIC PARTICIPANTS</b>	<b>5,700</b>	<b>5,600</b>	<b>5,700</b>
<b>ADULT RECREATION PARTICIPANTS</b>	<b>4,200</b>	<b>4,000</b>	<b>4,500</b>
<b>YOUTH RECREATION PARTICIPANTS</b>	<b>5,800</b>	<b>5,650</b>	<b>5,500</b>
<b>AQUATIC PARTICIPANTS</b>	<b>72,000</b>	<b>70,000</b>	<b>72,000</b>

**Parks & Recreation Aquatic Center**

**BUDGET SUMMARY**

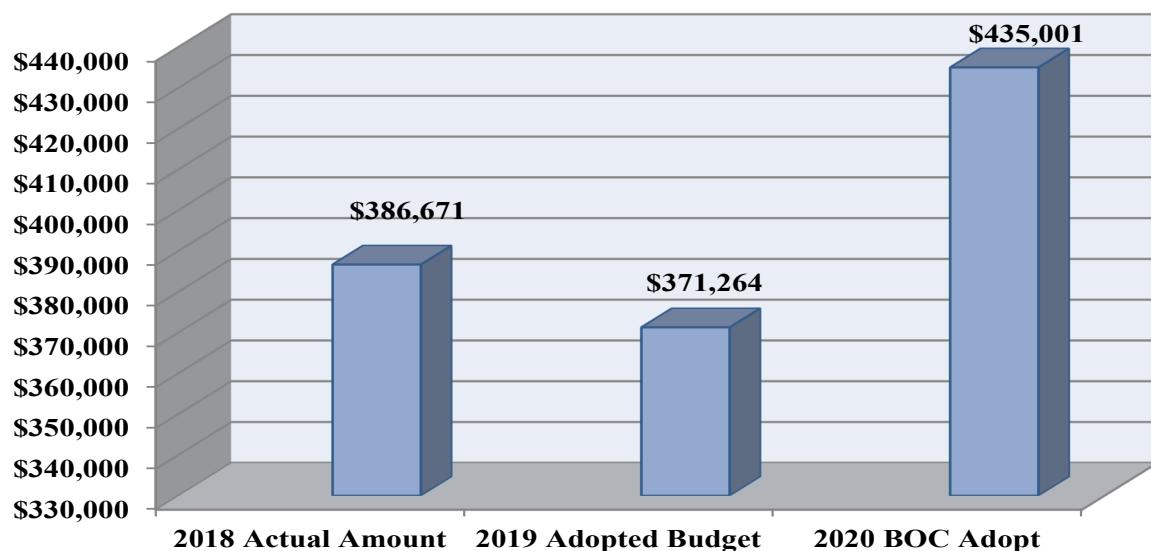
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>788,570</b>	<b>828,740</b>	<b>864,662</b>
<b>Total Funding Sources</b>	<b>788,570</b>	<b>828,740</b>	<b>864,662</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	441,965	436,989	490,096
Benefits	112,474	132,823	111,592
Advertising	563	750	750
Vehicle Expense	0	4,740	4,240
Dues and Subscriptions	126	145	210
Equipment Rental	340	1,700	870
Maintenance Charges	33,231	73,900	73,980
Supplies	27,700	34,500	27,237
Professional Services	30,117	43,850	44,650
Utilities	135,421	135,300	105,862
Travel & Training	1,469	1,675	2,175
Minor Equipment and Improvements	1,830	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	3,334	2,925	3,000
Budget Improvement Request	0	(40,557)	0
<b>Total Appropriations</b>	<b>788,570</b>	<b>828,740</b>	<b>864,662</b>



## Parks & Recreation Senior Center

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>386,671</u>	<u>371,264</u>	<u>435,001</u>
Total Funding Sources	<u>386,671</u>	<u>371,264</u>	<u>435,001</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	125,447	126,590	141,991
Benefits	71,263	77,002	85,647
Advertising	895	850	850
Vehicle Expense	1,615	3,000	3,500
Dues and Subscriptions	683	1,100	1,059
Equipment Rental	63	200	200
Maintenance Charges	34,907	39,326	40,000
Supplies	18,643	18,556	11,587
Professional Services	100,036	112,000	107,000
Utilities	31,715	35,483	41,537
Travel & Training	1,000	2,000	1,000
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	404	450	630
Budget Improvement Request	<u>0</u>	<u>(45,293)</u>	<u>0</u>
Total Appropriations	<u>386,671</u>	<u>371,264</u>	<u>435,001</u>



# DIRECTORY

<b>Cooperative Extension.....</b>	<b>206</b>
<b>Development Services Administration.....</b>	<b>209</b>
<b>Economic Development Authority .....</b>	<b>210</b>
<b>Geographic Information Systems (G.I.S.) .....</b>	<b>211</b>
<b>Connect Douglas Program .....</b>	<b>214</b>
<b>S.H.A.R.E. House.....</b>	<b>217</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

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



## Cooperative Extension

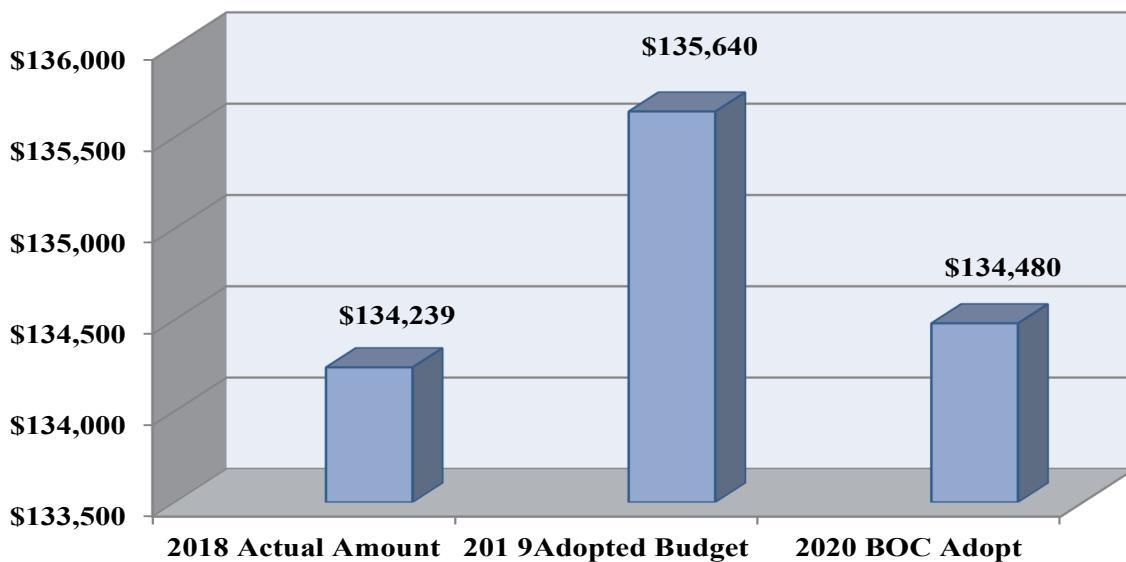
BUDGET SUMMARY		
2018 Actual	2019 Adopted	2020 BOC
Amount	Budget	Adopt

### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>134,239</u></b>	<b><u>135,640</u></b>	<b><u>134,480</u></b>
<b>Total Funding Sources</b>	<b><u>134,239</u></b>	<b><u>135,640</u></b>	<b><u>134,480</u></b>

### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>98,258</b>	<b>95,617</b>	<b>97,735</b>
<b>Benefits</b>	<b>7,553</b>	<b>7,347</b>	<b>7,509</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Vehicle Expense</b>	<b>1,143</b>	<b>2,100</b>	<b>1,800</b>
<b>Dues and Subscriptions</b>	<b>568</b>	<b>855</b>	<b>730</b>
<b>Equipment Rental</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>1,467</b>	<b>2,200</b>	<b>2,400</b>
<b>Supplies</b>	<b>4,824</b>	<b>6,100</b>	<b>5,196</b>
<b>Professional Services</b>	<b>450</b>	<b>3,700</b>	<b>3,700</b>
<b>Utilities</b>	<b>12,846</b>	<b>12,600</b>	<b>12,600</b>
<b>Travel &amp; Training</b>	<b>2,726</b>	<b>2,500</b>	<b>2,600</b>
<b>Minor Equipment and Improvements</b>	<b>4,403</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>210</b>	<b>210</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>2,411</b>	<b>0</b>
<b>Total Appropriations</b>	<b><u>134,239</u></b>	<b><u>135,640</u></b>	<b><u>134,480</u></b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**COOPERATIVE EXTENSION  
COMPARISON—YEARS**

	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>4-H SUMMER PARTICIPANTS</b>	<b>650</b>	<b>700</b>	<b>750</b>
<b>4-H'ers IN COMPETITION</b>	<b>145</b>	<b>130</b>	<b>140</b>
<b>VOLUNTEER HOURS</b>	<b>7,500</b>	<b>7,700</b>	<b>7,700</b>
<b>4-H PROGRAMS</b>	<b>260</b>	<b>300</b>	<b>325</b>
<b>4-H MEMBERS</b>	<b>1,525</b>	<b>1,500</b>	<b>1,500</b>
<b>MATERIALS REQUESTED</b>	<b>4,540</b>	<b>5,800</b>	<b>5,800</b>
<b>CLIENT CONTACTS</b>	<b>15,450</b>	<b>15,450</b>	<b>15,500</b>

**PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>POS CLASS</u></b>	<b><u>2018</u></b>	<b><u>2019</u></b>	<b><u>2020</u></b>
		<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	3
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

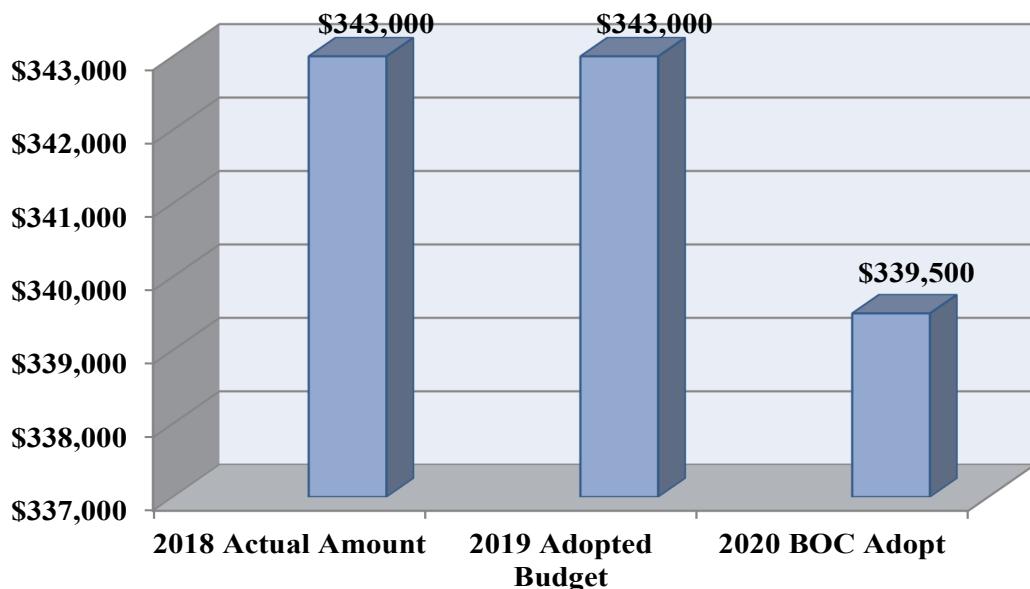
- Participating in regional events and associations such as Red Carpet Tour, Georgia Economic Developers Association and Regional Business Coalition.
- Strengthening relationships with key stakeholders such as developers, state-level officials and elected officials.
- Enhancing quality of life factors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

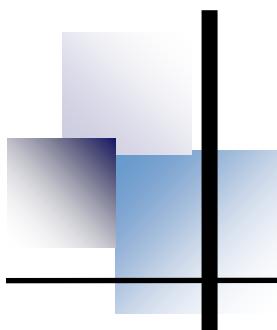
Leverage benefits of Joint Development Authority with Paulding County.

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



	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>343,000</u>	<u>343,000</u>	<u>339,500</u>
Total Funding Sources	<u>343,000</u>	<u>343,000</u>	<u>339,500</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>343,000</u>	<u>343,000</u>	<u>339,500</u>
Total Appropriations	<u>343,000</u>	<u>343,000</u>	<u>339,500</u>





# GENERAL GOVERNMENT

**Support all County Departments in the development of geographic data.**

## FUNCTIONS

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

## GOALS

### Create Additional Web Applications

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

### Misc. Department Project

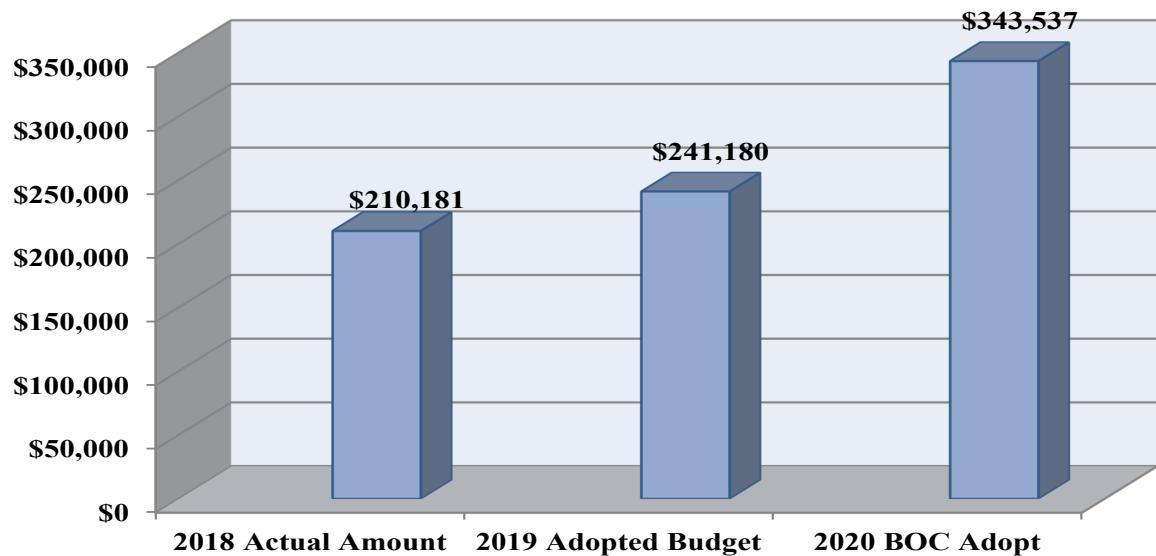
- **Created Flood Zone App (Building Services), Verified Address App (Code Enforcement), Street Sign App (DCDOT), and Average Daily Traffic App (DCDOT).**
- **Upgrade our desktop and server software**



## GIS / Mapping

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<u><b>210,181</b></u>	<u><b>241,180</b></u>	<u><b>343,537</b></u>
<b>Total Funding Sources</b>			
	<u><b>210,181</b></u>	<u><b>241,180</b></u>	<u><b>343,537</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	144,356	144,779	160,885
Benefits	32,829	53,481	59,665
Advertising	0	0	0
Vehicle Expense	0	0	0
Dues and Subscriptions	120	120	120
Maintenance Charges	23,500	23,700	23,700
Supplies	4,481	1,204	4,711
Professional Services	0	0	0
Utilities	456	0	456
Travel & Training	3,198	14,000	14,000
Minor Equipment and Improvements	932	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	308	0	0
<b>Budget Improvement Request</b>	<u><b>0</b></u>	<u><b>3,896</b></u>	<u><b>80,000</b></u>
<b>Total Appropriations</b>	<u><b>210,181</b></u>	<u><b>241,180</b></u>	<u><b>343,537</b></u>





## GIS / Mapping

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### GIS / MAPPING COMPARISON—YEARS

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>TOTAL PARCELS IN COUNTY</b>	<b>54,224</b>	<b>54,303</b>	<b>54,500</b>
<b>PROPERTY INFO WEBSITE VISITS</b>	<b>171,026</b>	<b>132,120</b>	<b>160,500</b>
<b>ADDRESS ASSIGNMENTS, ETC.</b>	<b>4,385</b>	<b>1,000</b>	<b>2,975</b>
<b>MAP AND DATA SALES</b>	<b>2,557</b>	<b>600</b>	<b>1,650</b>
<b>DIGITAL DATA REQUEST</b>	<b>30</b>	<b>26</b>	<b>25</b>
<b>MAPS PRODUCED</b>	<b>129</b>	<b>40</b>	<b>150</b>
<b>ARCREADER USERS</b>	<b>85</b>	<b>85</b>	<b>85</b>

#### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	FT	1	1	1
GIS Analyst II	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## MISSION

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

## FUNCTIONS

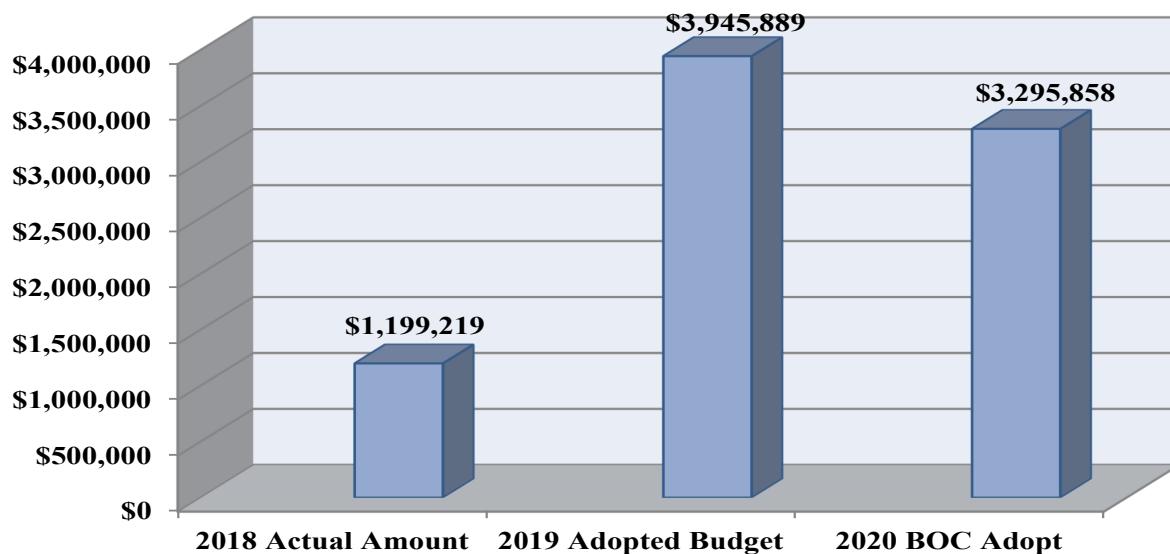
- Promote and provide vanpool service for area commuters
- Provide support services for Georgia Regional Transportation Authority
- Promote ridesharing and transportation alternatives to the public
- Secure grant funding for ridesharing and public transportation services
- Represent Douglas County in 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

- Double the number of one-way fixed route trips reported at the end of 2019
- Start five new vanpools
- Secure grant funding for two mechanics who will be dedicated to Connect Douglas vehicles
- Implement driver training program utilizing new driver simulator
- Have a 95% on-time performance for fixed route service
- Complete plan for implementing Demand Response Service in 2021



	<b>BUDGET SUMMARY</b>		
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>1,199,219</b>	<b>3,945,889</b>	<b>3,295,858</b>
<b>Total Funding Sources</b>	<b>1,199,219</b>	<b>3,945,889</b>	<b>3,295,858</b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>254,456</b>	<b>319,694</b>	<b>465,504</b>
<b>Benefits</b>	<b>101,500</b>	<b>147,343</b>	<b>187,826</b>
<b>Advertising</b>	<b>9,683</b>	<b>21,100</b>	<b>50,300</b>
<b>Vehicle Expense</b>	<b>152,703</b>	<b>406,054</b>	<b>437,344</b>
<b>Dues and Subscriptions</b>	<b>317</b>	<b>675</b>	<b>675</b>
<b>Maintenance Charges</b>	<b>59,710</b>	<b>50,000</b>	<b>54,800</b>
<b>Supplies</b>	<b>9,699</b>	<b>11,200</b>	<b>(65,380)</b>
<b>Professional Services</b>	<b>197,547</b>	<b>2,121,975</b>	<b>2,145,025</b>
<b>Utilities</b>	<b>43,630</b>	<b>37,100</b>	<b>31,464</b>
<b>Travel &amp; Training</b>	<b>800</b>	<b>400</b>	<b>400</b>
<b>Minor Equipment and Improvements</b>	<b>3,049</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>366,125</b>	<b>769,932</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>600</b>	<b>900</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>59,816</b>	<b>(13,000)</b>
<b>Total Appropriations</b>	<b>1,199,219</b>	<b>3,945,889</b>	<b>3,295,858</b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**CONNECT DOUGLAS  
COMPARISON—YEARS**

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>VANPOOL PASSENGER'S FARES</b>	<b>211,377</b>	<b>217,000</b>	<b>226,800</b>
<b># OF VANPOOL COMMUTERS</b>	<b>281</b>	<b>300</b>	<b>325</b>
<b>ONE—WAY PASSENGER TRIPS</b>	<b>76,701</b>	<b>73,000</b>	<b>75,000</b>
<b>UNDUPLICATED VOUCHER CLIENTS</b>	<b>96</b>	<b>107</b>	<b>125</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Transit Service Manager	UNC	1	1	1
Rideshare Assistant	FT	1	1	1
Senior Customer Service Rep.	FT	1	0	0
Multi-Modal Trans Admin Assistant	FT	0	1	1
Operations Assistant	FT	1	1	1
Mobility Coordinator	FT	1	1	1
Compliance Officer	FT	0	0	1
Secretary	PT	0	0	0
Customer Service Assistant	PT	2	2	2
Voucher Clerk	PT	0	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>7</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>3</b>	<b>3</b>

## **MISSION**

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

## **FUNCTIONS**

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

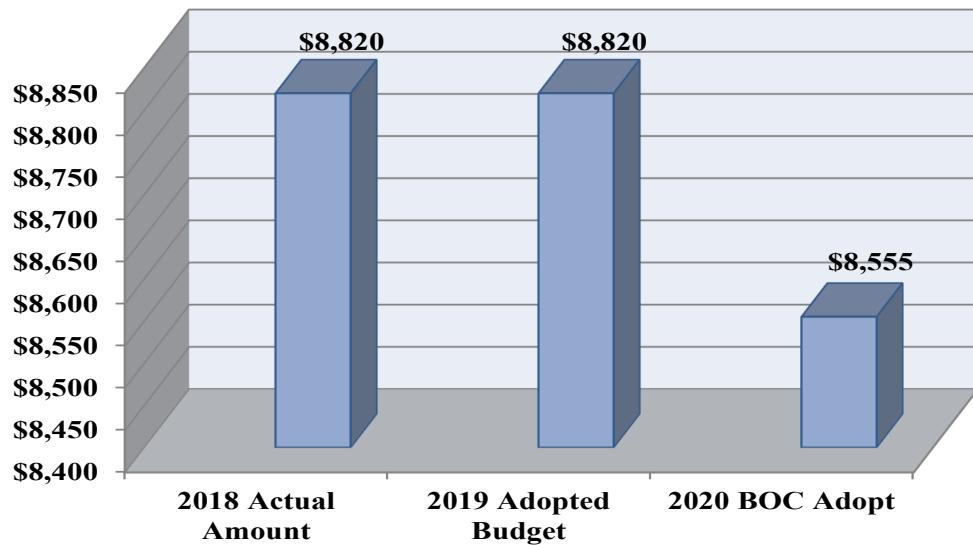
## **GOALS**

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



## S.H.A.R.E. House

<b>BUDGET SUMMARY</b>			
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>8,820</u>	<u>8,820</u>	<u>8,555</u>
<b>Total Funding Sources</b>	<b><u>8,820</u></b>	<b><u>8,820</u></b>	<b><u>8,555</u></b>
<b>APPROPRIATIONS:</b>			
Professional Services	8,820	8,820	8,555
Capital Outlay	0	0	0
<b>Total Appropriations</b>	<b><u>8,820</u></b>	<b><u>8,820</u></b>	<b><u>8,555</u></b>



