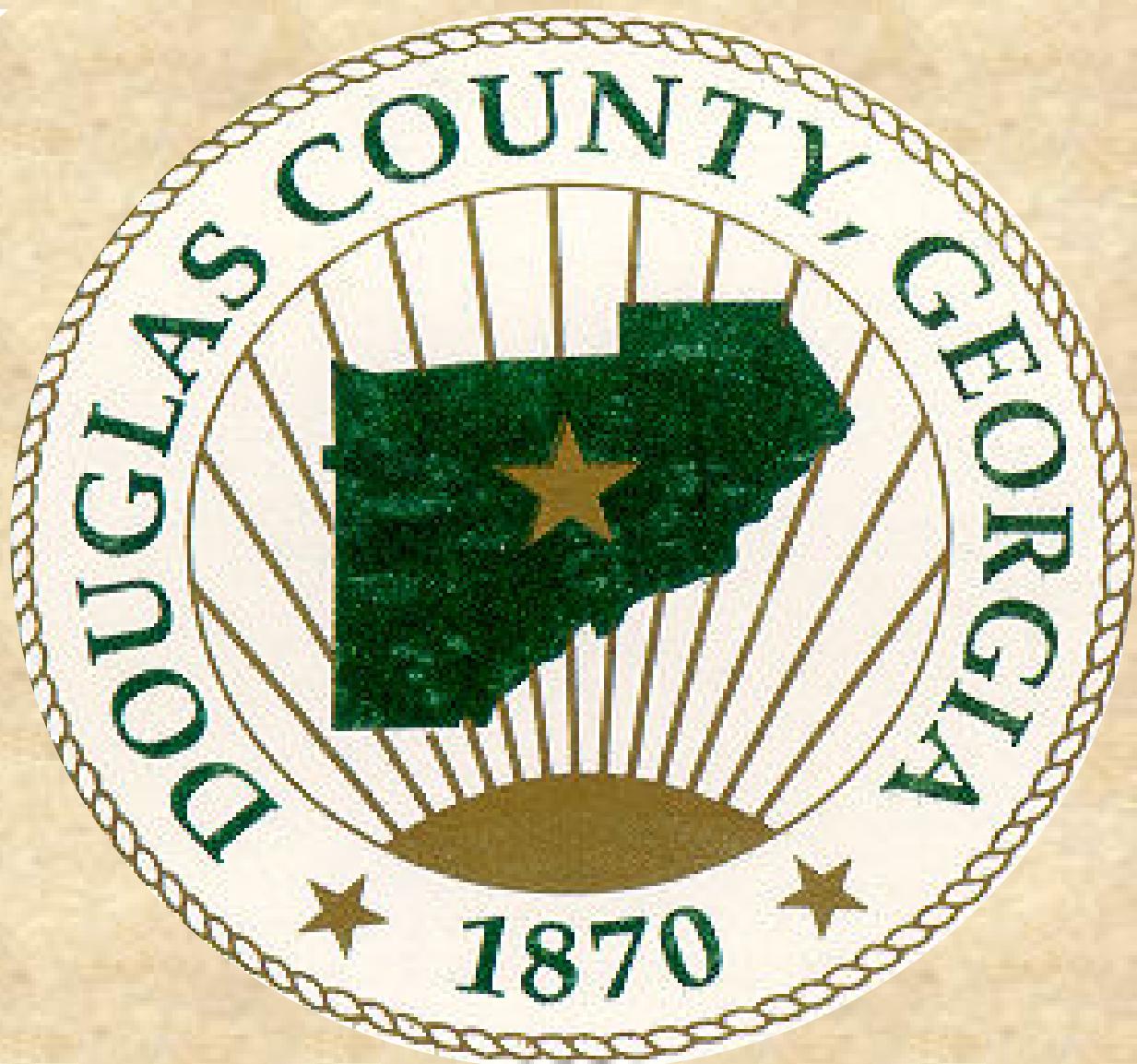


# DOUGLAS COUNTY,



**2017  
OPERATING  
BUDGET**



# DOUGLAS COUNTY BOARD OF COMMISSIONERS & COUNTY ADMINISTRATOR



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**Madam Chair**



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**District #2**



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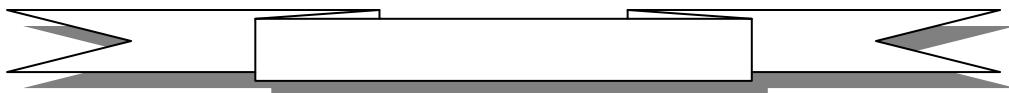


**Mark Teal**  
**County Administrator**

## 2017 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

**DOUGLAS COUNTY  
FINANCE DEPARTMENT**



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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Douglas County Board of Commissioners  
Georgia**

For the Fiscal Year Beginning

**January 1, 2016**

*Jeffrey R. Evans*

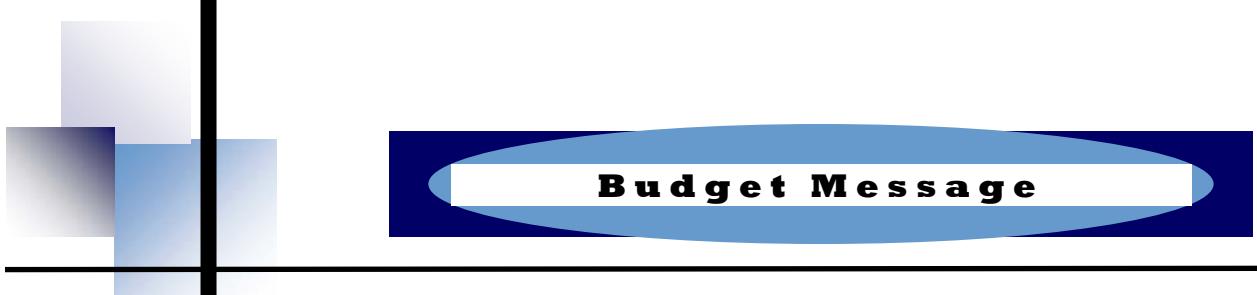
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Douglas County, Georgia for its Annual Budget beginning January 1, 2016.

In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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## Budget Message

### 2017 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2017 annual operating and capital budgets totaling \$134,351,007. 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.

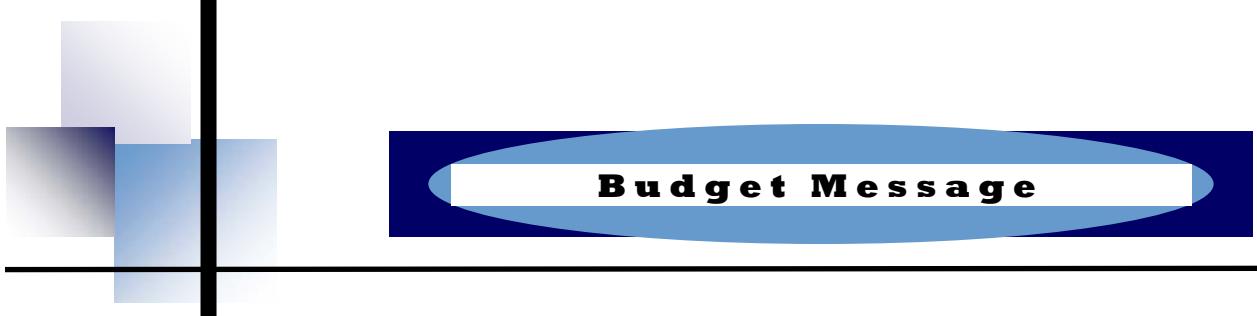
### GENERAL VIEW OF THE 2017 BUDGET

**General Fund** The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning & Community Development Services. The 2017 budget totals \$83,308,617. This is a \$8 million decrease from 2016. The County Courthouse serves not only judicial departments and courts, but is the facility that houses administrative departments, appraisal departments, tax commissioner, development services, etc. Judicial departments have outgrown the space allotted to them. In 2015 the County purchased a building to address this. The 2016 budget included a total of \$4.6 million to both renovate, and provide security for this building to house three non-judicial functions. The cost to renovate the courthouse, to relocate judicial departments, and provide additional security is included in these dollars. The 2017 budget does not include such expenditures. The remaining \$3.3 million decrease from 2016 to 2017 can be attributed to one time revenues received that funded in 2016 improvements that included a 2% Cost of Living Adjustment and a 2.5% Merit increase for employees, minor equipment, and capital items. Decreases in revenues for 2017 are adding to the overall decrease. One such example is anticipated federal grant dollars expected to be received at \$935,432 less than the prior year. In conjunction with this the related expenditures for grants will be less.

In addition to these budget improvements the General Fund includes \$5 million for infrastructure improvements, vehicles, machinery and equipment, consulting services, additional personnel, etc. to be paid for from the 2016 fund balance. The 2016 budget year saw slight improvements in the local economy and the 2017 budget is reflective of the Board's outlook for even better days ahead for Douglas County.

**Capital** 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. The term of the SPLOST is to be six years with an estimated \$160 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. The efforts of a Citizen Project Selection Committee recommended the County's portion of the SPLOST proceeds to be allocated as follows: Transportation 51%; Fire and EMS (to include a Public Radio System) 32%; Parks and Recreation 17%.

The 2017 budget year will be slightly constrained. The SPLOST will allow projects to be undertaken that would otherwise have to be deferred. Even with economic constraints, the General Fund will address a number of capital needs in fiscal year 2017. In the coming year the County will leverage Federal and State funds for \$1 million in Rideshare projects that include the design, construction, and the equipping of a maintenance facility, and replacement of ten vans. A county-wide resurfacing program in the amount of \$1.2 million will be done with the County's contribution being \$519,118. In addition to this, contributions of \$500,000 will be made to the Capital Transportation Fund for discretionary projects. A non-capital item to help with our infrastructure is the inclusion of \$400,000 for right-of-way mowing. The County still has some unpaved roads. To help with this, there is \$82,000 included in the budget for calcium chloride treatments of these roads.



## Budget Message

A commitment to public safety is shown in the 2017 budget with \$400,000 allocated to replace Sheriff Department vehicles, and \$35,025 to replace 15 year old lasers. Upgrades to the E-911 facility and equipment are planned at a total cost of \$63,000. An Animal Control truck will be purchased in 2017 and equipped to transport animals for \$45,000.

Improvements to the current County facilities include building improvements as well as items to enhance operations such as \$155,000 to replace the security video system in the Courthouse, and \$52,000 to retrofit parking lot lights with LED lighting. A nominal \$20,000 is earmarked to upgrade the video screen in Citizen's Hall.

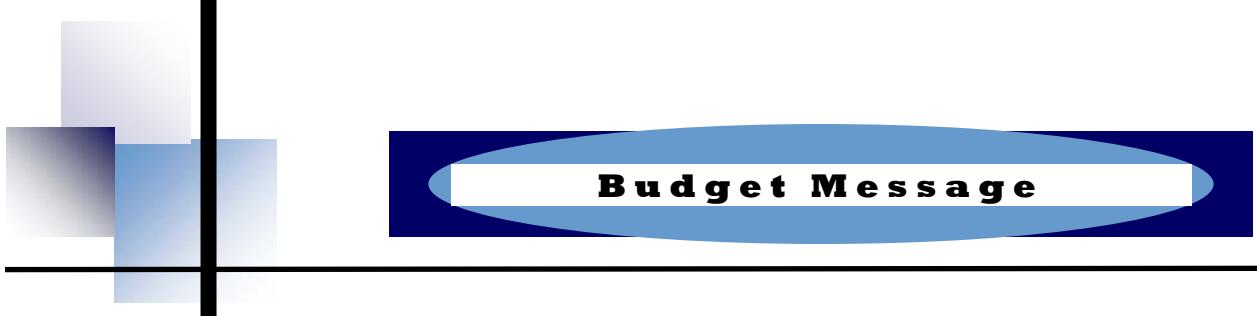
Technology improvements in the areas of both hardware and software are planned throughout the County. The Clerk of Superior Court will replace their network server and upgrade software for \$39,355. Replacement computers for E-911 are planned at a cost of \$34,500. Information Services will add new software and licenses for \$29,349. For a cost of \$27,142 the Occupational Tax Department will add eLicense module for the online business license renewal system. The Tax Commissioner has had great success with a tag renewal kiosk in a local grocery store. In 2017, for a cost of \$16,000, two more kiosks will be placed in similar locations around the County.

Included in the General Fund is \$14,320 for a fixed handicap lift system for the aquatic center. Other County Parks, Recreation and Culture program needs can be addressed with the upcoming SPLOST.

**Salaries, Benefits, and Related Operational** The Board's commitment to attracting and retaining quality personnel is shown in the 2017 budget. In addition to a 1.0% Cost of Living Adjustment, a county-wide compensation and classification study will be done with funds approved in the 2016 budget that will assess all positions and offer guidance on a plan to ensure that our staff are competitively compensated and that the job classifications are accurate. This budget includes fifteen new positions for a cost of \$761,116.

Departments such as the Sheriff's Department, the Judicial departments, and Fleet Management have experienced an increased demand for their services in recent years. The Sheriff's Department will add four new positions for \$207,107. These positions will primarily add increased coverage to a designated area in the eastern part of the County. To address the needs for additional staff due to increased work load in Judicial departments three departments have an additional legal staff assistant funded in 2017. The Solicitor's Office, the Public Defender, and the District Attorney will benefit from these positions. The Solicitor's Office also has an added domestic violence investigator in to 2017's budget. The Public Defender and District Attorney's additional positions are funded for the entire year, while the Solicitor's two positions are funded for one half the year. The total cost of added judicial positions will be \$173,235. To be more cost effective a mechanic position will be added to the County's staff to reduce and in some cases eliminate the cost of outsourcing fleet repairs on the County's larger vehicles, such as ambulances and fire trucks. The total cost of this position will be \$76,678. To meet the requirements of the Atlanta Regional Commission, the County's Senior Services will have additional staff in 2017. The addition of a case manager will be at a total cost of \$54,633. Other areas of public safety are addressed within Fire and EMS, E-911, and Animal Control with a fire safety inspector/educator at \$68,042, an E-911 records administrator at \$64,620, and an animal control officer at \$52,386.

A constrained budget has many departments operating in 2017 with less funds than allocated for 2016. Regardless of the economy judicial and public safety departments continued to experience growth in the demand for their services. For these reasons these departmental operating budgets have been funded with an increase over 2016.



## Budget Message

**Animal Control Services Fund** This fund was established in 2014 with the first budget year being 2015. Funding in 2017 for this fund comes from a number of sources. Animal Control Fees of \$45,000 are the smallest revenue source. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$307,102. And the Unincorporated Area's portion is \$1 million. A balanced budget was adopted with expenditures of \$1.4 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 \$237,463 each. Projected ending fund balance is approximately \$350,000.

**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 \$138,661 each. Projected ending fund balance is approximately \$705,000.

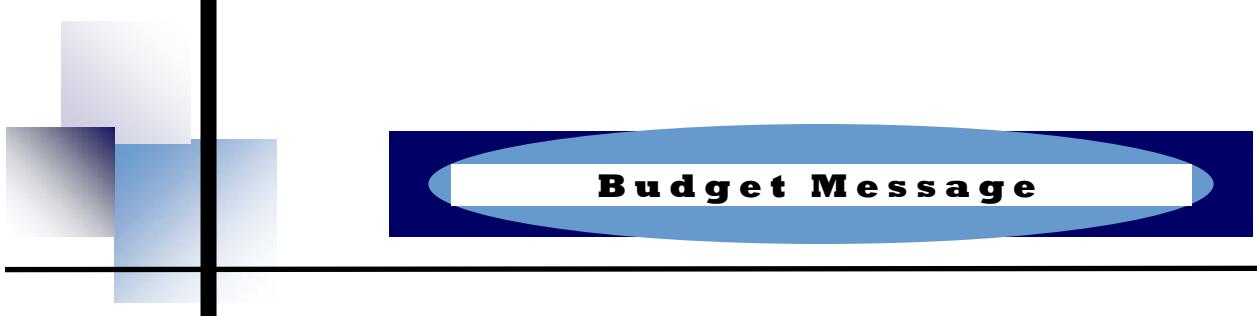
**E-911 Dispatch Fund** This fund provides emergency dispatch services to the Douglas County Fire & Emergency Medical Department, the Douglas County Sheriff's Department, the City of Douglasville Police Department and the Georgia State Patrol. The budget is projected to be balanced with revenues equaling expenditures that include salary and benefits for 29 employees totaling \$2,636.643. Projected ending fund balance is approximately \$2.7 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 of \$2.6 million. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$1.9 million. The Unincorporated Area and General Fund are paying \$5.8 and \$4.2 million respectively. A balanced budget was adopted with expenditures of \$15 million.

**Hotel-Motel Tax Fund** The \$516,000 income generated in this fund is utilized to fund tourism through the Chamber of Commerce and Tourism and History Commission. Tourism is also promoted from within the County operations. The 2017 budget includes plans for the Tourism Director to begin to operate in conjunction with the Development Authority. The 2017 ending Fund Balance is projected to be approximately \$113,000.

**Law Library Fund** This fund is controlled by the Superior Court Judges and is utilized to keep the Douglas County Law Library updated. Revenues are received from Superior Court, Magistrate Court and Probate Court. Estimated revenues from fines and earnings amount to \$100,000. Expenditures for operating expenses are budgeted at \$100,000. Ending fund balance is projected to be approximately \$598,000.

**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 \$250,000 equaling expenditures.



## Budget Message

**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 \$80,000. The budget is projected to be balanced with revenues equaling expenditures. Projected ending fund balance is approximately \$124,000.

**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 \$60,000, with a projected ending fund balance of approximately \$49,000.

**Unincorporated Special Services District Fund** This fund is for revenues and expenditures that solely for the unincorporated area of the County. Of the \$11.3 million 2017 budget, a total of \$6.8 million will be transferred to the Animal Control Fund and the Fire Services & EMS Fund. And \$3 million to the General Fund, as reimbursement of the fund's contribution to the construction of the animal shelter.

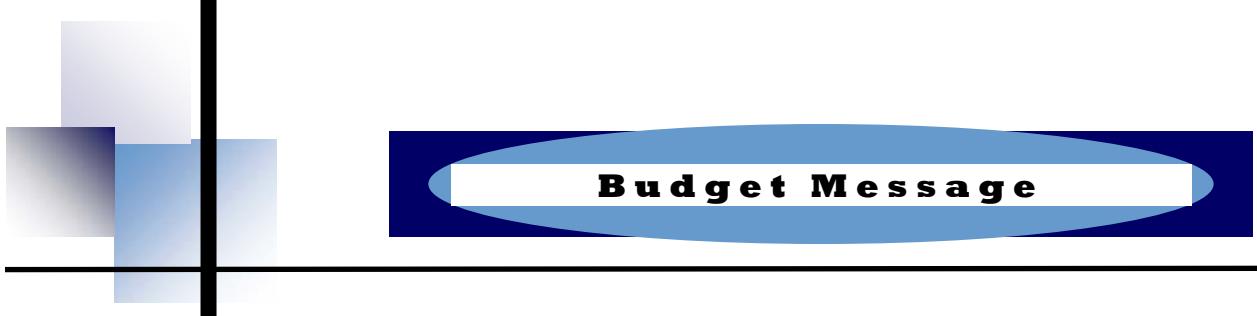
**Victim Assistance Fund** This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$222,926. Revenues are projected at \$175,000 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$24,918. The projected ending fund balance is projected to be \$337,564.

**SPLOST and GRTA (Georgia Regional Transportation Authority) Capital Project Funds.** These budgets were adopted in 2002. They are continuing to assist in the construction of and improvement to various County infrastructures. The SPLOST Capital Project Fund is for construction/improvements and/or equipment for various projects in the Department of Transportation, Parks & Recreation Department and Fire & EMS Department. The GRTA Capital Project Fund is for improvements to Lee Road and Dura Lee Lane extension.

**NSP** The County is now in the 3<sup>rd</sup> phase of the Neighborhood Stabilization Program 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 \$200,001, and the projected ending fund balance is \$38,847.

**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 2017 beginning retained earnings is \$473,431. Projected revenues and expenditures are estimated at \$2,269,336. The ending retained earnings are projected to remain constant.

**Health and Employee Benefits Fund.** This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds, employees and retirees. Total expenditures for 2017 are anticipated to be \$13,588,989 as compared to \$12,389,799 for the year 2016. The beginning fund balance is a negative \$3.8 million. The employees contribute based on a tier structure of coverage which equals approximately \$2,608,394. Also, retirees, depending on their retirement plan, pay part of the premium. In 2016 prior to open enrollment for 2016, a benefit 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. 2017 begins with a \$865,559 fund balance. Total expenditures for 2017 are budgeted at \$799,273 with revenues to be the same. This leaves the projected 2017 ending net assets for this fund at approximately \$865,000.

### ACCOMPLISHMENTS FOR 2016

The focus for 2016 The Unincorporated Area Special Services District reflects best the improving economy, with occupational licenses exceeding 2015 by \$355,726 and insurance premium taxes up \$322,651 over the prior year.

Changes implemented in 2015 continue to ensure positive collections rates for our EMS. Timely collections serve as an indicator that the economy is improving. This fund will end the year with a fund balance around \$1.5 million. Animal Control services will also end the year with a positive fund balance that positions the County to begin operations in a new shelter in early 2017.

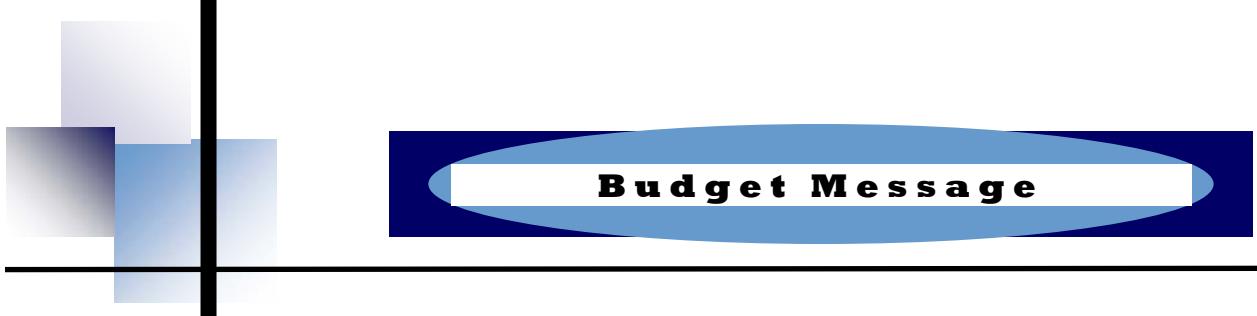
In the early stages of recovering from the recession we saw slight improvements where revenues in many areas began to experience an increase. In 2015 there were several areas of significant improvements. The continued increases in revenues in 2016 gave a glimmer of hope that the recession would soon be over. With still a long way to go to full financial recovery 2016 preliminary estimated revenues are predicted to be right at budget. Property tax collections for this year came in slightly more than estimated. These numbers, though nominal, do show encouraging signs of improvements. Demand for general government services, court services, law enforcement and other government services continued to steadily increase at a pace much faster than these revenue increases though. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. Even with factors beyond anyone's control such as the cost of fuel, homes values, etc. the 2016 expenditures will be approximately two percent under budget. Douglas County continued in 2016 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. In 2015 the Rideshare department completed a comprehensive transportation study that looked at transportation needs countywide across all demographics and locations. The study results were presented to the Board of Commissioners in 2016. The study results will serve as the blueprint for expanded and new services and programs designed to improve the mobility of all Douglas County citizens. The funds to begin to implement these plans were secured in the 2016 year. Leveraging federal and state dollars, these plans with a total cost of \$1.7 million, will only cost the County \$346,537. Potential new services recommended in the study include flex zone bus service and demand response service. The Rideshare department began the process of identifying which of the eighteen recommendations can be implemented on short-term, medium, and long range schedules.

The Voucher program that assists senior adults and disabled individuals with purchasing and arranging transportation was expanded. At the beginning of 2016 there were 45 clients in the program. The year ended with 80 seniors and disabled being served.

Upgrades and resurfacing were done at two park and ride lots that serve 125 commuters on a daily basis.



## Budget Message

### **Improved General Government Operations:**

In order to continue to provide quality services to our citizens it is necessary for employees to have the tools they need to do their jobs efficiently and effectively. Outdated equipment in need of constant repairs only serves to hinder this process. Information Services monitors all computer and network equipment and also recommends repairs and replacements as necessary. In 2015 this department continued a multiyear project to replace all older computers. To date those purchased in 2008 thru 2011 were replaced. Funds for this project were limited so every effort was made to keep cost to a minimum.

Major improvements were made to the County's courthouse that included significant improvements to the parking lot, building exterior, interior carpet replacement, security system upgrades, etc. This facility is aging, but efforts to keep it properly maintained and serviceable to the citizens remain a priority. This was handled by our facilities management team.

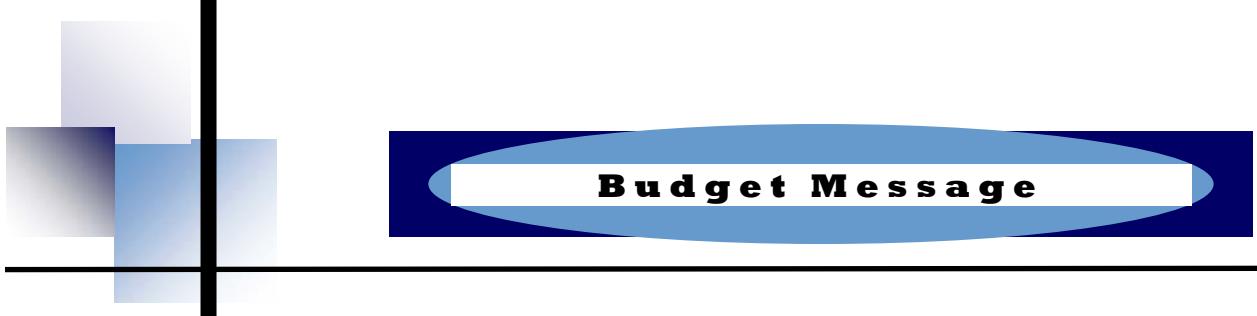
### **Improved Judicial Services:**

The Magistrate Court gained new efficiencies and expedited the judicial process with the implementation of new court software, utilizing the Sheriff's Office new database management system to share data, and began the process of using ez-warrants, which will allow judges to electronically sign an arrest warrant.

In years past improvements have primarily been in the way of actual budgeted expenditures for equipment and capital items. This is changing with the implementation of new services and programs that continue to be added to improve the quality of life and to help restore families and individuals. To enhance public safety and to help repeat offenders charged with driving under the influence (DUI) obtain sobriety, the County began a DUI Court in April of 2013. With 2014 showing success in this program, a Misdemeanor Drug Court and Felony Drug Court were added in this year. In 2015 participants grew in numbers and continued to receive extensive counseling and strict governance by the courts. These programs are operate with grant funding and participant fees, coupled with County dollars. This reduces the cost of jail time and court cost related to repeat offenders. Added in 2016 was funding to handle some probation functions in house. Funds were allocated for a consultant to begin a mental health initiative. The focus will be to address the area where individuals are sent to jail when a better long range option would be to address their mental health issues. The success rate of these programs will be better measured after several years of data can be collected, but at present, the participants being able to work while in the program, takes the burden off the sheriff's department, and agencies outside our government who would have to supplement these families in various ways.

The Juvenile Programs Administration partners their County budget with funding from the Criminal Justice Coordinating Council (CJCC) to offer a number of their programs. The quality programs offered to the County's youth was recognized in 2016 with the receipt of two awards. The National Association of Counties awarded Douglas County for the evening reporting center and the family treatment court program. The evening reporting center provides transportation to the center where the participants are trained in skill development. The family treatment court is an 18 month program that includes therapy, drug screens, skill training, shelters, etc. Other programs operated were designed to improve social competencies, strengthen the bond between parent and child, emotion skill enhancements, treatment for youth who have substance abuse problems, and truancy services, just to name a few.

Greater efficiencies were gained with additional staff. The District Attorney and Solicitor each received grant funding that brought on board two victim advocate positions. An additional Public Defender, a clerk for Probate Court, and a Zero to Three & Child Court Coordinator for Juvenile Court.



## Budget Message

### Improved Public Safety:

Safety of our citizens remained a priority in 2016. As a county grows, so does the need for safety, and in response to all the needs, Douglas County emergency personnel stepped forward with improvements. Additional sheriff deputies, new audio/video camera systems for Sheriff vehicles, emergency medical dispatch upgrades at E-911, established a new ambulance crew for Fire & EMS, and ambulances and Sheriff vehicles were all purchased.

The Douglas County Fire Services and EMS established its 7<sup>th</sup> ambulance crew. In addition to the added staff, vehicles and equipment were upgraded throughout the year. To better serve the County, a pumper truck, two ambulances, all self-contained breathing apparatuses, thermal imaging cameras, and station furniture were among the assets replaced. This department completed a three year project to replace all of the protective fire turnout gear. Purchases for use by the Fleet Management department such as a heavy duty truck lift and specialized tools coupled with additional training for staff have helped to minimize operational down time of the Fire and EMS vehicles and generated a cost savings over the expense of outsourcing repairs to these large vehicles. Providing the departments with vehicles and equipment needed are among many efforts by the County to continue to keep Douglas County one of the safest places to live in the Metro Atlanta Area.

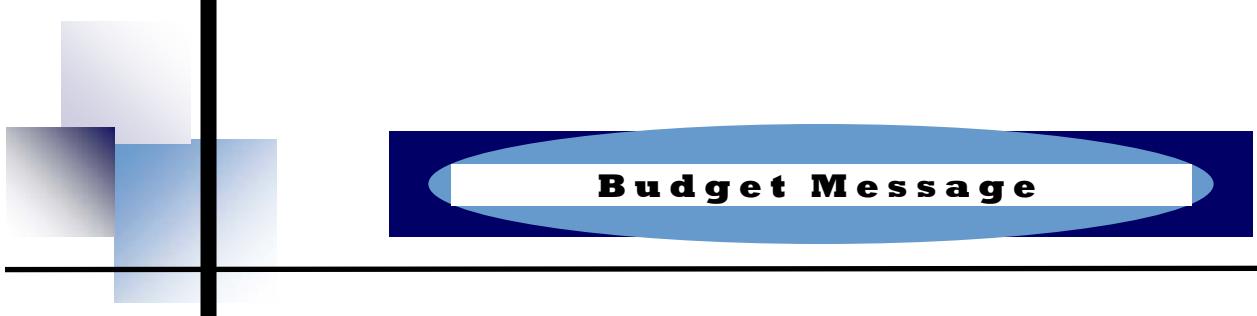
The Emergency Operations Center houses County staff who show their commitment to public safety, by remaining on duty for 24 hour periods and working tirelessly in the event of an emergency. During these times representatives from the following emergency support functions (when deemed necessary) are staffed at the emergency operations center: Transportation; Communications; Public Works and Engineering; Firefighting; Mass Care; Housing and Human Services; Resources Support (Finance and Purchasing while not in the EOC were participating by phone and email); Public Health and Medical Services; Energy (Participated in operations by phone and periodic visits to EOC); Public Safety and Security; External Affairs. Public safety measures are not always reactionary. The County's thirty-six weather alert sirens are now automatically activated by the National Weather Service. This is the result of the proactive updates being made to our weather warning software. In an emergency situation every second counts.

### Improved Public Works:

The 2016 LMIG dollars continued to be put to work, and work continued on \$4.7 million in projects where funds from the Atlanta Regional Commission are being leveraged with County dollars. Dollars for resurfacing and off system safety improvements was also leveraged with the Georgia Department of Transportation funds for \$4.6 million in projects. Our commitment to provide transportation alternatives is displayed with the completion of a comprehensive transportation study.

### Improved Health and Welfare:

The completion of a comprehensive transportation study is being reviewed. It is to be used as a guideline to put federal dollars to work in the best way to meet the mobility needs of the County. Repairs and upgrades to security systems a two park and ride lots included the installation of emergency call boxes, new passenger shelters and new signage. The transportation voucher program for senior adults and disabled individuals was expanded to serve 75 clients.



## Budget Message

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

Partnering with outside professionals, the West Georgia Regional Library System and the Douglas County School System to expand the quality, quantity, and subject matter of our recreation programs resulted in County Parks and Recreation programs adding and expanding services for youth and adults in the area of athletics, therapeutic recreation, community programs, leisure programs, etc. in 2016. Youth teams advancing to and placing in state tournaments, engaging children in our community's group homes, and introducing animal therapy to our special needs population, are among the many highlights of the past year. Families in our community continue to look for activities that are affordable. Our County's eleven parks offered this in 2016 with everything from organized baseball, softball, soccer, swimming competitions, picnic areas, a dog park, walking tracks, recreational swimming and open spaces for family entertainment. Each High School in the County now has a swim team that trains in our Aquatic Center.

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

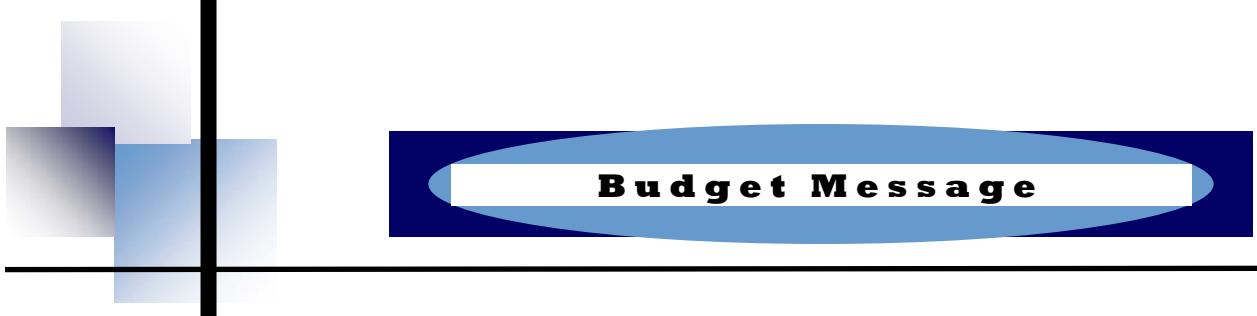
Even in difficult financial times the County still maintained a bond rating of AA/Stable, provided the employees with a strongly funded pension plan and continued to offer citizens the same level of service with no park or library closings and no decrease in public safety services provided.

### **PRIORITIES FOR 2017**

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 Keurig Green Mountain, ResMed, Coloplast, and most recently Google. Business like these help attract other businesses. These companies also attract persons wanting to relocate to our community which strengthens our housing market. An additional \$100,000 was appropriated in the 2017 budget for the Development Authority and County staff allocated to work closely with the Authority in the area of tourism.

The 2017 budget shows a strong commitment to our infrastructure and alternative transportation. This focus on transportation will continue to be of major concern for a long time to come. We not only will be looking at road and bridge infrastructure, but also at better ways to get the citizens where they need to go. In 2016, we received results from a Transportation Services Study that is to become our blueprint for the types of public transportation services we will need to move forward with. In 2017 we will begin to put these services into place to serve our citizen needs.

While ensuring that we are fiscally responsible with tax dollars is paramount, we cannot continue to absorb budget cuts to an already restrictive budget without detrimental effects to programs and services. The County's tax digest and property tax revenues have significantly declined since 2008. A slight increase to the 2013 millage rate showed the Board's commitment to infrastructure improvements necessary to the sustainability of this community. This increase was necessary to meet the continued increased demands for services. There have been no increases since that time and the 2017 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, all without a tax increase.



## Budget Message

The County's 2017 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 2017 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:**

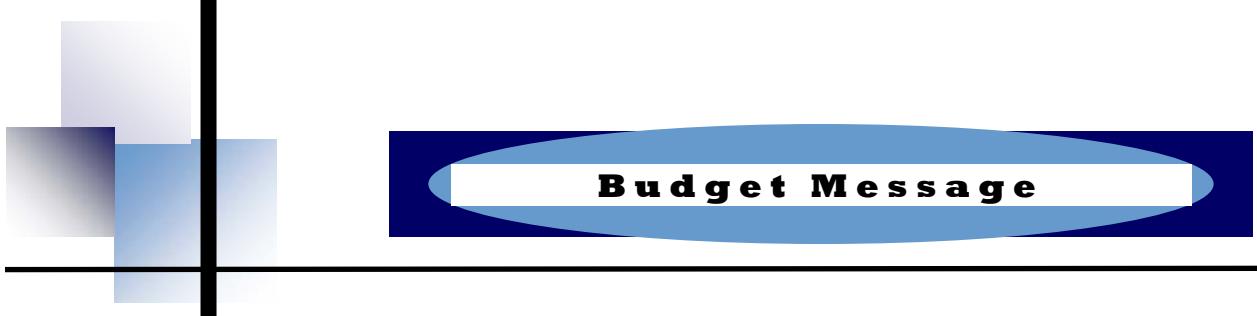
Economic development continues to be a top priority for 2017. Funding for the Development Authority, infrastructure, transportation alternatives and public safety will help promote Douglas County to businesses and industries looking for a great place to locate.

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

The County will operate within the 2017 budget with no planned increase in taxes, and a steadfast assurance to continue to offer quality services to our citizens and to continue address issues that had been deferred due to the decline in the economy. The 2017 General Fund budget shows an \$8 million decrease over the prior year. The 2016 budget included the one-time revenue sources and related expenditures mentioned above in the total amount of \$7.9 million. Removing this from the calculation, the 2017 budget is only \$86,683 less than 2016. The operating budget for this fund is a slight \$77,887 more than for the prior year. While operations will remain the relatively the same, the 2017 budget includes \$75,000 to update the County's Comprehensive Plan that serves as our guideline for living, growing, and prospering as a community. The creation of the Fire Services and EMS Fund and the Animal Control Services Fund has allowed these services to be provided at an equitable cost to all citizens. The 2017 budgets for these funds decrease 6.25% and 4.64% respectively, with capital improvements included in 2016 but not 2017 being the driving factor in these nominal decreases.

### **Improved Public Safety:**

Public Safety is our highest priority and receives 39.67% (an increase of 4.51%) of the General Fund's operating budget, with a total of \$52 million across funds being planned for areas of public safety. Funding for additional staff (deputies, an animal control officer, a fire safety inspector/educator, and an E-911 employee), vehicles (an animal control truck with transport and 16 new Sheriff vehicles), and equipment (an upgrade to the Courthouse security video system) are included in the 2017 budget. SPLOST proceeds are planned for use in many needed areas of Fire Services and EMS, with the County's portion projected to be just over \$115 million. Above this, the municipalities will be contributing a portion of their SPLOST proceeds for Fire Services projects.



## Budget Message

### Improved Judicial Process:

Staffing needs for the Public Defender, the Solicitor, and the District Attorney, judicial departments are addressed in the 2017 budget. Three departments will add legal staff assistants to help with the ever increasing workloads. The Solicitor General will also have a new domestic violence investigator added to their staff. Adequate staffing ensures citizens are properly served and the judicial process is not hindered by lack of resources. 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 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. As these funds diminish, participant fees, and County funds are covering the cost of operations. Savings in sheriff enforcement, court costs, inmate housing, etc. are used in other areas of service to the community. The 2017 budget added funding in the amount of \$250,000 for addressing those with mental illnesses, with the goal to help the individuals get the help they need rather than incarceration. The 2017 year show a greater commitment to these accountability courts as fewer grant dollars are being received and the County's budget absorbs more of the cost.

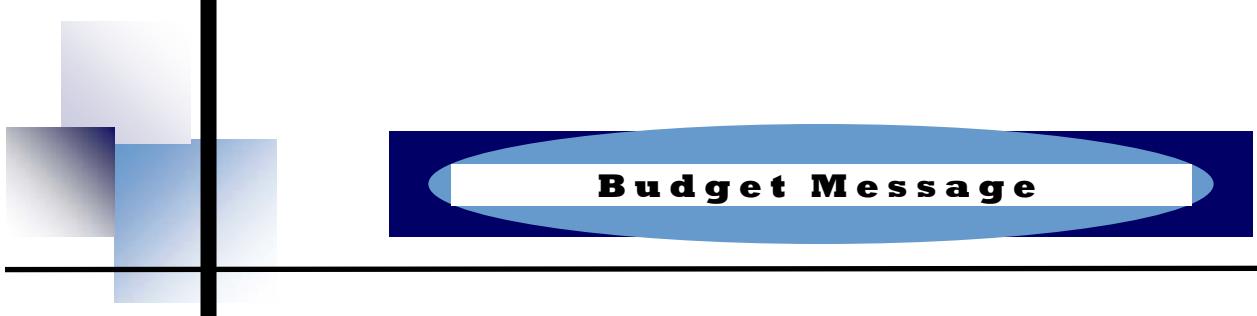
### Improved Facilities:

The 2017 focus will be to continue working towards the planned renovations funded from funds rolled over from 2016. In 2015 the County purchased a building in close proximity to the Courthouse for \$1.5 million. The 2016 budget includes a total of \$4.6 million to both, renovate, and provide security for this building to house three non-judicial functions, and to renovate the courthouse to relocate judicial departments and provide additional security required. Fleet is one of the oldest County buildings and is in a location that is inconvenient to most other County operations. These operations will be moved to this new building, providing a greater accessibility and more cost effective operations. Work on this area of the new building and the purchase of some new equipment began in 2016 and will continue in the 2017 year. In conjunction with the renovations at the courthouse, the relocation of judicial departments presently scattered throughout the courthouse will result in gained efficiencies that will better serve the departments as well as citizens. The relocation of the Tax Commissioner's office to the new facility will better serve the public with adequate parking and reduced time required to conduct business with the tax or tag offices. The County will open the new Animal Shelter early in the 2017 year. With this major project still underway, there are no other new and significant improvement dollars included in the 2017 budget, with the exception of \$25,000 planned for painting the E-911 building.

All these repairs and upgrades will serve the growing population that utilizes our facilities and our employees who need a safe and pleasant work environment.

### Improved Transportation:

SPLOST proceeds are planned for use in many needed areas of transportation, with the County's portion projected to be just over \$63 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 2017 the funding over and above the SPLOST dollars allows for projects across the County that total 30.335 miles.



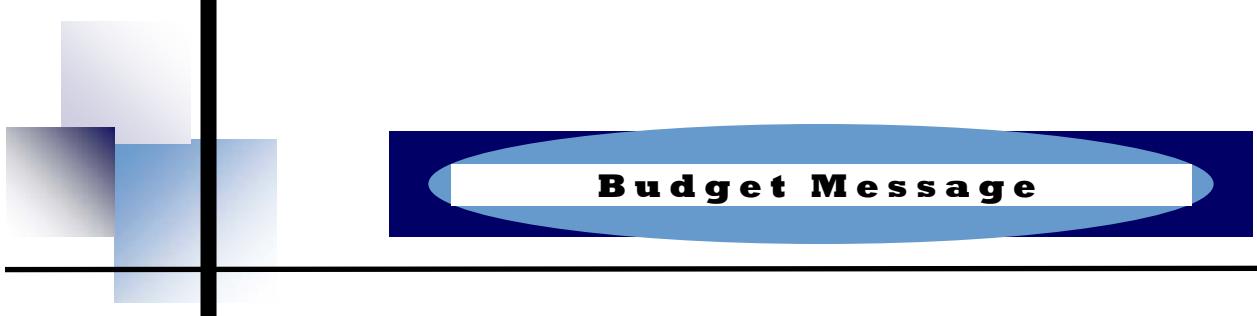
## Budget Message

### Improved Responsibility

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

Healthcare costs have continued to rise during the recession of recent years. The County has not been immune to these increases. Our Healthcare and Workers Comp Funds are self-insured and while claims have been paid timely, the funding of 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 that increased in 2015, and again in 2016. This fund balance will continue to remain positive in 2017. The result of a benefits study in 2015 was implemented in 2016. Cost reduction efforts continue to be made to reduced 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.

The County begins 2017 with no long-term debt. Early in the year, plans will be made to determine the most fiscally responsible way to handle the projects to be funded by the new Special Purpose Local Option Sales Tax. Should the issuance of bonds for some or all the projects prove to be the best option, the County will still be 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 2017, with planned reserves of approximately 13 to 14%.



## Budget Message

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

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

#### **Community Vision**

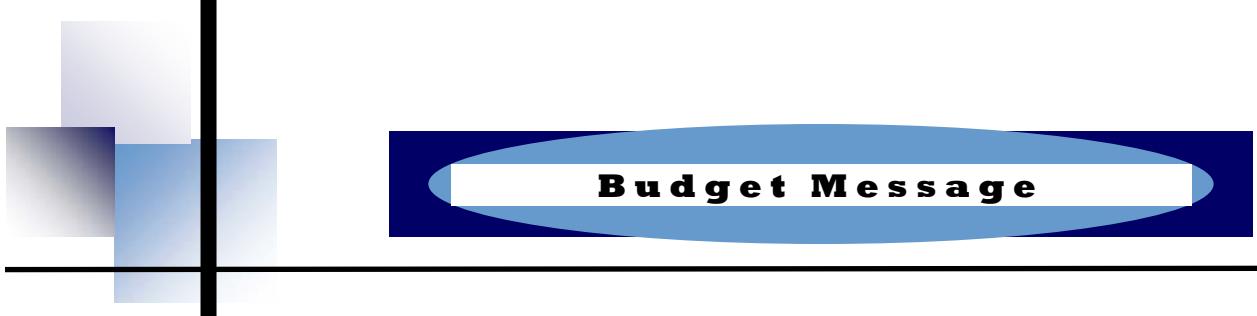
Douglas County shall continue to embrace its rural heritage, historical significance, ethnic diversity and small town feel while creating a sense of place that nurtures family, cultural values and educational opportunities. Responsible stewardship of human, fiscal, natural and historic resources together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

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

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

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

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



## Budget Message

Preservation of rural areas while allowing for growth will prove to be a more difficult challenge given the tremendous increase in population projected. Guiding the growth to attract a population that will appreciate and help preserve our community can be done in a number of ways. The look of Douglas County is critical to maintaining that small town feeling. Careful planning of our urban design can achieve this goal. Urban design refers to the dynamic relationship of land uses and how they are connected within the built environment. Design strategies with the appearance of our buildings, open spaces, parks and plazas, transportation networks (pedestrian and automotive), can create a sense of place that achieves the community's desired vision. Everything from lighting to landscaping can be organized in such a way as to transform intersections into walkable districts, and subdivisions into neighborhoods.