**Special Revenue Funds**

<b>District Attorney Confiscated Funds .....</b>	<b>219</b>
<b>Drug Abuse Treatment Fund.....</b>	<b>220</b>
<b>E-911/Wireless Telephone System Fund.....</b>	<b>222</b>
<b>Hotel Motel Tax Fund .....</b>	<b>224</b>
<b>Law Library .....</b>	<b>230</b>
<b>Sheriff Confiscated Funds .....</b>	<b>234</b>
<b>Sheriff Inmate Commissary .....</b>	<b>238</b>
<b>Sheriff Other.....</b>	<b>240</b>
<b>Sidewalk Fund.....</b>	<b>242</b>
<b>Neighborhood Stabilization Program .....</b>	<b>244</b>
<b>Victim Assistance Fund .....</b>	<b>246</b>
<b>Unincorporated Area Special District Fund.....</b>	<b>250</b>
<b>Fire Protection and EMS Fund .....</b>	<b>272</b>
<b>Animal Control Services Fund .....</b>	<b>278</b>

## District Attorney Confiscated Funds

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>208,272</b>	<b>107,556</b>	<b>74,459</b>	<b>329,602</b>	<b>346,289</b>
<b>REVENUES</b>					
Courts and Law Enforcement	20,848	10,249	258,006	61,652	58,650
Use of Money and Property	1,714	793	969	120	522
Intergovernmental	-	-	-	-	-
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>22,562</b>	<b>11,042</b>	<b>258,975</b>	<b>61,772</b>	<b>59,172</b>
<b>EXPENDITURES</b>					
Operating	123,278	44,139	3,832	45,085	43,984
Capital Outlay	-	-	-	-	-
<b>OTHER FINANCING SOURCES</b>					
Transfers Out	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>123,278</b>	<b>44,139</b>	<b>3,832</b>	<b>45,085</b>	<b>43,984</b>
<b>ENDING FUND BALANCE</b>	<b>107,556</b>	<b>74,459</b>	<b>329,602</b>	<b>346,289</b>	<b>361,477</b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

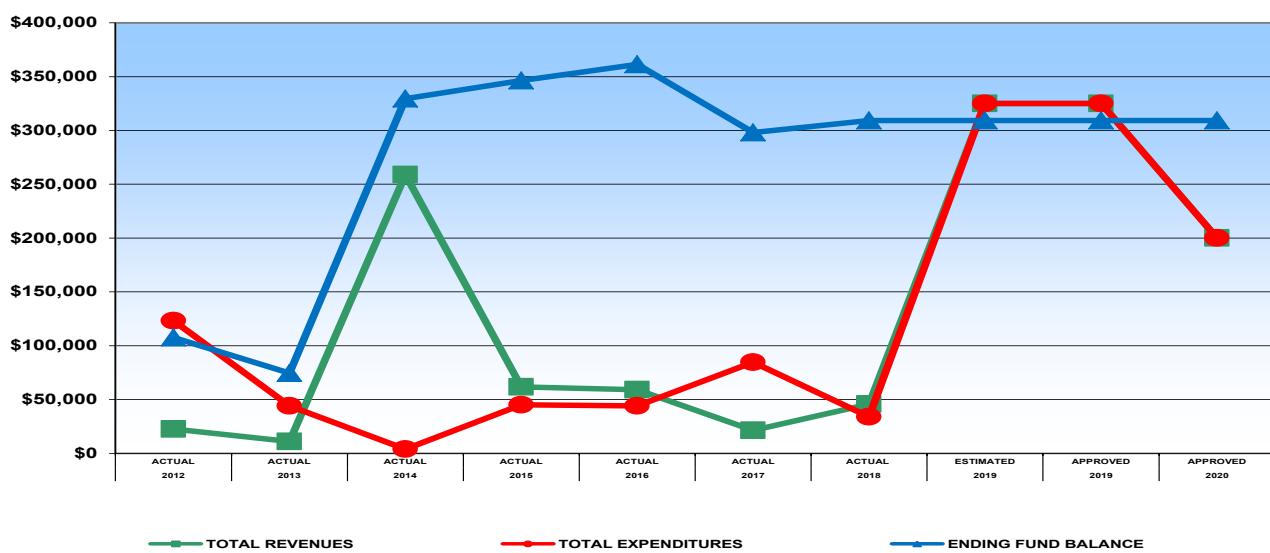
**REVENUES:** This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 76% change to a positive 151% change. 2020 is projected to decrease \$ 125,114 compared to what was budgeted in 2019.

**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 2010 this fund contributed money to the General Fund for furloughed salaries. It is projected to see a 38.48% decrease from 2019 budgeted expenditures.

**FUND BALANCE:** Projected 2020 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

## District Attorney Confiscated Funds

2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>ESTIMATED</u>	2019 <u>APPROVED</u>	2020 <u>APPROVED</u>	2020 <u>% OF TOTAL</u>
361,477	298,071	309,290	309,290	309,290	100%
2,864	464	197,000	197,000	100,000	50%
443	523	-	-	-	0%
-	-	145,000	145,000	100,000	50%
17,971	44,745	(16,886)	(16,886)	-	0%
21,278	45,732	325,114	325,114	200,000	50%
35,085	33,904	318,947	318,947	200,000	100%
49,600	-	6,167	6,167	-	0%
-	(609)	-	-	-	0%
84,685	33,904	325,114	325,114	200,000	100%
<b>298,071</b>	<b>309,290</b>	<b>309,290</b>	<b>309,290</b>	<b>309,290</b>	<b>100%</b>



## Drug Abuse Treatment

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>321,321</u>	<u>343,833</u>	<u>401,806</u>	<u>562,873</u>	<u>705,767</u>
<b>REVENUES</b>					
Courts and Law Enforcement	130,796	192,096	220,301	190,732	189,872
Interest	234	199	236	154	-
Miscellaneous	-	-	-	-	-
<b>TOTAL REVENUES</b>	<u>131,030</u>	<u>192,295</u>	<u>220,537</u>	<u>190,886</u>	<u>189,872</u>
<b>EXPENDITURES</b>					
Other Professional Services	108,518	134,322	57,720	41,742	91,523
Supplies	-	-	1,750	-	-
Training	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>OTHER FINANCING SOURCES</b>					
Transfers Out	-	-	-	6,250	-
<b>TOTAL EXPENDITURES</b>	<u>108,518</u>	<u>134,322</u>	<u>59,470</u>	<u>47,992</u>	<u>91,523</u>
<b>ENDING FUND BALANCE</b>	<u><u>343,833</u></u>	<u><u>401,806</u></u>	<u><u>562,873</u></u>	<u><u>705,767</u></u>	<u><u>804,116</u></u>

#### TRENDS FOR THE YEAR ENDED December 31, 2020

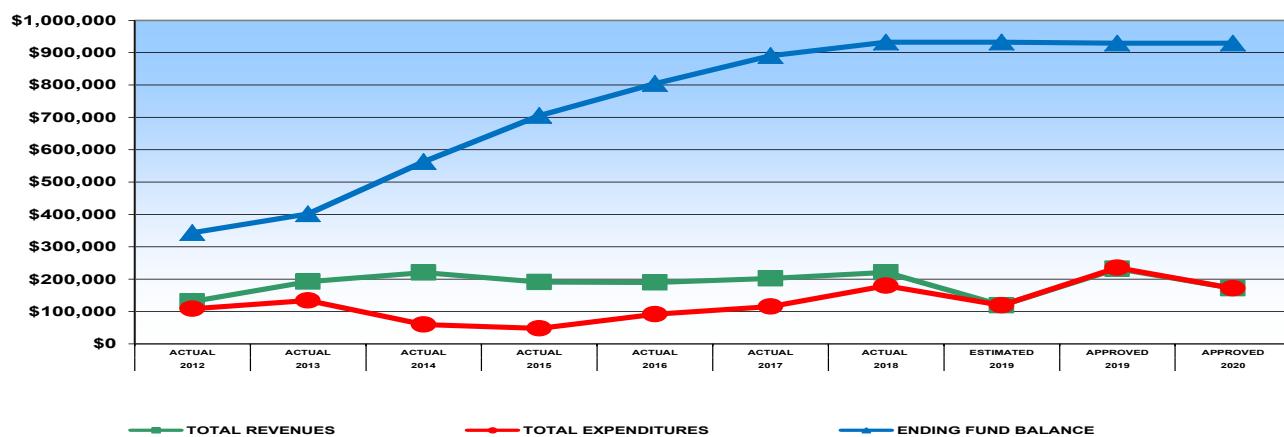
**REVENUES:** 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2020 Revenues are anticipated to decrease 26% from those estimated in 2019.

**EXPENDITURES:** Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been wide-spread. On one end of the spectrum Expenditures have decreased 55.72% and on the other have increased 90.75%. In 2020 expenditures are expected to decrease \$ 63,977 from that of 2019's Estimated Expenditures.

**FUND BALANCE:** Projected 2020 Ending Fund Balance is expected to be \$ 929,073, a decrease of \$ 3,130 from that budgeted in 2019.

## Drug Abuse Treatment

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGETED</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
804,116	890,683	932,203	932,203	929,073	100%
202,067	221,132	200,400	200,400	222,000	129% 0%
-	-	-	-	-	-
-	-	(81,400)	32,047	(50,400)	-29%
202,067	221,132	119,000	232,447	171,600	129%
115,500	71,934	102,500	100,958	108,000	63%
-	-	16,500	16,517	16,500	10%
-	10,477	-	22,550	47,100	27%
-	-	-	-	-	-
-	97,201	-	95,552	-	0%
-	-	-	-	-	-
115,500	179,612	119,000	235,577	171,600	100%
<u>890,683</u>	<u>932,203</u>	<u>932,203</u>	<u>929,073</u>	<u>929,073</u>	<u>100%</u>



## MISSION

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

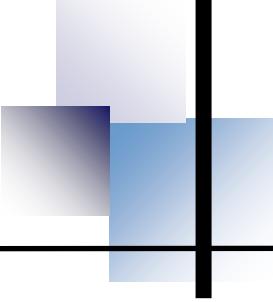
## FUNCTIONS

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

## GOALS

- Restructure and reorganize the E-911 department job titles and descriptions based on 30 years of growth, development, and changes in Douglas County.
- Advance the E-911 center from being in disaster recovery mode to continuity of operations mode in the event of primary generator failure. The current plan will take over two hours to implement, we only have 30 minutes of UPS and this would make the switch over almost instant instead of 2 hours or longer. We can do this by installing a 60 KW generator to be in place with wiring and transfer switches pre connected.
- Ensure the emergency call in process when E-911 dispatchers that are off duty have been placed on call for emergency shift coverage.
- Better equip the E-911 department to verify addresses, pick up daily business between the courthouse, E-911 and other governments offices and businesses. By purchasing (included in the 5 year plan) a used Ford Explorer 4x4 and keep the current 770 005 for the day to day business to be used by all E-911 employees.
- Create 3 new part time positions within the E-911 department. Currently we have several Fulltime employees that have had life plan changes and they would be able to remain working at Douglas County in a Part time schedule.






## **E-911 and Wireless**

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

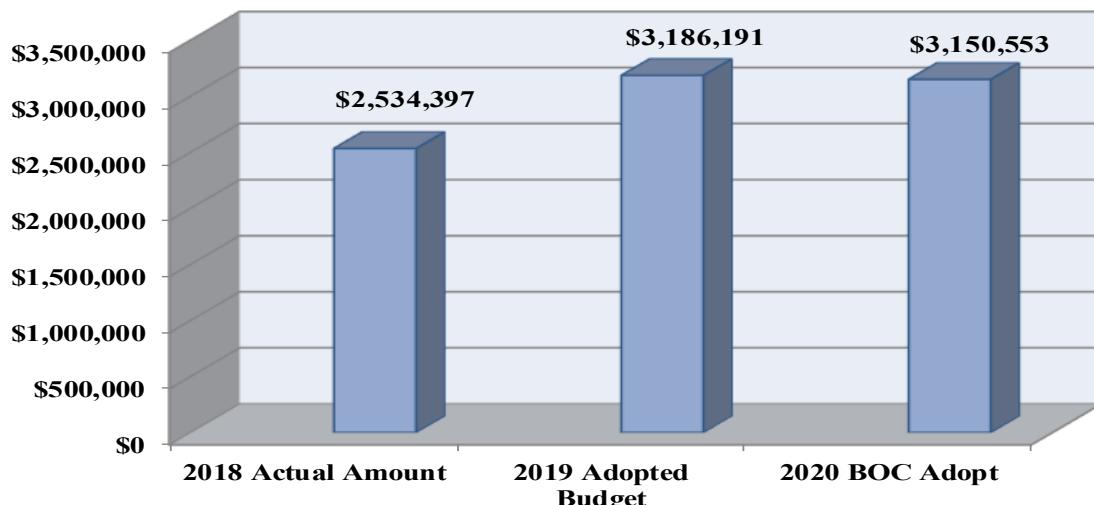
	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>CALLS TURNED OVER TO SHERIFF</b>	<b>114,631</b>	<b>144,889</b>	<b>146,000</b>
<b>FIRE/EMS CALLS DISPATCHED</b>	<b>17,311</b>	<b>18,568</b>	<b>19,000</b>
<b>CALLS TURNED OVER TO POLICE</b>	<b>16,100</b>	<b>14,985</b>	<b>15,000</b>
<b>911 CALLS RECEIVED</b>	<b>114,631</b>	<b>96,778</b>	<b>97,000</b>
<b>ALL CALLS</b>	<b>245,000</b>	<b>248,000</b>	<b>248,000</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director	FT	1	1	1
Database Coordinator	FT	1	1	1
Training Coordinator	FT	1	1	1
Supervisor	FT	4	5	5
Operator II	FT	11	6	6
Operator I	FT	4	3	3
Operator Trainee	FT	8	14	14
Records Administrator	FT	1	1	1
Operator Trainee	PT	0	1	2
<b>TOTAL FULL TIME</b>		<b>31</b>	<b>32</b>	<b>32</b>
<b>TOTAL PART TIME</b>		<b>0</b>	<b>1</b>	<b>2</b>

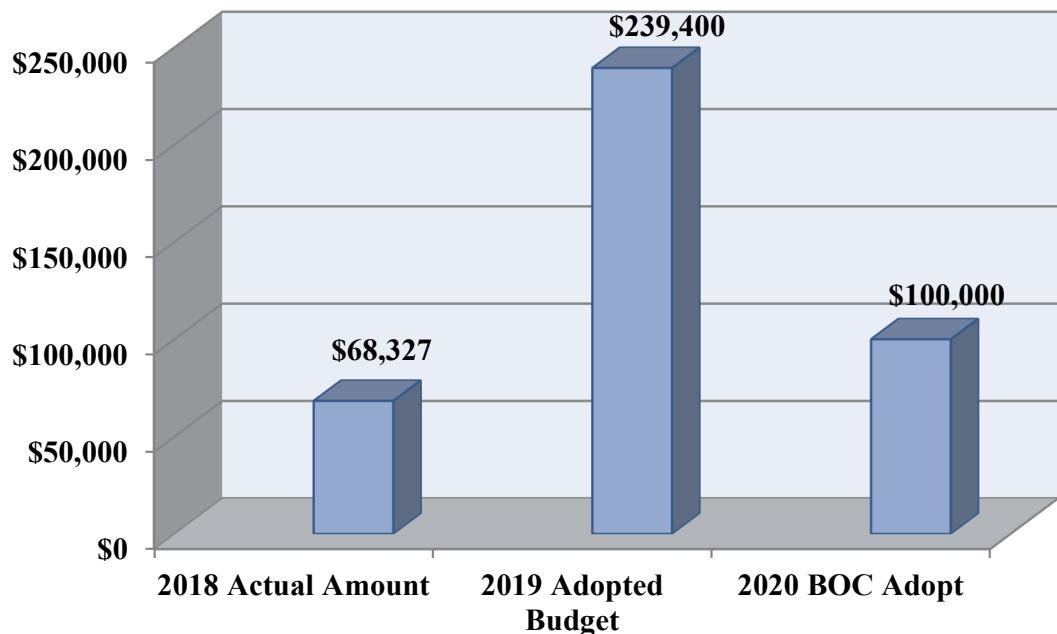
## E-911 Wireline

	<b>BUDGET SUMMARY</b>		
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>2,534,397</u>	<u>3,186,191</u>	<u>3,150,553</u>
<b>Total Funding Sources</b>	<b><u>2,534,397</u></b>	<b><u>3,186,191</u></b>	<b><u>3,150,553</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,429,719	1,593,221	1,710,917
Benefits	571,132	600,514	688,706
Advertising	489	700	800
Vehicle Expense	4,460	3,900	3,600
Dues and Subscriptions	874	1,600	900
Equipment Rental	0	0	0
Maintenance Charges	28,980	57,000	48,500
Supplies	9,676	12,400	11,800
Professional Services	122,051	170,000	170,000
Utilities	312,526	426,700	357,580
Travel & Training	12,146	15,500	12,250
Minor Equipment and Improvements	0	0	0
Capital Outlay	36,480	177,400	0
Other Financing Sources	0	0	0
Uniforms and Clothing	5,865	5,500	5,500
Budget Improvement Request	0	121,756	140,000
<b>Total Appropriations</b>	<b><u>2,534,397</u></b>	<b><u>3,186,191</u></b>	<b><u>3,150,553</u></b>



## E-911 Wireless

	<b>BUDGET SUMMARY</b>		
	<b>2018 Actual</b>	<b>2019 Adopted</b>	<b>2020 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>68,327</u>	<u>239,400</u>	<u>100,000</u>
<b>Total Funding Sources</b>	<b><u>68,327</u></b>	<b><u>239,400</u></b>	<b><u>100,000</u></b>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>68,327</u>	<u>239,400</u>	<u>100,000</u>
<b>Total Appropriations</b>	<b><u>68,327</u></b>	<b><u>239,400</u></b>	<b><u>100,000</u></b>



## E-911 and Wireless

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>2,039,792</b>	<b>2,343,147</b>	<b>1,608,300</b>	<b>2,198,130</b>	<b>2,751,228</b>
<b>REVENUES</b>					
Wireless Charges	1,369,674	2,578,882	2,673,377	2,831,133	2,921,324
User Fees	965,444	-	-	-	-
Intergovernmental	-	-	-	-	-
Taxes	-	-	-	-	-
Investment Earnings	1,378	568	826	543	-
Miscellaneous	796	991	1,062	1,103	1,192
Other Financing Sources	-	-	-	1,739	-
<b>TOTAL REVENUES</b>	<b>2,337,292</b>	<b>2,580,441</b>	<b>2,675,265</b>	<b>2,834,518</b>	<b>2,922,516</b>
<b>EXPENDITURES</b>					
Salaries and Related Costs	1,986,010	2,091,913	2,085,435	2,065,118	2,449,264
Other Expenses	47,927	-	-	-	-
Capital Outlay	-	-	-	216,302	-
<b>OTHER FINANCING SOURCES</b>					
Transfers Out	-	1,223,375	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,033,937</b>	<b>3,315,288</b>	<b>2,085,435</b>	<b>2,281,419</b>	<b>2,449,264</b>
<b>ENDING FUND BALANCE</b>	<b>2,343,147</b>	<b>1,608,300</b>	<b>2,198,130</b>	<b>2,751,228</b>	<b>3,224,480</b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

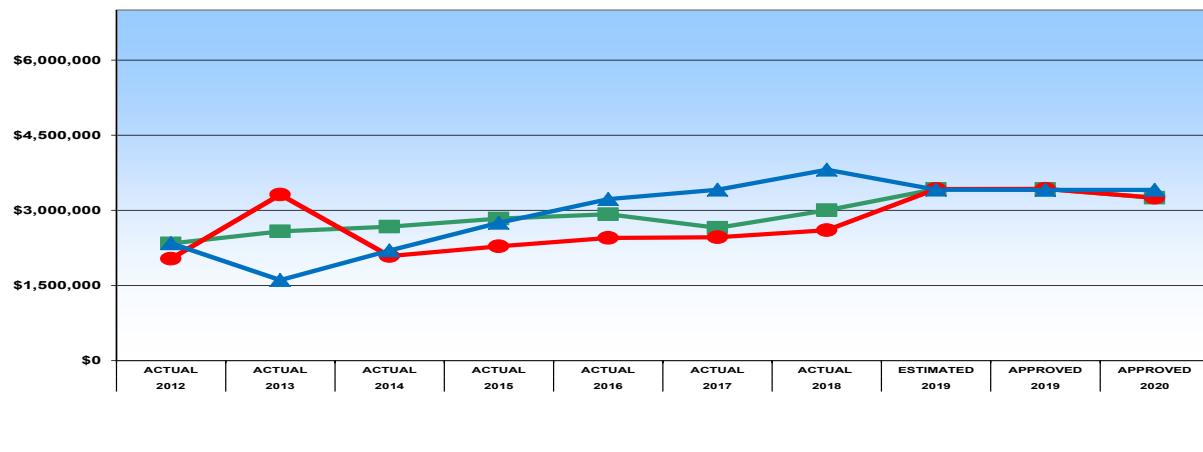
**REVENUES:** Wireless fees and wireline fees have become increasingly difficult to tract. It is no longer mandated by law for these revenues to be separated out when submitted to the County. However, it appears that wireless charges will continue to increase as does the popularity of cell phones versus home phones increases. Revenues are projected to decrease by 5% as compared to what was budgeted for 2019.

**EXPENDITURES:** Expenditures are projected to be \$ 175,038 less than that of 2019.

**FUND BALANCE:** The 2019 Fund Balance is projected to decrease by \$ 4,014 from that budgeted in 2019, leaving a Fund Balance of \$3,408,442.

## E - 9 1 1 and Wireless

2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>APPROVED</u>	2019 <u>ESTIMATED</u>	2020 <u>BUDGET</u>	2020 <u>% OF TOTAL</u>
<u>3,224,480</u>	<u>3,412,456</u>	<u>3,412,456</u>	<u>3,412,456</u>	<u>3,408,442</u>	<u>100%</u>
2,648,638	2,999,670	2,650,000	2,650,000	2,600,000	80%
-	-	-	-	-	0%
-	-	-	-	-	0%
-	1,037	-	-	-	0%
-	-	-	-	-	0%
1,539	1,543	775,591	775,591	650,553	20%
-	-	-	-	-	0%
2,650,177	3,002,251	3,425,591	3,425,591	3,250,553	100%
2,462,201	2,000,851	2,193,735	2,315,491	2,399,623	74%
-	565,394	1,054,456	936,714	850,930	26%
-	36,480	177,400	177,400	-	0%
-	-	-	-	-	-
2,462,201	2,602,725	3,425,591	3,429,605	3,250,553	100%
<u>3,412,456</u>	<u>3,811,982</u>	<u>3,412,456</u>	<u>3,408,442</u>	<u>3,408,442</u>	<u>100%</u>



# SPECIAL REVENUE FUND

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

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

## ENTITIES

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

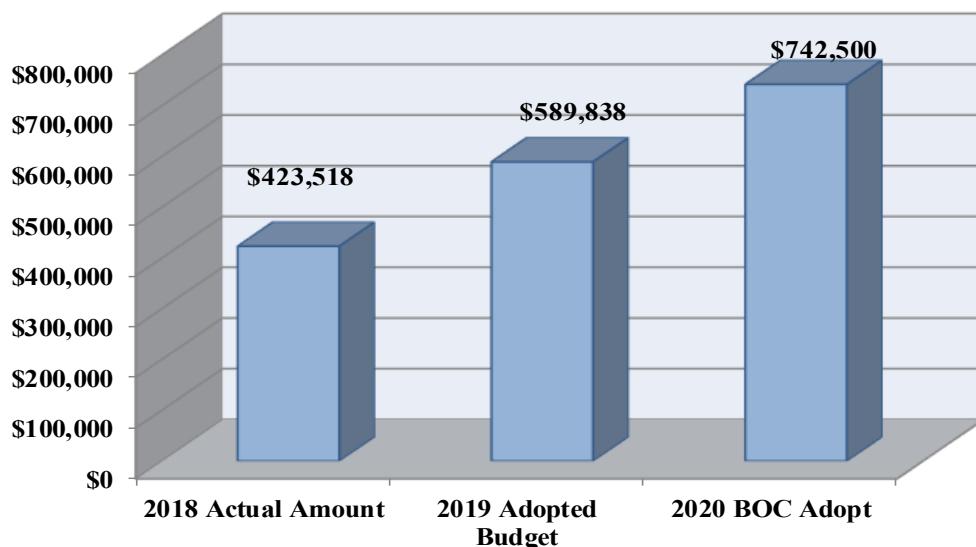
- Chamber of Commerce
- Tourism & History Commission

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Tourism Coordinator	UNC	0	0	1
Welcome Center & Tourism Director	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>2</b>

## Tourism & Chamber of Commerce

	<b>BUDGET SUMMARY</b>		
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>423,518</u>	<u>589,838</u>	<u>742,500</u>
<b>Total Funding Sources</b>	<b><u>423,518</u></b>	<b><u>589,838</u></b>	<b><u>742,500</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	51,592	53,171	101,345
Benefits	19,059	23,076	31,715
Advertising	0	0	0
Vehicle Expense	451	0	0
Dues and Subscriptions	0	0	0
Maintenance Charges	0	0	0
Supplies	0	0	0
Professional Services	352,387	312,000	609,440
Utilities	0	0	0
Travel & Training	28	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	88,217	0
Budget Improvement Request	0	<u>113,374</u>	0
<b>Total Appropriations</b>	<b><u>423,518</u></b>	<b><u>589,838</u></b>	<b><u>742,500</u></b>



## Hotel/Motel Tax Fund

### FUNCTIONS

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

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-	113,352
REVENUES					
Hotel-Motel Taxes	167,810	196,999	326,625	489,610	560,682
Miscellaneous	-	-	-	-	-
TOTAL REVENUES	167,810	196,999	326,625	489,610	560,682
EXPENDITURES					
Salaries and Related Cost	-	-	-	-	-
Other Expenses	-	-	-	192,654	223,369
Transfers Out	167,810	196,999	326,625	183,604	210,256
TOTAL EXPENDITURES	167,810	196,999	326,625	376,258	433,625
ENDING FUND BALANCE	-	-	-	113,352	240,409

### TRENDS FOR THE YEAR ENDED December 31, 2020

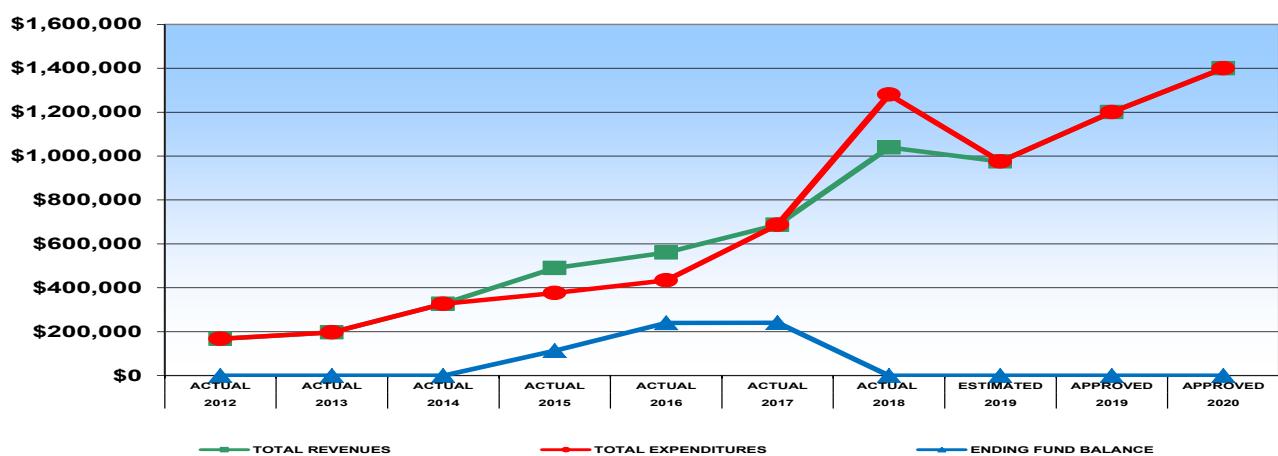
**REVENUES:** The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have fluctuated over this ten year period. This is due to the number of hotels in the area. In 2015 the large jump in revenues is attributed to the tax going from 5% to 8%. Total projected revenues for 2020 are \$ 1,400,000.

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

**FUND BALANCE:** The 2020 Ending Fund Balance has a zero balance. This fund has only experienced carrying a fund balance for a few years due to the departments being moved into this fund out of the General Fund in 2015.

## Hotel/Motel Tax Fund

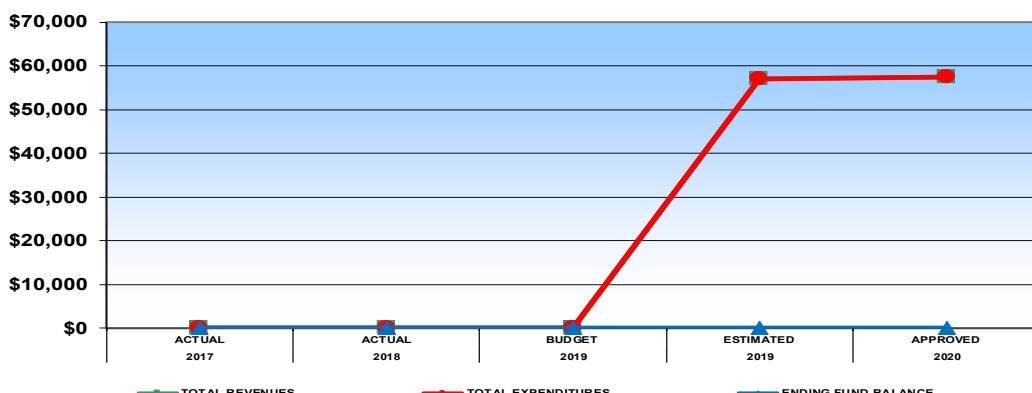
<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>240,409</u>	<u>240,932</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0%</u>
687,312	1,039,333	876,000	1,200,000	1,400,000	<u>100%</u>
-	-	99,578	-	-	<u>0%</u>
687,312	1,039,333	975,578	1,200,000	1,400,000	0%
-	70,651	76,247	133,579	133,060	<u>10%</u>
429,570	819,341	425,374	500,421	684,700	<u>49%</u>
<u>257,219</u>	<u>390,273</u>	<u>473,957</u>	<u>566,000</u>	<u>582,240</u>	<u>42%</u>
686,789	1,280,265	975,578	1,200,000	1,400,000	100%
<u>240,932</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>100%</u>



## State Court Technology Fund

### SPECIAL REVENUE TRENDS

	2017 <u>ACTUAL</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2019 <u>ESTIMATED</u>	2020 <u>APPROVED</u>	2020 <u>% OF TOTAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-	-	0%
<b>REVENUES</b>						
Miscellaneous	-	-	-	57,000	57,377	100%
<b>TOTAL REVENUES</b>	-	-	-	57,000	57,377	100%
<b>EXPENDITURES</b>						
Supplies	-	-	-	-	-	0%
Professional Services	-	-	-	57,000	57,377	100%
<b>TOTAL EXPENDITURES</b>	-	-	-	57,000	57,377	100%
<b>ENDING FUND BALANCE</b>	-	-	-	-	-	0%



### TRENDS FOR THE YEAR ENDED December 31, 2020

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

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

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

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SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>482,212</b>	<b>537,724</b>	<b>535,544</b>	<b>567,999</b>	<b>598,463</b>
<b>REVENUES</b>					
Courts and Law Enforcement	133,564	127,292	120,941	124,571	120,596
Use of Money and Property	2,101	1,798	1,219	2,817	2,451
<b>TOTAL REVENUES</b>	<b>135,665</b>	<b>129,090</b>	<b>122,160</b>	<b>127,388</b>	<b>123,047</b>
<b>EXPENDITURES</b>					
Operating	80,153	131,270	89,705	96,924	118,410
Capital Outlay	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>80,153</b>	<b>131,270</b>	<b>89,705</b>	<b>96,924</b>	<b>118,410</b>
<b>ENDING FUND BALANCE</b>	<b>537,724</b>	<b>535,544</b>	<b>567,999</b>	<b>598,463</b>	<b>603,100</b>

**TRENDS FOR THE YEAR ENDED December 31, 2020**

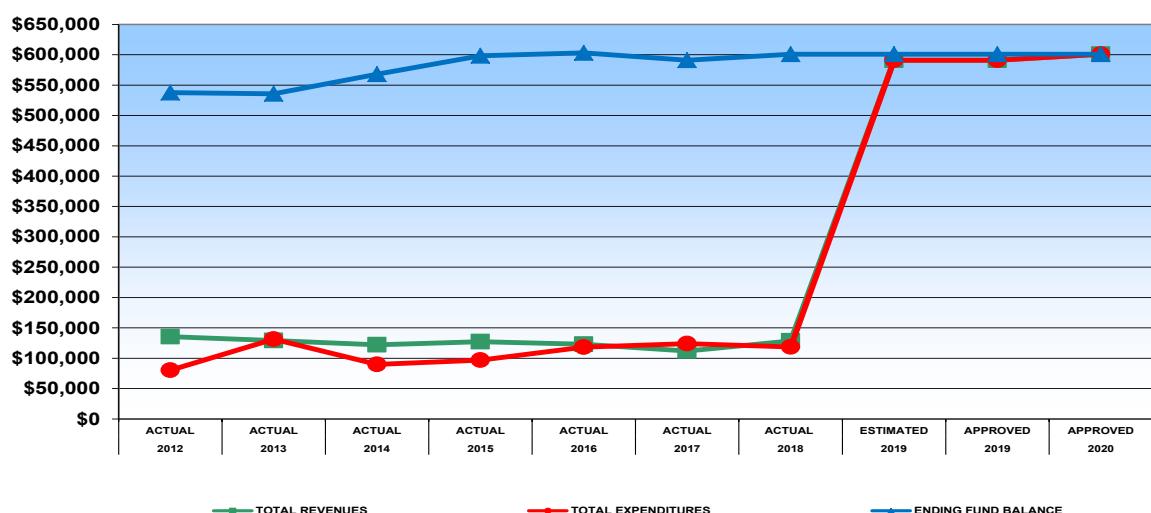
**REVENUES:** Revenues for this Fund are received from State Court, Superior Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal fees or filing fees include a Law Library fee. Because these fees vary, the Law Library Revenue varies from year to year. The variation in Revenues over the years has ranged from a negative 46% to positive 40%. For 2020 Revenues are projected to be the same as 2019.

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

**FUND BALANCE:** In the beginning, Revenues were exceeding Expenditures, but that changed beginning in 2014. In 2020, Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2020 Ending Fund Balance of \$ 600,853.

## Law Library

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>603,100</u>	<u>590,882</u>	<u>600,853</u>	<u>600,853</u>	<u>600,853</u>	<u>100%</u>
111,819	112,764	590,882	590,882	600,853	100%
-	15,657	-	-	-	<u>0%</u>
111,819	128,421	590,882	590,882	600,853	100%
124,037	118,450	590,882	590,882	600,853	100%
-	-	-	-	-	<u>0%</u>
124,037	118,450	590,882	590,882	600,853	100%
<u>590,882</u>	<u>600,853</u>	<u>600,853</u>	<u>600,853</u>	<u>600,853</u>	<u>100%</u>



## Sheriff Confiscated Funds

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>4,915,575</u>	<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,944,352</u>
REVENUES					
Fines and Forfeitures	149,357	496,091	288,943	320,139	505,405
Investment Earnings	<u>26,246</u>	<u>14,049</u>	<u>7,601</u>	<u>4,397</u>	<u>5,009</u>
TOTAL REVENUES	175,603	510,140	296,544	324,536	510,414
EXPENDITURES					
Operating	1,055,875	1,620,685	1,455,628	145,858	173,641
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	1,055,875	1,620,685	1,455,628	145,858	173,641
ENDING FUND BALANCE	<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,944,352</u>	<u>2,281,125</u>

### TRENDS FOR THE YEAR ENDED December 31, 2020

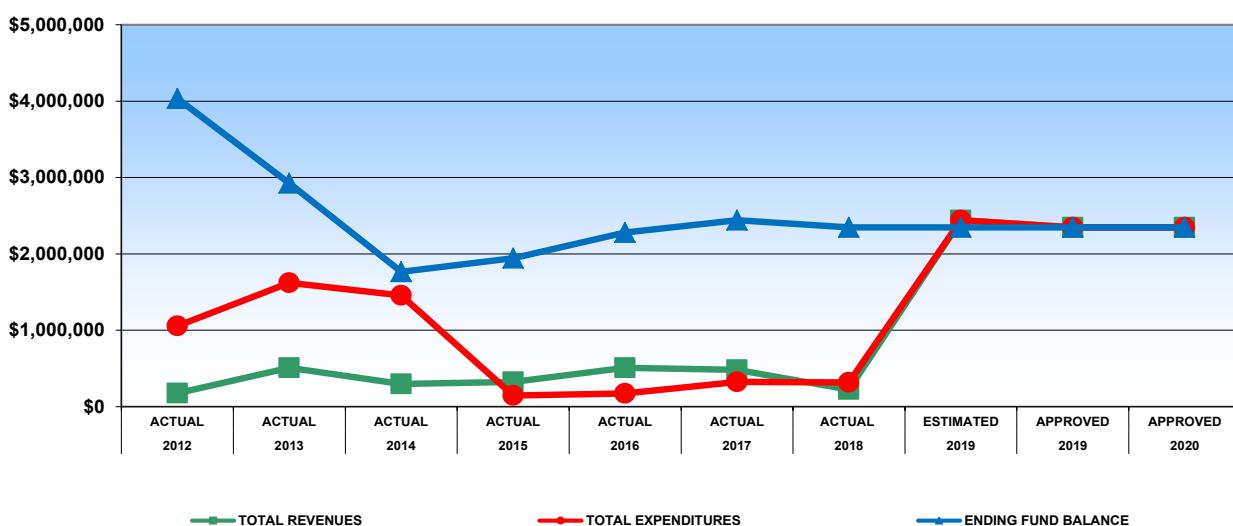
**REVENUES:** This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues have increased from that projected in 2018. These revenues can be difficult to forecast. The trend for the rate of change in this Fund has drastically fluctuated in recent years.

**EXPENDITURES:** Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2020 Expenditures are budgeted to be \$ 2,345,593.

**FUND BALANCE:** The Ending Fund Balance for 2020 is projected at \$ 2,345,593. The Fund Balance in this fund has fluctuated each year. This year it is projected to remain the same compared to the 2019 Estimated Ending Fund Balance. The Fund Balance still remains strong and stable.

## Sheriff Confiscated Funds

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>2,281,125</u>	<u>2,440,794</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>100%</u>
<u>477,784</u> <u>4,599</u>	<u>214,855</u> <u>7,268</u>	<u>2,440,794</u> <u>-</u>	<u>2,345,593</u> <u>-</u>	<u>2,345,593</u> <u>-</u>	<u>100%</u> <u>0%</u>
<u>482,383</u>	<u>222,123</u>	<u>2,440,794</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>100%</u>
<u>322,714</u> <u>-</u>	<u>317,324</u> <u>-</u>	<u>2,440,794</u> <u>-</u>	<u>2,345,593</u> <u>-</u>	<u>2,345,593</u> <u>-</u>	<u>100%</u> <u>0%</u>
<u>322,714</u>	<u>317,324</u>	<u>2,440,794</u>	<u>2,345,593</u>	<u>2,345,593</u>	<u>100%</u>
<u><b>2,440,794</b></u>	<u><b>2,345,593</b></u>	<u><b>2,345,593</b></u>	<u><b>2,345,593</b></u>	<u><b>2,345,593</b></u>	<u><b>100%</b></u>



## Sheriff Inmate Commissary

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
BEGINNING FUND BALANCE	297,315	135,047	142,364	74,398	124,234
REVENUES					
Intergovernmental	-	-	-	-	-
Use of Money and Property	-	-	-	-	-
Miscellaneous	74,738	72,253	150,242	115,332	177,228
TOTAL REVENUES	74,738	72,253	150,242	115,332	177,228
EXPENDITURES					
Operating	237,006	64,936	218,208	65,496	69,586
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	237,006	64,936	218,208	65,496	69,586
ENDING FUND BALANCE	135,047	142,364	74,398	124,234	231,876

### TRENDS FOR THE YEAR ENDED December 31, 2020

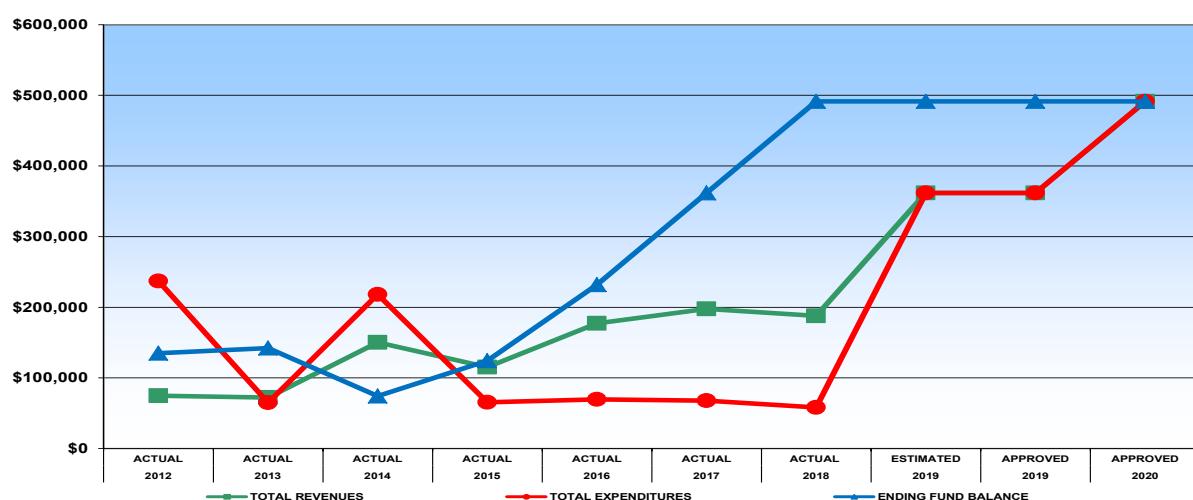
**REVENUES:** Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2020 Revenues are projected to increase 36% from 2019's estimate. Revenues fluctuate from year to year as the inmate population and their 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:** 2020 Expenditures are projected to increase \$ 129,701 as to the 2019 budget. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$ 491,468 for 2020 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

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

## Sheriff Inmate Commissary

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>231,876</u>	<u>361,767</u>	<u>491,468</u>	<u>491,468</u>	<u>491,468</u>	<u>100%</u>
-	-	-	-	-	0%
-	-	-	-	-	0%
<u>197,717</u>	<u>187,935</u>	<u>361,767</u>	<u>361,767</u>	<u>491,468</u>	<u>100%</u>
197,717	187,935	361,767	361,767	491,468	100%
67,826	58,234	361,767	361,767	491,468	100%
-	-	-	-	-	0%
67,826	58,234	361,767	361,767	491,468	100%
<u>361,767</u>	<u>491,468</u>	<u>491,468</u>	<u>491,468</u>	<u>491,468</u>	<u>100%</u>



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

**SPECIAL REVENUE TRENDS**

	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>78,474</u>	<u>42,105</u>	<u>53,150</u>	<u>53,779</u>	<u>43,834</u>
<b>REVENUES</b>					
Investment Earnings	11	13	14	9	7
Miscellaneous	<u>41,892</u>	<u>65,465</u>	<u>33,856</u>	<u>36,809</u>	<u>38,965</u>
<b>TOTAL REVENUES</b>	<b>41,903</b>	<b>65,478</b>	<b>33,870</b>	<b>36,818</b>	<b>38,972</b>
<b>EXPENDITURES</b>					
Operating	78,272	54,433	33,241	46,763	37,521
Capital Outlay	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>78,272</b>	<b>54,433</b>	<b>33,241</b>	<b>46,763</b>	<b>37,521</b>
<b>ENDING FUND BALANCE</b>	<u><b>42,105</b></u>	<u><b>53,150</b></u>	<u><b>53,779</b></u>	<u><b>43,834</b></u>	<u><b>45,285</b></u>

**TRENDS FOR THE YEAR ENDED December 31, 2020**

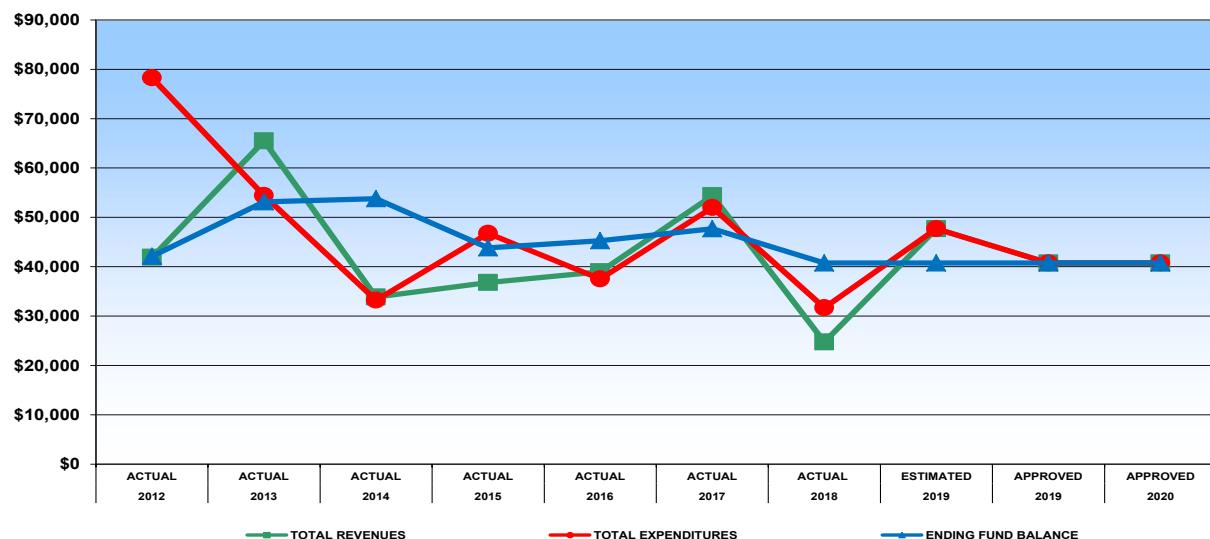
**REVENUES:** Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2020 are estimated to be \$ 40,743. This is an increase of \$ 15,997 from the 2018 Actual Revenues. Revenues in this Fund have fluctuated in recent years and were at their highest of this ten year trend in 2013 at \$65,478.