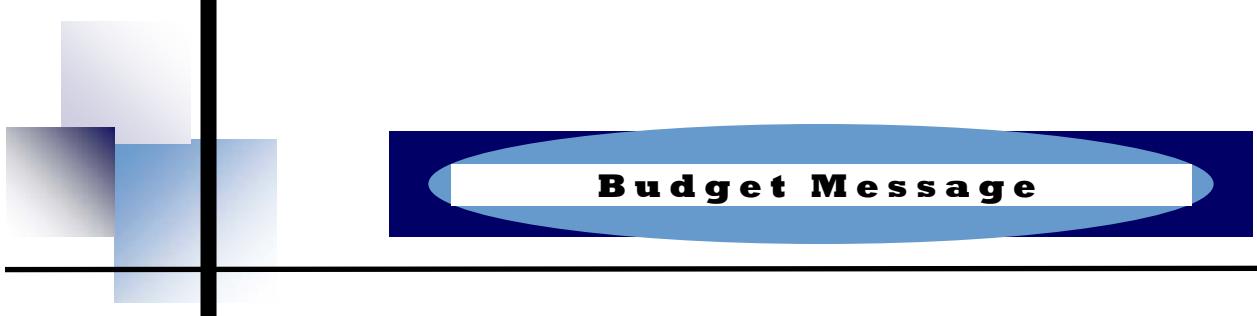
Douglas County is typical of communities that possess a diminished stock of historic structures, but have expressed a desire to project an image that respects the community's overall desire to preserve its small town feel. Situations vary, but a common approach is to research, identify, and restore the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

There are a variety of ways to achieve the County's vision for the future. From an urban design standpoint, the key is to avoid dispersed development projects that are unrelated to one another and exist in isolation at random locations. Instead, by focusing appropriate development within distinct character areas, corridors and centers and arranging these areas within a comprehensive circulation system that incorporates multiple modes of transportation, the County will achieve a sustainable development pattern that will carry them through to the year 2020.

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

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

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



## Budget Message

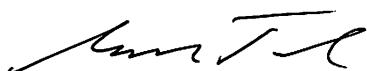
### **Community Work Program**

The Community Work Program details specific projects and programs that Douglas County will undertake over the next five years to implement the vision and to help overcome some of the challenges facing Douglas County. Attracting high-wage industries is dependent on having an educated workforce capable of providing the knowledge and experience needed. Douglas County's workforce is less educated than the Atlanta region. Retail trade is the largest employment sector within the county, but Health Care and Social Assistance is the fastest growing business sector. These types of jobs require advanced skills training and education. Douglas County is home to a Workforce Training Center on Club Drive that assists displaced workers in acquiring new skills. Within the City of Douglasville are several colleges and universities which including Georgia Highlands College, Mercer University and Strayer University. Georgia Highlands College which opened in 2010 provides over 30,000 sq. ft. of instructional space that provides the residents of Douglas County the opportunity to attend an institution that is a part of the University System of Georgia. The City of Douglasville contains a campus of West Georgia Technical College. Located on Timber Ridge Drive, West Georgia Technical College has over 130 certificate, diploma and associate degree programs in business, health care, technical, skilled trades, and personal care fields. These programs provide Douglas County a skilled workforce for new and existing employees.

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

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

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



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

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## General Information

# DESCRIPTION

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

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

### LOCATION

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

### LAND AREA

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

### DOUGLAS COUNTY MUNICIPALITIES

*The largest City and County Seat is Douglasville—Population 31,890*

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 31,890 residents. The cities of Villa Rica and Austell are mainly located in other counties—Carroll and Cobb counties respectively. Both cities have a minute share of the population in Douglas County.



## General Information

### TRANSPORTATION

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

### ECONOMY

According to the latest information available, the total number of employees located in Douglas County was 64,050 Douglas County's unemployment rate of 6.2% is slightly lower than the State's rate of 6.3%. Median household income of Douglas County residents is estimated at \$59,329 which is higher than the average for the State's 159 counties of \$51,244.

*Douglas County's unemployment rate of 6.2% is slightly lower than the State's rate of 6.3%.*

### POPULATION

According to the latest information available from the U.S. Census, Douglas County's estimated population is 140,733 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 14.5% since 2006. The average household size is 2.87 with a median value of owner-occupied housing of \$121,300.



## General Information

Total Population: Douglas County	U. S. Census 2013 Estimates		U. S. Census 2014 Estimates		State of Georgia 2014 Estimates
<b>By Gender</b>	<b>136,379</b>		<b>138,776</b>	<b>+4.9%</b>	<b>+4.2%</b>
Male	<b>65,598</b>	<b>48.1%</b>	<b>66,474</b>	<b>47.9%</b>	<b>48.8%</b>
Female	<b>70,781</b>	<b>51.9%</b>	<b>72,302</b>	<b>52.1%</b>	<b>51.2%</b>
<b>By Age</b>					
Under 19	<b>41,901</b>	<b>30.7%</b>		<b>26.9%</b>	<b>24.7%</b>
20 - 24	<b>8,076</b>	<b>5.9%</b>			
25 - 34	<b>17,457</b>	<b>12.8%</b>			
35 - 44	<b>21,983</b>	<b>16.1%</b>			
45 - 54	<b>20,341</b>	<b>14.9%</b>			
55 - 64	<b>14,347</b>	<b>10.5%</b>			
65 and Over	<b>12,274</b>	<b>9.0%</b>		<b>10.3%</b>	<b>12.4%</b>
Median Age	<b>35.3 years</b>				
<b>By Race/Ethnicity</b>					
Caucasian	<b>72,280</b>	<b>53.0%</b>		<b>51.8%</b>	<b>62.1%</b>
African-American	<b>57,961</b>	<b>42.5%</b>		<b>43.5%</b>	<b>31.5%</b>
Asian	<b>2,318</b>	<b>1.7%</b>		<b>1.7%</b>	<b>3.8%</b>
American Indian/Alaska Native	<b>545</b>	<b>0.4%</b>		<b>0.4%</b>	<b>0.5%</b>
Hispanic or Latino	<b>12,138</b>	<b>8.9%</b>		<b>8.9%</b>	<b>9.3%</b>
Identified by two or more	<b>3,137</b>	<b>2.3%</b>		<b>2.4%</b>	<b>2.0%</b>
Veterans			<b>10,690</b>		<b>690,208</b>
Median Household Income			<b>\$52,691</b>		<b>\$49,179</b>
Housing Units			<b>51,861</b>		<b>4,151,190</b>
Home Ownership				<b>69.8%</b>	<b>65.1%</b>
Median Value of Housing Unit			<b>\$135,700</b>		<b>\$151,300</b>
Number of Firms			<b>11,400</b>		<b>901,105</b>
High School Graduate or Higher				<b>87.2%</b>	<b>84.7%</b>

## General Information

# DESCRIPTION

<b><u>Juvenile Court</u></b>	<b><u>2015</u></b>
<b>Delinquent Cases</b>	<b>713</b>
<b>Children in Need of Services</b>	<b>349</b>
<b>Termination Cases</b>	<b>28</b>
<b>Dependency Cases</b>	<b>283</b>
<b>Traffic Cases</b>	<b>120</b>
<b>Special Cases</b>	<b>124</b>
<b>Superior Court Cases</b>	<b>10</b>

*Douglas County Juvenile Court added a full-time Judge in 2015 to handle the complex issues concerning delinquent juveniles. In 2016, a reading room with children's books will be created adjacent to the Juvenile Court to promote early learning and literacy with children who come to Court in dependency cases. The Juvenile Court now has the capability for children to testify remotely to lessen their trauma.*

<b><u>DUI/Drug Court Treatment Program</u></b>	<b><u>2015</u></b>
<b>DUI Court Graduations</b>	<b>27</b>
<b>Misdemeanor Drug Court Graduations</b>	<b>5</b>
<b>New Participants in Program</b>	<b>32</b>
<b>Status Court Sessions</b>	<b>48</b>
<b>Program Grant Received</b>	<b>\$56,320</b>
<b>2016 Participant Goal</b>	<b>75</b>
<b>Drug Screens Conducted</b>	<b>5200</b>

<b><u>Juvenile Programs Administration</u></b>	<b><u>2015</u></b>	<i>provides evidence-based services to youth and their families involved in the Douglas County Juvenile Court</i>
Evening Reporting Center	24 youth and families	for youth at risk of deeper involvement in the juvenile justice system
Low Risk/Prevention Planning	41 families	Positive Action Program designed to increase positive behaviors and decrease negative behaviors
Strengthening Families	41 families	evidence-based parenting skill training
Parenting - the Incredible Years	11 families	parenting that focuses on younger children
Intake	321 new youth	58% were diverted from Court
Intensive Supervision	34 youth	youth with substance abuse problems
Truancy Services	26 families	to reduce absenteeism
Children In Need of Services	351 families	children charged with unruly/runaway charges
Mentoring	21 males	
Family Dependency Treatment Program	91 families/180 children	operational for 8 years
Guardian ad litem Services	213 children	advocates for children in deprivation cases
LINK	69 families	serving children with severe mental and behavioral issues

## General Information

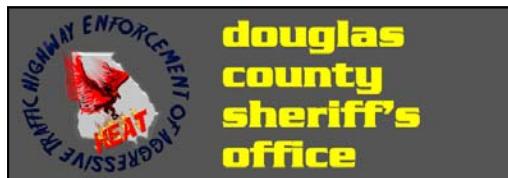
# DESCRIPTION

<u>DOUGLAS COUNTY E-911</u>	<u>2014</u>	<u>2015</u>
<b>Total Number of Calls</b> <b>Douglas County E-911 averages a call into its center every 28 seconds</b>		<b>247,140</b>
911 Calls	108,326	114,304
Fire Calls	3,690	3,773
Emergency Medical Calls	12,705	12,865
Sheriff's Department Calls	34,433	35,832
Georgia State Patrol Calls	134	143

*E-911 Director Greg Whitaker is serving his 3rd term as President of the Georgia 911 Directors Association, and works with State legislators to write and pass legislation to improve 911 operations State-wide.*

*E-911 implemented SMS to Texting Service in 2015 with all 4 major wireless providers to that persons in distress can text situations to E-911 when a voice call may put them in danger.*

*E-911 installed and implemented the Weather Warn automatic tornado weather siren activation system in 2015.*



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

	Speeding Citations	DUI Arrests	Traffic Fatalities	Traffic Injuries	Seatbelt/Child Restraint
2005	4,188	496	26	2,392	654
2006	4,466	544	21	2,057	874
2007	5,648	590	16	2,201	1,706
2008	8,129	565	16	1,353	2,334
2009	6,431	564	14	1,435	1,944
2010	5,396	582	13	1,144	2,692
2011	5,630	396	13	1,144	2,651
2012	6,163	473	22	1,223	2,736
2013	5,843	214	19	1,118	2,138
2014	5,413	224	13	1,036	1,450
2015	10,021	431	29	1,946	1676

## General Information

# DESCRIPTION

<u>Fire/EMS Purchases</u>	<u>2005 - Present</u>	
June 2005	Fire Engine/Pumper	\$336,335
June 2005	Fire Engine/Pumper	\$335,042
May 2006	Fire Engine/Pumper	\$336,335
May 2006	Fire Engine/Pumper	\$336,335
May 2006	Rescue/Ambulance	\$94,499
May 2006	Rescue/Ambulance	\$94,499
May 2006	Rescue/Ambulance	\$94,499
December 2006	Fire Engine/Pumper	\$346,345
December 2006	Fire Engine/Pumper	\$346,425
June 2007	Quint (engine and ladder)	\$486,965
August 2010	Rescue/Ambulance	\$122,728
October 2010	Air and Light Truck	\$367,552
October 2010	Rescue/Ambulance (Used)	\$42,900
July 2012	Squad	\$315,991
December 2012	Bariatric Rescue/Ambulance	\$179,776
December 2012	Bariatric Rescue/Ambulance	\$179,776
May 2015	Fire Engine/Pumper	\$380,686
February 2016	Rescue/Ambulance	\$138,886
February 2016	Rescue/Ambulance	\$138,886
April 2016	Rescue/Ambulance	\$138,886
April 2016	Rescue/Ambulance	\$138,886

<u>DOUGLAS COUNTY LANDFILL</u>	<u>2014</u>	<u>2015</u>
Number of Customer Transactions	74,321	83,819
Solid Waste Disposed	35,711 Tons	42,316 Tons
Solid Waste Recycled	11,306 Tons	16,373 Tons
Percent Recycled	31.7%	38.7%
Construction/Demolition Waste		17,756 Tons
Vegetative Waste		4,140 Tons
Total Revenue Generated		\$1,764,473

	<u>2014</u>	<u>2015</u>
Pieces of Mail Sent	184,103	183,475
Postage Cost	\$118,934.07	\$122,279.25
Number of Purchase Orders Issued	9,790	9,172
Amount of Purchase Orders Issued	\$27,271,613.08	\$27,715,874.55



<u>Voter Registration</u>	<u>2014</u>	<u>2015</u>
Number of Registered Voters	83,031	85,738

*In 2015, the Douglas County Emergency Management helped plan and participated in a Department of Homeland Security-mandated Strategic National Stockpile drill that simulated the dispensing of life-saving medications to County residents in the case of an emergency. Emergency Management, Communications and Community Relations, Fire/EMS, Sheriff's Department, and DOT participated with Cobb-Douglas Public Health and the City of Douglasville in the exercise.*

## General Information

# DESCRIPTION

<b>COUNTY FLEET</b>	<b>2014</b>	<b>2015</b>
Cars and SUVs	257	229
Vans and Buses	132	151
Heavy Trucks	33	26
Light Trucks	133	119
Fire Trucks & Support Units	18	19
Rescue Units, Squads & Support Units	13	17
Heavy Equipment and Implements	194	139
Small Equipment	449	510
Fuel Transactions	14,974	14,978
Gallons of Gas Used	154,115	160,232
Gallons of Diesel Used	109,228	114,996
Work Orders	2,851	3,268
Man-hours Expended	8,574	9,804
Preventive Maintenance Services	1,082	1,325
Road Calls	81	118
Repair Orders	3,146	3,268
On-line Surplus Auction Proceeds (non-productive vehicles and equipment)	\$67,462	\$114,337
HVAC Units	198	
Backflow Testing & Maintenance	148	
Work Requests	680	
Generator Maintenance	15	
Fire Alarm Systems	8	
New Construction	2	
Renovations & Improvements	9	
Water Heater Installations	7	
Lighting and Ballasts Replacement	\$9,000	
HVAC Unit Replacements	4	

<b>Development Services</b>	<b>2014</b>	<b>2015</b>
Building Permits and Inspections		
Subdivision Preliminary Plats	3	4
Subdivision Construction Plans	1	0
Subdivision Final Plats	9	30
Commercial/Industrial Plan Review	19	56
Architectural Reviews	19	
Building Plan Reviews	99	85
Commercial Land Disturbance Permits	24	37
Commercial Building Permits	5	4
Residential Grading Permits	184	255
Residential Building Permits	157	186
Occupational Tax/Business Licenses		
New Business Licenses	406	348
Business License Renewals	2,467	2,350
Beer, Wine, and Liquor Licenses	129	
Planning and Zoning/Code Enforcement		
Re-zoning Applications	8	4
Code Enforcement Cases Investigated	932	1,413
Code Enforcement Court Cases	59	57
Pounds of Illegal Signs Disposed	645	360
Neighborhood Stabilization Program		
Homes Purchased	5	4
Homes Sold	6	4
Homes Under Contract	7	5
Sidewalks Constructed (linear feet)		5,750
Asphalt Topping (linear feet)		8,000

<b>Animal Services</b>	<b>2014</b>	<b>2015</b>
Animals Received	2,971	2,903
Animals Adopted/Returned to Owner	2,121	1,786
Animals Returned to Owner		580
Animals Euthanized	616	400
Bite Cases Investigated	238	223
Miles Logged by Animal Control		88,686

## General Information

# DESCRIPTION

<u>DOUGLAS COUNTY RIDESHARE</u>	<u>2014</u>	<u>2015</u>
Average Number of Vanpool Riders per Month	482	432
Average Number of GRTA Xpress Bus Riders per Month	13,981	10,572
Total Number of Rideshare Participants	689	716
Number of Vanpool Routes	60	52
Total Vanpool Passenger Miles	5,871,960	5,500,000
Vanpool One-Way Trips	155,484	113,490
Vanpool Passenger Fares Collected	\$428,241	\$264,685
GRTA Xpress Bus Fares Collected	\$130,235	\$113,490



### County's Bond Ratings (Credit Ratings)

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

*This is the highest rating counties the size of Douglas County can attain - extremely strong. Douglas County has no long-term debt.*

<u>Major Project Status</u>		
Interstate 20/Lee Road Interchange	Completed 2015	
Lee Road Widening, Interstate 20 to Fairburn Road	Summer 2016	4 Lanes with Turn Lanes
Bankhead Highway/Mann Road/Post Road Intersection	Underway	Realignment, Turn Lanes, Traffic Lights
Highway 54/70/92/166 Intersection	Design	Roundabout, 2017 Construction
Intelligent Transportation System Expansion	Underway	Fiber Optic Cable, CCTV, IT to connect 24 traffic signals
Thornton Road Congestion Reduction Projects	Design	Turn Lanes, Signage
Roadway Resurfacing	Underway	25.31 miles in 2015; 43.67 miles in 2016

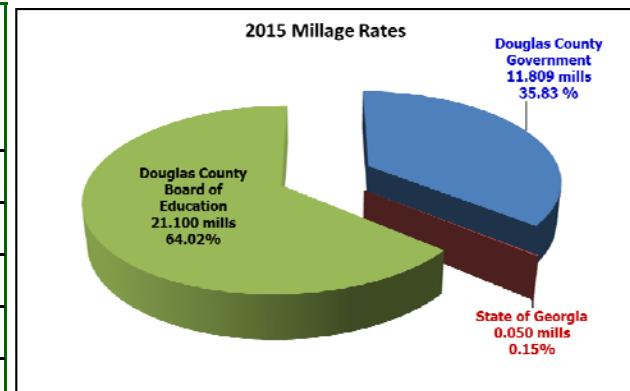
## General Information

# DESCRIPTION

<u>Douglas County Public Libraries</u>	<u>2014</u>	<u>2015</u>
Circulation	567,865	527,300
Circulation per capita	4.16	3.83
Visitors	386,623	211,290
Programs Conducted	413	658
No. of People Attending Library Programs	13,708	23,604
PC Usage and Wi-Fi Passes	63,236	61,855
Reference Transactions	13,911	14,202
Interlibrary Loans: Other Libraries		42,067
Interlibrary Loans: Patrons		32,727



	Industrial Value of the County Digest	Percentage of the County Digest
2005	\$498,355,770	5.4%
2010	\$817,738,322	7.9%
2011	\$844,045,463	8.4%
2012	\$800,502,213	8.25%
2013	\$852,607,623	9.86%
2014	\$912,436,175	9.48%
2015	\$940,988,068	10.57%



*There are 53,995 property parcels in Douglas County.*

<u>Douglas County Senior Services</u>	<u>2014</u>	<u>Serving</u>	<u>2015</u>	<u>Serving</u>
Home-delivered Meals	34,428	229 homebound seniors	34,252	227 homebound seniors
On-site Meals	16,377	serving 172 seniors	16,106	serving 178 seniors
One-way Passenger Trips	24,422	serving 226 seniors	24,575	serving 233 seniors
Hours of Respite Care	2,148	serving 32 caregivers	2,289	serving 34 caregivers
In-home Support Services	1,912	serving 57 seniors	1,793	serving 53 seniors
Service Inquiries/Request for Information	2,944		2,888	

## General Information

### DESCRIPTION

<u>Clerk of Superior Court</u>	<u>2014</u>	<u>2015</u>
Warrants	4,186	4,094
Adoptions	47	35
Documents Entered	146,143	223,625
Real Estate Documents	16,376	17,197
Liens	15,060	14,154
Plats	120	88
UCC	2,504	2,365
Passport Applications	2,329	3,116
<u>Clerk of State Court</u>	<u>2014</u>	<u>2015</u>
Warrants	2,156	1,837
Traffic	11,893	11,997
On-line Ticket Payments		4,136
<u>Magistrate Court</u>	<u>2014</u>	<u>2015</u>
Dispossessories	5,321	5,256
Small Claims	3,134	2,788
Abandoned Motor Vehicles	231	226
Personal Property Foreclosures	77	64
Distress Warrants	5	0
Continuing Garnishments	188	174
One-Time Garnishments	43	28
Ordinance Violations	265	133
Motions for Contempt	258	434
First Appearance/Bond Hearings	4,563	
Felony Warrants Issued	2,890	
Misdemeanor Warrants Issued	3,349	
Search Warrants Issued	114	159

# DESCRIPTION

## General Information

<u>Superior Court</u>	<u>2014</u>	<u>2015</u>
Criminal Filings	1,602	1,573
Civil Filings	3,173	3,027
<u>State Court</u>	<u>2014</u>	<u>2015</u>
Criminal Filings	1,604	1,504
Civil Filings	570	500
Non-traffic Misdemeanors		1,498
Serious Traffic		377
Other Traffic		11,597
Probation Revocations		2,256

**Clerk of Superior Court 2015:**

- Deeds going back 50 years in the Record Room have been scanned and indexed and are available on-line
- Converted to a new Case Management System
- E-filing civil cases and criminal transcripts

**Clerk of Superior Court 2016 Goals:**

- Scan and index the remaining 1/3 of the Record Room deeds dating back to 1871
- E-file child support cases
- Scan and index DD-214 books
- Scan and index all Minute Books

<u>Probate Court</u>	<u>2014</u>	<u>2015</u>
Estate Filings	337	535
Birth Certificates	428	721
Death Certificates	818	837
Concealed Weapon Permits	2,752	3,274
Marriage Licenses	1,135	1,139

# DESCRIPTION

## General Information

<u>Tax Commissioner</u>	<u>2014</u>	<u>2015</u>
Tags Issued	122,213	123,834
Titles Issued	22,249	22,352
Tag Transfers		1,950
On-line Tag Sales		8,422
On-line Tax Payments		2,315
Phone Calls Received (Tag)	83,686	81,860
Phone Calls Received (Tax)		25,016

### Tax Commissioner in 2015:

- Worked to enact new law to issue one-time temporary registration permits to vehicles that fail emissions test to give owners time to correct problems
- Only Tax Commissioner in the State serving on the Driver Record and Integrated Vehicle Enterprise System project to allow faster access to a driver's records & registration to save time and money

### Tax Commissioner Goal for 2016:

- Will install a 24/7/365 kiosk in the Hospital Drive Kroger for vehicle registration renewals

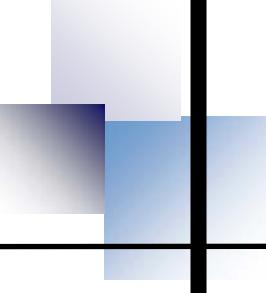
*The Museum of History and Art and the Visitor Information Center in the Old Douglas County Courthouse opened full-time in May 2015. It is now open Tuesdays - Saturdays.*

*4,215 documented guests in 2015 in addition to the estimated 5,500 attendees at the Penny McHenry Hydrangea Festival  
216 Museum Collections with over 10,000 Items  
Christmas Season Decorator Show House  
Development of first County tourism brochure*

*2016 Goals  
New Museum and VIC Message Board  
Quarterly rotating exhibits in the Museum Gallery  
Implementation of PastPerfect museum collection inventory software*



## General Information



# DESCRIPTION



<a href="http://www.CelebrateDouglasCounty.com">www.CelebrateDouglasCounty.com</a>	2014	2015
Web Site Hits	4,073,853	4,800,770
Web Site Hits per Day	11,161	13,153
Pages on Web Site	1,311	1,032
Documents on Web Site	1,581	1,886
Douglas County Happenings Newsletter Subscribers	9.940	9,385
Douglas County Happenings facebook "likes"	7,833	9,202

*The County web site, dctv23, social media, emergency management notifications and other communication efforts are the responsibility of the Douglas County Department of Communications and Community Relations. The Department also oversees the Courthouse Art Gallery, Douglas County Museum of History and Art, and the efforts of Douglas County Tourism. The Department produces the Veterans Day Lighted Parade, September Saturdays Festival, the Penny McHenry Hydrangea Festival, the Great Douglas County Shredding Event, County Government Day, and numerous other annual events.*



the programs of dctv23, the Douglas County government access TV channel  
*Channel 23 on Xfinity/Comcast  
 Channel 99 on AT&T U-Verse  
 Always on at [www.dctv23.com](http://www.dctv23.com)*



BOC/P&Z Meetings



# DESCRIPTION

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

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

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

Law enforcement is provided through an elected Sheriff.

Tax collection is provided through an elected Tax Commissioner.

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

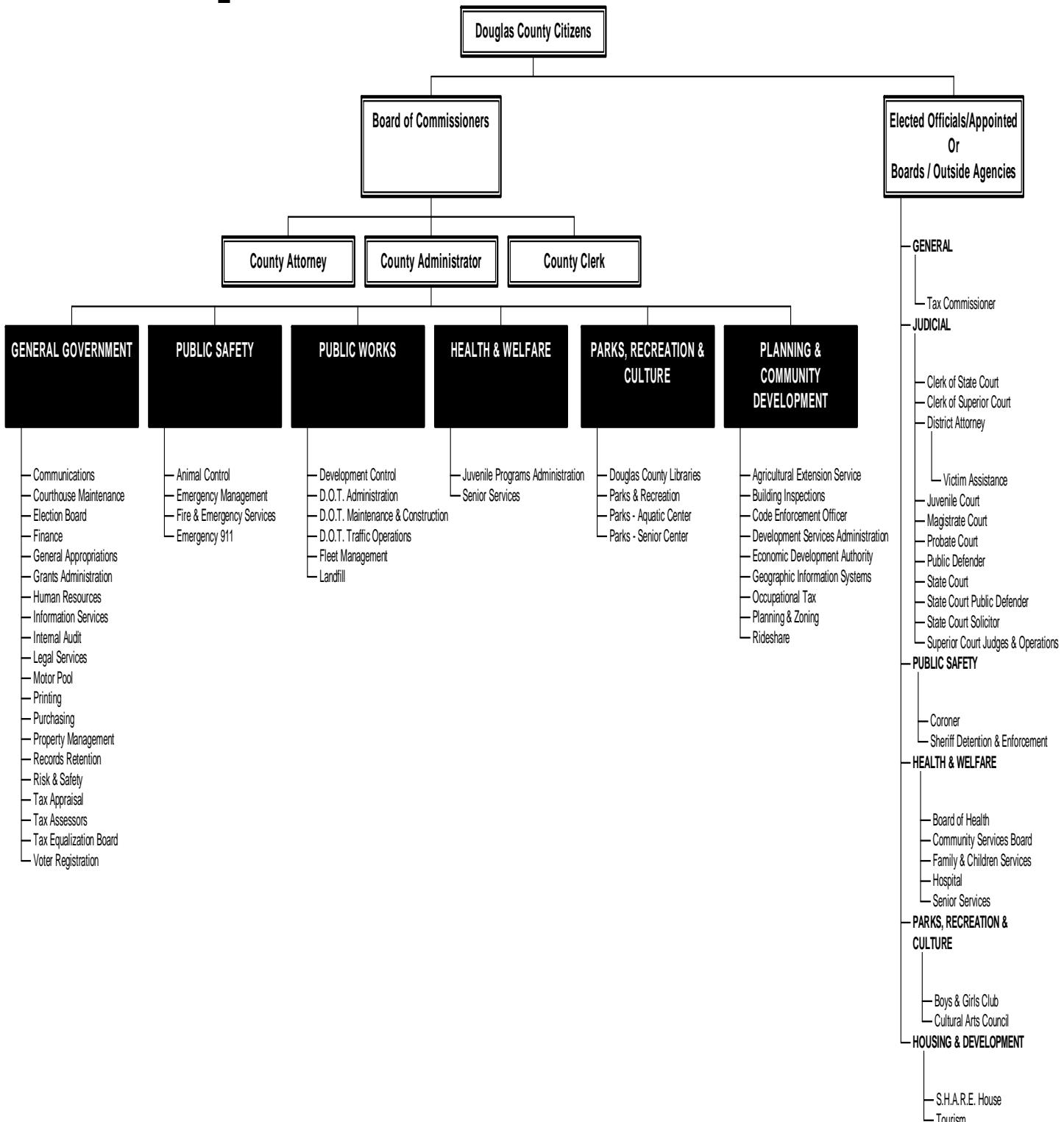
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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

Douglas County also provides the following urban services:

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



## Organizational Chart



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## Budget Process

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

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

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

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

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

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



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

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

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

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

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

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



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

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

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

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

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

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

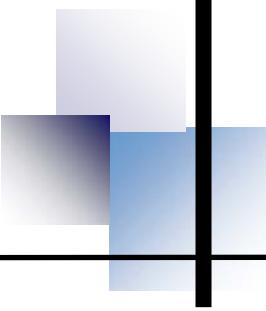


## Budget Process

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

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





## Budget Calendar

### POLICIES & PROCEDURES

July 12, 2016	The budget is initialized in the system and opened for entry by Elected Officials and Department Heads .
August 23, 2016	Deadline for all budget entries to be made at the Department and Division levels.
Aug 24 — Sept 20, 2016	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
September 21— 28, 2016	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Sept 29– Nov 16, 2016	Finance Director & Financial Analyst prepare budget summary documents.
November 17, 2016	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
November 27, 2016	Advertise for public hearing to review the budget.
December 6, 2016	Public hearing to review the budget.
December 20, 2016	Board of Commissioners adopts the 2016 budget.

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

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

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

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

The County utilizes a line item, zero-based budgeting approach in preparing its annual operating budgets. This approach requires that each department submit a budget request and justify all expenditures each year rather than justifying only the expenditures with proposed changes from the prior year budget. This justification is presented through budget narratives. Even though some expenditures are repetitious every year, they still must be included in a budget narrative and explained. Budget narratives force departments to identify the specific elements, which make up each line item and to place a value on each one. This not only helps to justify the request but also allows the identification of specific items when cuts are applied. By supplying a narrative it can support the request or it can display “padded” items, which need to be eliminated. It provides a more valid basis of need than taking last year’s figures and just adding a percentage.

Any new position, new programs or projects or capital items are made in the form of a Budget Improvement Request (B.I.R.). This request identifies that it is not presently funded, provides an explanation of the need for it, the benefits to be gained, and the cost associated with it. It should be ranked in priority order by the department submitting it.

These requests can then be evaluated independently on their own merits and either approved or rejected accordingly. If a B.I.R. is approved, the specific amounts in each line item will then be added to the budget totals.

Encumbrance accounting is utilized in the governmental funds. Encumbrances represent commitments related to unperformed contracts for goods or services. They are budget monies that are “set aside” or encumbered for materials or services that have been ordered but not yet delivered or provided. Encumbrances that are outstanding at the end of the fiscal year are reported as reservations of fund balances and are incorporated as adjustments to the following year’s budget. All unencumbered appropriations lapse at fiscal year end.

Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. The basic unit of organization and

operation within the county exists at the “fund” level. Consistent with this operational concept, the County’s accounting system also employs the “fund” as the basic budgetary and accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are summarized by type in the financial statements and all are budgeted each year. The following fund types are used by the County for budgeting.

#### **Governmental Fund Types:**

These are funds through which most governmental functions of the County are financed. The acquisition, use and balances of the County’s current financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. These fund types use the flow of current financial resources measurement focus where determination of changes in financial position rather than net income is important. This means that only current assets and current liabilities are generally included on their balance sheets. Operating statements of these funds present increases (i.e. revenues and other financing sources) and decreases (i.e. expenditures and other financial uses) in net current assets. The following are the County’s Governmental Fund Types:

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

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

**Debt Service Funds**—Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs.

**Capital Projects Fund**—The Capital Projects Fund accounts for Capital Improvements (except for those financed by Proprietary Funds) which are from the county’s General Obligation Bond Issues, Certificates of Participation, certain Federal Grants and other County funds.

**Proprietary Fund Types:**

These funds are used to report the County's ongoing activities which are similar to those often found in the private sector. All proprietary funds are accounted for on a cost of service or "capital maintenance" measurement focus where determination of net income is important. The measurement focus is upon determination of net income, financial position, and cash flows. The following are the County's Proprietary Fund Types:

**Internal Service Funds**—Internal Service Funds are used to account for the financing of services provided by one department to other departments of the County on a cost-reimbursement basis.

**Enterprise Funds**—Enterprise Funds are used to account for those operations that are financed and operated in a manner similar to private business or where the Board has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

## Budget Amendments

The level of budgetary control is at the department level. Any changes, which would increase a department's total expenditures requires the advance approval of the Board of Commissioners.

Douglas County has established the policy of maintaining a reserve of 10% of the total General Fund Expenditures for working capital in the County General Fund.

Each year, an annual budget is formulated which represents the County's plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of December, it is, at that point in time, management's best estimate as to the most efficient allocation of the financial resources to meet the service needs of the citizens.

The original amount adopted for a particular line item can be affected by a number of different factors such as: subsequent increases in price, change in departmental priorities, or an unanticipated event resulting in the need to expend funds. In order to allow for these types of things procedures have been put into place to allow the budget to be amended.

There are generally two types of situations which call for a budget amendment. The first type is when there is a source of revenues that has not been budgeted in a particular fund for the current year that will be used to acquire materials or services in a department in that fund. This may be a new source of revenues, an unexpected windfall above and beyond the original projection, or may come from another fund (such as Confiscated Assets, etc.). The second type is when there are no revenue sources available and will have to be drawn from a particular fund's fund balance.

Either of these situations requires the advance approval of the Board of Commissioners. The request has to be submitted to the County Administrator and placed on the Commissioners' agenda at the public Commission meeting. If the Board of Commissioners approves the request, a resolution is passed and sent to the Financial Analyst to amend the budget accordingly.

Transfers from one line item to another that are within the same department are requested from the Department Head and the Financial Analyst records the transaction in the budget. However, all transfers from one department to another have to be presented to the Board of

Commissioners for advance approval. The procedure is very similar to the budget amendments. The request for transfer will be presented to the County Administrator as an agenda item and will be heard in a public Commission meeting. If approved, it will be forwarded to the Financial Analyst to record the transfer in the budget. A record of all transfers or amendments is maintained in the computer and reported monthly to the Financial Analyst.

To ensure compliance with the legal provisions of the annual appropriations budgets for the General Fund, Special Revenue Funds, and Enterprise Funds, Douglas County maintains certain budgetary controls. Since the budget is officially adopted at the department level then the legal level of control required is at the department level. However, the controls are at the line item level for each department. The first control is to require a purchase order for all purchases of materials or services. This allows the County Administrator and the Board of Commissioners to see the request (requisition) and to deny it if it has not been approved in the budget.

The second control is very similar to the first. When requisitions have been submitted to Purchasing they are forwarded to the Financial Analyst. The Financial Analyst reviews all requisitions verifying that items are being charged to the correct line item and funds are available in the line item. If the line item does not have sufficient funds, the Financial Analyst requests a budget transfer or budget amendment from the Department Head. Once the budget transfer/budget amendment is received the requisition is approved by the Financial Analyst and returned to Purchasing.

Each month, every department receives a report of the budget activity from the Finance Department. The departments are requested to clear any negative balances via a transfer or budget amendment.

The County maintains an encumbrance accounting system, which is another budgetary control. Encumbered amounts at year-end are recorded as a reservation of fund balance and are reflected as an adjustment to the ensuing year's budget.

## **OPERATING BUDGET POLICIES**

1. The budget shall comply with all Georgia State laws applicable to budget hearings, public notices, public inspections and budget adoption.
2. Total expenditures for each fund will not exceed the budget amount in order to comply with State law. Procedures are set up to insure that each individual department will not exceed their allotted appropriation amount.
3. All current expenditures are financed with current revenues. The only short-term borrowing to meet cash-flow need that will be utilized is Tax Anticipation Notes.
4. All budgets will be adopted on a basis consistent with Generally Accepted Accounting Principles. For Governmental Fund types, revenues are budgeted when they become measurable and available. Expenditures are charged against the budget when they become measurable. All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be reserved on the year ending balance sheet and re-appropriated in the following year. For Proprietary Fund types, revenues are budgeted in the period in which the service is given. Expenditures are charged against the budget when the benefit is received.
5. A budgetary control system will be maintained to insure adherence to the budget. Timely financial reports on the budget status will be prepared.
6. Enterprise and Internal Service budgets will be self-supporting.

## **RESERVE FUND POLICIES**

1. A Fund Balance refers to the excess of assets over liabilities and is therefore also known as surplus funds. The reserve policy for the General Fund is a reserve of ten percent. The present fund balance is estimated at \$28,456,279. Therefore, with an expenditure budget of \$83,308,617, there would be a 34.16% reserve. Of the \$28.4 million Fund Balance, the Undesignated Unreserved Fund Balance is \$12,539,005 which is approximately 15.05% 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.

**POLICIES & PROCEDURES**

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

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

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

Assessed Value of Taxable Property	\$4,222,140,971
Debt Limit – 10% of Assessed Value	\$ 422,140,000
Less General Obligation Bonds Outstanding	\$ 0
Legal Debt Margin	\$ 422,140,000

Douglas County presently does not have any outstanding general obligation bonded debt. The calculation above shows that we have a legal debt margin of \$422,140,000. Douglas County will be issuing General Obligation Bonds in 2017 to begin working on projects. These Bonds will be paid off with the 2016 S.P.L.O.S.T. that begins in 2017. It is unlikely that Douglas County will attempt to issue any General Obligation Bonds as long as there is Special Purpose Local Option Sales Taxing ability on a referendum basis. The S.P.L.O.S.T. has passed, but the details on the projects has yet to be determined.

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## Funding Sources & Appropriations

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

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

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



# BUDGET SUMMARIES

## Funding Sources

DOUGLAS COUNTY, GEORGIA  
 BUDGET SUMMARY  
 SUMMARY OF REVENUES AND OTHER FUNDING SOURCES  
 YEAR ENDED DECEMBER 31, 2017

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
<b>BUDGETED FUNDS</b>					
<b>Governmental Fund:</b>					
General Fund	<u>75,343,168</u>	<u>4,940,531</u>	<u>3,024,918</u>	<u>-</u>	<u>83,308,617</u>
<b>Special Revenue Funds:</b>					
District Atty Confiscated Funds	67,000	170,463	-	-	237,463
Drug Abuse Treatment	175,200	(36,539)	-	-	138,661
E-911	2,500,500	136,143	-	-	2,636,643
Hotel-Motel Tax Fund	516,000	(75,740)	-	-	440,260
Law Library	100,000	-	-	-	100,000
Sheriff Inmate Commissary	80,000	-	-	-	80,000
Sheriff Confiscated Funds	250,000	-	-	-	250,000
Sheriff Other	60,000	-	-	-	60,000
Sidewalk Fund	50	-	-	-	50
Neighborhood Stabilization Prog	200,001	-	-	-	200,001
Victim Assistance	175,000	47,926	-	-	222,926
Uninc. Area Special District	9,035,696	2,120,600	193,500	-	11,349,796
Fire Protection Services	4,490,000	544,195	10,017,931	-	15,052,126
Animal Control Services	<u>352,012</u>	<u>-</u>	<u>1,034,461</u>	<u>-</u>	<u>1,386,473</u>
Total Special Revenue Fund	<u>18,001,459</u>	<u>2,907,048</u>	<u>11,245,892</u>	<u>-</u>	<u>32,154,399</u>
<b>Enterprise Funds:</b>					
Landfill Enterprise Fund	<u>2,116,500</u>	<u>152,836</u>	<u>-</u>	<u>-</u>	<u>2,269,336</u>
Total Enterprise Funds	<u>2,116,500</u>	<u>152,836</u>	<u>-</u>	<u>-</u>	<u>2,269,336</u>
<b>Internal Service Funds:</b>					
Employee Benefit	13,588,989	-	-	-	13,588,989
Worker's Compensation	<u>799,273</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>799,273</u>
Total Internal Service	<u>14,388,262</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>14,388,262</u>
<b>Capital Project Funds:</b>					
Capital Transportation Fund	<u>1,211,275</u>	<u>-</u>	<u>1,019,118</u>	<u>-</u>	<u>2,230,393</u>
Total Capital Project Funds	<u>1,211,275</u>	<u>-</u>	<u>1,019,118</u>	<u>-</u>	<u>2,230,393</u>
Total of All Budgeted Funds	<u>119,061,079</u>	<u>8,000,415</u>	<u>15,289,928</u>	<u>-</u>	<u>134,351,007</u>

## Appropriations

# BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA  
BUDGET SUMMARY  
SUMMARY OF APPROPRIATIONS  
YEAR ENDED DECEMBER 31, 2017**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<b><u>BUDGETED FUNDS</u></b>			
<b>Governmental Fund:</b>			
General Fund	<u>78,049,681</u>	<u>5,258,936</u>	<u>83,308,617</u>
<b>Special Revenue Funds:</b>			
District Atty Confiscated Funds	237,463	-	237,463
Drug Abuse Treatment	138,661	-	138,661
E-911 Dispatch	2,636,643	-	2,636,643
Hotel-Motel Tax Fund	246,760	193,500	440,260
Law Library	100,000	-	100,000
Sheriff Inmate Commissary	80,000	-	80,000
Sheriff Confiscated Funds	250,000	-	250,000
Sheriff Other	60,000	-	60,000
Sidewalk Fund	50	-	50
Neighborhood Stabilization Prog	200,001	-	200,001
Victim Assistance	198,008	24,918	222,926
Uninc. Area Special District	1,537,222	9,812,574	11,349,796
Fire Protection Services	15,052,126	-	15,052,126
Animal Control Services	<u>1,386,473</u>	-	<u>1,386,473</u>
Total Special Revenue Fund	22,123,407	10,030,992	32,154,399
<b>Enterprise Funds:</b>			
Landfill Enterprise Fund	<u>2,269,336</u>	-	<u>2,269,336</u>
Total Enterprise Funds	2,269,336	-	2,269,336
<b>Internal Service Funds:</b>			
Employee Benefit	13,588,989	-	13,588,989
Worker's Compensation	<u>799,273</u>	-	<u>799,273</u>
Total Internal Service	14,388,262	-	14,388,262
<b>Capital Project Funds:</b>			
Capital Transportation Fund	<u>2,230,393</u>	-	<u>2,230,393</u>
Total Capital Project Funds	2,230,393	-	2,230,393
<b>Total of All Budgeted Funds</b>	<b><u>119,061,079</u></b>	<b><u>15,289,928</u></b>	<b><u>134,351,007</u></b>

## Financing Sources by Type

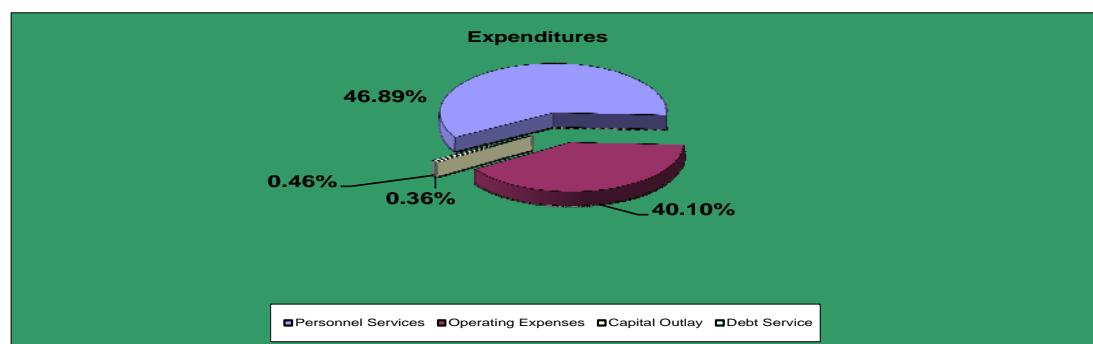
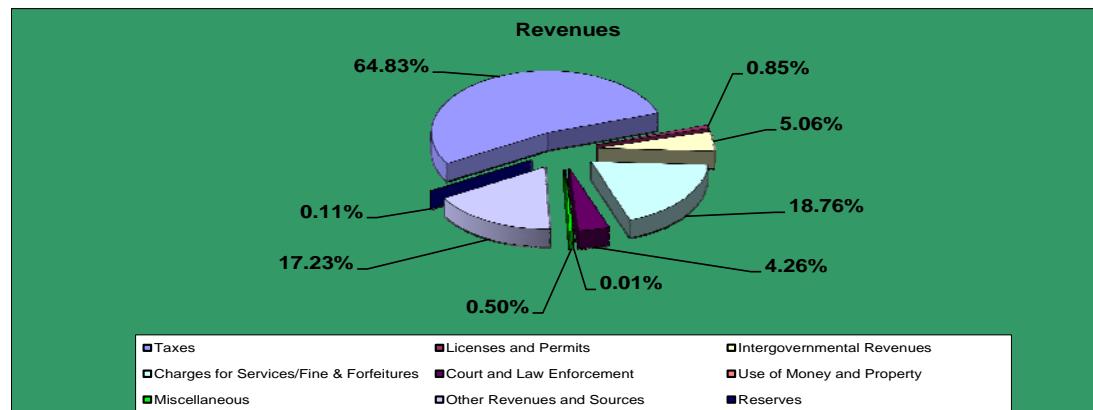
	SPECIAL REVENUE FUNDS								
	TOTAL	GENERAL FUND	D.A.		DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY	NEIGHBORHOOD STABILIZATION PROG
			CONFISCATED FUNDS						
<b>Revenues</b>									
Taxes									
Real and Personal Property	\$ 39,882,456	\$ 39,882,456	\$	-	\$	-	\$	-	\$
TAVT	2,739,200	2,739,200	-	-	-	-	-	-	-
Sales and Use	18,973,196	16,620,000	-	-	-	-	-	-	-
Insurance Premium	5,500,000	-	-	-	-	-	-	-	-
Other Taxes / Penalties	4,345,870	3,829,870	-	-	-	-	516,000	-	-
Licenses and Permits									
Permits/Zoning Fees	1,052,500	-	-	-	-	-	-	-	-
Inspection Fees	7,000	-	-	-	-	-	-	-	-
Alcohol License	84,000	-	-	-	-	-	-	-	-
Intergovernmental	6,787,904	3,347,616	-	-	-	-	-	-	1
Charges for Services/Fines									
Telephone	2,500,000	-	-	-	-	2,500,000	-	-	-
Landfill	2,116,500	-	-	-	-	-	-	-	-
Tax Commissions	725,000	725,000	-	-	-	-	-	-	-
Ambulance Charges	2,568,000	-	-	-	-	-	-	-	-
Sheriff's Fees	490,000	490,000	-	-	-	-	-	-	-
Streetlights	925,000	925,000	-	-	-	-	-	-	-
Rideshare Fees	306,000	306,000	-	-	-	-	-	-	-
Parks & Rec Fees	374,400	374,400	-	-	-	-	-	-	-
Other Charges	15,186,342	714,580	-	-	-	-	-	-	-
Courts and Law Enforcement									
Superior Court	888,000	888,000	-	-	-	-	-	-	-
State Court	2,500,800	2,500,800	-	-	-	-	-	-	-
Probate Court	423,600	423,600	-	-	-	-	-	-	-
Magistrate Court	606,000	606,000	-	-	-	-	-	-	-
Juvenile Court	2,000	2,000	-	-	-	-	-	-	-
Surcharges	504,000	504,000	-	-	-	-	-	-	-
Fees and Fines	722,600	372,400	-	175,200	-	-	-	-	-
Confiscated/Commissary	67,000	-	67,000	-	-	-	-	-	-
Use of Property and Money	12,700	12,150	-	-	-	500	-	-	-
Miscellaneous	670,593	80,093	-	-	-	-	-	100,000	200,000
Other Financing Sources									
Bond Proceeds	-	-	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-	-	-
Transfers	15,289,928	3,024,918	-	-	-	-	-	-	-
Appropriated Fund Balance	8,000,418	4,940,534	170,463	(36,539)	136,143	(75,740)	-	-	-
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$ 134,251,007</b>	<b>\$ 83,308,617</b>	<b>\$ 237,463</b>	<b>\$ 138,661</b>	<b>\$ 2,636,643</b>	<b>\$ 440,260</b>	<b>\$ 100,000</b>	<b>\$ 200,001</b>	