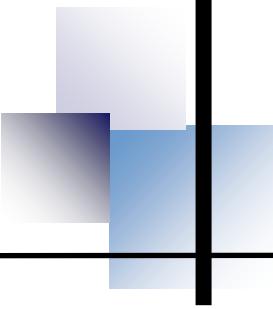
**EXPENDITURES:** Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures have fluctuated between the years. 2018 had the lowest expenditures in the ten year period presented.

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

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

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>45,285</u>	<u>47,700</u>	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>100%</u>
-	5,800	-	-	-	0%
<u>54,399</u>	<u>18,946</u>	<u>47,700</u>	<u>40,743</u>	<u>40,743</u>	<u>100%</u>
54,399	24,746	47,700	40,743	40,743	100%
51,984	31,703	47,700	40,743	40,743	100%
-	-	-	-	-	0%
51,984	31,703	47,700	40,743	40,743	100%
<u>47,700</u>	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>40,743</u>	<u>100%</u>






## Sidewalk Fund

# SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>169,207</u>	<u>13,346</u>	<u>13,354</u>	<u>13,361</u>	<u>13,365</u>
<b>REVENUES</b>					
<b>Fees</b>	-	-	-	-	-
<b>Use of Property &amp; Money</b>	<u>74</u>	<u>8</u>	<u>7</u>	<u>4</u>	<u>-</u>
<b>TOTAL REVENUES</b>	<b>74</b>	<b>8</b>	<b>7</b>	<b>4</b>	<b>-</b>
<b>EXPENDITURES</b>					
<b>Operating</b>	-	-	-	-	-
<b>Capital Outlay</b>	<u>155,935</u>	-	-	-	-
<b>Miscellaneous</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TOTAL EXPENDITURES</b>	<b>155,935</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUND BALANCE</b>	<u><b>13,346</b></u>	<u><b>13,354</b></u>	<u><b>13,361</b></u>	<u><b>13,365</b></u>	<u><b>13,365</b></u>

### TRENDS FOR THE YEAR ENDED December 31, 2020

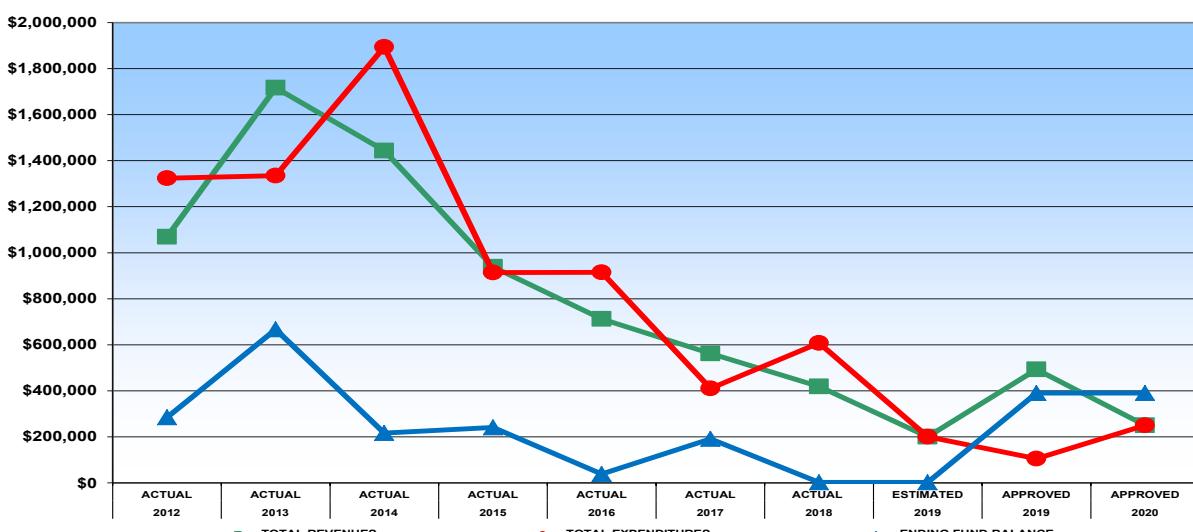
**REVENUES:** Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are completely received by developers and builders. No Revenue other than interest was budgeted for 2020.

**EXPENDITURES:** Only \$ 1,000 of expenditures were budgeted for 2020. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

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

## Sidewalk Fund

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>100%</u>
-	-	-	-	-	0%
-	<u>13,365</u>	50	50	<u>1,000</u>	100%
-	<u>13,365</u>	50	50	<u>1,000</u>	100%
-	-	-	-	-	0%
-	<u>13,365</u>	50	50	<u>1,000</u>	100%
-	<u>13,365</u>	50	50	<u>1,000</u>	100%
<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>100%</u>



## Neighborhood Stabilization Program

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b><u>284,736</u></b>	<b><u>667,263</u></b>	<b><u>216,493</u></b>	<b><u>241,076</u></b>	<b><u>38,847</u></b>
<b>REVENUES</b>					
Intergovernmental	324,386	292,924	531,086	247,084	182,890
Investment Earnings	-	179	74	26	151
Other	<u>1,393,021</u>	<u>1,150,703</u>	<u>407,499</u>	<u>465,724</u>	<u>379,696</u>
<b>TOTAL REVENUES</b>	<b>1,717,407</b>	<b>1,443,806</b>	<b>938,659</b>	<b>712,834</b>	<b>562,737</b>
<b>EXPENDITURES</b>					
Other Professional Services	1,334,880	1,843,221	904,691	914,933	410,605
Transfers Out	-	<u>51,355</u>	<u>9,385</u>	<u>130</u>	-
<b>TOTAL EXPENDITURES</b>	<b>1,334,880</b>	<b>1,894,576</b>	<b>914,076</b>	<b>915,063</b>	<b>410,605</b>
<b>ENDING FUND BALANCE</b>	<b><u>667,263</u></b>	<b><u>216,493</u></b>	<b><u>241,076</u></b>	<b><u>38,847</u></b>	<b><u>190,979</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

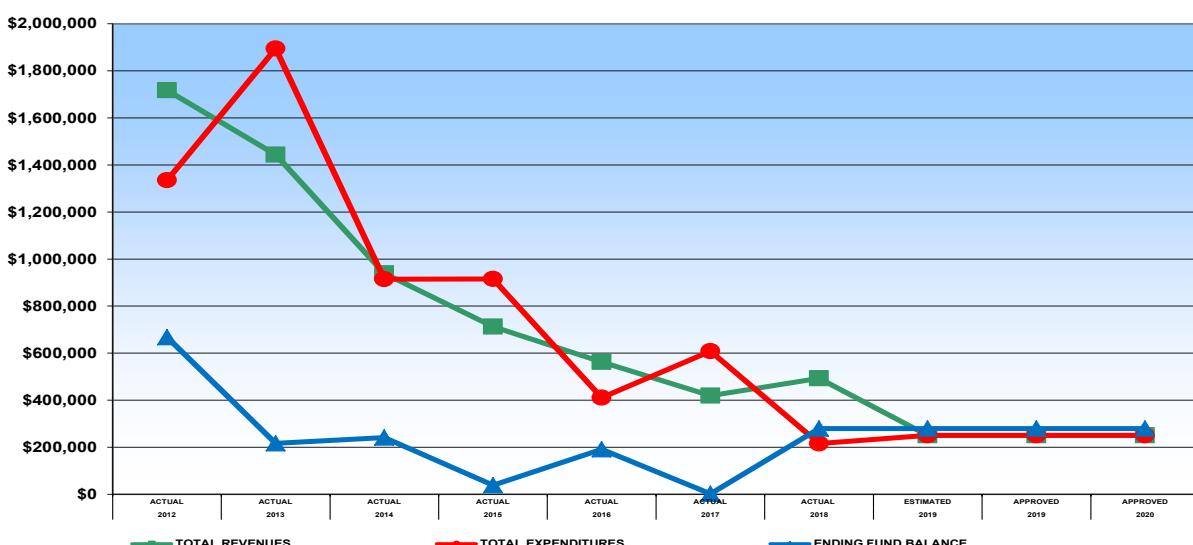
**REVENUES:** This fund is used to account for grant monies received under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment, through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Projected Revenues for 2020 have remain the same as 2019.

**EXPENDITURES:** The Expenditures are projected to remain the same as revenues for 2020 at \$250,501.

**FUND BALANCE:** Fund Balance remains the same for 2020. As the economy begins to strengthen there are less properties available to purchase and rehab. As this promising trend continues, closing the grant out might be in the near future.

## Neighborhood Stabilization Program

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>190,979</u>	<u>2,044</u>	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>100%</u>
210,682	-	1	1	1	0%
351	387	500	500	500	0%
<u>208,311</u>	<u>492,881</u>	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>	<u>100%</u>
419,344	493,268	250,501	250,501	250,501	100%
608,279	215,702	250,501	250,501	250,501	100%
-	-	-	-	-	<u>0%</u>
608,279	215,702	250,501	250,501	250,501	100%
<u>2,044</u>	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>279,610</u>	<u>100%</u>



## **Victim Assistance**

### **MISSION**

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

### **FUNCTIONS**

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

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

### **GOALS**

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

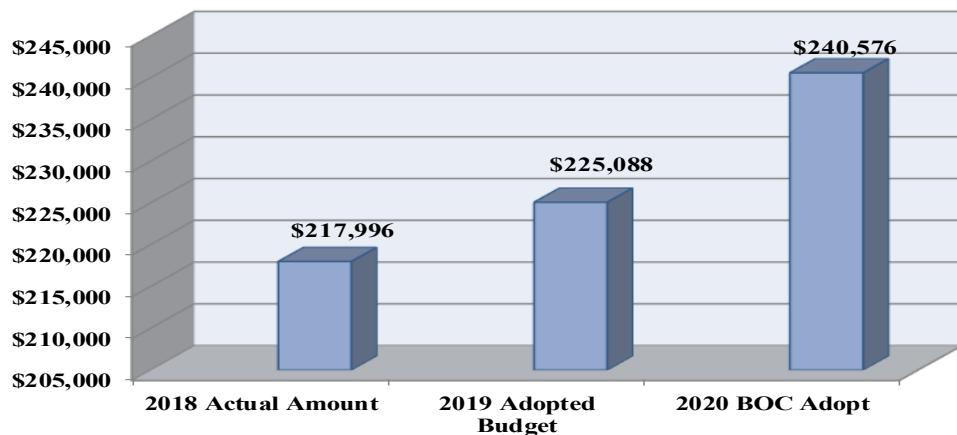
### **WORKLOAD INDICATORS**

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



## Victim Assistance

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>217,996</u></u>	<u><u>225,088</u></u>	<u><u>240,576</u></u>
Total Funding Sources	<u><u>217,996</u></u>	<u><u>225,088</u></u>	<u><u>240,576</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	119,523	123,800	138,138
Benefits	70,839	63,103	65,138
Advertising	0	100	100
Supplies	0	1,200	1,200
Professional Services	0	5,000	5,000
Utilities	0	1,000	1,000
Travel & Training	0	0	0
Capital Outlay	0	0	0
Other Financing Sources	27,633	27,633	30,000
Budget Improvement Request	0	3,252	0
<b>Total Appropriations</b>	<b><u><u>217,996</u></u></b>	<b><u><u>225,088</u></u></b>	<b><u><u>240,576</u></u></b>



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Investigator	UNC	1	1	1
Legal Staff Assistant	FT	1	1	1
Victim Staff Assistant	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## Victim Assistance

### SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>291,863</b>	<b>327,512</b>	<b>297,372</b>	<b>287,589</b>	<b>337,564</b>
<b>REVENUES</b>					
Victim Assistance Fines	187,111	188,267	196,686	225,725	225,934
Investment Earnings	-	-	137	71	-
Miscellaneous	<u>205</u>	<u>155</u>	-	-	-
<b>TOTAL REVENUES</b>	<b>187,316</b>	<b>188,422</b>	<b>196,823</b>	<b>225,796</b>	<b>225,934</b>
<b>EXPENDITURES</b>					
Salaries and Related Costs	128,981	195,500	183,742	151,988	165,480
Other Expenses	-	-	-	-	-
Transfers Out	<u>22,686</u>	<u>23,062</u>	<u>22,864</u>	<u>23,833</u>	<u>24,918</u>
Capital Outlay	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>151,667</b>	<b>218,562</b>	<b>206,606</b>	<b>175,821</b>	<b>190,398</b>
<b>ENDING FUND BALANCE</b>	<b><u>327,512</u></b>	<b><u>297,372</u></b>	<b><u>287,589</u></b>	<b><u>337,564</u></b>	<b><u>373,100</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

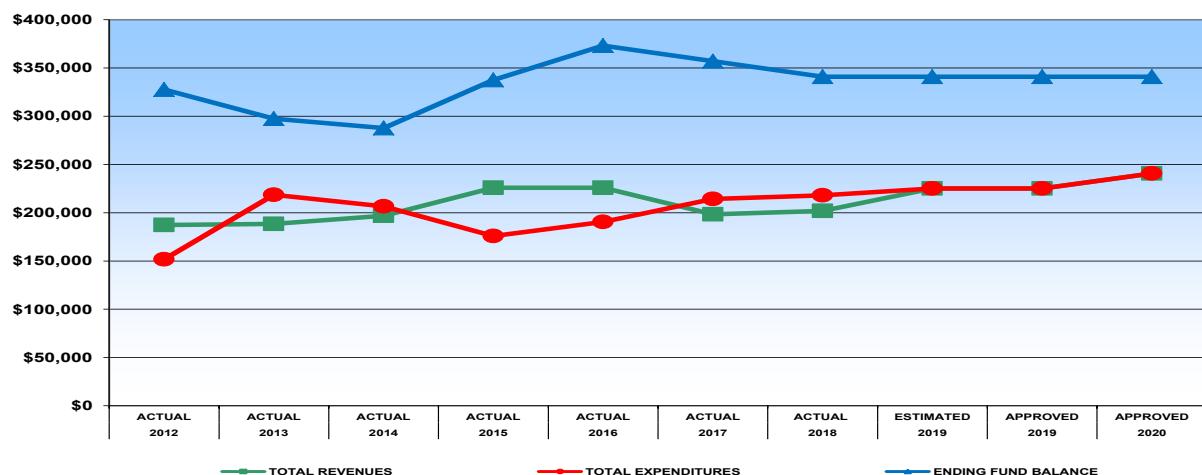
**REVENUES:** Revenues in this fund are projected to increase by 7% compared to 2019's Estimated Revenue. The trend on this revenue is fairly stable. This fund provides aid to Douglas County citizens who are victims of a crime.

**EXPENDITURES:** Expenditures for 2020 are expected to increase \$ 15,488 compared to 2019's Estimated Expenditures. Expenditures in this Fund remain fairly stable from year to year. Operating transfers occur in this Fund when funds are transferred to the General Fund to help cover the Salaries and Related Costs of employees in the District Attorney's Office.

**FUND BALANCE:** For 2020 the Fund Balance is projected to remain the same as 2019 Estimated Balance of \$ 340,884 with revenue equaling expenses.

## Victim Assistance

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>373,100</u>	<u>357,036</u>	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>100%</u>
198,281	201,233	192,000	192,000	204,000	85%
-	2	-	-	-	
-	609	33,088	33,088	36,576	15%
198,281	201,844	225,088	225,088	240,576	100%
189,177	190,363	186,903	190,155	203,276	84%
-	-	10,552	7,300	7,300	3%
25,168	27,633	27,633	27,633	30,000	12%
-	-	-	-	-	0%
214,345	217,996	225,088	225,088	240,576	100%
<u>357,036</u>	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>340,884</u>	<u>100%</u>



## Building Inspections

### MISSION

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

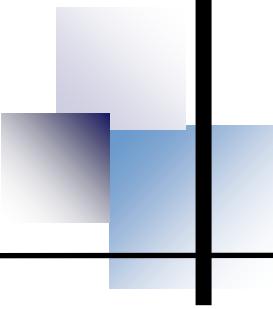
### FUNCTIONS

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

### GOALS

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






## **Building Inspections**

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### **BUILDING INSPECTIONS COMPARISON—YEARS**

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>BUILDING PERMITS</b>	<b>209</b>	<b>242</b>	<b>198</b>
<b>PLUMBING PERMITS</b>	<b>468</b>	<b>509</b>	<b>440</b>
<b>ELECTRICAL PERMITS</b>	<b>700</b>	<b>789</b>	<b>645</b>
<b>HVAC PERMITS</b>	<b>512</b>	<b>584</b>	<b>612</b>
<b>TOTAL INSPECTIONS</b>	<b>7,254</b>	<b>9,149</b>	<b>7,476</b>

#### **PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<u>POSITION</u>	<u>POS CLASS</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
General Inspector	FT	2	2	2
Heat and Air Inspector	FT	0	0	0
Plumbing Inspector	FT	1	1	1
Electrical Inspector	FT	1	1	1
Permit Clerk	FT	1	1	1
Senior Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

## Building Inspections

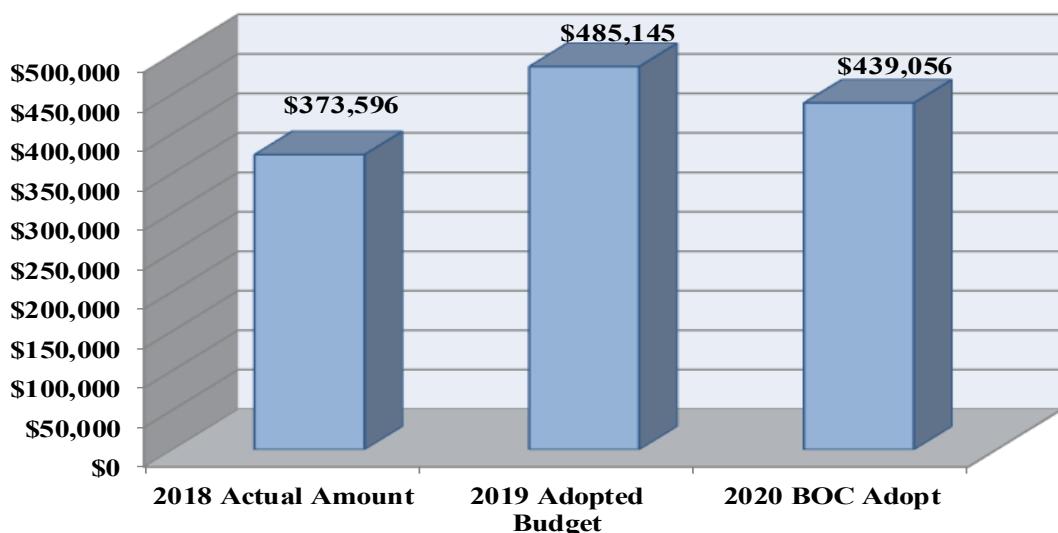
BUDGET SUMMARY		
2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>373,596</u></b>	<b><u>485,145</u></b>	<b><u>439,056</u></b>
<b>Total Funding Sources</b>	<b><u>373,596</u></b>	<b><u>485,145</u></b>	<b><u>439,056</u></b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>226,321</b>	<b>232,653</b>	<b>256,015</b>
<b>Benefits</b>	<b>116,030</b>	<b>123,405</b>	<b>141,216</b>
<b>Vehicle Expense</b>	<b>11,014</b>	<b>12,900</b>	<b>13,900</b>
<b>Dues and Subscriptions</b>	<b>285</b>	<b>985</b>	<b>985</b>
<b>Maintenance Charges</b>	<b>480</b>	<b>540</b>	<b>540</b>
<b>Supplies</b>	<b>7,197</b>	<b>5,000</b>	<b>5,000</b>
<b>Professional Services</b>	<b>8,524</b>	<b>16,500</b>	<b>14,500</b>
<b>Utilities</b>	<b>1,753</b>	<b>2,200</b>	<b>2,200</b>
<b>Travel &amp; Training</b>	<b>702</b>	<b>3,000</b>	<b>3,000</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>78,000</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>1,290</b>	<b>1,700</b>	<b>1,700</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>8,262</b>	<b>0</b>
<b>Total Appropriations</b>	<b><u>373,596</u></b>	<b><u>485,145</u></b>	<b><u>439,056</u></b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

Improve infrastructure quality and site aesthetics by implementing the following:

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





## Development Control

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### DEVELOPMENT CONROL COMPARISON—YEARS

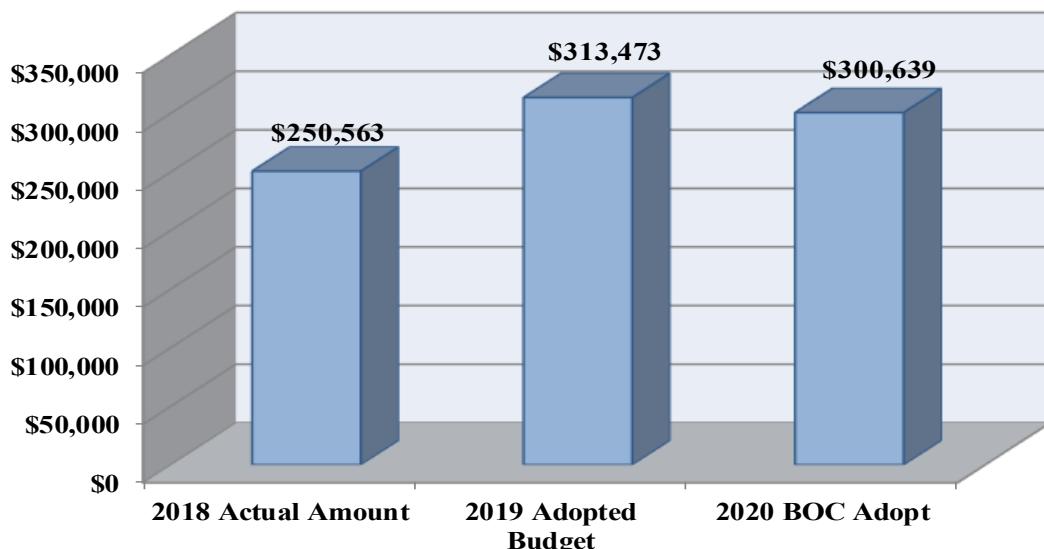
	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
LAND DISTURBANCE PERMITS	20	25	19
RESIDENTIAL GRADING PERMITS	225	192	201
EROSION AND SEDIMENT CONROL PLANS	60	45	55

#### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Assistant County Engineer	FT	1	1	1
Construction Monitoring Eng.	FT	1	1	1
Engineer Inspector	FT	0	0	0
Permit Clerk	FT	1	1	1
Arborist	PT	0	0	0
TOTAL FULL TIME		3	3	3
TOTAL PART TIME		0	0	0

## Development Control

	<b>BUDGET SUMMARY</b>		
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>250,563</u>	<u>313,473</u>	<u>300,639</u>
<b>Total Funding Sources</b>	<b><u>250,563</u></b>	<b><u>313,473</u></b>	<b><u>300,639</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	166,494	167,010	188,760
Benefits	76,844	86,251	97,286
Advertising	0	300	300
Vehicle Expense	5,038	8,695	7,695
Dues and Subscriptions	167	615	615
Supplies	1,123	2,933	2,933
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	848	2,000	2,475
Capital Outlay	0	34,600	0
Uniforms and Clothing	50	575	575
Budget Improvement Request	<u>0</u>	<u>10,494</u>	<u>0</u>
<b>Total Appropriations</b>	<b><u>250,563</u></b>	<b><u>313,473</u></b>	<b><u>300,639</u></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 and Planning & Zoning Board.
- Plan for orderly growth, natural resource protection and quality design.