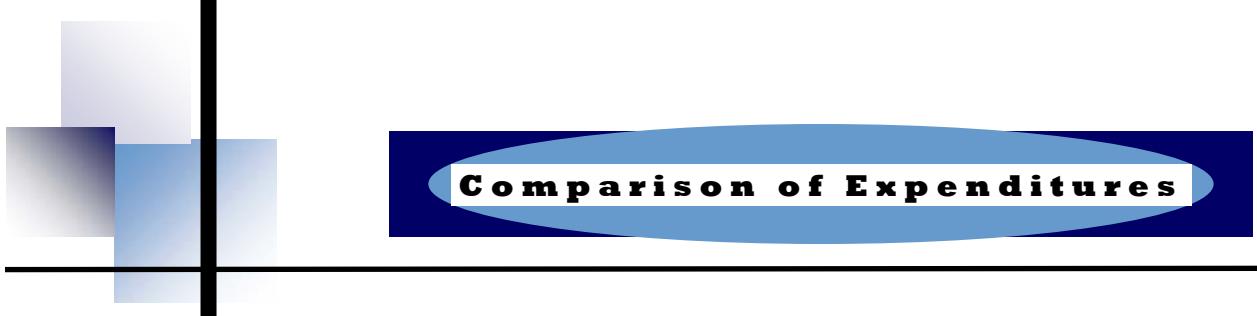
## **Financing Sources by Type**

# BUDGET SUMMARIES

## Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS
<b>Revenues</b>						
<b>Taxes</b>						
Real & Personal Property Taxes	39,882,456	39,882,456	-	-	-	-
TAVT	2,739,200	2,739,200	-	-	-	-
Sales and Use Taxes	18,973,196	16,620,000	2,353,196	-	-	-
Insurance Premium Taxes	5,500,000	-	5,500,000	-	-	-
Other Taxes / Penalties	4,345,870	3,829,870	516,000	-	-	-
<b>Licenses and Permits</b>	1,143,500	-	1,143,500	-	-	-
<b>Intergovernmental Revenues</b>	6,787,904	3,347,616	2,229,013	-	-	1,211,275
<b>Charges for Services/Fine &amp; Forfeitures</b>	25,191,242	3,534,980	5,151,500	2,116,500	14,388,262	-
<b>Court and Law Enforcement</b>	5,714,000	5,296,800	417,200	-	-	-
<b>Use of Money and Property</b>	12,700	12,150	550	-	-	-
<b>Miscellaneous</b>	670,593	80,093	590,500	-	-	-
<b>Other Revenues and Sources</b>	23,137,510	7,965,452	14,152,940	-	-	1,019,118
<b>Reserves</b>	152,836	-	-	152,836	-	-
	<u>134,251,007</u>	<u>83,308,617</u>	<u>32,054,399</u>	<u>2,269,336</u>	<u>14,388,262</u>	<u>2,230,393</u>
<b>Expenditures</b>						
<b>Personnel Services</b>	69,571,115	51,617,639	17,232,626	720,850	-	-
<b>Operating Expenses</b>	47,212,377	25,640,824	3,404,412	1,548,486	14,388,262	2,230,393
<b>Capital Outlay</b>	420,050	420,000	50	-	-	-
<b>Debt Service</b>	542,637	371,218	171,419	-	-	-
<b>Transfers Out</b>	16,504,828	5,258,936	11,245,892	-	-	-
	<u>134,251,007</u>	<u>83,308,617</u>	<u>32,054,399</u>	<u>2,269,336</u>	<u>14,388,262</u>	<u>2,230,393</u>

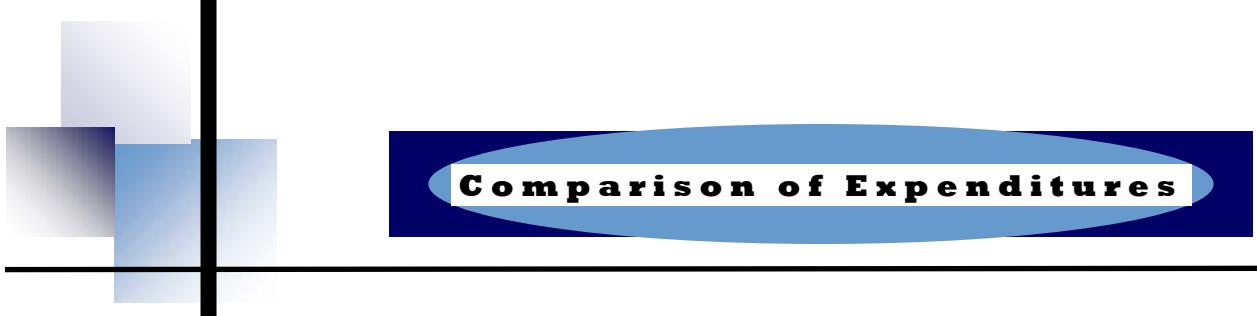




## Comparison of Expenditures

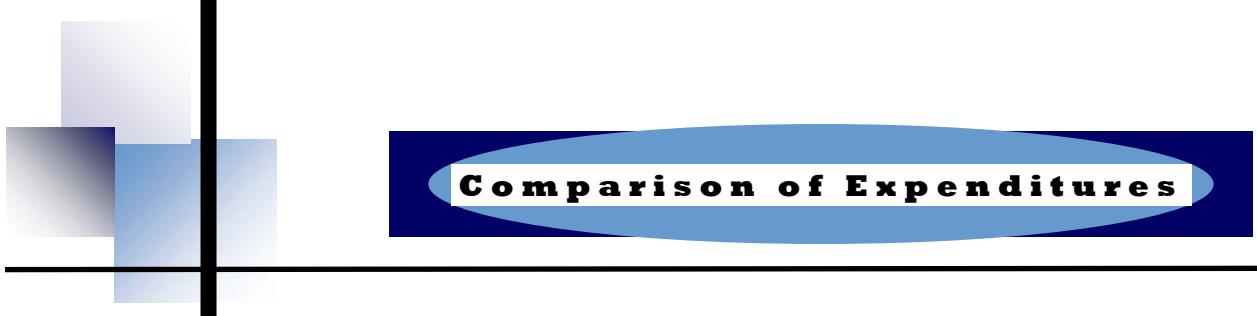
This budget summary provides a three-year comparison of costs by Department and Fund. Significant variances shown are:

- **General Government** decreases \$9,468,645 over the prior year adopted budget. This large decrease among this function is due to a decrease in general appropriations. Last year additional money was placed here for transfers out to the new Special Revenue Funds. Now that these funds have established themselves less money for transfers out was needed. Apart from this one exception, nearly every department's budget stayed very close to the 2016 budget. The one department with the largest increase in this function is the Tax Commissioner. It increased only \$40,839. The 2017 Budget is lean and this is shown by majority of departments having decreases compared to their 2016 Budget.
- **Judicial** increases 10% for 2016. This equates to \$1,534,345. This function has the largest increase in all functions among the General Fund. A large portion of this increase is due to the courts growing. The number of cases being heard as well as new accountability courts being formed and growing. The department with the largest increase is the Superior Court Felony Drug Court. The increase equates to \$346,497. It is mainly attributed to absorbing the Misdemeanor Drug Court and taking on those participants and staff. Only two departments in the function decreased and the decreases were relatively small.
- **Public Safety** increases \$951,202 compared to 2016. The Sheriff's Department is the sole reason for this increase. The total increase among detention and enforcement is \$1,000,660. The large increase is mostly due to a large budget improvement request for Sheriff Enforcement. The remaining departments in this function showed a slight decrease.
- **Public Works** increases \$661,853 over the prior year adopted budget. The increase is mainly due to DOT Maintenance, Construction, and Administration. This is due to road maintenance and a new DOT Deputy Director position being approved. Other road projects will be handled through the Capital Transportation Fund and S.P.L.O.S.T.



## Comparison of Expenditures

- Health and Welfare increased \$69,010. The sole reason of this increase is all attributed to one department, the Senior Center. The Board's commitment to serve the needs of the County's aging population continues to be a priority. Board of Health, Community Services Board and Family and Children Services are all agencies outside the County. These agencies are also receiving funding from the State and other funding sources. These department's budgets all remained the same as compared to 2016.
- Culture and Recreation decreases \$536,445 compared to what was budgeted in 2016. The main decrease was in Parks and Recreation and almost attributed to majority if the decrease. The only department in this function that increases was the Senior Services Center. The increase however was minimal at \$11,074. The only department in this function that remained constant compared to 2016 was the Cultural Arts Council. This is an agency outside of the County that received funding from the County.
- Planning and Community Development decreased \$1,198,003 compared to the 2016 budget. This is almost solely due to Rideshare. The main decrease among expenses is due to a large decrease in their budget improvement requests. This department's budget has had large budget improvement requests due to needing to purchase new vans and remodeling the transportation center. Majority of this is funded through grants.



## Comparison of Expenditures

- Special Revenue Funds these funds increased \$902,669. The largest increase was in the Unincorporated Fund at over \$3 million. This is due to transfers out increasing. The Fire and EMS Fund has decreased by around \$1 million. This was due to a decrease in budget improvement request. New ambulances and a new fire truck were purchased in 2016 to update the fleet. The other large decrease was for the Sheriff Confiscated Fund at around \$1.2 million.
- Enterprise Fund isn't projected to change much from that budgeted of 2016. There is a less than 1% increase.
- Internal Service Funds increased by \$1.1 million. The majority of the increase is due to the Health and Employee Benefits Fund. 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 decrease by almost \$2 million. The projects and road maintenance decreased to that compared to what was budgeted for in 2016.

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIORITY YEAR</u>
<b>GENERAL FUND</b>				
<b>General Government</b>				
Board of Commissioners	808,478	878,229	917,196	38,967
Communications	423,753	397,735	421,142	23,407
Courthouse Maintenance	962,329	1,433,881	1,186,749	(247,132)
Election Board	286,898	553,259	292,386	(260,873)
Finance	704,468	765,578	787,038	21,460
General Appropriations	11,244,228	17,760,636	8,859,242	(8,901,394)
Human Resources	305,588	385,531	379,627	(5,904)
Information Services	1,152,383	1,322,520	1,195,413	(127,107)
Legal Services	639,521	713,741	707,339	(6,402)
Motor Pool	(4,802)	21,339	1,830	(19,509)
Printing	128,570	132,067	130,055	(2,012)
Property Management	414,094	532,871	552,222	19,351
Purchasing	368,662	351,097	327,395	(23,702)
Records Retention	154,283	152,953	150,677	(2,276)
Risk & Safety	201,673	213,945	221,167	7,222
Tax Appraisal	933,786	1,047,071	1,041,378	(5,693)
Tax Assessor	120,447	165,239	160,673	(4,566)
Tax Commissioner	1,138,434	1,214,527	1,255,366	40,839
Tax Equalization Board	32,638	91,648	78,327	(13,321)
<b>TOTAL GENERAL GOVERNMENT</b>	<b>20,015,431</b>	<b>28,133,867</b>	<b>18,665,222</b>	<b>(9,468,645)</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

	2015 ACTUAL	2016 BUDGET	2017 APPROVED	INCREASE/ DECREASE FM PRIOR YEAR
<b>Judicial</b>				
Clerk of State Court	457,821	537,044	503,292	(33,752)
Clerk of Superior Court	1,807,071	1,929,270	2,192,497	263,227
District Attorney	2,411,321	2,639,356	2,798,888	159,532
State DUI Court	217,284	264,664	253,354	(11,310)
Juvenile Court	1,247,828	1,253,450	1,484,003	230,553
Juvenile Programs Administration	1,119,489	883,568	926,555	42,987
Superior Court Felony Drug Court	179,329	175,404	521,901	346,497
Magistrate Court	670,480	713,864	728,081	14,217
Probate Court	349,879	405,608	439,287	33,679
Public Defender	1,988,325	2,182,566	2,284,747	102,181
State Court Judges	625,314	678,782	879,650	200,868
State Court Solicitor	1,115,807	1,279,537	1,375,706	96,169
Superior Court Judges	920,213	585,102	674,599	89,497
<b>TOTAL JUDICIAL</b>	<b>13,110,160</b>	<b>13,528,215</b>	<b>15,062,560</b>	<b>1,534,345</b>
<b>Public Safety</b>				
Coroner	122,522	130,884	123,954	(6,930)
Emergency Management	246,729	304,201	261,673	(42,528)
Sheriff Detention	15,717,326	16,890,674	17,413,110	522,436
Sheriff Enforcement	13,640,511	14,773,206	15,251,430	478,224
<b>TOTAL PUBLIC SAFETY</b>	<b>29,727,088</b>	<b>32,098,965</b>	<b>33,050,167</b>	<b>951,202</b>
<b>Public Works</b>				
D.O.T. Administration	366,194	353,902	680,277	326,375
D.O.T. Maintenance & Construction	2,798,166	2,645,344	3,126,299	480,955
D.O.T. Traffic Operations	1,076,393	1,216,811	1,022,553	(194,258)
Fleet Management	1,005,654	1,231,811	1,280,592	48,781
<b>TOTAL PUBLIC WORKS</b>	<b>5,246,407</b>	<b>5,447,868</b>	<b>6,109,721</b>	<b>661,853</b>

# BUDGET SUMMARIES

## Comparison of Expenditures by Function

				INCREASE/
	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>APPROVED</u>	DECREASE <u>FM PRIOR YEAR</u>
<b>Health and Welfare</b>				
Board of Health	410,000	410,000	410,000	-
Boys & Girls Club	15,000	15,000	15,000	-
Community Services Board	126,000	126,000	126,000	-
Family and Children Services	84,600	84,600	84,600	-
Senior Center	1,314,030	1,147,511	1,216,521	69,010
<b>TOTAL HEALTH AND WELFARE</b>	<b>1,949,630</b>	<b>1,783,111</b>	<b>1,852,121</b>	<b>69,010</b>
<b>Culture/Recreation</b>				
Cultural Arts Council	35,000	53,877	53,877	-
Douglas County Library	1,701,591	1,885,106	1,797,305	(87,801)
Parks and Recreation	3,085,368	3,330,158	2,920,779	(409,379)
Parks and Recreation Aquatic Center	779,363	899,798	849,459	(50,339)
Parks and Recreation Senior Center	357,416	373,894	384,968	11,074
<b>TOTAL CULTURE/RECREATION</b>	<b>5,958,739</b>	<b>6,542,833</b>	<b>6,006,388</b>	<b>(536,445)</b>
<b>Planning and Community Development</b>				
Cooperative Extension	132,506	135,110	132,537	(2,573)
Economic Development	250,000	250,000	350,000	100,000
Geographic Information Systems	200,859	222,980	220,793	(2,187)
Rideshare Program	1,463,735	3,143,351	1,850,108	(1,293,243)
S.H.A.R.E. House	9,000	9,000	9,000	-
<b>TOTAL PLANNING AND COMMUNITY DEVELOPMENT</b>	<b>2,056,100</b>	<b>3,760,441</b>	<b>2,562,438</b>	<b>(1,198,003)</b>
<b>TOTAL GENERAL FUND</b>	<b>78,063,555</b>	<b>91,295,300</b>	<b>83,308,617</b>	<b>(7,986,683)</b>

**Comparison of Expenditures by Function**

**BUDGET SUMMARIES**

	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>	<b>INCREASE/ DECREASE FM PRIOR YEAR</b>
<b>SPECIAL REVENUE FUNDS</b>				
District Attorney Confiscated Funds	28,090	83,522	237,463	153,941
Drug Abuse Treatment	47,992	132,661	138,661	6,000
E-911 & Wireless	2,281,420	2,449,265	2,636,643	187,378
Hotel-Motel Tax Fund	376,258	433,625	440,260	6,635
Law Library	96,924	100,000	100,000	-
Sheriff Confiscated Funds	145,858	1,500,000	250,000	(1,250,000)
Sheriff Inmate Commissary	65,496	250,000	80,000	(170,000)
Sheriff Other Programs	46,763	65,000	60,000	(5,000)
Sidewalk	4	50	50	-
Neighborhood Stabilization Program	915,063	200,000	200,001	1
Victim Assistance	175,822	200,008	222,926	22,918
Uninc. Area Special District	7,164,622	8,327,481	11,349,796	3,022,315
Fire Protection Services & EMS	13,476,610	16,056,175	15,052,126	(1,004,049)
Animal Control Services	1,205,026	1,453,944	1,386,473	(67,471)
<b>TOTAL SPECIAL REVENUE</b>	<b>26,025,948</b>	<b>31,251,730</b>	<b>32,154,399</b>	<b>902,669</b>
<b>ENTERPRISE FUND</b>				
Landfill	1,802,260	2,060,678	2,269,336	208,658
<b>TOTAL ENTERPRISE</b>	<b>1,802,260</b>	<b>2,060,678</b>	<b>2,269,336</b>	<b>208,658</b>
<b>INTERNAL SERVICE FUNDS</b>				
Health and Employee Benefits	1,799,886	12,389,799	13,588,989	1,199,190
Worker's Compensation	605,565	804,000	799,273	(4,727)
<b>TOTAL INTERNAL SERVICE</b>	<b>2,405,452</b>	<b>13,193,799</b>	<b>14,388,262</b>	<b>1,194,463</b>
<b>CAPITAL FUND</b>				
Capital Transportation Fund	1,808,165	4,200,000	2,230,393	(1,969,607)
<b>TOTAL CAPITAL FUND</b>	<b>1,808,165</b>	<b>4,200,000</b>	<b>2,230,393</b>	<b>(1,969,607)</b>
<b>TOTAL ALL FUNDS</b>	<b>110,105,380</b>	<b>142,001,507</b>	<b>134,351,007</b>	<b>(7,650,500)</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>APPROVED</u>
<b>General Fund</b>			
Taxes			
Real & Personal Property	40,091,866	39,734,498	39,882,456
TAVT	3,730,767	3,335,200	2,739,200
Sales and Use Taxes	16,565,785	15,500,000	16,620,000
Insurance Premium Taxes	-	-	-
Other Taxes / Penalties	10,119,830	6,080,221	3,829,870
Licenses and Permits	37,309	-	-
Intergovernmental	3,587,677	4,217,570	3,347,616
Charges for Services/Fines & Forfeitures	3,709,729	3,460,051	3,534,980
Courts and Law Enforcement	5,426,003	5,204,800	5,296,800
Use of Money and Property	9,608	10,350	12,150
Other Financing Sources	4,124,456	4,930,114	3,024,918
Miscellaneous	213,866	8,822,496	5,020,627
<b>TOTAL REVENUES</b>	<b>87,616,895</b>	<b>91,295,300</b>	<b>83,308,617</b>
<b>Special Revenue Funds</b>			
<b>District Attorney Confiscated Funds</b>			
Courts and Law Enforcement	61,652	65,000	67,000
Use of Money and Property	120	-	-
Miscellaneous	-	18,522	170,463
<b>TOTAL REVENUES</b>	<b>61,772</b>	<b>83,522</b>	<b>237,463</b>
<b>Drug Abuse Treatment Fund</b>			
Courts and Law Enforcement	190,732	226,800	175,200
Interest	154	235	-
Miscellaneous	-	-	(36,539)
<b>TOTAL REVENUES</b>	<b>190,886</b>	<b>227,035</b>	<b>138,661</b>
<b>E-911 and Wireless Fund</b>			
Wireless Charges	2,831,133	1,500,000	1,500,000
User Fees	-	1,100,000	1,000,000
Intergovernmental	-	-	-
Investment Earnings	543	500	500
Interest/Misc. Other	1,103	(26,544)	136,143
<b>TOTAL REVENUES</b>	<b>2,832,779</b>	<b>2,573,956</b>	<b>2,636,643</b>
<b>Hotel-Motel Tax Fund</b>			
Hotel-Motel Taxes	489,610	390,598	440,260
<b>TOTAL REVENUES</b>	<b>489,610</b>	<b>390,598</b>	<b>440,260</b>
<b>Law Library</b>			
Courts and Law Enforcement	124,571	100,000	100,000
Use of Money and Property	2,817	-	-
<b>TOTAL REVENUES</b>	<b>127,388</b>	<b>100,000</b>	<b>100,000</b>
<b>Sheriff Confiscated Assets Fund</b>			
Fines and Forfeitures	320,139	1,500,000	250,000
Investment Earnings	4,397	-	-
<b>TOTAL REVENUES</b>	<b>324,536</b>	<b>1,500,000</b>	<b>250,000</b>
<b>Sheriff Inmate Commissary</b>			
Intergovernmental	-	-	-
Use of Money and Property	-	-	-
Miscellaneous	115,332	250,000	80,000
<b>TOTAL REVENUES</b>	<b>115,332</b>	<b>250,000</b>	<b>80,000</b>

# BUDGET SUMMARIES

## Three-Year Comparison of Revenue

		2015 ACTUAL	2016 BUDGET	2017 APPROVED
<b>Sheriff Other Programs</b>				
Charges for Service	9	-	-	-
Miscellaneous	36,809	65,000	60,000	
<b>TOTAL REVENUES</b>	<b>36,818</b>	<b>65,000</b>	<b>60,000</b>	
<b>Sidewalk Fund</b>				
Fees	-	-	-	-
Use of Property & Money	4	50	50	50
<b>TOTAL REVENUES</b>	<b>4</b>	<b>50</b>	<b>50</b>	
<b>Neighborhood Stabilization Program Fund</b>				
Intergovernmental	247,084	-	1	
Investment Earnings	26	-	-	
Other	465,724	200,000	200,000	
<b>TOTAL REVENUES</b>	<b>712,834</b>	<b>200,000</b>	<b>200,001</b>	
<b>Victim Assistance Fund</b>				
Victim Assistance Fines	225,725	190,000	175,000	
Investment Earnings	71	120	-	
Interest	-	9,888	47,926	
<b>TOTAL REVENUES</b>	<b>225,796</b>	<b>200,008</b>	<b>222,926</b>	
<b>Uninc. Area Special District</b>				
Taxes	7,531,633	7,718,000	7,853,196	
Licenses and Permits	1,812,882	1,117,000	1,143,500	
Charges for Services	347,640	28,500	38,500	
Miscellaneous	4,581	(716,019)	2,121,100	
Other Financing Sources	227,717	180,000	193,500	
<b>TOTAL REVENUES</b>	<b>9,924,453</b>	<b>8,327,481</b>	<b>11,349,796</b>	
<b>Fire Protection Services</b>				
Intergovernmental	1,946,517	1,922,000	1,922,000	
Charges for Services	2,070,175	2,040,000	2,568,000	
Miscellaneous	22,980	668,265	544,195	
Other Financing Sources	10,347,986	11,425,910	10,017,931	
<b>TOTAL REVENUES</b>	<b>14,387,658</b>	<b>16,056,175</b>	<b>15,052,126</b>	
<b>Animal Control Services</b>				
Intergovernmental	310,226	309,753	307,012	
Charges for Services	46,840	48,000	45,000	
Miscellaneous	8,623	-	-	
Other Financing Sources	1,248,256	1,096,191	1,034,461	
<b>TOTAL REVENUES</b>	<b>1,613,945</b>	<b>1,453,944</b>	<b>1,386,473</b>	
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>				
Transfer Fees	860,079	819,000	937,500	
C & D Fees	633,868	700,000	870,000	
Camp Road Transfer Fees	37,968	40,000	36,000	
Investments	21	-	-	
Insurance Claims	-	-	-	
Recycling Sales	235,923	242,144	273,000	
Charges b/w Funds	-	-	-	
Intergovernmental	-	-	-	
Other	156	259,534	152,836	
<b>TOTAL REVENUES</b>	<b>1,768,014</b>	<b>2,060,678</b>	<b>2,269,336</b>	
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>				
Charges for Services	12,023,141	12,389,799	13,588,989	
Interest	41	-	-	
Miscellaneous	-	-	-	
Transfer In	-	-	-	
<b>TOTAL REVENUES</b>	<b>12,023,182</b>	<b>12,389,799</b>	<b>13,588,989</b>	
<b>Worker's Compensation Fund</b>				
Charges for Services	1,091,798	804,000	799,273	
Interest Earned	4	10	-	
Transfers In	-	-	-	
<b>TOTAL REVENUES</b>	<b>1,091,802</b>	<b>804,010</b>	<b>799,273</b>	
<b>Capital Fund</b>				
<b>Capital Transportation Fund</b>				
Miscellaneous	1,079,861	918,653	1,211,275	
Transfers In	500,000	3,281,347	1,019,118	
<b>TOTAL REVENUES</b>	<b>1,579,861</b>	<b>4,200,000</b>	<b>2,230,393</b>	
<b>TOTAL REVENUES OF ALL FUNDS</b>	<b>119,175,150</b>	<b>139,262,944</b>	<b>126,350,589</b>	
<b>TOTAL APPROPRIATED FUND BALANCE</b>	<b>15,948,415</b>	<b>2,820,228</b>	<b>8,000,418</b>	
<b>TOTAL OF ALL FUNDING SOURCES</b>	<b>135,123,565</b>	<b>142,083,172</b>	<b>134,351,007</b>	

# BUDGET SUMMARIES

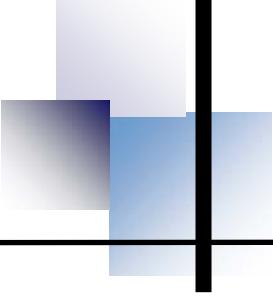
## Three-Year Comparison of Expenditures

		2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>APPROVED</u>
<b>General Fund</b>				
General Government	20,015,431	28,133,867	18,665,222	
Judicial System	13,192,840	13,528,215	15,062,560	
Public Safety	29,727,088	32,098,965	33,050,167	
Public Works	5,246,407	5,447,868	6,109,721	
Health and Welfare	1,949,630	1,783,111	1,852,121	
Parks, Recreation and Culture	5,958,739	6,542,833	6,006,388	
Planning and Community Development	2,056,100	3,760,441	2,562,438	
<b>TOTAL EXPENDITURES</b>	<b>78,146,235</b>	<b>91,295,300</b>	<b>83,308,617</b>	
<b>Special Revenue Funds</b>				
<b>District Attorney Confiscated Funds</b>				
Operating	45,085	83,522	237,463	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>45,085</b>	<b>83,522</b>	<b>237,463</b>	
<b>Drug Abuse Treatment Fund</b>				
Other Professional Services	41,742	132,661	138,661	
Supplies	-	-	-	
Training	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>41,742</b>	<b>132,661</b>	<b>138,661</b>	
<b>E-911 and Wireless Fund</b>				
Salaries and Related Costs	2,065,118	1,602,774	1,730,429	
Other Expenses	-	971,182	906,214	
Capital Outlay	216,302	-	-	
Transfers Out	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>2,281,419</b>	<b>2,573,956</b>	<b>2,636,643</b>	
<b>Hotel-Motel Tax Fund</b>				
Salaries and Related Costs	0	78,568	141,301	
Other Professional Services	192,654	132,030	105,459	
Transfers Out	376,258	180,000	193,500	
<b>TOTAL EXPENDITURES</b>	<b>568,912</b>	<b>390,598</b>	<b>440,260</b>	
<b>Law Library</b>				
Operating	96,924	100,000	100,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>96,924</b>	<b>100,000</b>	<b>100,000</b>	
<b>Sheriff Confiscated Assets Fund</b>				
Operating	145,858	1,500,000	250,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>145,858</b>	<b>1,500,000</b>	<b>250,000</b>	
<b>Sheriff Inmate Commissary</b>				
Operating	65,496	250,000	80,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>65,496</b>	<b>250,000</b>	<b>80,000</b>	
<b>Sheriff Other Programs</b>				
Operating	46,763	65,000	60,000	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>46,763</b>	<b>65,000</b>	<b>60,000</b>	
<b>Sidewalk Fund</b>				
Operating	-	-	-	
Capital Outlay	-	50	50	
Miscellaneous	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>-</b>	<b>50</b>	<b>50</b>	
<b>Neighborhood Stabilization Program Fund</b>				
Other Professional Services	914,933	200,000	200,001	
Transfers Out	130	-	-	
<b>TOTAL EXPENDITURES</b>	<b>915,063</b>	<b>200,000</b>	<b>200,001</b>	
<b>Victim Assistance Fund</b>				
Salaries and Related Costs	151,988	166,131	189,464	
Other Expenses	-	10,043	8,544	
Transfers Out	23,833	23,834	24,918	
Capital Outlay	-	-	-	
<b>TOTAL EXPENDITURES</b>	<b>175,821</b>	<b>200,008</b>	<b>222,926</b>	

# BUDGET SUMMARIES

## Three-Year Comparison of Expenditures

		2015 ACTUAL	2016 BUDGET	2017 APPROVED
<b>Uninc. Area Special District</b>	Salary and Wages	825,396	894,875	966,750
	Benefits	320,531	326,020	360,223
	Advertising	1,560	2,000	3,300
	Vehicle Expense	19,290	32,358	33,191
	Dues and Subscriptions	1,332	2,255	3,555
	Maintenance Charges	2,480	2,880	2,880
	Supplies	23,328	21,396	20,070
	Professional Services	10,644	5,900	15,500
	Utilities	4,861	6,180	6,180
	Travel & Training	3,799	9,864	10,124
	Capital Outlay	11,051	-	-
	Other Financing Sources	5,922,923	6,868,146	9,812,574
	Uniforms and Clothing	1,998	3,155	2,900
	Budget Improvement Request	-	152,452	112,549
	<b>TOTAL EXPENDITURES</b>	<b>7,149,193</b>	<b>8,327,481</b>	<b>11,349,796</b>
<b>Fire Protection and EMS</b>	Salary and Wages	8,521,017	8,563,831	9,568,575
	Benefits	3,103,834	3,304,282	3,395,521
	Advertising	7,693	7,500	14,500
	Vehicle Expense	477,159	547,420	491,520
	Dues and Subscriptions	5,505	7,570	7,015
	Equipment Rental	18,900	18,900	18,900
	Maintenance Charges	74,915	110,600	113,220
	Supplies	308,048	276,380	276,380
	Professional Services	219,952	225,730	284,300
	Utilities	265,918	294,760	292,740
	Travel & Training	2,462	10,000	11,000
	Minor Equipment & Impr.	201,582	-	-
	Capital Outlay	125,078	-	-
	Debt Service	74,411	171,419	171,419
	Uniforms and Clothing	70,138	70,000	79,500
	Other	-	125,000	125,000
	Budget Improvement Request	-	2,322,783	202,536
	<b>TOTAL EXPENDITURES</b>	<b>13,476,612</b>	<b>16,056,175</b>	<b>15,052,126</b>
<b>Animal Control Services</b>	Salary and Wages	559,777	597,621	604,050
	Benefits	259,669	285,850	276,313
	Advertising	1,626	2,500	2,500
	Vehicle Expense	24,513	30,000	30,000
	Dues and Subscriptions	400	660	660
	Maintenance Charges	2,648	8,385	8,800
	Supplies	116,081	104,500	102,500
	Professional Services	55,600	60,000	60,000
	Utilities	48,731	62,725	59,800
	Travel & Training	574	3,500	4,100
	Minor Equipment & Impr.	5,228	-	-
	Capital Outlay	127,505	-	-
	Uniforms and Clothing	2,674	8,000	8,000
	Other	-	125,000	125,000
	Budget Improvement Request	-	165,203	104,750
	<b>TOTAL EXPENDITURES</b>	<b>1,205,025</b>	<b>1,453,944</b>	<b>1,386,473</b>
<b>Enterprise Funds</b>				
<b>Landfill Fund</b>	Salary and Benefits	641,765	683,093	522,987
	Operating Expenses	1,074,320	1,277,585	1,680,349
	Capital Outlay	-	-	-
	Depreciation	86,174	100,000	66,000
	<b>TOTAL EXPENDITURES</b>	<b>1,802,260</b>	<b>2,060,678</b>	<b>2,269,336</b>
<b>Internal Service Funds</b>				
<b>Health and Employee Benefit Fund</b>	Claims	13,202,366	10,264,110	13,056,458
	Administrative	597,520	2,125,689	532,531
	<b>TOTAL EXPENDITURES</b>	<b>13,799,886</b>	<b>12,389,799</b>	<b>13,588,989</b>
<b>Worker's Compensation Fund</b>	Claims	551,485	669,000	730,273
	Administrative	54,080	135,000	69,000
	Transfer Out	-	-	-
	<b>TOTAL EXPENDITURES</b>	<b>605,565</b>	<b>804,000</b>	<b>799,273</b>
<b>Capital Fund</b>				
<b>Capital Transportation Fund</b>	Advertising	-	-	-
	Capital Outlay	-	-	-
	Transfers Out	-	-	-
	Road Maintenance	1,808,165	4,200,000	2,230,393
	<b>TOTAL EXPENDITURES</b>	<b>1,808,165</b>	<b>4,200,000</b>	<b>2,230,393</b>
	<b>TOTAL EXPENDITURES OF ALL FUNDS</b>	<b>108,899,413</b>	<b>126,026,997</b>	<b>119,298,881</b>



**Appropriation Class Comparison**

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# BUDGET SUMMARIES

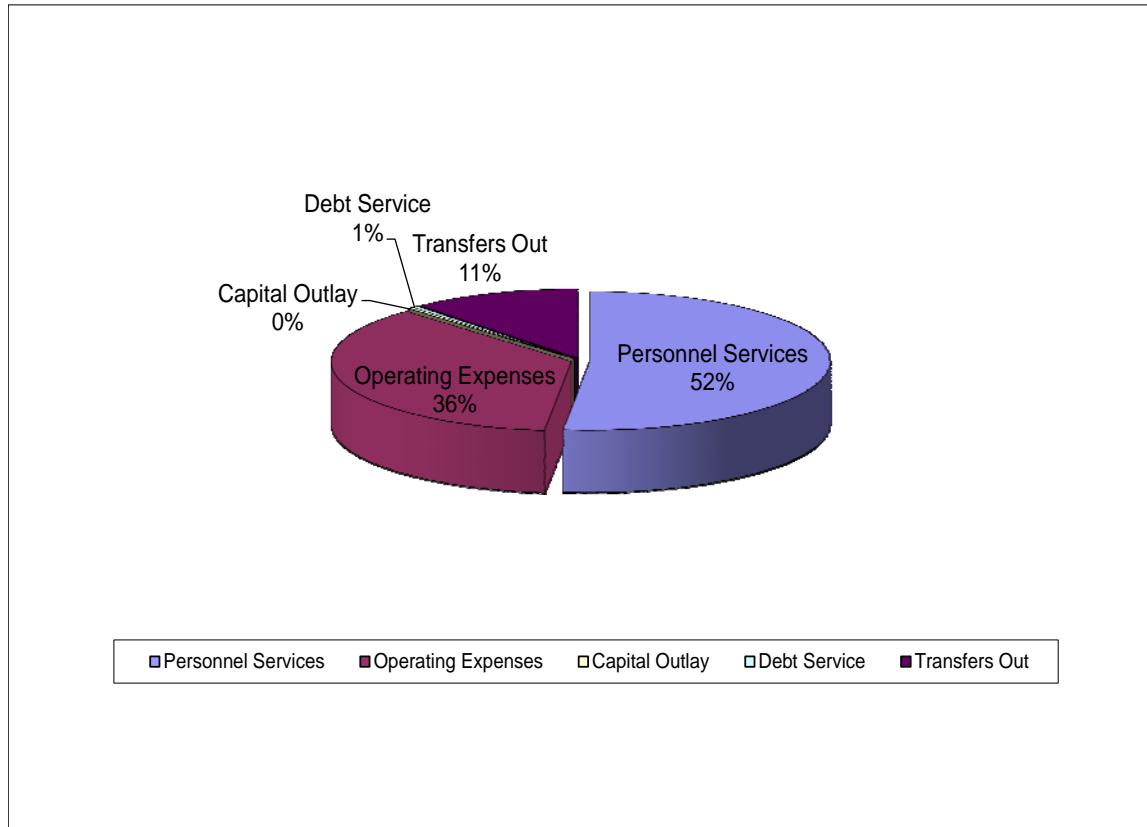
<u>APPROPRIATION CLASSIFICATION</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Salary and Wages	46,167,327	47,264,755	50,694,837
Benefits	17,078,433	17,905,162	18,876,278
Advertising	223,842	184,363	197,812
Audit and Legal	1,421,399	1,466,360	1,681,200
Vehicle Expenses	2,106,020	2,618,517	2,699,133
Dues and Subscriptions	290,241	321,670	327,386
Equipment Rental	25,218	35,487	42,351
Rentals	20,445	20,445	-
Maintenance Charges	1,355,820	1,727,266	1,851,043
Supplies	4,904,523	7,428,131	6,082,212
Professional Services	7,221,112	6,092,944	6,818,993
Utilities	4,396,539	4,825,626	5,216,581
Travel and Training	264,342	278,684	378,241
Minor Equipment and Improvements	655,320	-	-
Capital Outlay	7,408,617	4,675,050	420,050
Interfund / Interdepartment Charges	12,849,630	11,588,019	12,738,638
Other	1,914,129	2,071,871	2,087,915
Other Financing Sources	12,355,910	21,413,563	15,289,928
Debt Service	241,467	1,267,596	542,637
Uniforms and Clothing	292,166	327,144	424,847
Road Maintenance	3,123,289	4,350,000	2,330,393
Grants	316,881	59,412	169,617
Closure and Post Closure	76,136	55,000	55,000
Other	1,432	20,255,000	851,000
Budget Improvement Requests	-	11,101,388	4,554,470
 <b>TOTAL</b>	 <b>\$ 124,710,238</b>	 <b>\$ 167,333,453</b>	 <b>\$ 134,330,562</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	51,617,639	25,640,824	420,000	371,218	5,258,936	83,308,617
<b>Special Revenue Funds:</b>						
District Atty Confiscated Funds	-	237,463	-	-	-	237,463
Drug Abuse Treatment	-	138,661	-	-	-	138,661
E-911	1,730,429	906,214	-	-	-	2,636,643
Hotel-Motel Tax Fund	141,301	105,459	-	-	193,500	440,260
Law Library	-	100,000	-	-	-	100,000
Sheriff Inmate Commissary	-	80,000	-	-	-	80,000
Sheriff Confiscated Funds	-	250,000	-	-	-	250,000
Sheriff Other	-	60,000	-	-	-	60,000
Sidewalk Fund	-	-	50	-	-	50
Neighborhood Stabilization Prog	-	200,001	-	-	-	200,001
Victim Assistance	189,464	8,544	-	-	24,918	222,926
Uninc. Area Special District	1,326,973	210,249	-	-	9,812,574	11,349,796
Fire Protection and EMS	12,964,096	1,916,611	-	171,419	-	15,052,126
Animal Control Services	880,363	506,110	-	-	-	1,386,473
<b>Enterprise Funds:</b>						
Landfill Enterprise Fund	720,850	1,548,486	-	-	-	2,269,336
<b>Internal Service Funds:</b>						
Employee Benefit	-	13,588,989	-	-	-	13,588,989
Worker's Compensation	-	799,273	-	-	-	799,273
<b>Capital Fund</b>						
Capital Transportation Fund	-	2,230,393	-	-	-	2,230,393
<b>Total Appropriations</b>	<b><u>69,571,115</u></b>	<b><u>48,527,277</u></b>	<b><u>420,050</u></b>	<b><u>542,637</u></b>	<b><u>15,289,928</u></b>	<b><u>134,351,007</u></b>

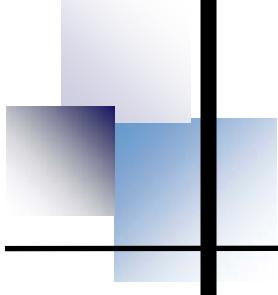
# BUDGET SUMMARIES



# BUDGET SUMMARIES

## Fund Balance Summary

	2017 BEGINNING FUND BALANCE	2017 APPROVED REVENUES	2017 APPROVED EXPENDITURES	2017 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
<b>BUDGETED FUNDS</b>					
Governmental Fund:					
General Fund	<u>28,456,279</u>	<u>83,308,617</u>	<u>83,308,617</u>	<u>28,456,279</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	380,318	237,463	237,463	380,318	0.00%
Drug Abuse Treatment	804,115	138,661	138,661	804,115	0.00%
E-911	3,224,479	2,636,643	2,636,643	3,224,479	0.00%
Hotel-Motel Tax Fund	240,409	516,000	516,000	240,409	0.00%
Law Library	598,463	100,000	100,000	598,463	0.00%
Sheriff Confiscated Funds	1,944,352	250,000	250,000	1,944,352	0.00%
Sheriff Inmate Commissary	124,234	80,000	80,000	124,234	0.00%
Sheriff Other	43,834	60,000	60,000	43,834	0.00%
Sidewalk Fund	13,365	50	50	13,365	0.00%
Neighborhood Stabilization Prog	190,981	200,001	200,001	190,981	0.00%
Victim Assistance	373,100	222,926	222,926	373,100	0.00%
Uninc. Area Special District	4,337,437	11,349,796	11,349,796	4,337,437	0.00%
Fire Protection and EMS	1,197,620	15,052,126	15,052,126	1,197,620	0.00%
Animal Control Services	<u>1,889,356</u>	<u>1,386,473</u>	<u>1,386,473</u>	<u>1,889,356</u>	<u>0.00%</u>
Total Special Revenue Fund	15,362,063	32,230,139	32,230,139	15,362,063	0.00%
Enterprise Funds:					
Landfill Enterprise Fund	<u>421,698</u>	<u>2,269,336</u>	<u>2,269,336</u>	<u>421,698</u>	<u>0.00%</u>
Total Enterprise Funds	421,698	2,269,336	2,269,336	421,698	0.00%
Internal Service Funds:					
Employee Benefit	(3,880,044)	13,588,989	13,588,989	(3,880,044)	0.00%
Worker's Compensation	<u>723,272</u>	<u>799,273</u>	<u>799,273</u>	<u>723,272</u>	<u>0.00%</u>
Total Internal Service	(3,156,772)	14,388,262	14,388,262	(3,156,772)	0.00%
Capital Funds:					
Capital Transportation Fund	<u>1,937,807</u>	<u>2,230,393</u>	<u>2,230,393</u>	<u>1,937,807</u>	<u>0.00%</u>
Total Capital Fund	1,937,807	2,230,393	2,230,393	1,937,807	0.00%
Total of All Budgeted Funds	<u>43,021,076</u>	<u>134,426,747</u>	<u>134,426,747</u>	<u>43,021,076</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 34.24% of the total. They also have 14.43% of the total part-time County employees, which is the fourth largest in part-time.**

**Special Revenue funds are the second largest for full-time and third largest for part-time with 21.47% and 16.51%, respectively.**

**The Judicial function is the third largest employer of the Douglas County Government full-time workforce with 18.67%. Also, 3.62% of the total part-time employees belongs to the Judicial function.**

**The General Government has 9.28% of the full-time workforce. Also, this function makes up 20.63% of the part-time workforce making it the second largest in this area.**

**The Parks and Recreation function encompasses 6.58% of the total full-time workforce. This function encompasses 38.21% 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	Increase	Increase
			(Decrease)	(Decrease)
			In Full-Time Positions	In Part- Time Positions
General Government	9.28%	20.63%	1	0
Judicial	18.67%	3.62%	18	0
Public Safety	34.24%	14.43%	-7	0
Public Works	6.19%	0.00%	4	0
Health & Welfare	1.26%	3.61%	1	0
Recreation	6.58%	38.21%	4	3
Planning & Community Development	1.16%	2.07%	0	0
Special Revenue	21.47%	16.51%	5	0
Enterprise Funds	1.16%	1.03%	1	-2

# BUDGET SUMMARIES

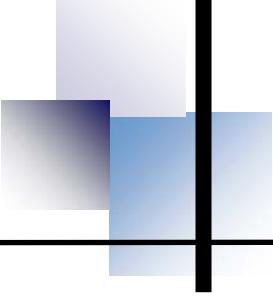
## Full-Time Personnel

	2015 ACTUAL	2016 BUDGET	2017 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	5	5	6	0.58%	1
Communications & Community Relations	4	3	3	0.29%	-
Courthouse Maintenance	7	7	7	0.68%	-
Election Board	4	4	4	0.39%	-
Finance	10	10	10	0.97%	-
Human Resources	4	4	5	0.48%	1
Information Services	10	10	9	0.87%	(1)
Legal Services	1	1	1	0.10%	-
Printing & Mail	2	2	2	0.19%	-
Property Management	5	6	6	0.58%	-
Purchasing	5	5	5	0.48%	-
Records Retention	2	2	2	0.19%	-
Risk & Safety	3	3	3	0.29%	-
Tax Appraisal	16	16	16	1.55%	-
Tax Commissioner	17	17	17	1.64%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>95</b>	<b>95</b>	<b>96</b>	<b>9.28%</b>	<b>1</b>
<i>Judicial</i>					
District Attorney	37	41	53	5.13%	12
Juvenile Court	7	8	8	0.77%	-
Juvenile Programs Administration	13	13	13	1.26%	-
Magistrate Court	10	10	10	0.97%	-
Probate Court	6	7	7	0.68%	-
Public Defender	21	22	23	2.22%	1
State Court Clerk of Court	9	10	11	1.06%	1
State Court DUI & Misdemeanor Courts	3	3	3	0.29%	-
State Court Judges	5	5	5	0.48%	-
State Court Solicitor	16	17	19	1.84%	2
Superior Court Clerk of Court	31	31	33	3.19%	2
Superior Court Felony Drug Court	1	1	1	0.10%	-
Superior Court Judges	7	7	7	0.68%	-
<b>TOTAL JUDICIAL</b>	<b>166</b>	<b>175</b>	<b>193</b>	<b>18.67%</b>	<b>18</b>