## GOALS

Establish a higher level of customer service by:

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

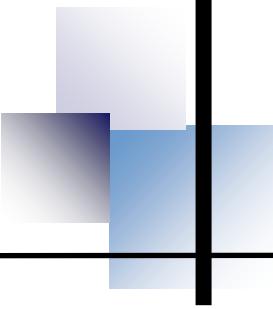
Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:

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

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

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





**Planning and Zoning**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### PLANNING AND ZONING COMPARISON—YEARS

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>ZONING APPLICATIONS</b>	10	10	11
<b>VARIANCE APPLICATIONS</b>	5	4	4
<b>ADMINISTRATIVE VARIANCES</b>	8	24	4
<b>SPECIAL LAND USE PERMIT APPLICATIONS</b>	16	16	15
<b>PRELIMINARY PLATS</b>	3	4	8
<b>FINAL PLATS</b>	11	10	19
<b>ZONING VERIFICATIONS</b>	88	107	110

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
<u>POSITION</u>	<u>POS CLASS</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Planning & Zoning Manager	UNC	1	1	1
Planner	FT	1	2	2
Clerk Planning Com	FT	1	1	1
Secretary	FT	1	1	1
Planning & Zoning Board	PT	7	7	7
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>5</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## Planning and Zoning

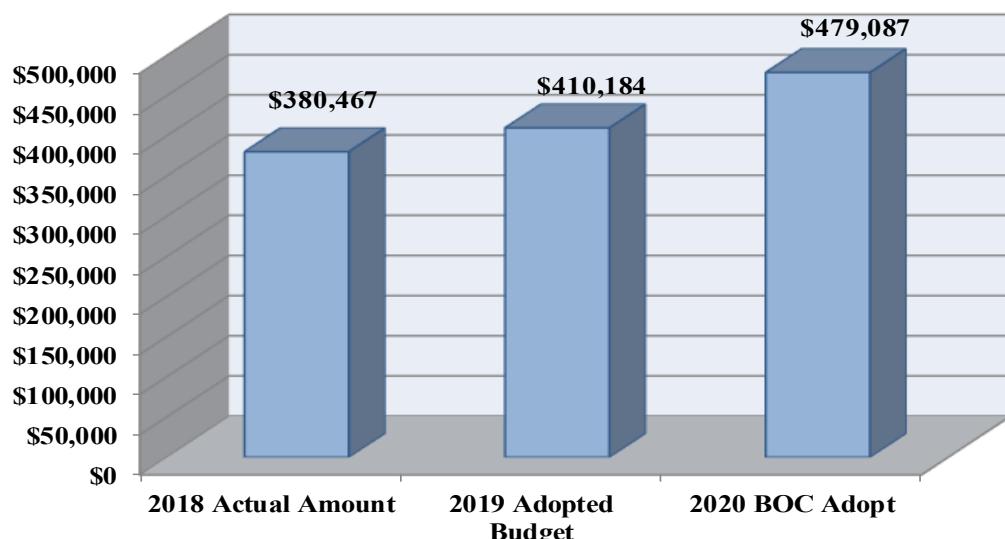
BUDGET SUMMARY		
2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt

### FUNDING SOURCES:

General Fund Contribution	<u><u>380,467</u></u>	<u><u>410,184</u></u>	<u><u>479,087</u></u>
Total Funding Sources	<u><u>380,467</u></u>	<u><u>410,184</u></u>	<u><u>479,087</u></u>

### APPROPRIATIONS:

Salary and Wage	236,499	276,070	301,762
Benefits	108,272	96,655	112,917
Advertising	2,449	3,000	27,200
Vehicle Expense	497	2,244	1,400
Dues and Subscriptions	3,157	1,990	11,865
Maintenance Charges	178	1,200	1,200
Supplies	3,893	11,118	14,918
Professional Services	12,885	0	0
Utilities	50	825	825
Travel & Training	4,533	9,800	7,000
Minor Equipment and Improvements	8,055	0	0
Budget Improvement Request	<u>0</u>	<u>7,282</u>	<u>0</u>
 Total Appropriations	 <u><u>380,467</u></u>	 <u><u>410,184</u></u>	 <u><u>479,087</u></u>



## MISSION

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

## FUNCTIONS

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

## GOALS

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



PERSONNEL SUMMARY & WORKLOAD INDICATORS

**DEVELOPMENT SERVICES ADMIN.  
COMPARISON—YEARS**

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>PUBLIC MEETINGS ATTENDED</b>	<b>54</b>	<b>65</b>	<b>70</b>
<b>DEPT MEETINGS HELD</b>	<b>50</b>	<b>52</b>	<b>52</b>
<b>PROF. ASSOC. MEETINGS HELD</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>STATISTICAL DATA REPORTS ISSUED</b>	<b>16</b>	<b>16</b>	<b>16</b>

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**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Director Development Services	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

**Development Services Administration**

**BUDGET SUMMARY**

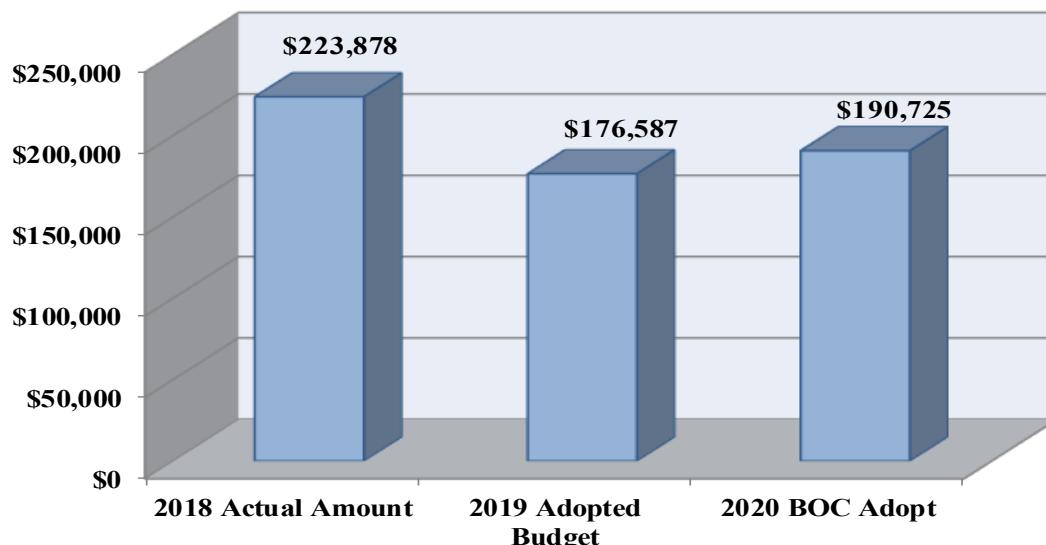
2018 Actual	2019 Adopted	2020 BOC
Amount	Budget	Adopt

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>223,878</b>	<b>176,587</b>	<b>190,725</b>
<b>Total Funding Sources</b>	<b>223,878</b>	<b>176,587</b>	<b>190,725</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>120,701</b>	<b>117,093</b>	<b>135,007</b>
<b>Benefits</b>	<b>101,719</b>	<b>46,616</b>	<b>53,138</b>
<b>Vehicle Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>55</b>	<b>260</b>	<b>260</b>
<b>Supplies</b>	<b>34</b>	<b>520</b>	<b>520</b>
<b>Professional Services</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>1,800</b>	<b>1,800</b>
<b>Minor Equipment and Improvements</b>	<b>1,369</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>10,298</b>	<b>0</b>
<b>Total Appropriations</b>	<b>223,878</b>	<b>176,587</b>	<b>190,725</b>



## Occupational Taxes

### MISSION

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

### FUNCTIONS

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

### GOALS

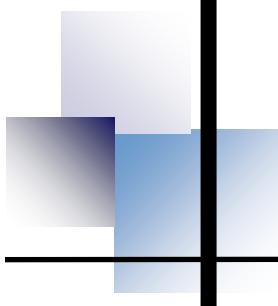
**Improve customer service by:**

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

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

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





**Occupational Tax**
**OCCUPATIONAL TAX  
COMPARISON—YEARS**

	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RENEWALS	2,104	2,623	3,278
NEW BUSINESS LICENSE	442	498	560

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**PERSONNEL SUMMARY**

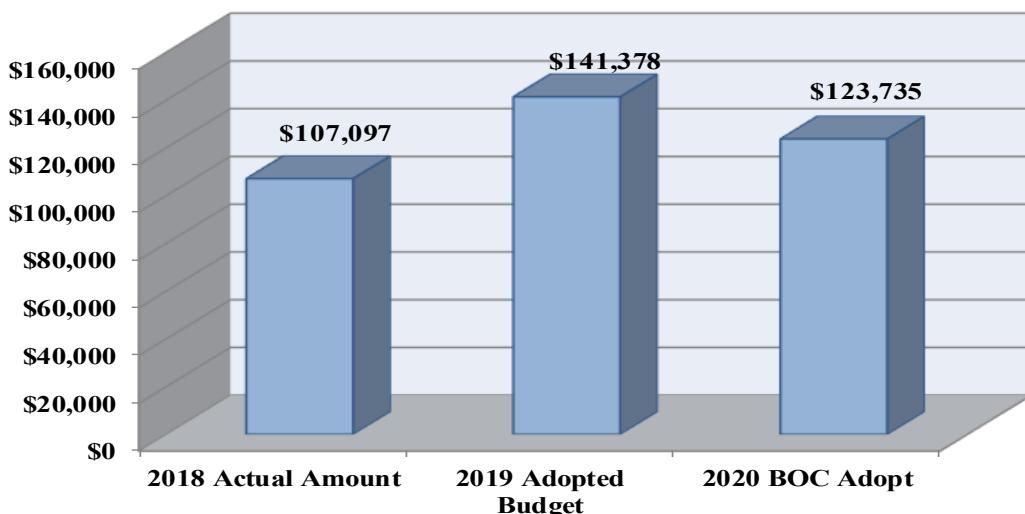
<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Compliance Officer	FT	1	1	1
Senior Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

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## Occupational Tax

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>107,097</u>	<u>141,378</u>	<u>123,735</u>
Total Funding Sources	<u>107,097</u>	<u>141,378</u>	<u>123,735</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	66,101	65,206	71,144
Benefits	32,757	36,204	40,221
Vehicle Expense	545	2,144	1,600
Dues and Subscriptions	67	300	300
Maintenance Charges	531	1,200	1,200
Supplies	5,269	7,300	7,000
Professional Services	0	0	0
Utilities	513	720	720
Travel & Training	1,315	1,400	1,400
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	25,000	0
Uniforms and Clothing	0	150	150
Budget Improvement Request	0	1,754	0
 Total Appropriations	 <u>107,097</u>	 <u>141,378</u>	 <u>123,735</u>



## MISSION

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

## FUNCTIONS

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

## GOALS

Investigate cases within forty-eight hours of complaint by:

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

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

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

Target zone areas and special project code compliance by:

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



**Code Enforcement****CODE ENFORCEMENT  
COMPARISON—YEARS**

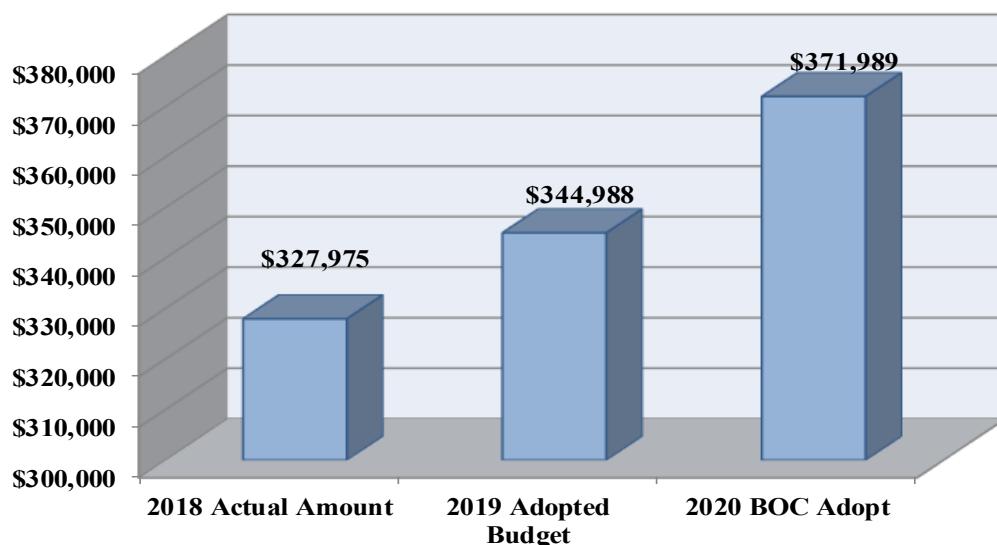
	2018	2019	2020
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INVESTIGATIONS	1,772	1,570	2,119
COURT CASES	99	33	60
LANDFILL SIGNAGE	360	760	3,172

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Chief Code Enforcement Officer	FT	1	1	1
Code Enforcement Officer	FT	3	3	3
Secretary	FT	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## Code Enforcement

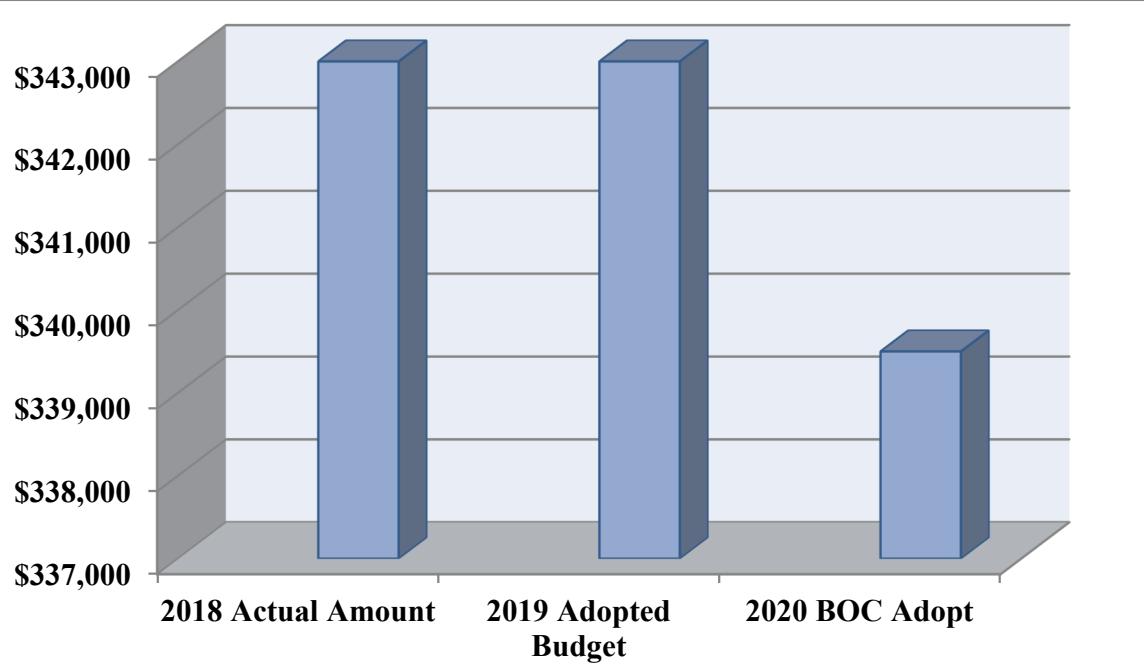
	BUDGET SUMMARY		
	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>327,975</u>	<u>344,988</u>	<u>371,989</u>
<b>Total Funding Sources</b>	<u><b>327,975</b></u>	<u><b>344,988</b></u>	<u><b>371,989</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	173,653	189,284	207,340
Benefits	91,346	130,040	143,537
Vehicle Expense	7,116	9,896	10,389
Dues and Subscriptions	0	100	100
Supplies	4,521	3,733	4,000
Professional Services	20,550	625	680
Utilities	1,967	2,189	2,189
Travel & Training	733	1,754	1,754
Minor Equipment and Improvements	3,548	0	0
Capital Outlay	23,713	0	0
Uniforms and Clothing	828	2,273	2,000
Budget Improvement Request	<u>0</u>	<u>5,094</u>	<u>0</u>
<b>Total Appropriations</b>	<u><b>327,975</b></u>	<u><b>344,988</b></u>	<u><b>371,989</b></u>



## Industrial Development

### BUDGET SUMMARY

	2018 Actual Amount	2019 Adopted Budget	2020 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>343,000</u></u>	<u><u>343,000</u></u>	<u><u>339,500</u></u>
Total Funding Sources	<u><u>343,000</u></u>	<u><u>343,000</u></u>	<u><u>339,500</u></u>
<b>APPROPRIATIONS:</b>			
Supplies	0	0	0
Professional Services	343,000	343,000	339,500
Budget Improvement Request	0	0	0
Total Appropriations	<u><u>343,000</u></u>	<u><u>343,000</u></u>	<u><u>339,500</u></u>



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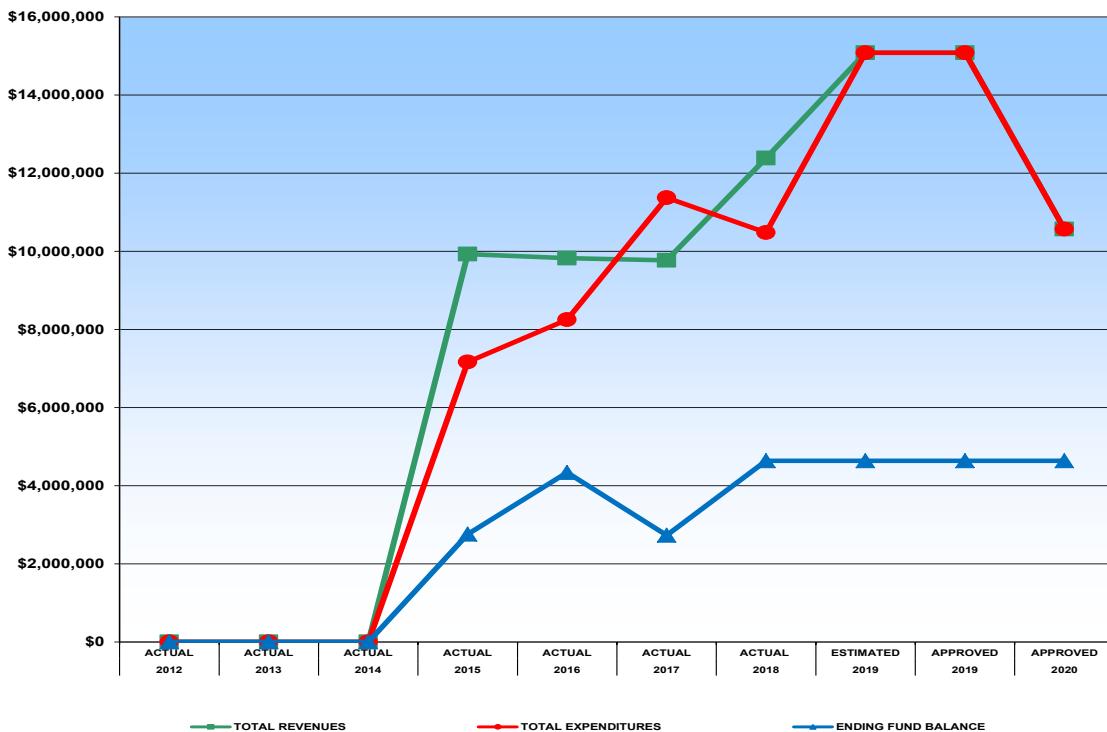
## SPECIAL REVENUE TRENDS

	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	—	—	—	—	<b>2,759,828</b>
<b>REVENUES</b>					
Taxes	—	—	—	7,531,633	7,814,218
Licenses and Permits	—	—	—	1,812,882	1,621,242
Charges for Services	—	—	—	347,640	157,551
Miscellaneous	—	—	—	4,581	21,579
Other Financing Sources	—	—	—	227,717	210,256
<b>TOTAL REVENUES</b>	—	—	—	<b>9,924,453</b>	<b>9,824,846</b>
<b>EXPENDITURES</b>					
Salary and Wages	—	—	—	825,396	876,970
Benefits	—	—	—	320,531	315,587
Advertising	—	—	—	1,560	840
Vehicle Expense	—	—	—	19,290	16,083
Dues and Subscriptions	—	—	—	1,332	2,403
Maintenance Charges	—	—	—	2,480	2,018
Supplies	—	—	—	23,328	21,746
Professional Services	—	—	—	10,644	31,210
Utilities	—	—	—	4,861	4,388
Travel & Training	—	—	—	3,799	6,390
Minor Equipment and Improv	—	—	—	15,432	979
Capital Outlay	—	—	—	11,051	99,026
Other Financing Sources	—	—	—	5,922,923	6,868,140
Uniforms and Clothing	—	—	—	1,998	1,433
Other	—	—	—	—	25
Budget Improvement Request	—	—	—	—	—
<b>TOTAL EXPENDITURES</b>	—	—	—	<b>7,164,625</b>	<b>8,247,238</b>
<b>ENDING FUND BALANCE</b>	—	—	—	<b>2,759,828</b>	<b>4,337,436</b>

**Unic. Area Special District**

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>4,337,436</u>	<u>2,730,694</u>	<u>4,635,477</u>	<u>4,635,477</u>	<u>4,635,477</u>	<u>100%</u>
8,124,555	9,453,246	8,941,260	8,941,260	9,329,164	88.29%
1,287,864	1,806,375	1,223,000	1,223,000	1,329,647	12.58%
86,894	721,551	69,500	69,500	61,000	0.58%
9,092	11,606	4,519,876	4,519,876	(678,578)	-6.42%
<u>257,219</u>	<u>390,273</u>	<u>328,500</u>	<u>328,500</u>	<u>525,000</u>	<u>4.97%</u>
9,765,623	12,383,051	15,082,136	15,082,136	10,566,233	100.00%
870,003	989,768	1,047,316	1,084,093	1,160,028	10.98%
397,311	526,969	519,171	522,943	588,315	5.57%
1,440	2,449	3,300	3,300	27,500	0.26%
17,159	24,210	35,879	30,063	34,984	0.33%
1,591	3,732	4,250	5,650	14,125	0.13%
2,013	1,189	2,940	2,940	2,940	0.03%
11,834	22,035	30,604	32,297	34,371	0.33%
12,190	41,959	17,125	42,200	15,180	0.14%
3,317	4,283	5,934	5,964	5,934	0.06%
6,816	8,131	19,754	14,500	17,429	0.16%
645	12,972	-	9,437	-	0.00%
-	23,713	137,600	113,700	-	0.00%
<u>10,045,505</u>	<u>8,814,692</u>	<u>13,210,381</u>	<u>13,210,381</u>	<u>8,661,002</u>	<u>81.97%</u>
2,541	2,167	4,698	4,668	4,425	0.04%
-	-	-	-	-	0.00%
-	-	<u>43,184</u>	-	-	0.00%
11,372,365	10,478,268	15,082,136	15,082,136	10,566,233	100.00%
<u>2,730,694</u>	<u>4,635,477</u>	<u>4,635,477</u>	<u>4,635,477</u>	<u>4,635,477</u>	<u>100%</u>

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



**TRENDS FOR THE YEAR ENDED December 31, 2020**

**REVENUES:** This fund was set up in 2014 due to a Service Delivery Agreement. The departments within this fund include Building Inspections, Development Control, Planning & Zoning, Development Services Administration, Occupational Tax, and Code Enforcement Officers. Revenues are generated through the normal departmental operations as well as through transfers in from the Hotel Motel Fund. 2020 budgeted revenues are \$ 4,515,903 less than 2019 estimated revenues.