# BUDGET SUMMARIES

## Full-Time Personnel

	2015 ACTUAL	2016 BUDGET	2017 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND (cont'd)</b>					
<i>Public Safety</i>					
Coroner	1	1	1	0.10%	-
Emergency Management	2	2	2	0.19%	-
Sheriff Detention	168	183	174	16.83%	(9)
Sheriff Enforcement	162	175	177	17.12%	2
<b>TOTAL PUBLIC SAFETY</b>	<b>333</b>	<b>361</b>	<b>354</b>	<b>34.24%</b>	<b>(7)</b>
<i>Public Works</i>					
D.O.T - Administration	5	5	6	0.58%	1
D.O.T - Maintenance & Construction	28	28	29	2.81%	1
D.O.T - Traffic Operations	9	9	11	1.06%	2
Fleet Management	15	18	18	1.74%	-
<b>TOTAL PUBLIC WORKS</b>	<b>57</b>	<b>60</b>	<b>64</b>	<b>6.19%</b>	<b>4</b>
<i>Health and Welfare</i>					
Senior Services	12	12	13	1.26%	1
<b>TOTAL HEALTH AND WELFARE</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>1.26%</b>	<b>1</b>
<i>Parks, Recreation and Culture</i>					
Douglas County Library	23	23	23	2.22%	-
Parks and Recreation	32	32	36	3.48%	4
Aquatic Center	5	5	5	0.48%	-
Senior Center	4	4	4	0.39%	-
<b>TOTAL CULTURE/RECREATION</b>	<b>64</b>	<b>64</b>	<b>68</b>	<b>6.58%</b>	<b>4</b>
<i>Planning and Community Development</i>					
Cooperative Extension	5	5	5	0.48%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.29%	-
Rideshare	4	4	4	0.39%	-
<b>TOTAL HOUSING AND DEVELOPMENT</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>1.16%</b>	<b>-</b>
<b>TOTAL GENERAL FUND</b>	<b>739</b>	<b>779</b>	<b>800</b>	<b>77.37%</b>	<b>21</b>



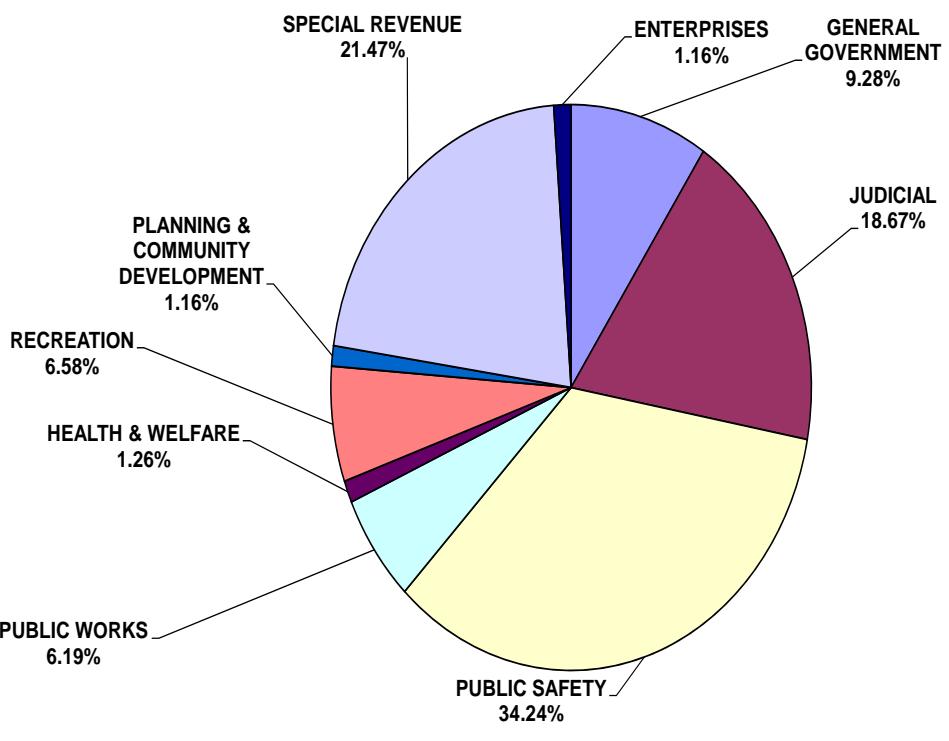
**Full-Time Personnel**

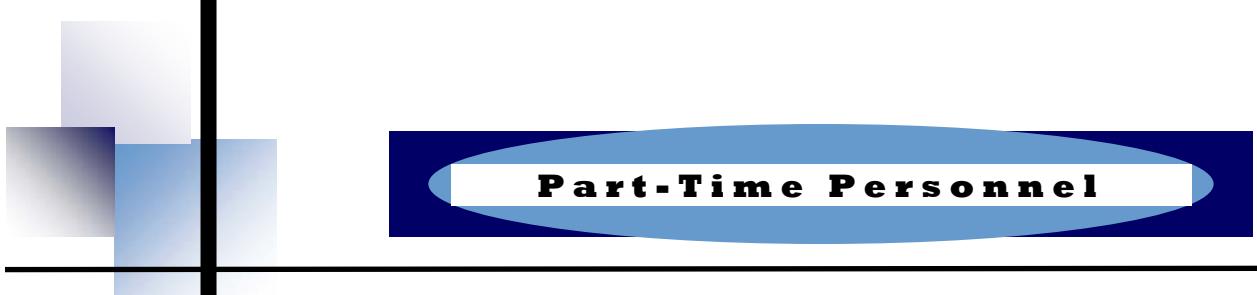
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# BUDGET SUMMARIES

	2015 ACTUAL	2016 BUDGET	2017 APPROVED	2017 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>SPECIAL REVENUE FUNDS</b>					
<i>Animal Control Services</i>	11	19	19	1.84%	-
<i>E-911</i>	24	26	28	2.71%	2
<i>Fire Services and EMS</i>	128	149	153	14.80%	4
<i>Unincorporated Area Special Services District:</i>					
<i>Building Inspections</i>	6	7	6	0.58%	(1)
<i>Code Enforcement</i>	3	3	3	0.29%	-
<i>Development Control</i>	4	4	4	0.39%	-
<i>Development Services Administration</i>	1	1	1	0.10%	-
<i>Occupational Tax</i>	1	1	1	0.10%	-
<i>Planning and Zoning</i>	4	4	4	0.39%	-
<i>Victim Assistance</i>	3	3	3	0.29%	-
<b>TOTAL SPECIAL REVENUE</b>	<b>185</b>	<b>217</b>	<b>222</b>	<b>21.47%</b>	<b>5</b>
<b>ENTERPRISE FUNDS</b>					
<i>Landfill</i>	11	11	12	1.16%	1
<b>TOTAL ENTERPRISES</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>1.16%</b>	<b>1</b>
<b>TOTAL ALL FUNDS</b>	<b>935</b>	<b>1,007</b>	<b>1,034</b>	<b>100.00%</b>	<b>27</b>

# BUDGET SUMMARIES




**Part-Time Personnel**

	2015 ACTUAL	2016 BUDGET	2017 APPROVED	2017 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND</b>					
<i>General Government</i>					
Board of Commissioners	6	6	6	3.09%	-
Communications	1	1	1	0.52%	-
Election Board	5	5	5	2.58%	-
Human Resources	3	3	3	1.55%	-
Tax Appraisal	1	1	1	0.52%	-
Tax Assessor	5	5	5	2.58%	-
Tax Commissioner	6	6	6	3.09%	-
Tax Equalization Board	13	13	13	6.70%	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>20.63%</b>	-
<i>Judicial</i>					
District Attorney	2	2	3	1.55%	1
Juvenile Programs Administration	1	-	1	0.52%	1
Magistrate Court	2	2	2	1.03%	-
Superior Court Clerk of Court	3	3	1	0.52%	(2)
<b>TOTAL JUDICIAL</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>3.62%</b>	-
<i>Public Safety</i>					
Sheriff Detention	22	27	26	13.40%	(1)
Sheriff Enforcement	2	1	2	1.03%	1
<b>TOTAL PUBLIC SAFETY</b>	<b>24</b>	<b>28</b>	<b>28</b>	<b>14.43%</b>	-
<i>Health and Welfare</i>					
Senior Services	8	7	7	3.61%	-
<b>TOTAL HEALTH AND WELFARE</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>3.61%</b>	-
<i>Parks, Recreation and Culture</i>					
Douglas County Library	13	14	14	7.22%	-
Parks & Recreation	26	20	26	13.40%	6
Parks & Recreation Aquatic Center	34	37	34	17.59%	(3)
<b>TOTAL CULTURE/RECREATION</b>	<b>73</b>	<b>71</b>	<b>74</b>	<b>38.21%</b>	<b>3</b>

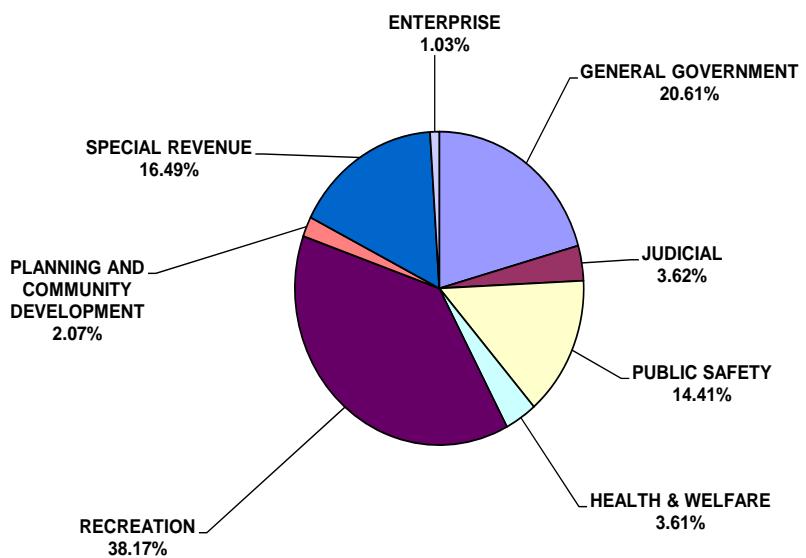
## Part-Time Personnel

# BUDGET SUMMARIES

	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>APPROVED</u>	2017 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
<b>GENERAL FUND (cont'd.)</b>					
<i>Planning and Community Development</i>					
Cooperative Extension	1	1	1	0.52%	-
Rideshare	3	3	3	1.55%	-
<b>TOTAL PLANNING AND DEVELOPMENT</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>2.07%</b>	-
 <b>TOTAL GENERAL FUND</b>	<b>157</b>	<b>157</b>	<b>160</b>	<b>82.57%</b>	<b>3</b>
 <b>SPECIAL REVENUE FUNDS</b>					
<i>E-911</i>	1	1	1	0.52%	-
<i>Fire Services and EMS</i>	17	19	22	11.34%	3
<i>Tourism &amp; History Commission</i>	4	4	1	0.52%	(3)
<i>Unincorporated Area Special Services District:</i>					
<i>Development Control</i>	1	1	1	0.52%	-
<i>Planning and Zoning</i>	7	7	7	3.61%	-
<i>Victim Assistance</i>	1	-	-	0.00%	-
<b>TOTAL SPECIAL REVENUE</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>16.51%</b>	-
 <b>ENTERPRISE FUND</b>					
<i>Landfill</i>	4	4	2	1.03%	(2)
<b>TOTAL ENTERPRISE</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>1.03%</b>	<b>(2)</b>
 <b>TOTAL ALL FUNDS</b>	<b>192</b>	<b>193</b>	<b>194</b>	<b>100.11%</b>	<b>1</b>

## Part-Time Personnel

# 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 67.82% of all General Fund revenues. The remaining 32.18% are from other revenue sources. Over all, the 2017 budgeted General Fund Revenue decreased \$7,986,683 compared to 2016 budgeted. The main attribute to this decrease is a reduction of transfers in and funds generated from fund balance. 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.

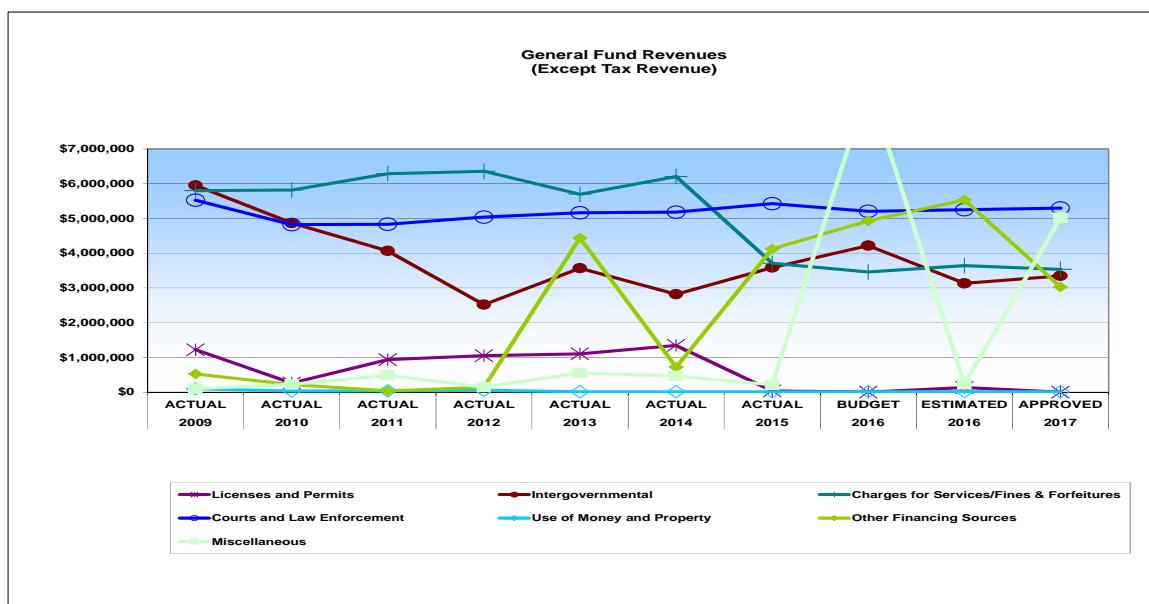
### OVERVIEW OF TAX REVENUE

## TRENDS

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.

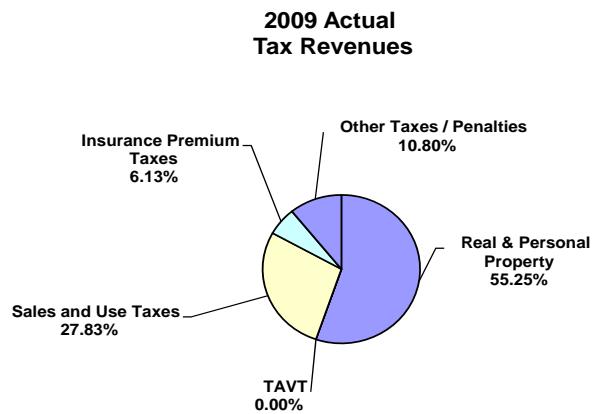
Below is a chart showing the trends for each of these since 2009.

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 2009 and 2017.

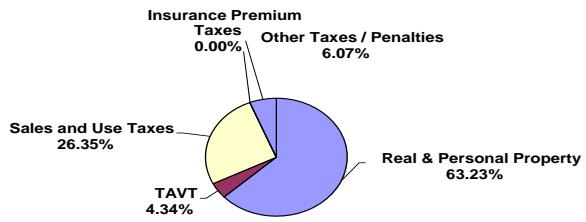


## General Fund

# TRENDS



**2017 Budgeted Tax Revenues**



### Real and Personal Property Taxes:

The trend in the digest, usually an upward trend, is used to calculate real and personal property tax revenue. Average growth rate of the digest is 3% - 5% a year. Usually, historical averages are the best measurement for future estimates. 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 2011 to 2016.

## General Fund

### CURRENT 2016 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY

(In Thousands)

COUNTY WIDE	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Real & Personal	3,758,149	3,600,544	3,530,367	3,598,154	3,833,246	4,083,860
Motor Vehicles	261,372	272,385	288,899	246,036	176,874	131,023
Mobile Homes	6,938	6,207	7,234	6,764	6,644	6,613
Timber-100%	9	415	243	53	24	578
Heavy Duty Equipment	-	-	27	-	163	67
 Gross Digest	 4,026,468	 3,879,551	 3,826,770	 3,851,007	 4,016,951	 4,222,141
Less M & O Exemptions	(404,709)	(370,699)	(369,536)	(414,164)	(455,136)	(494,885)
Net M & O Digest	3,621,759	3,508,852	3,457,234	3,436,843	3,561,815	3,727,574
State of Georgia Forest Land Assistance Grant Value	0	0	0	309	314	318
Adjusted Net M & O Digest	3,621,759	3,508,852	3,457,234	3,437,152	3,562,129	3,727,574
 Gross M & O Millage Rate	 14.428	 14.764	 17.285	 16.884	 16.453	 15,755.000
Less Millage Rate Rollbacks	(4.528)	(4.864)	(5.035)	(4.731)	(4.644)	(4,488.000)
Net M & O Millage Rate	9.900	9.900	12.250	12.153	11.809	11,267.000
Net Taxes \$ Levied	35,844,415	34,737,637	42,351,117	41,771,708	42,065,181	41,998,576
 Net Taxes \$ Increase	 (1,139,489)	 (1,117,778)	 7,613,479	 (579,408)	 293,473	 (66,605)
Net Taxes % Increase	-3.08%	-3.12%	21.92%	-1.37%	0.70%	-0.16%

TRENDS

#### Sales and Use Taxes:

This source of income is projected at \$16,620,000 (19.95% of total revenue) which is higher than the prior year estimated. Fiscal year 2016 is estimated to be \$268,277 lower than 2015's actual of \$16,565,785. 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 increase slightly compared to estimated 2016 projections. The chart to the right shows the percentage change (increase or decrease) from one year to the next.

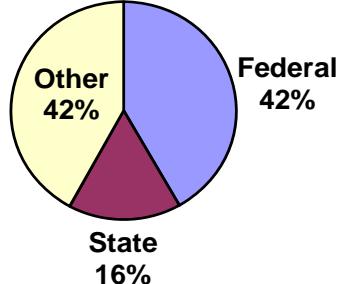
Year	Sales Tax Revenue	% Change from Prior Year
2008	17,495,669	
2009	15,958,261	-8.79%
2010	16,246,016	1.80%
2011	17,264,892	6.27%
2012	17,218,656	-0.27%
2013	16,231,413	-5.73%
2014	16,769,653	3.32%
2015	16,565,785	-1.22%
2016*	16,305,508	-1.57%

\*Estimated

### **Intergovernmental Revenues:**

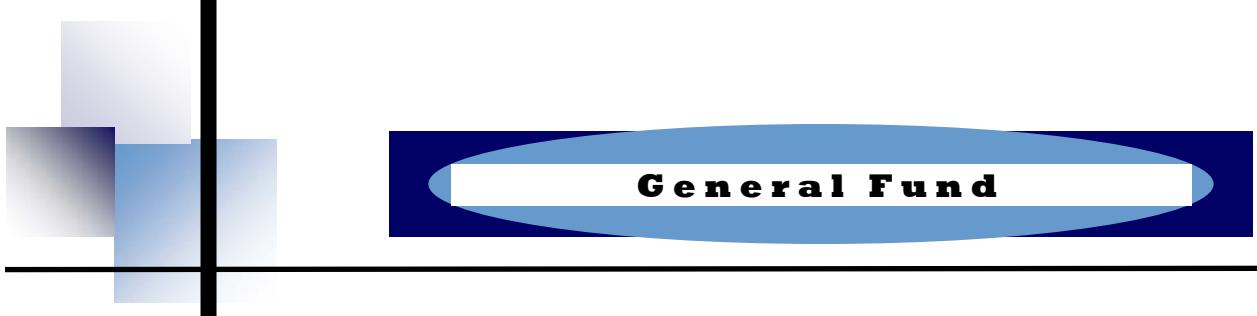
These revenues are estimated at approximately \$3.3 million for 2017, which is a increase of 6.8% compared to 2016 estimated revenue of \$3.1 million. This revenue is primarily based on grant revenue (State and Federal grants) which can vary year to year due to various projects/programs approved by the 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 \$3.5 million. 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 \$1.6 million of the 2017 total. Rideshare fees are another large source of this revenue and are budgeted at \$306,000. Historical trend data is most commonly used to estimate this revenue source.



## General Fund

### Court and Law Enforcement:

These revenues consist of approximately 6.36% of the current year's budgeted revenues. About 47% of this revenue is generated from Clerk of State Court. The State Court handles misdemeanor and traffic cases, as well as general civil matters including tort claims, collections, and contract disputes. Historical trending is used to estimate future revenues.

<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
\$2,937,537	\$2,479,960	\$3,897,000	\$2,496,895	\$2,423,246	\$2,580,789	\$2,666,286	\$2,448,711	\$2,500,800

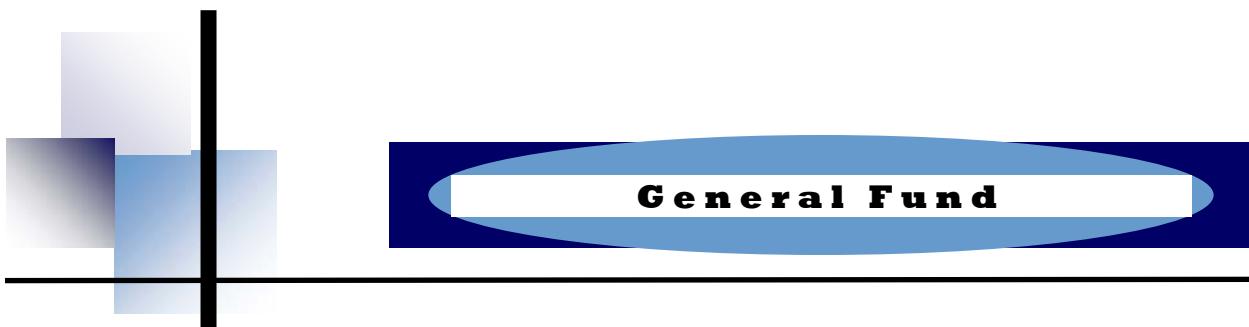
## TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2017, \$480,000 is estimated which includes both civil and criminal fines & forfeitures. Based on prior year trends, this revenue is budgeted to be slightly lower than the 2016 estimate. The Magistrate Court handles small claims and dispossessory actions. It also issues most criminal arrest warrants and handles daily criminal bond hearings. This revenue has experienced increases in the past, but appears to be leveling out over the past few years. Below are statistics and historical collections that support the Magistrate Court estimate.