**EXPENDITURES:** Expenses of this fund include normal expenses to operate within the departments as well as transfers out to help fund the Fire Protection Services & EMS fund as well as the Animal Control Services fund. For 2020, \$ 8,661,002 is budgeted to be transferred out to these funds.

**FUND BALANCE:** The Fund Balance is projected to remain the same compared to the 2019 Estimated Fund Balance.

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## MISSION

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

## FUNCTIONS

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

## GOALS

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



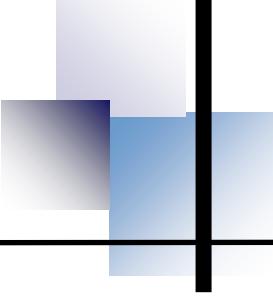
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**FIRE & EMS**  
**COMPARISON—YEARS**

	<u>2018</u> <u>ACT</u>	<u>2019</u> <u>PROJ</u>	<u>2020</u> <u>PROJ</u>
<b>CALLS FOR SERVICE</b>	<b>18,010</b>	<b>18,306</b>	<b>18,885</b>
<b>TOTAL FIRES</b>	<b>385</b>	<b>447</b>	<b>465</b>
<b>OTHER CALLS</b>	<b>3,915</b>	<b>4,666</b>	<b>4,825</b>
<b>EMS CALLS</b>	<b>13,710</b>	<b>13,193</b>	<b>13,600</b>
<b>EMS TRANSPORTS</b>	<b>9,436</b>	<b>9,709</b>	<b>10,000</b>
<b>INSPECTION &amp; PLAN REVISIONS</b>	<b>1,677</b>	<b>1,845</b>	<b>2,029</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2020</u> <u>APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	FT	3	3	3
Fire Marshal	FT	1	1	1
Chief Investigator	FT	1	1	1
Station Captain	FT	6	6	6
Fire Captain Admin	FT	1	1	1
Fire Lieutenant/Paramedic	FT	9	11	11
Fire Investigator	FT	1	1	1
Fire Lieutenant/EMT	FT	19	20	20
Vehicle Logistical Manager	FT	1	1	1
Logistical Administrator	FT	1	1	1
Fire Lieutenant	FT	2	3	1
Fire Fighter III/Paramedic	FT	6	7	9
Fire Fighter II/Paramedic	FT	17	18	24
Fire Safety Inspector	FT	3	3	3
Fire Fighter III/EMT	FT	27	29	28
Fire Fighter III	FT	4	4	3
Fire Fighter II/Cardiac Tech	FT	1	1	1
Paramedic	FT	6	7	7
Fire Fighter II/EMT	FT	20	27	34
Administrative Assistant	FT	1	1	1
Emergency Medical Technician (EMT)	FT	19	18	10
Fire Fighter II	FT	1	1	1
EMS Records Coordinator	FT	1	1	1
Hydrant Maintenance Technician	FT	0	0	1
EMT Recruit	FT	0	9	7
Department Secretary	FT	1	1	1
Paramedic	PT	13	16	16
EMT	PT	8	12	11
Equipment Manager	PT	0	1	1
Fire Hydrant Technician	PT	0	2	2
<b>TOTAL FULL TIME</b>		<b>154</b>	<b>178</b>	<b>180</b>
<b>TOTAL PART TIME</b>		<b>21</b>	<b>31</b>	<b>30</b>



**Fire Protection Services & EMS**

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# SPECIAL REVENUE TRENDS

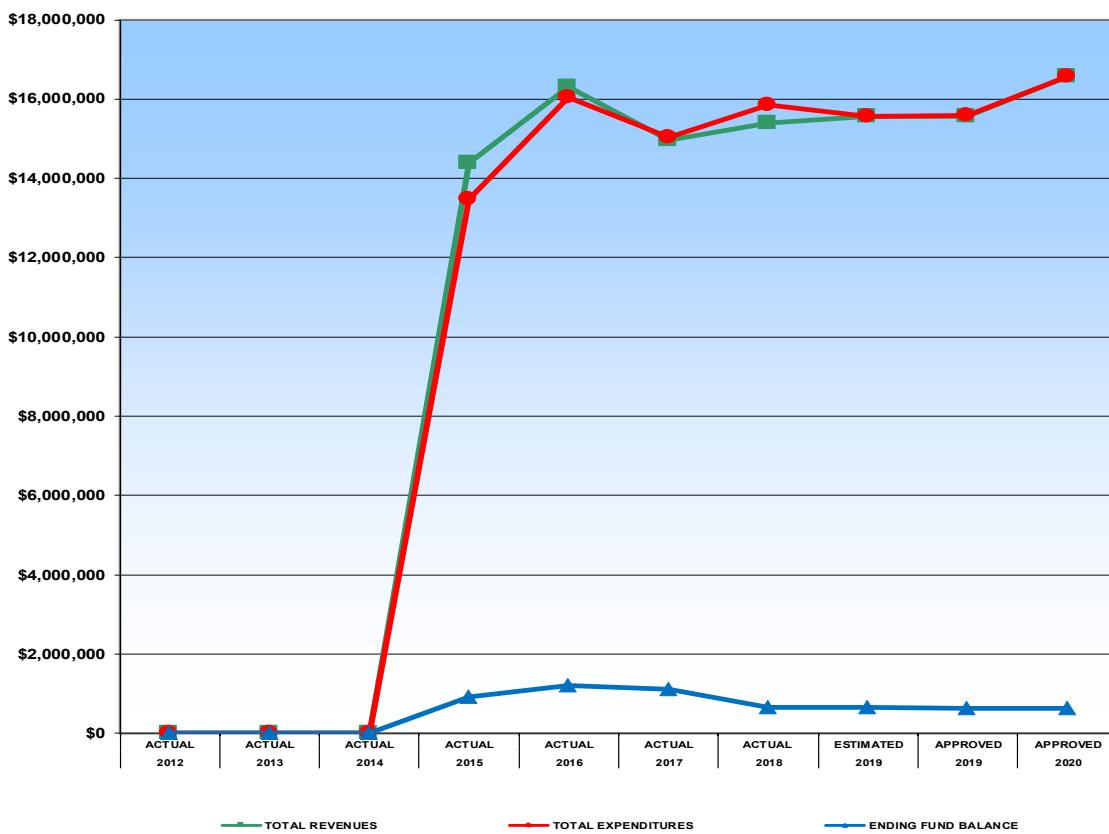
	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-	<b>911,046</b>
<b>REVENUES</b>					
License and Permits	-	-	-	1,946,517	1,964,982
Intergovernmental	-	-	-	2,070,175	2,535,288
Charges for Services	-	-	-	22,980	20,723
Miscellaneous	-	-	-	10,347,986	11,795,897
<b>TOTAL REVENUES</b>	-	-	-	14,387,658	16,316,890
<b>EXPENDITURES</b>					
Salary and Wages	-	-	-	8,521,017	9,072,907
Benefits	-	-	-	3,103,834	3,271,877
Advertising	-	-	-	7,693	6,663
Vehicle Expense	-	-	-	477,159	392,751
Dues and Subscriptions	-	-	-	5,505	3,964
Equipment Rental	-	-	-	18,900	18,900
Maintenance Charges	-	-	-	74,915	80,060
Supplies	-	-	-	308,048	266,834
Professional Services	-	-	-	219,952	269,406
Utilities	-	-	-	265,918	258,663
Travel & Training	-	-	-	2,462	10,792
Minor Equipment & Impr.	-	-	-	201,582	743,058
Capital Outlay	-	-	-	125,078	1,365,024
Other Financing Sources	-	-	-	-	2,527
Debt Service	-	-	-	74,411	171,418
Uniforms and Clothing	-	-	-	70,138	97,998
Other	-	-	-	-	-
<b>Budget Improvement Request</b>	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	13,476,612	16,032,843
<b>ENDING FUND BALANCE</b>	-	-	-	<b>911,046</b>	<b>1,195,093</b>

**Fire Protection Services & EMS**

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>1,195,093</u>	<u>1,117,118</u>	<u>659,819</u>	<u>659,819</u>	<u>640,357</u>	<u>100%</u>
2,500	2,000	2,500	2,500	2,500	0.02%
2,002,797	2,028,929	2,020,000	2,034,661	2,045,200	12.35%
2,495,247	2,441,218	2,423,000	2,423,000	2,506,500	15.13%
26,362	7,346	660,000	655,890	(575,001)	-3.47%
<u>10,434,758</u>	<u>10,909,956</u>	<u>10,449,054</u>	<u>10,449,054</u>	<u>12,584,066</u>	<u>75.98%</u>
<b>14,961,664</b>	<b>15,389,449</b>	<b>15,554,554</b>	<b>15,565,105</b>	<b>16,563,265</b>	<b>100.00%</b>
9,395,807	9,766,666	8,966,364	9,250,669	10,135,672	61.19%
3,888,020	4,294,834	4,416,258	4,442,793	4,657,281	28.12%
7,871	9,695	18,050	7,550	11,050	0.07%
435,858	463,894	401,000	411,000	452,000	2.73%
3,946	3,144	7,065	5,065	7,065	0.04%
18,900	18,900	18,900	18,900	18,900	0.11%
90,556	92,240	111,200	105,516	110,900	0.67%
277,428	270,047	301,500	298,014	301,500	1.82%
277,864	341,150	280,000	348,017	300,000	1.81%
255,049	267,384	282,020	283,685	257,897	1.56%
52,391	25,319	61,000	51,975	61,000	0.37%
56,966	14,137	-	28,851	-	0.00%
29,983	17,425	-	3,525	-	0.00%
-	-	-	-	-	0.00%
171,418	171,418	97,357	97,357	-	0.00%
77,581	90,496	158,000	118,000	125,000	0.75%
-	-	125,000	113,650	125,000	0.75%
-	-	310,840	-	-	0.00%
<b>15,039,638</b>	<b>15,846,749</b>	<b>15,554,554</b>	<b>15,584,567</b>	<b>16,563,265</b>	<b>100.00%</b>
<u>1,117,118</u>	<u>659,819</u>	<u>659,819</u>	<u>640,357</u>	<u>640,357</u>	<u>100%</u>

## Fire Protection Services & EMS

# SPECIAL REVENUE FUND



### TRENDS FOR THE YEAR ENDED December 31, 2020

**REVENUES:** This fund was set up in 2014 as a part of a Service Delivery Agreement. This fund includes Fire Protection and Emergency Medical Service. Revenues from this fund come from grants, City of Douglasville, ambulance fees, and transfers in. Transfers in come from the General Fund as well as the Unincorporated Area Special District Fund. Total transfer in budgeted for 2020 are \$ 12,584,066.

**EXPENDITURES:** Expenditures for 2020 are expected to increase 6% compared to 2019's Estimated Expenditures. Expenditures in the fund normally remain fairly stable from year to year. Total expenses for 2020 are budgeted at \$ 16,563,265.

**FUND BALANCE:** Fund Balance is projected to decrease by \$ 19,462.00 from that of 2019 Budget.

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## MISSION

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

## FUNCTIONS

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

## GOALS

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





## ANIMAL CONTROL COMPARISON—YEARS

	2018 <u>ACT</u>	2019 <u>PROJ</u>	2020 <u>PROJ</u>
RETURNED TO OWNER	567	687	800
ADOPTED	1,465	1,200	1,320
EUTHANIZED	413	320	352
<b>TOTAL INTAKES</b>	<b>3,407</b>	<b>3,500</b>	<b>3,845</b>

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	2018 <u>ACTUAL</u>	2019 <u>BUDGET</u>	2020 <u>APPROVED</u>
Animal Services Director	FT	1	1	1
Field Supervisor	FT	1	1	1
Kennel Supervisor	FT	1	1	1
Resource Officer	FT	1	1	1
Control Officer	FT	7	7	7
Kennel Tech	FT	9	9	9
Secretary	FT	1	1	1
Kennel Tech	PT	0	0	6
<b>TOTAL PART TIME</b>		<b>0</b>	<b>0</b>	<b>6</b>
<b>TOTAL FULL TIME</b>		<b>21</b>	<b>21</b>	<b>21</b>

## Animal Control Services

### SPECIAL REVENUE TRENDS

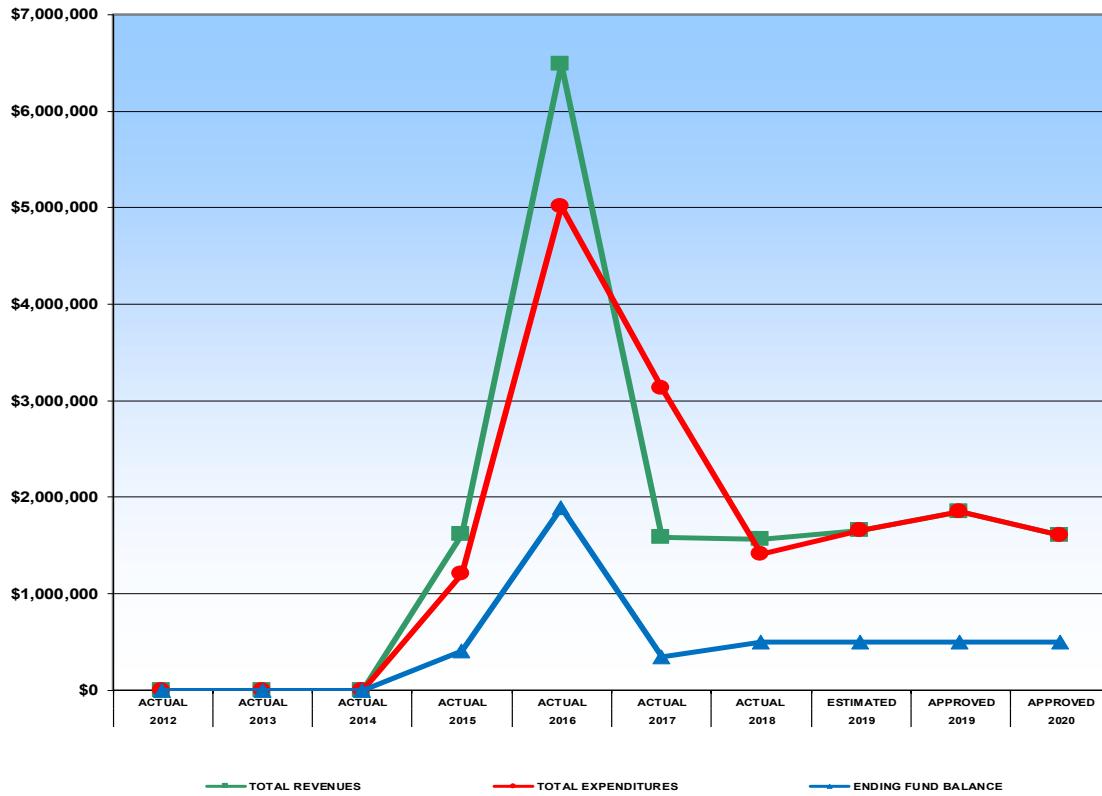
	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-	<b>409,389</b>
<b>REVENUES</b>					
Intergovernmental	-	-	-	310,226	309,753
Charges for Services	-	-	-	46,840	49,033
Courts and Law Enforcement	-	-	-	469	1,728
Miscellaneous	-	-	-	8,623	33,495
Other Financing Sources	-	-	-	1,248,256	<b>6,096,188</b>
<b>TOTAL REVENUES</b>	-	-	-	1,614,414	<b>6,490,197</b>
<b>EXPENDITURES</b>					
Salary and Wages	-	-	-	559,777	558,780
Benefits	-	-	-	259,669	271,556
Advertising	-	-	-	1,626	750
Vehicle Expense	-	-	-	24,513	22,432
Dues and Subscriptions	-	-	-	400	450
Maintenance Charges	-	-	-	2,648	563
Supplies	-	-	-	116,081	80,279
Professional Services	-	-	-	55,600	42,523
Utilities	-	-	-	48,731	46,370
Travel & Training	-	-	-	574	2,204
Minor Equipment & Impr.	-	-	-	5,228	917
Capital Outlay	-	-	-	127,505	3,975,627
Uniforms and Clothing	-	-	-	2,674	7,780
Other	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	1,205,025	<b>5,010,231</b>
<b>ENDING FUND BALANCE</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>409,389</u>	<u>1,889,355</u>

## Animal Control Services

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>1,889,355</u>	<u>349,534</u>	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>100%</u>
317,012	317,307	317,051	317,051	315,851	19.64%
70,877	71,813	75,000	75,000	58,800	3.66%
(595)	(551)	-	-	-	0.00%
74,468	42,754	-	194,070	575,000	35.75%
<u>1,126,372</u>	<u>1,128,960</u>	<u>1,260,604</u>	<u>1,260,604</u>	<u>658,569</u>	<u>40.95%</u>
1,588,134	1,560,283	1,652,655	1,846,725	1,608,220	100.00%
622,032	649,739	706,110	766,056	786,194	48.89%
325,556	390,649	404,393	558,981	409,290	25.45%
2,008	383	2,500	2,500	2,500	0.16%
33,641	22,786	26,500	27,016	25,000	1.55%
400	400	400	400	400	0.02%
5,090	6,101	11,867	16,300	12,267	0.76%
114,010	137,801	115,500	115,500	103,250	6.42%
99,690	106,283	89,510	134,830	78,919	4.91%
45,610	51,946	56,900	56,900	55,800	3.47%
3,058	1,608	3,200	3,437	3,300	0.21%
14,539	2,059	-	34,005	-	0.00%
1,859,217	32,987	38,241	53,067	-	0.00%
3,104	5,582	8,000	8,000	6,300	0.39%
-	-	125,000	69,733	125,000	7.77%
-	-	64,534	-	-	0.00%
3,127,955	1,408,325	1,652,655	1,846,725	1,608,220	100.00%
<u>349,534</u>	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>501,492</u>	<u>100%</u>

# SPECIAL REVENUE FUND

## Animal Control Services



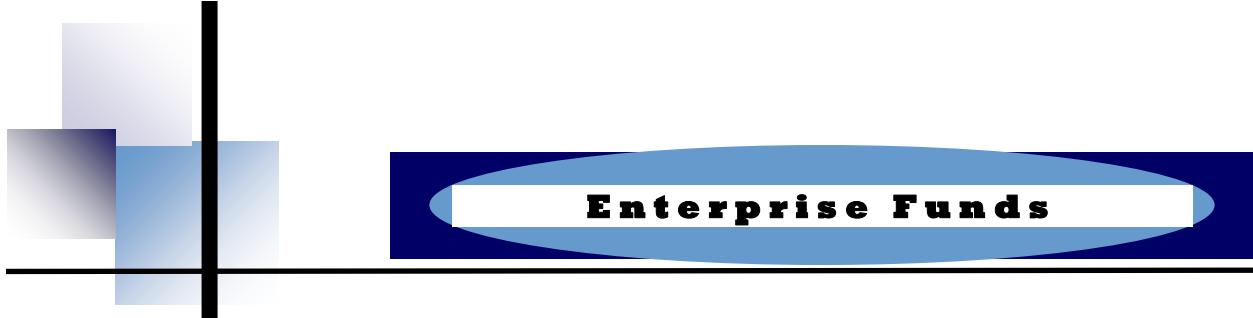
### TRENDS FOR THE YEAR ENDED December 31, 2020

**REVENUES:** This fund was set up in 2014 as a part of a Service Delivery Agreement. Revenues from this fund come from the City of Douglasville, animal control fees, and transfers in. Transfers in come from the General Fund as well as the Unincorporated Area Special District Fund. Total transfer in budgeted for 2020 are \$ 658,569.

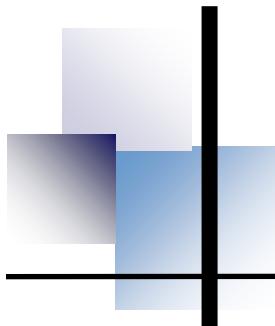
**EXPENDITURES:** This is the sixth year this fund will be operating and expenditures have remained stable from year to year, since the new Animal Shelter was built. Total expenses for 2020 are budgeted at \$ 1,608,220.