<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
\$415,070	\$543,416	\$649,331	\$661,443	\$639,279	\$621,941	\$572,520	\$614,986	\$606,000

### Use of Money & Property:

This revenue is projected to be slightly higher than the 2016 budget. Regular investments (interest earnings) comprise \$12,000 of the \$12,150 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

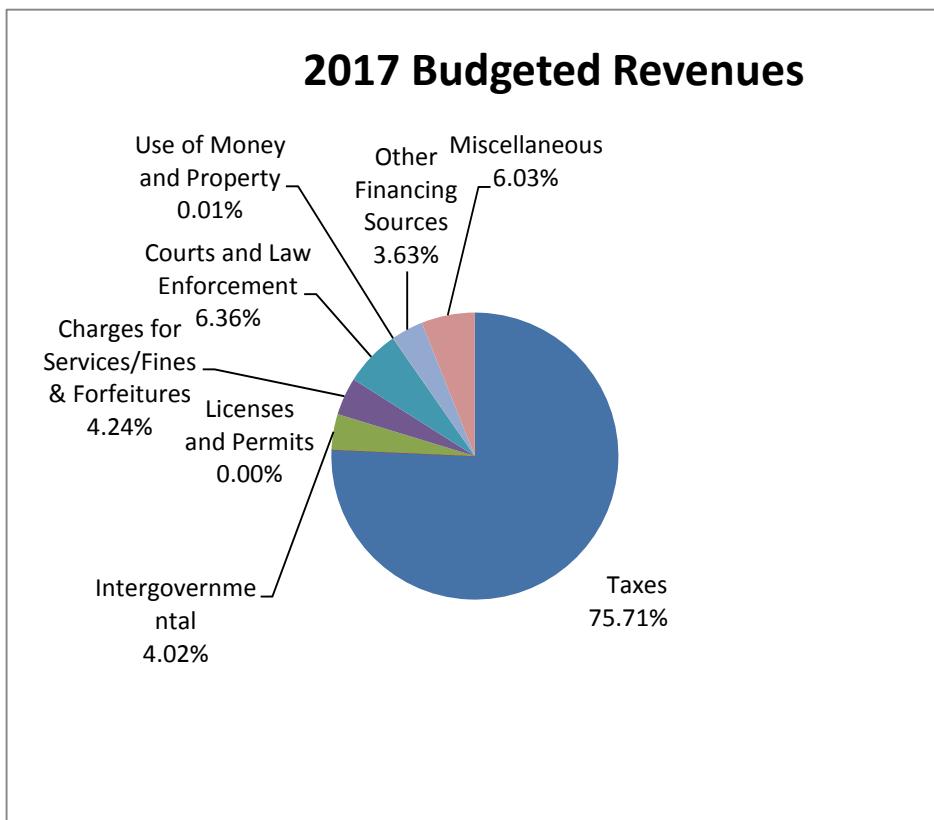


### **Other Revenues and Sources:**

Other Financing Sources combined with Miscellaneous revenue reflect 9.66% (\$8,045,545) of the total budgeted revenues for 2017. 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. Previously the only transfers in were from other funds and reimbursements from the 2010 Jail SPLOST Debt Service Fund and the Victim Assistance Fund.

Below is a summary of 2017 General Fund Budgeted Revenues:

T R E N D S



## General Fund

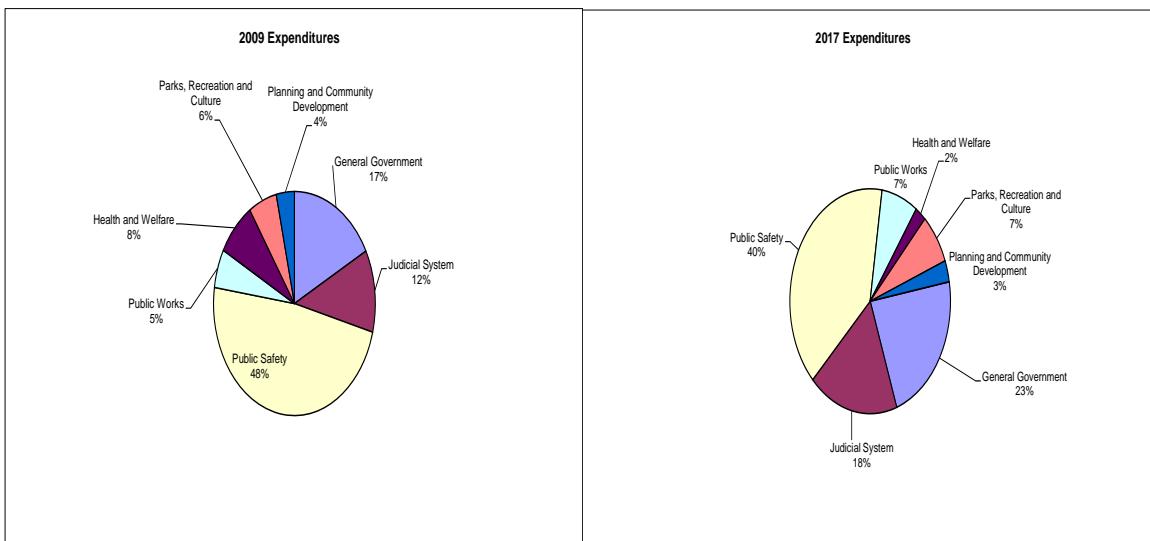
### EXPENDITURES

The approved 2017 General Fund expenditures are \$83,308,617 which amounts to \$7,986,683 more than the 2016 estimated budget of \$91,295,300. Per the estimated expenditures and revenues that actually occurred in 2016 the County operated \$4,251,807 over budget.

The 2017 operating budget is about 8 million less than that of 2016. This is a reflection of a tight budget.

### FUND BALANCE

The estimated beginning Fund Balance for 2017 is \$28,456,279. 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 2016.



## General Fund

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>11,132,150</u>	<u>11,923,719</u>	<u>8,481,460</u>	<u>11,567,926</u>
<b>REVENUES</b>				
Taxes				
Real & Personal Property	31,684,355	32,893,736	32,657,737	31,172,585
TAVT	-	-	-	-
Sales and Use Taxes	15,958,261	16,246,016	17,264,892	17,218,656
Insurance Premium Taxes	3,514,806	3,418,404	4,007,535	4,281,315
Other Taxes / Penalties	6,193,468	6,556,651	6,875,942	7,138,700
Licenses and Permits	1,220,309	259,067	935,321	1,049,998
Intergovernmental	5,951,190	4,868,168	4,064,812	2,518,267
Charges for Services/Fines & For	5,798,532	5,818,048	6,287,297	6,356,044
Courts and Law Enforcement	5,525,528	4,819,537	4,830,989	5,039,164
Use of Money and Property	92,657	32,348	36,521	52,977
Other Financing Sources	524,531	216,377	35,194	141,455
Miscellaneous	<u>102,454</u>	<u>224,827</u>	<u>481,006</u>	<u>144,413</u>
<b>TOTAL REVENUES</b>	<b>76,566,091</b>	<b>75,353,178</b>	<b>77,477,246</b>	<b>75,113,574</b>
<b>EXPENDITURES</b>				
General Government	13,066,691	14,042,979	13,688,734	10,902,202
Judicial System	9,000,703	9,194,908	9,924,914	10,298,374
Public Safety	36,506,579	37,015,798	37,102,448	37,650,088
Public Works	4,234,686	6,159,499	4,973,542	5,189,087
Health and Welfare	5,925,838	2,404,032	1,597,425	1,535,898
Parks, Recreation and Culture	4,300,918	7,562,375	5,006,588	5,059,537
Planning and Community Develop	<u>2,739,107</u>	<u>2,415,846</u>	<u>2,097,129</u>	<u>2,062,362</u>
<b>TOTAL EXPENDITURES</b>	<b>75,774,522</b>	<b>78,795,437</b>	<b>74,390,780</b>	<b>72,697,548</b>
<b>ENDING FUND BALANCE *</b>	<b><u>11,923,719</u></b>	<b><u>8,481,460</u></b>	<b><u>11,567,926</u></b>	<b><u>13,983,952</u></b>

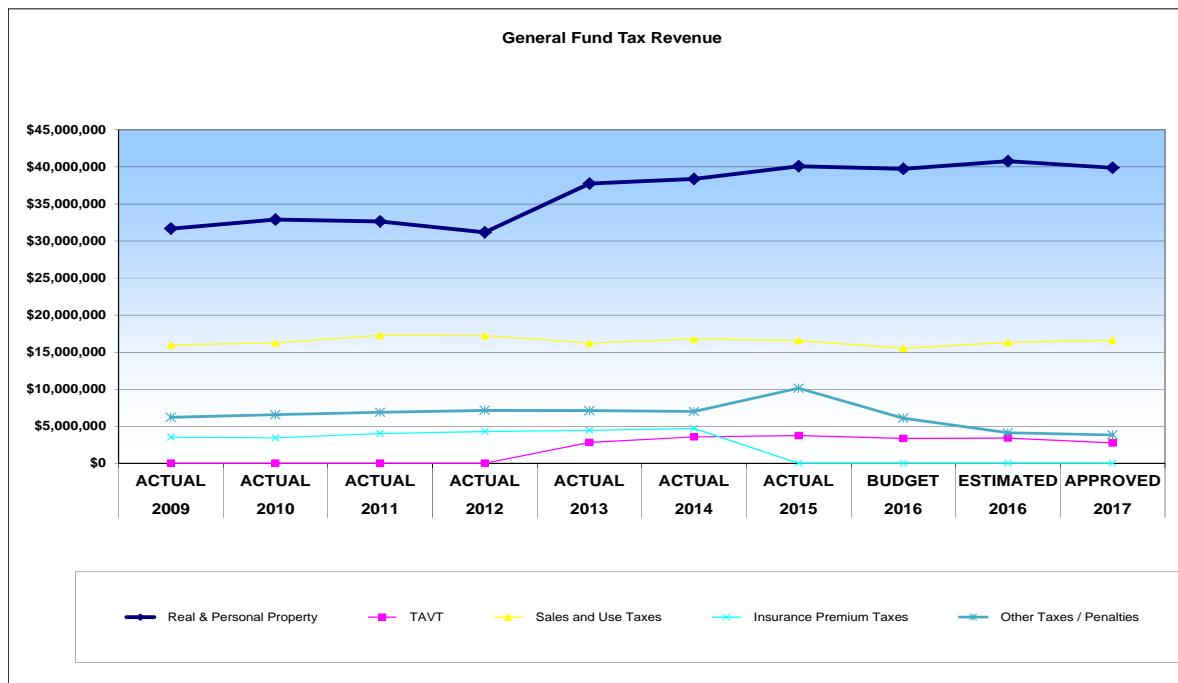
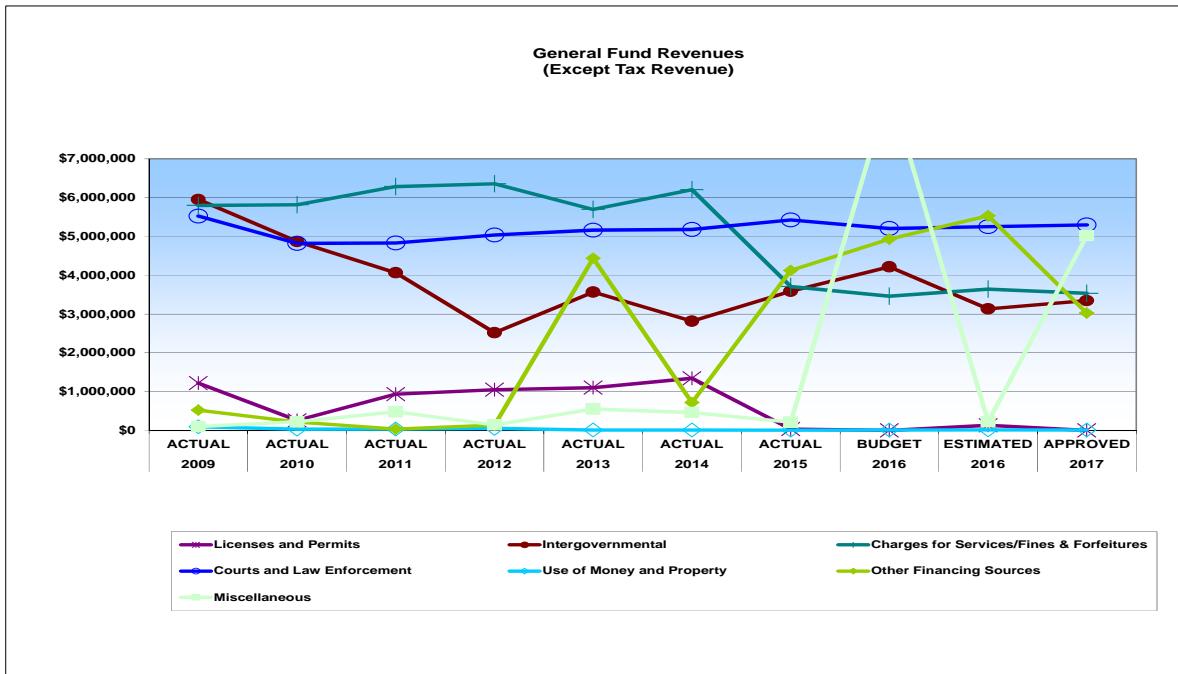
## General Fund

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATED</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
<u>13,983,952</u>	<u>22,052,612</u>	<u>23,237,426</u>	<u>32,708,086</u>	<u>32,708,086</u>	<u>28,456,279</u>	<u>100.00%</u>
37,759,916	38,385,279	40,091,866	39,734,498	40,778,629	39,882,456	47.87%
2,804,767	3,552,916	3,730,767	3,335,200	3,388,320	2,739,200	3.29%
16,231,413	16,769,653	16,565,785	15,500,000	16,305,508	16,620,000	19.95%
4,449,739	4,696,183	-	-	-	-	0.00%
7,100,315	6,984,378	10,119,830	6,080,221	4,116,063	3,829,870	4.60%
1,102,716	1,345,033	37,309	-	131,250	-	0.00%
3,566,047	2,815,251	3,587,677	4,217,570	3,132,888	3,347,616	4.02%
5,696,560	6,203,383	3,709,729	3,460,051	3,641,436	3,534,980	4.24%
5,161,128	5,181,118	5,426,003	5,204,800	5,250,168	5,296,800	6.36%
13,068	10,760	9,608	10,350	14,200	12,150	0.01%
4,437,788	720,197	4,124,456	4,930,114	5,533,806	3,024,918	3.63%
<u>551,420</u>	<u>461,581</u>	<u>213,866</u>	<u>8,822,496</u>	<u>226,735</u>	<u>5,020,627</u>	<u>6.03%</u>
88,874,875	87,125,732	87,616,895	91,295,300	82,519,003	83,308,617	100%
12,797,386	14,666,756	20,015,431	28,133,867	27,666,195	18,665,222	22.40%
11,081,994	11,664,333	13,192,840	13,528,215	13,741,775	15,062,560	18.08%
40,450,681	43,057,419	29,727,088	32,098,965	30,853,920	33,050,167	39.67%
7,025,109	7,178,802	5,246,407	5,447,868	5,143,156	6,109,721	7.33%
1,617,265	1,615,839	1,949,630	1,783,111	1,775,360	1,852,121	2.22%
5,186,340	5,534,717	5,958,739	6,542,833	5,960,737	6,006,388	7.21%
<u>2,647,440</u>	<u>2,223,052</u>	<u>2,056,100</u>	<u>3,760,441</u>	<u>1,629,666</u>	<u>2,562,438</u>	<u>3.08%</u>
80,806,215	85,940,918	78,146,235	91,295,300	86,770,809	83,308,617	100%
<u>22,052,612</u>	<u>23,237,426</u>	<u>32,708,086</u>	<u>32,708,086</u>	<u>28,456,279</u>	<u>28,456,279</u>	<u>100%</u>

## General Fund

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

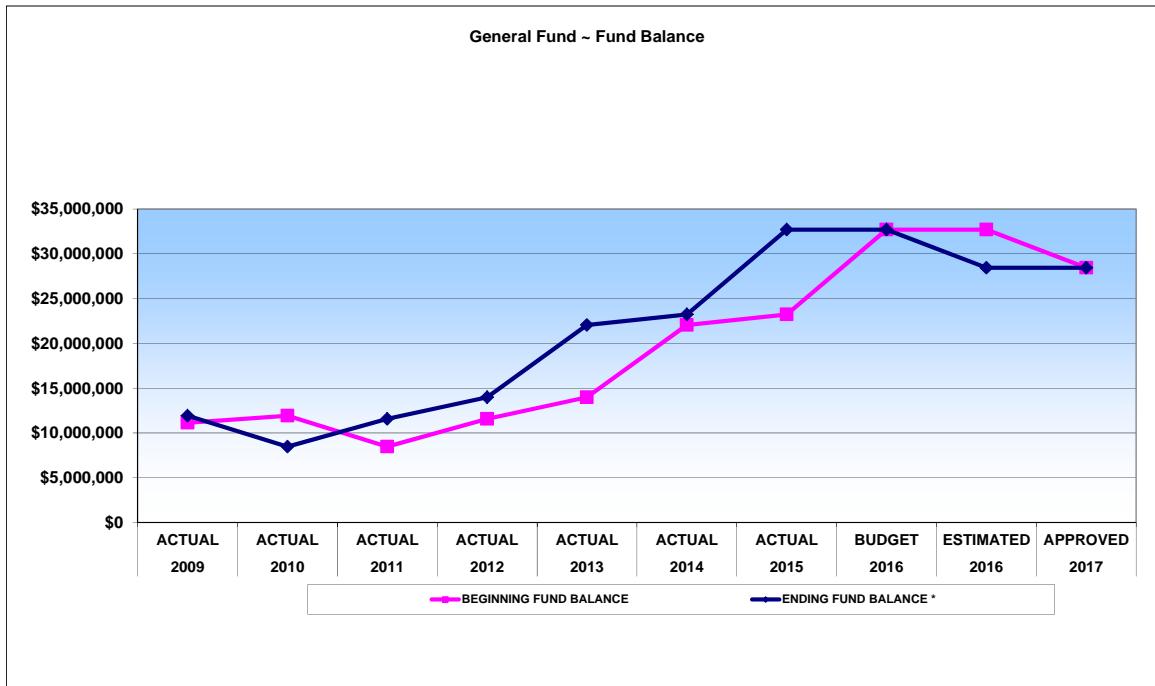
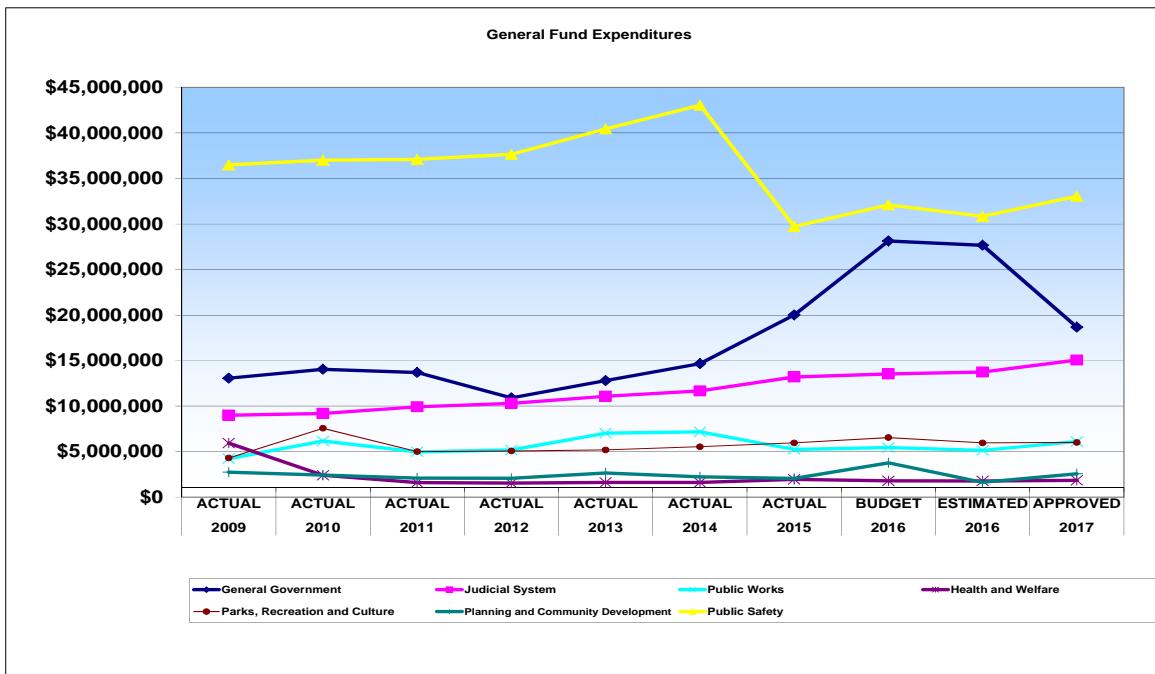
### TRENDS



# T R E N D S

## General Fund

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



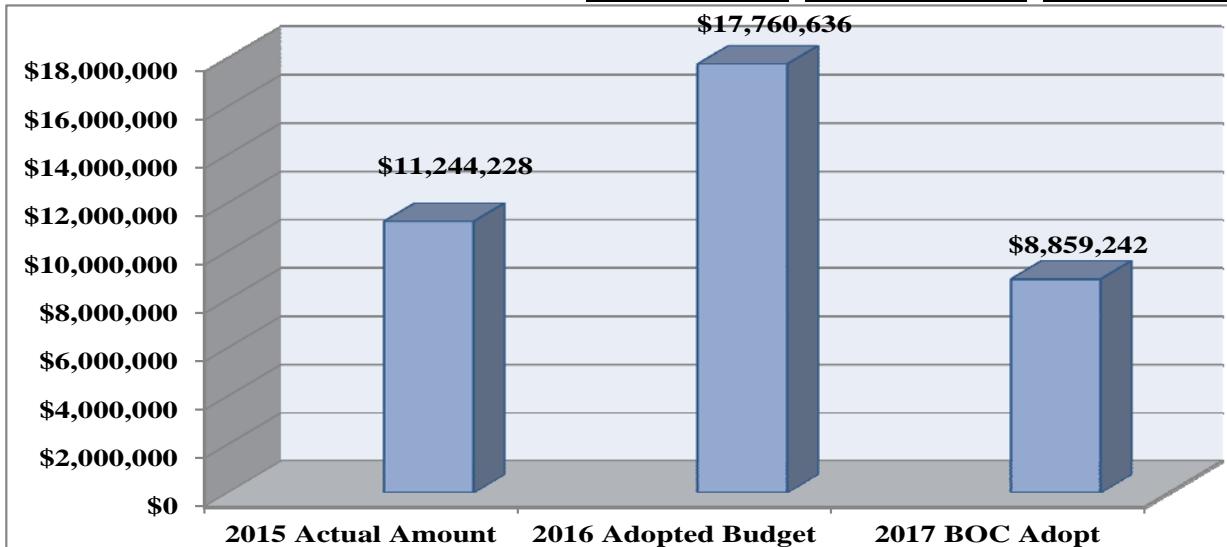
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## Appropriations (General)

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>11,244,228</u>	<u>17,760,636</u>	<u>8,859,242</u>
<b>Total Funding Sources</b>	<b><u>11,244,228</u></b>	<b><u>17,760,636</u></b>	<b><u>8,859,242</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wages	57,664	0	0
Benefits	116,707	0	0
Advertising	82,230	5,000	5,000
Audit and Legal	16	94,730	94,730
Dues and Subscriptions	146,888	149,800	149,800
Maintenance Charges	0	0	0
Supplies	20,787	5,500	5,500
Professional Services	1,954,387	1,463,745	1,560,000
Utilities	863,338	1,003,420	1,107,420
Travel & Training	0	0	0
Minor Equipment and Improvements	29,709	0	0
Capital Outlay	1,722,988	4,190,000	0
Other	17,841	53,856	53,856
Other Financing Sources	6,219,170	9,435,302	5,258,936
Debt Service	9,881	0	15,000
Grants	2,192	3,000	0
Other	432	600,000	600,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>756,283</b>	<b>9,000</b>
<b>Total Appropriations</b>	<b><u>11,244,228</u></b>	<b><u>17,760,636</u></b>	<b><u>8,859,242</u></b>



# GENERAL GOVERNMENT

- 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.

Develop a plan for underutilized county assets

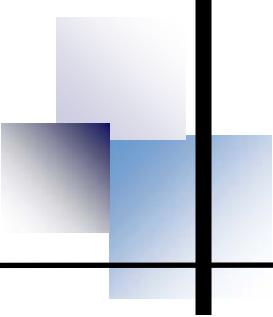
- Establish a trail system for the Dog River Park
- Establish a trail system for the Punkintown Property
- Develop a reuse plan for the old jail
- Maximum usage of all county owned property.

Improve Efficiency

- Work to improve the efficiency of all County Departments.
- Move key