**FUND BALANCE:** Fund Balance is projected to end at \$ 501,492 which remains the same as that of 2019.

# DIRECTORY



**Landfill Fund..... 284**



## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

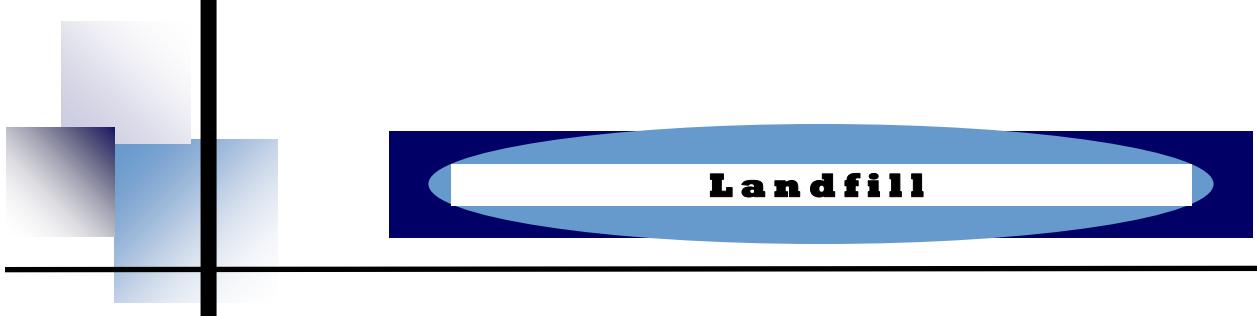
Assure compliance with the Douglas County “S. W. M. P.” by:

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

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

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





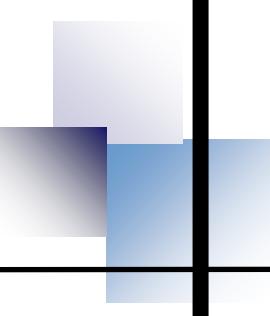
## Landfill

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2018 ACT</u>	<u>2019 PROJ</u>	<u>2020 PROJ</u>
<b>TONS RECYCLED</b>	<b>20,141</b>	<b>22,040</b>	<b>22,440</b>
<b>YARD WASTE CUSTOMERS</b>	<b>6,913</b>	<b>5,730</b>	<b>5,700</b>
<b>OTHER DEPT COLLECTION TONNAGE</b>	<b>1,180</b>	<b>3,354</b>	<b>2,100</b>
<b>C &amp; D TONNAGE</b>	<b>12,477</b>	<b>11,474</b>	<b>9,407</b>
<b>REFUSE TONNAGE</b>	<b>14,365</b>	<b>17,114</b>	<b>24,132</b>
<b>CAMP ROAD TONNAGE</b>	<b>262</b>	<b>209</b>	<b>200</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>POS CLASS</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2020 APPROVED</u>
Government Services Director	UNC	1	1	1
Assistant Government Services Director	UNC	1	1	1
Administrative Assistant	FT	1	1	1
Office Manager	FT	1	1	1
Supervisor	FT	1	1	1
Senior Equipment Operator	FT	2	3	3
Equipment Operator	FT	2	2	2
Attendant	FT	3	3	3
Scale Operator	PT	0	0	0
Equipment Operator	PT	0	0	0
Convenience Center Attendant	PT	1	1	1
Laborer I	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>12</b>	<b>13</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>1</b>



## Landfill Fund

# ENTERPRISE TRENDS

	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>714,843</b>	<b>401,047</b>	<b>218,267</b>	<b>(60,977)</b>	<b>(95,223)</b>
<b>REVENUES</b>					
Transfer Fees	732,921	806,091	837,910	860,079	922,281
C & D Fees	398,433	499,685	434,764	633,868	977,178
Camp Road Transfer Fees	-	-	40,558	37,968	36,271
Investments	57	30	40	21	222
Insurance Claims	-	-	-	-	-
Recycling Sales	177,680	196,548	213,260	235,923	278,272
Charges b/w Funds	-	-	12,552	-	-
Intergovernmental	-	-	-	-	-
Other	79	5,928	156,853	156	5,053
<b>TOTAL REVENUES</b>	<b>1,309,170</b>	<b>1,508,282</b>	<b>1,695,936</b>	<b>1,768,014</b>	<b>2,219,277</b>
<b>EXPENDITURES</b>					
Salary and Benefits	606,756	605,902	639,495	641,765	709,926
Operating Expenses	900,834	973,776	950,232	1,074,320	1,095,916
Capital Outlay	-	-	-	-	9,307
Depreciation	115,376	111,384	105,731	86,174	48,887
<b>TOTAL EXPENDITURES</b>	<b>1,622,966</b>	<b>1,691,062</b>	<b>1,695,458</b>	<b>1,802,260</b>	<b>1,864,036</b>
<b>ENDING FUND BALANCE</b>	<b>401,047</b>	<b>218,267</b>	<b>(60,977)</b>	<b>(95,223)</b>	<b>260,018</b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

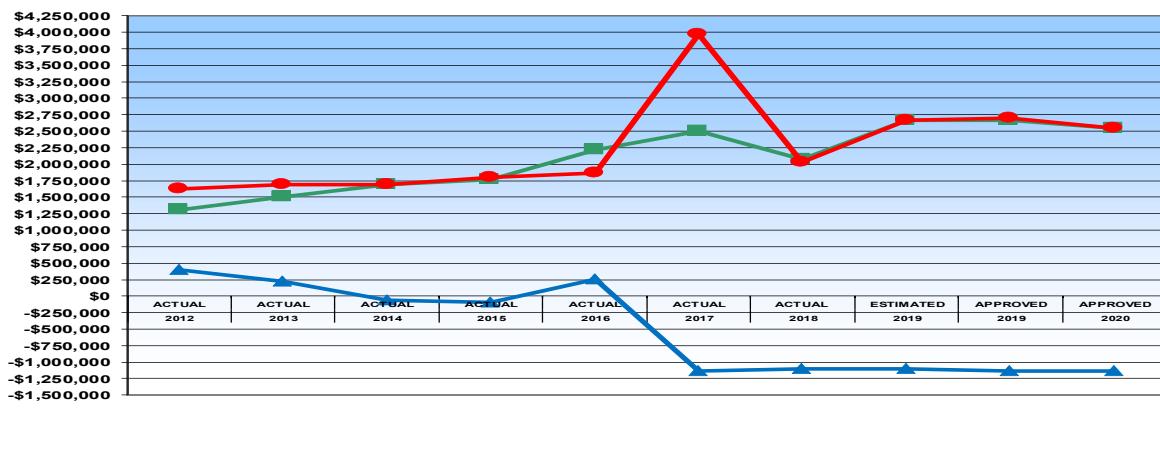
**REVENUES:** The Revenues for 2020 have decreased 5% from 2019's estimates. The projected Revenue for 2020 is \$ 2,548,010.

**EXPENDITURES:** Expenditures are anticipated to decrease by \$ 147,382 compared to 2019's estimates. As the Landfill continues to get closer to capacity expenditures will increase for post closure care as well as costs associated with opening another phase. However, some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, it could fluctuate.

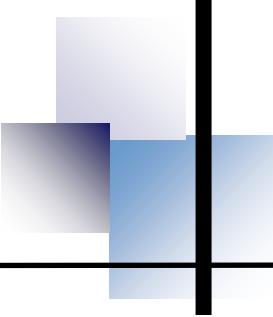
**FUND BALANCE:** Please note ending fund balance for 2014 was restated due to the implementation of GASB 68 to show the recognition of net pension liability and related deferred outflows. Beginning Fund balance for 2017 was restated again due to new auditors. The projected fund balance for 2020 is expected to end \$ 1,134,595.

## Landfill

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>328,230</u>	<u>(1,139,904)</u>	<u>(1,102,233)</u>	<u>(1,102,233)</u>	<u>(1,134,595)</u>	<u>100%</u>
991,850	807,648	781,200	781,200	970,440	38%
1,102,796	709,975	756,000	756,000	650,400	26%
46,536	86,883	114,240	114,240	62,127	2%
138	-	-	-	-	0%
-	-	-	-	-	0%
363,138	427,876	503,400	503,400	342,000	13%
900	-	-	-	-	0%
-	37,210	-	-	-	0%
-	1,805	508,190	508,190	523,043	<u>21%</u>
<u>2,505,358</u>	<u>2,071,396</u>	<u>2,663,030</u>	<u>2,663,030</u>	<u>2,548,010</u>	<u>100%</u>
757,657	1,030,757	864,223	878,489	986,378	39%
3,182,658	961,632	1,384,697	1,405,954	1,515,632	59%
-	-	360,000	356,839	-	0%
33,178	41,336	54,110	54,110	46,000	<u>2%</u>
<u>3,973,492</u>	<u>2,033,725</u>	<u>2,663,030</u>	<u>2,695,392</u>	<u>2,548,010</u>	<u>100%</u>
<u>(1,139,904)</u>	<u>(1,102,233)</u>	<u>(1,102,233)</u>	<u>(1,134,595)</u>	<u>(1,134,595)</u>	<u>100%</u>



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## **Internal Service Funds**

# DIRECTORY

<b>Health and Employee Benefits .....</b>	<b>290</b>
<b>Workers' Compensation .....</b>	<b>292</b>

## Health/Employee Benefits

### INTERNAL SERVICE TRENDS

	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>(1,498,514)</u>	<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(1,308,777)</u>	<u>(3,085,481)</u>
<b>REVENUES</b>					
Charges for Services	9,669,967	11,297,718	11,337,352	12,023,141	12,362,519
Interest	64	62	65	41	-
Miscellaneous	-	-	-	-	-
Transfer In	-	-	1,500,000	-	500,000
<b>TOTAL REVENUES</b>	<b>9,670,031</b>	<b>11,297,780</b>	<b>12,837,417</b>	<b>12,023,182</b>	<b>12,862,519</b>
<b>EXPENDITURES</b>					
Claims	10,056,744	10,709,087	11,371,787	13,202,366	12,935,807
Administrative	443,682	508,539	525,652	597,520	721,275
<b>TOTAL EXPENDITURES</b>	<b>10,500,426</b>	<b>11,217,626</b>	<b>11,897,439</b>	<b>13,799,886</b>	<b>13,657,082</b>
<b>ENDING FUND BALANCE</b>	<b><u>(2,328,909)</u></b>	<b><u>(2,248,755)</u></b>	<b><u>(1,308,777)</u></b>	<b><u>(3,085,481)</u></b>	<b><u>(3,880,044)</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

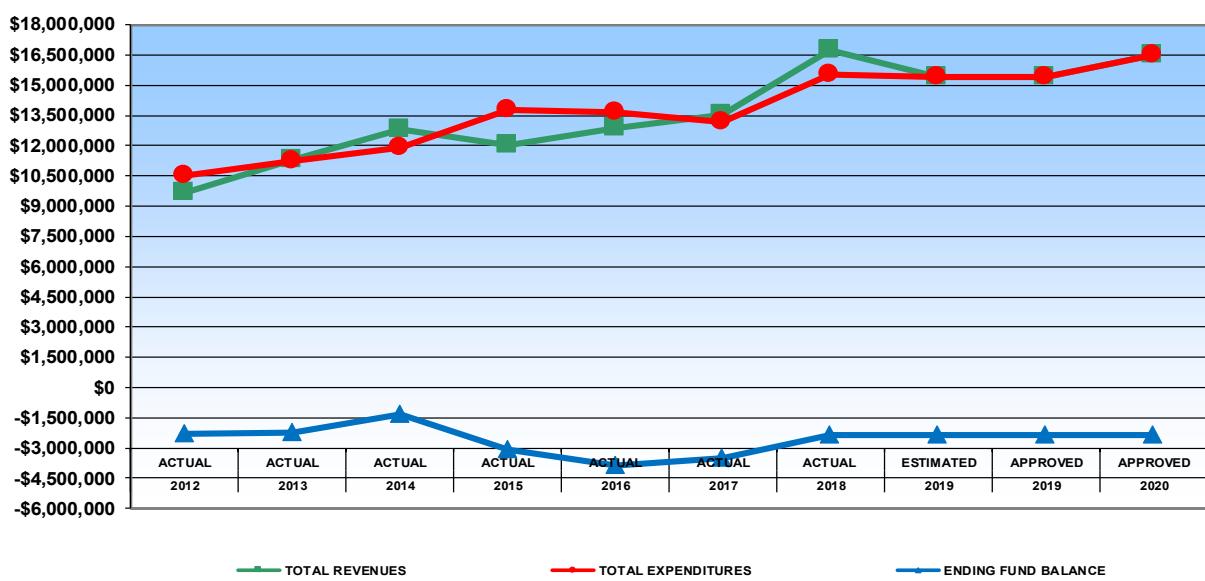
**REVENUES:** Revenues are anticipated to increase by \$ 1,122,386 from 2019's Estimated Revenue. Employees are contributing to this Fund to offset the rising cost of Healthcare claims. On occasion the General Fund will contribute to this fund to help raise the fund balance.

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

**FUND BALANCE:** The 2020 Estimated Ending Fund Balance is a negative \$ 2.3 million. All years presented have ended with a negative fund balance. For 2020 the Fund Balance is expected to remain the same from the prior year. For this fund balance to get out of the negatives it will require transfers in from the General Fund. For 2020, around \$ 1.2 million transfer in is budgeted from the General Fund to help with this deficit.

## Health/Employee Benefits

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>(3,880,044)</u>	<u>(3,531,172)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>100%</u>
13,555,195	16,014,083	9,560,510	9,190,510	15,312,896	93%
-	-	-	-	-	0%
-	-	-	-	-	-
<u>-</u>	<u>700,000</u>	<u>5,830,000</u>	<u>6,200,000</u>	<u>1,200,000</u>	<u>7%</u>
13,555,195	16,714,083	15,390,510	15,390,510	16,512,896	100%
12,446,727	14,170,181	14,049,376	14,049,243	14,984,722	91%
<u>759,596</u>	<u>1,351,306</u>	<u>1,341,134</u>	<u>1,341,267</u>	<u>1,528,174</u>	<u>9%</u>
13,206,323	15,521,487	15,390,510	15,390,510	16,512,896	100%
<u>(3,531,172)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>(2,338,576)</u>	<u>0%</u>



## Workers' Compensation

# INTERNATIONAL SERVICE TRENDS

	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>(355,718)</u>	<u>(723,974)</u>	<u>(701,198)</u>	<u>243,523</u>	<u>729,760</u>
<b>REVENUES</b>					
Charges for Services	723,563	1,022,987	1,076,174	1,091,798	687,339
Interest Earned	31	11	6	4	-
Transfers In	-	-	500,000	-	-
<b>TOTAL REVENUES</b>	<b>723,594</b>	<b>1,022,998</b>	<b>1,576,180</b>	<b>1,091,802</b>	<b>687,339</b>
<b>EXPENDITURES</b>					
Claims	1,016,854	918,442	555,745	551,485	636,597
Administrative	74,996	81,780	75,714	54,080	57,230
Transfer Out	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,091,850</b>	<b>1,000,222</b>	<b>631,459</b>	<b>605,565</b>	<b>693,827</b>
<b>ENDING FUND BALANCE</b>	<b><u>(723,974)</u></b>	<b><u>(701,198)</u></b>	<b><u>243,523</u></b>	<b><u>729,760</u></b>	<b><u>723,272</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

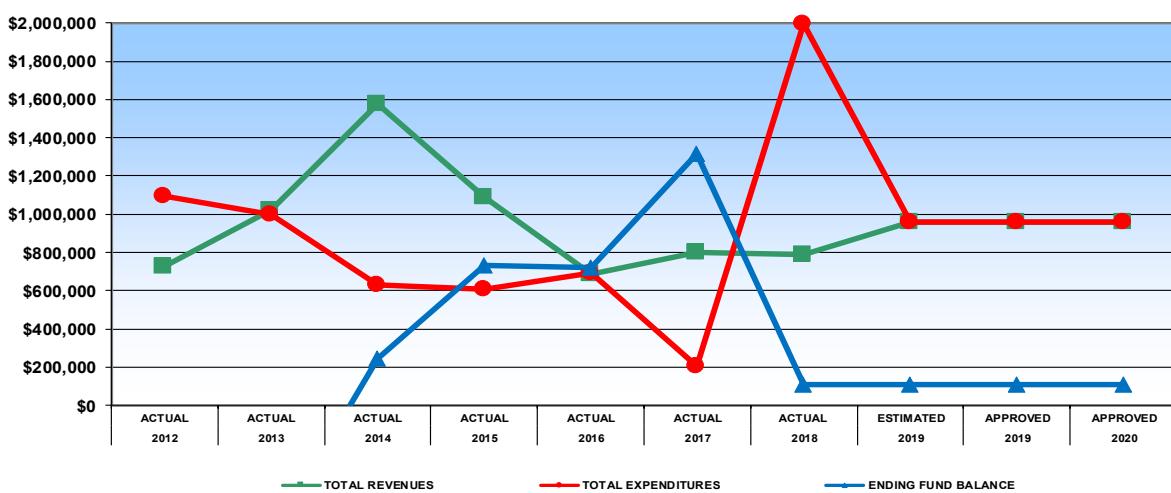
**REVENUES:** Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in almost a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009, until 2014. Projected Revenues for 2020 remain the same as the 2019 estimated revenues.

**EXPENDITURES:** Costs are anticipated to remain the same in 2020 from those estimated for 2019.

**FUND BALANCE:** Fund Balance is projected to remain the same as that of 2019. Estimated ending fund balance of \$ 108,641.

## Workers' Compensation

<u>2017 ACTUAL</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 ESTIMATED</u>	<u>2020 APPROVED</u>	<u>2020 % OF TOTAL</u>
<u>723,272</u>	<u>1,317,672</u>	<u>108,641</u>	<u>108,641</u>	<u>108,641</u>	<u>100%</u>
<u>799,335</u>	<u>787,016</u>	<u>956,900</u>	<u>956,900</u>	<u>956,900</u>	<u>100%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>799,335</u>	<u>787,016</u>	<u>956,900</u>	<u>956,900</u>	<u>956,900</u>	<u>100%</u>
<u>153,501</u>	<u>1,175,087</u>	<u>811,900</u>	<u>811,900</u>	<u>811,900</u>	<u>85%</u>
<u>51,434</u>	<u>120,960</u>	<u>145,000</u>	<u>145,000</u>	<u>145,000</u>	<u>15%</u>
<u>-</u>	<u>700,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>204,935</u>	<u>1,996,047</u>	<u>956,900</u>	<u>956,900</u>	<u>956,900</u>	<u>100%</u>
<u>1,317,672</u>	<u>108,641</u>	<u>108,641</u>	<u>108,641</u>	<u>108,641</u>	<u>100%</u>



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## **Debt Service Funds**

**2016 SPLOST Debt Service ..... 296**

# DIRECTORY

# DEBT SERVICE TRENDS

## 2016 SPLOST Debt Service

	2017 ACTUAL	2018 ACTUAL	2019 BUDGET	2019 ESTIMATED	2020 APPROVED	2020 % OF TOTAL
<b>BEGINNING FUND BALANCE</b>	<u>-</u>	<u>8,550,604</u>	<u>16,479,486</u>	<u>16,479,486</u>	<u>16,479,486</u>	<u>100%</u>
<b>REVENUES</b>						
Investment Earnings	40,980	164,117	-	-	-	0%
Transfers In	9,918,608	17,669,250	<u>17,294,250</u>	<u>17,294,250</u>	<u>19,469,250</u>	<u>100%</u>
<b>TOTAL REVENUES</b>	<b>9,959,588</b>	<b>17,833,368</b>	<b>17,294,250</b>	<b>17,294,250</b>	<b>19,469,250</b>	<b>100%</b>
<b>EXPENDITURES</b>						
Transfers Out	-	60,235	-	-	-	0%
Debt Service	1,408,984	2,844,250	2,294,250	2,294,250	1,469,250	13%
Other	-	7,000,000	<u>15,000,000</u>	<u>15,000,000</u>	<u>18,000,000</u>	<u>87%</u>
<b>TOTAL EXPENDITURES</b>	<b>1,408,984</b>	<b>9,904,485</b>	<b>17,294,250</b>	<b>17,294,250</b>	<b>19,469,250</b>	<b>100%</b>
<b>ENDING FUND BALANCE</b>	<b><u>8,550,604</u></b>	<b><u>16,479,486</u></b>	<b><u>16,479,486</u></b>	<b><u>16,479,486</u></b>	<b><u>16,479,486</u></b>	<b><u>100%</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2020

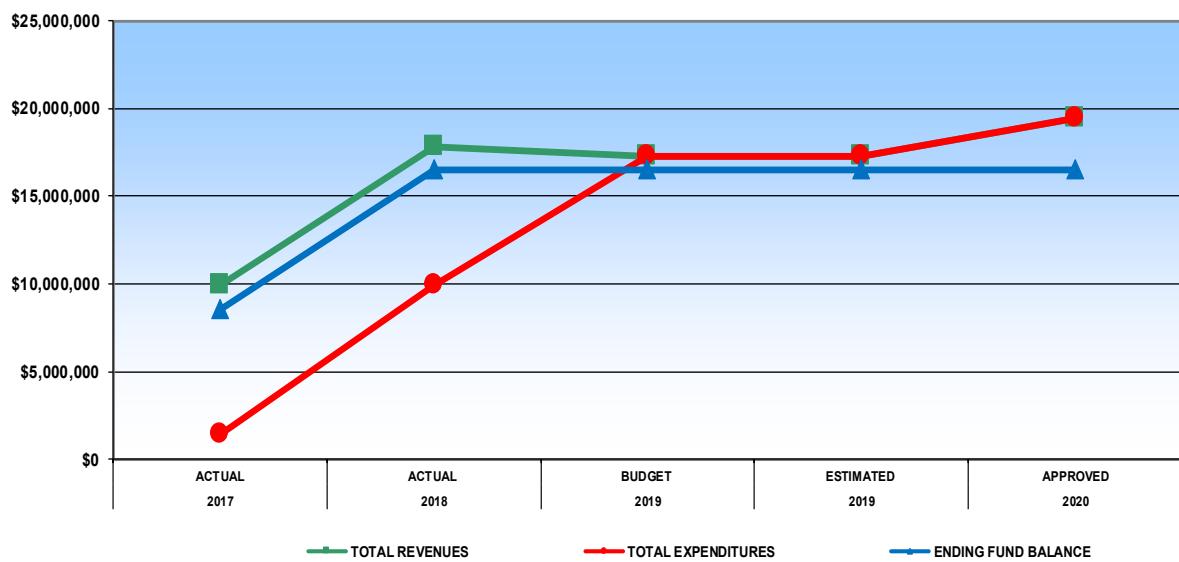
**REVENUES:** The trend in Revenues has remained the same over the prior year. Revenues for 2020 are projected to increase 13% over those estimated for 2019.

**EXPENDITURES:** Expenditures are anticipated to increase by \$ 2,175,000 compared to 2019's estimates. This increase is attributed to additional principal payment due in 2020.

**FUND BALANCE:** Ending fund balance for 2020 is projected to remain the same as that of 2019 estimate.

## 2016 SPLOST Debt Service

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



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

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



**Approved Capital Purchases Within Various Funds  
Other Than Capital Project Funds****General Fund GENERAL GOVERNMENT**

COURTHOUSE MAINTENANCE	Courtroom Audio	\$ 20,000
INFORMATION SERVICES	PC Refresh	\$ 150,000
	Enhanced Email Security	<u>26,500</u>
		\$ 176,500

TAX COMMISSIONER/APPRaisal	New Software	\$ 976,000
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**General Fund PUBLIC SAFETY**

SHERIFF ENFORCEMENT	35 Leased Tahoes for DCSO Equipment for 35 Tahoes	\$ 328,000
		<u>665,000</u>
		\$ 993,000

**General Fund HEALTH & WELFARE**

PUBLIC WELFARE	Mental Health Housing	\$ 150,000
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**General Fund PARKS, RECREATION AND CULTURE**

PARKS AND RECREATION	Playground Equipment for Fairplay and Bill Arp Park	\$ 121,000
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**General Fund PLANNING AND COMMUNITY DEVELOPMENT**

GIS	County Wide Aerial Photography Fly Over	\$ 80,000
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**Fund Total: General Fund \$ 2,516,500****E-911 Fund PUBLIC SAFETY**

E-911	2 Ford Escapes	\$ 50,000
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**Fund Total: E-911 Fund \$ 50,000****Solid Waste Enterprise Fund**

Solid Waste Services	963 Track Loader 4 New Containers	\$ 100,000
		<u>25,000</u>
		\$ 125,000

**Fund Total: Solid Waste Enterprise Fund \$ 125,000****GRAND TOTAL ALL FUND CAPITAL BUDGETING \$ 2,691,500**

## Capital Impact on Operating Budget

In November 2016 the citizens of Douglas County voted for a Special Purpose Local Option Sales Tax (SPLOST) to fund infrastructure, parks, and Fire and EMS. Several projects have already been completed. The 2020 year will be the third full year of expenditures of these funds. All the projects are capital, and there will be a few projects completed in 2020 that will have additional operating cost associated with them. In many instances, operating cost will be lowered as a result of implementing the use of new equipment. The replacement of fire trucks, ambulances, and heavy rescue equipment, as well as upgrades to and rebuilding of park facilities and equipment, will result in lower maintenance cost for several years following the completion of these projects. Projects such as completing concession stand construction in parks will have utility costs once they are operational. Projects of new construction such as the Multi-Purpose Rec Center and the new Senior Center will come with additional staffing costs as well as operational costs. The resurfacing program for the coming year will be funded through this SPLOST. This too will help to reduce the cost of patching and maintaining the roads that are in need of resurfacing.

With the SPLOST in place to take care of many capital needs and a constrained budget, the 2020 budget includes a limited number of capital items. Deferring the replacement of needed items has put a strain on the operating budget. By replacing outdated equipment and vehicles there will be significant cost savings in operational repairs and maintenance. Software upgrades will foster efficiencies in all areas of the County.

Other vehicles are being replaced that will cost more on fuel with the size of the vehicle compared to the traditional Chargers that have been purchased in the past. The Sheriff's budget includes \$993,000 for thirty-five fully equipped new/replacement vehicles. The E911 fund is purchasing two new Ford Escapes as back-up vehicles. These vehicles will have a radio and will be valuable if the need to move to the back-up E911 center arises. These capital items will improve safety for staff and citizens. Projects like these do have an impact on the operating budget. These budgets can be reduced as those mentioned above through operational efficiencies. The greater impact is the improved level of safety and service that can be provided.

Some items included in the capital budget may not have an immediately determinable measurable dollar impact on the operating budget, but indirectly through improved efficiencies gained by staff across the county, many will save on operational financing in the long run. Such projects include \$976,000 for new Tax Commissioner and Appraisal. A 963 Track Loader for \$100,000 will be utilized at the Landfill and will reduce time spent by the staff maintaining the facility.

# CAPITAL IMPACT ON OPERATION

## Long Term Financial Plan

Recurring Expenditures	2019	2020	2021	2022	2023	2024	2025
GG - General Government	20,882,754	21,091,582	21,302,497	21,515,522	21,730,678	21,947,984	22,167,464
J - Judicial	16,529,447	16,694,741	16,861,689	17,030,306	17,200,609	17,372,615	17,546,341
PS - Public Safety	35,692,634	36,763,413	37,866,315	39,002,305	40,172,374	41,377,545	42,618,872
PW - Public Works	6,070,631	6,192,044	6,315,884	6,442,202	6,571,046	6,702,467	6,836,516
PRC - Parks, Recreation and Culture	6,180,461	6,242,266	6,304,688	6,367,735	6,431,413	6,495,727	6,560,684
PCD - Planning & Community Development	3,838,474	3,876,859	3,915,627	2,354,784	2,378,331	2,402,115	2,426,136
HW - Health & Welfare	1,912,040	1,931,160	1,950,472	1,969,977	1,989,676	2,009,573	2,029,669
Reduce Exp. to HC Fund Pd by Uninc	(5,830,000)	-	-	-	-	-	-
Reduce GF Contribution to DB Plan from \$6.1 to \$5.5	(600,000)	-	-	-	-	-	-
Reduce Exp. to Fire Fund - Use Portion of Fire FB	(660,000)	-	-	-	-	-	-
<b>Total Annual Recurring Expenditures</b>	<b>\$84,016,441</b>	<b>\$ 92,792,064</b>	<b>\$ 94,517,174</b>	<b>\$ 94,682,831</b>	<b>\$ 96,474,127</b>	<b>\$ 98,308,026</b>	<b>\$ 100,185,682</b>
LONG TERM EXPENDITURES	2019	2020	2021	2022	2023	2024	2025
<b>1st Year New Major Recurring Operating Expenditures or Non-Recurring Capital Expenditures AND Offsetting Revenue</b>							
GG - Additional Space for General Expansion	-	-	-	-	1,200,000	1,200,000	1,200,000
GG - Defined Benefit Retirement Add'l	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
PS - Operating New Fire Station (1/2 from GF)	-	-	500,000	500,000	500,000	500,000	500,000
PS - Sheriff Vehicles	522,954	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
PS - Radio Maintenance (Yrs. 4 - 15)	-	-	-	-	737,000	737,000	737,000
PS - Camera Replacement @ LEC	-	-	-	-	-	-	-
PW - PI0012877 Chattahoochee Hill Trail System - ROW	-	750,000	-	-	-	-	-
PW - PI0012877 Chattahoochee Hill Trail System - Const	-	-	-	9,350,000	-	-	-
PW - PI00115074 I-20/Chapel Hill DDI - ROW	-	1,500,000	-	-	-	-	-
PW - PI00115074 I-20/Chapel Hill DDI - Const	-	-	-	-	5,000,000	-	-
PW - PI0004428 Lee Road Widening Ph II - Const	-	10,500,000	10,500,000	-	-	-	-
PW - PI0004428 Lee Road Widening Ph II - Const	-	(4,500,000)	(4,500,000)	-	-	-	-
PW - PI0015073 Lee Rd Extension - ROW	-	1,300,000	-	-	-	-	-
PW - PI0015073 Lee Rd Extension - Const	-	-	-	-	4,000,000	-	-
PW - PI0013563 Lee Road Widening Ph I - PE	-	1,500,000	-	-	-	-	-
PW - PI0013563 Lee Road Widening Ph I - PE	-	(453,000)	-	-	-	-	-
PW - PI0013563 Lee Road Widening Ph I - ROW	-	-	-	5,800,000	-	-	-
PW - PI0013563 Lee Road Widening Ph I - Utilities	-	-	-	-	756,000	-	-
PW - PI0013563 Lee Road Widening Ph I - Const	-	-	-	-	-	11,700,000	-
PW - Capital Transportation Funding	-	500,000	500,000	500,000	500,000	500,000	500,000
PRC - Operating New Senior Center	-	450,000	450,000	450,000	450,000	450,000	450,000
PRC - Operating New Senior Center - Revenue Offset	-	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
PRC - Operating New Recreation Center	-	270,000	540,000	540,000	540,000	540,000	540,000
PRC - Operating New Recreation Center - Revenue Offset	-	(50,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
PCD - Operating New Shuttle Bus Service - Grant Expires	-	-	-	1,600,000	1,600,000	1,600,000	1,600,000
PCD - Landscape Maintenance @ Four (4) Interchanges	-	-	-	-	-	-	-
Landfill - Options Range from \$16.6M to \$86.6M - 20 Yrs.	-	-	-	-	-	3,660,000	3,660,000
Landfill - Options Range from \$16.6M to \$86.6M - 20 Yrs.	-	-	-	-	-	-	3,266,437
HW - Community Service Board - Funding	-	400,000	400,000	400,000	400,000	400,000	400,000
Misc. Building Improvements	796,537	1,000,000	750,000	500,000	500,000	500,000	500,000
Miscellaneous - BIRs	4,279,893	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Fund Balance Contributions	-	-	-	-	-	-	-
<b>Total Annual New Major Operating Expenditures or Non-Recurring Expenditures</b>	<b>\$ 5,599,384</b>	<b>\$ 17,267,000</b>	<b>\$ 13,140,000</b>	<b>\$ 23,640,000</b>	<b>\$ 20,183,000</b>	<b>\$ 14,087,000</b>	<b>\$ 29,053,437</b>
<b>Total Annual Expenditures</b>	<b>\$89,615,825</b>	<b>\$ 110,059,064</b>	<b>\$ 107,657,174</b>	<b>\$ 118,322,831</b>	<b>\$ 116,657,127</b>	<b>\$ 112,395,026</b>	<b>\$ 129,239,119</b>

# CAPITAL BUDGETING

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

The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements from 2009 to 2011 were completed. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower rate than originally scheduled for the 2012 year. SPLOST funding has ceased to be received but there will still be funding for these projects from the Georgia Department of Transportation. With one remaining project in the works, all projects are scheduled to be completed in 2020.

The S.P.L.O.S.T. funds have purchased pumper trucks, ladder trucks, specialized trucks, ambulances, stair chairs, thermal cameras, turnout gear and other much needed equipment. The Fire Department's call volume increases each year, and we must continuously expand our service capabilities to keep abreast of the needs of the citizens. The last of these funds are being spent in 2020 to complete building renovations and to purchase vehicles.

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

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



# CAPITAL BUDGETING

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

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

# CAPITAL BUDGETING

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

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

# CAPITAL BUDGETING

## Project File Summary - Fire

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

# CAPITAL BUDGETING

## 2016 SPLOST CAPITAL PROJECT FUND

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

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

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

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

<u>PROJECTS</u>	<u>ORIGINAL ESTIMATED COST</u>	<u>REVISED ESTIMATED COST</u>	<u>PRIOR YEARS</u>	<u>CURRENT YEAR</u>	<u>TOTAL</u>	<u>ESTIMATED PERCENTAGE OF COMPLETION</u>
<b>2016</b>						
Transportation	\$ 58,964,160	\$ 58,964,160	\$ 5,694,078	\$ 2,572,030	\$ 8,266,108	14%
Fire, EMS, and Public Radio System	36,997,120	36,997,120	1,482,126	14,584,630	16,066,756	43%
Parks and Recreation	19,654,720	19,654,720	1,188,071	474,564	1,662,635	8%
City of Austell	48,000	48,000	5,296	7,644	12,940	27%
City of Douglasville	37,504,000	37,504,000	2,738,706	6,123,101	8,861,807	24%
City of Villa Rica	6,832,000	6,832,000	753,766	1,088,004	1,841,770	27%
<b>TOTAL 2016</b>	<b>\$ 160,000,000</b>	<b>\$ 160,000,000</b>	<b>\$ 11,862,043</b>	<b>\$ 24,849,973</b>	<b>\$ 36,712,016</b>	
	<b>\$ 262,000,000</b>	<b>\$ 285,599,148</b>	<b>\$ 134,752,534</b>	<b>\$ 25,410,208</b>	<b>\$ 160,162,742</b>	

# CAPITAL BUDGETING

The Capital Transportation Fund will facilitate the ongoing projects from the Department of Transportation. The General Fund may contribute each year as funds are available and the Board deems it fiscally responsible to do so. Funding for these projects will also come from the Georgia Department Of Transportation and possible other agencies as well. There 2020 budget includes planned moving forward with existing projects in this fund and to leverage Federal Funding for these projects.

## CAPITAL TRANSPORTATION FUND LIFE TO DATE

<u>Project</u>	<u>CTF Budget</u>	<u>Expenditures</u>	<u>Encumbrances</u>	<u>Remaining Balance</u>
2014 Annual Resurfacing Program (Combined 2013 & 2014 LMIG Programs)	\$ 3,539,417	\$ 3,539,417	\$ -	\$ -
2015 Annual Resurfacing Program	2,591,698	2,591,698	-	-
2016 Annual Resurfacing Program (In=House \$605,000 / Contract \$4,077,000 / Off System Safety)	4,682,000	4,563,567	-	118,433
Riverside Bike Lanes (from 2016 LMIG)	625,000	303,401	196,483	125,116
2017 Annual Resurfacing Program	1,730,394	1,299,144	413,259	17,992
ARC Projects:				
SR 5 Congestion Reduction and Traffic Flow Improvements	971,392	555,421	818	415,153
SR 6 Congestion Reduction and Traffic Flow Improvements	1,845,000	580,753	21,820	1,242,427
Maxham Road Congestion Reduction and Traffic Flow Improvements	2,860,581	233,873	21,876	2,604,832
Construction Phase - Maxham Road Congestion Reduction and Traffic Flow Improvements	-	10,000		(10,000)
ITS System Expansion	700,000	623,594	11,905	64,501
CHC Trail Extension	1,625,000	587,748	1,036,952	300
Comprehensive Transportation Plan (CTP)	312,500	-	-	312,500
Lee Road/South Sweetwater Road Phase 1 Preliminary Engineering (North of Lee Road Bridge)	567,000	-	-	567,000
Lee Road Extension Planning Study (from Lee Road Bridge to Chapel Hill Road)	315,455	107,668	148,242	59,545
Diverging Diamond Interstate 20 at Chapel Hill	354,500	222,598	131,902	-
Consulting Services	38,880	-	-	38,880
Transit Study	125,000	-		125,000
***Discretionary (unassigned Fund Balance)	261,300	100,000	-	161,300
<b>TOTAL</b>	<b>\$ 23,145,116</b>	<b>\$ 15,318,879</b>	<b>\$ 1,983,258</b>	<b>\$ 5,842,978</b>

**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.

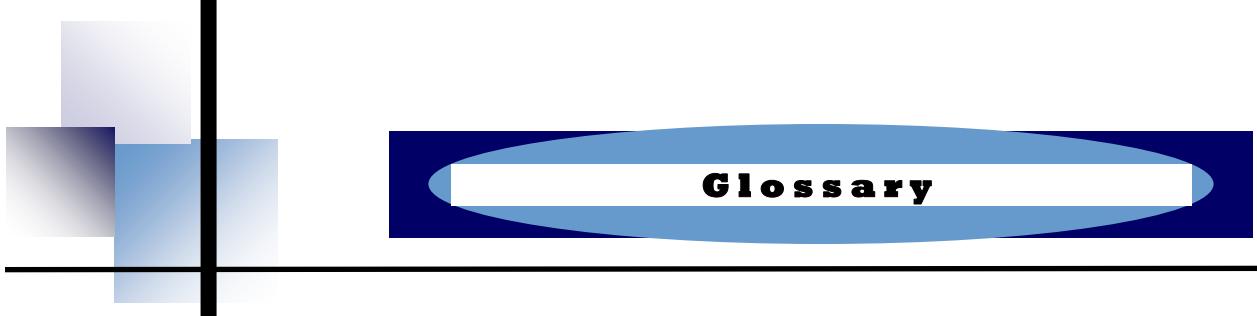
**Budgetary Control** – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**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.



## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**General Sales and Use Taxes** – Taxes imposed upon the sale or consumption of goods and/or services generally with few or limited exemptions.

**Governmental Fund Types**— Those funds in which most governmental functions are financed. The acquisition, use of balances of the County's current financial resources and the related liabilities are accounted for through Governmental Funds.

**Grant** – Contribution by government/other organization to support a particular function.

**Grant & Major Const Dist** – A contra expense account to reclassify the grant and major construction projects from the expense accounts of the funds that capitalize their major purchases of land, buildings, and equipment.

**Gross Receipts & Business Tax** – Taxes levied in proportion to gross receipts on business activities of all or designated types of businesses.

**Infrastructure** – Basic installations and facilities upon which the continuance and growth of a community depend; examples are roads and public utilities.

**Insurance** – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

**Insurance Premium Tax Life** – Tax on the gross direct premiums received during the preceding license year from policies upon the health of lives of persons residing within Georgia.

**Intangibles** – Tax levied on intangible personal property such as securities, mortgages, and cash based on returns filed to the State of Georgia.

**Inter-Governmental Revenue** – Revenues from other government in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

**Interest Income** – Revenue earned for the use/detention of money i.e.: Accounts Receivable for paving assessment, investment in Savings Accounts, Treasury Bills, Repurchase Agreements and Certificates of Deposit.

**Interfund Transfer** – Contributions and operating transfers made between funds.

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

**Investment** – Commitment of funds in order to gain interest or profit. All investments made by the County are secured by the full faith and credit of the United States government.

**Land & Land Improvements** – Capital expenditures for acquisition or development of land or improvements to existing County owned land would be charged to this account.

**Lease Purchase** – Method of acquiring high cost equipment or property and spreading payments over a specified period of time.

**Line-Item Budget** – A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

**Mechanical Permit** – Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

**Millage Rate** – The ad valorem rate expressed in terms of the levy per thousand dollars of taxable assessed value.

**Miscellaneous Income** – All revenue of the General Fund that cannot be classed in one of the other categories.

**Mobile Home Tax** – Taxes levied on an assessed valuation of mobile homes based on a valuation as of January 1 and a millage rate set by the County Commissioners.

**Modified Accrual Basis** — Basis for Governmental Funds. Revenues are recognized when they are susceptible to accrual (i.e., when they are “measurable” and “available”). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred, except for principal and interest on general long-term debt, which is recognized when due.

**Non-Operating Revenues** – Proprietary fund revenues that are incidental to, or by-products of, the fund's primary service activities.

**Occupational Taxes** – Revenues from businesses and occupations within the County, which are taxed, based on gross receipts.

**Operating Budget** – The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.

**Operating Revenue** – Proprietary fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.

**Other Services & Charges** – Includes expenditures/expenses for services that are required by the County for administration of its assigned functions.

**Personal Services** – Includes expenditures for salaries, wages, and related benefits provided for persons employed by Douglas County.

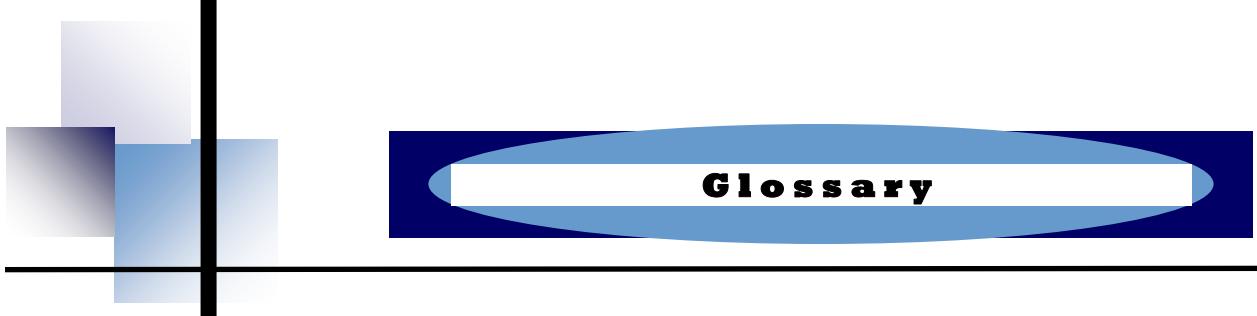
**Plans & Construction** – Revenue from the administrative review of plan and specifications on commercial building.

**Plumbing Permit** – Revenue from businesses and individuals to secure the approval to perform plumbing work.

**Professional Services** – Expenditures incurred by the County to obtain the services of recognized licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc. These accounts are not used for fee payments.

**Property Transfer Tax** – Tax paid on the transfer of real property. The tax is applied to the principal of the new loan plus any cash transferred for the real property.

**Proprietary Fund Types**—Funds that accounted for on a cost of service or “capital maintenance” measurement focus where determination of net income is important. The measurement focus is upon determination of net income, financial position and cash flows.



## Glossary

# APPENDIX

**Public Utilities** – Tax levied on the property of the public utilities based on the values given by the tax assessors' office.

**Public Utility Services** – Cost of electricity, natural gas, water and sewer, and communication services purchased for County buildings and facilities.

**Railroad Equipment Tax** – Tax levied on railroad equipment located within Douglas County.

**Recreation Fee** – Charges for current services by the Recreation Department.

**Rentals and Leases** – Expenditures incurred in the renting or leasing of real estate, etc.

**Reserve** – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Retained Earnings** – A fund equity account which reflects accumulated net earnings (or losses) of a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

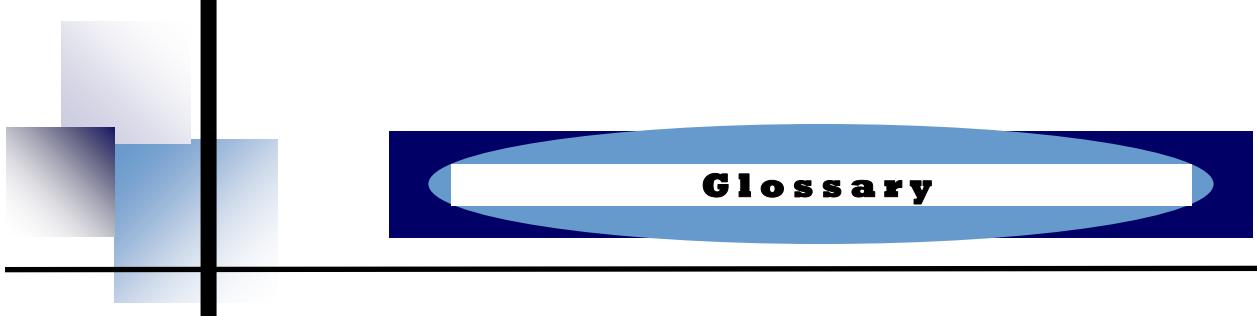
**Revenue** – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

**Sales Taxes** – Local option 1% sales taxes collected in Douglas County and distributed by the State of Georgia to the local governments within Douglas County.

**Selective Sales & Use Taxes** – Taxes imposed upon the sale/use of selected goods or services.

**Special Assessments** – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Purpose Sales Tax** – Special sales and use tax imposed by Douglas County for a specific period of time not to exceed five (5) years. The tax imposed is at a one-percent rate and is subject to referendum approval.



## Glossary

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

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

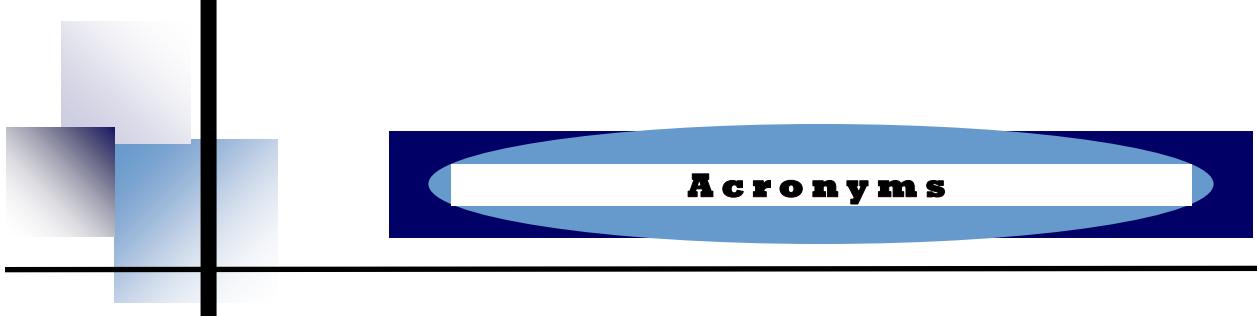
**Tax Cost** – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

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

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

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

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



## Acronyms

# APPENDIX

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

**B.I.R.**—Budget Improvement Request

**B.O.C.**—Board of Commissioners

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

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

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

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

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

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

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

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

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

**L.O.S.T.**—Local Option Sales Tax

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

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

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

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

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

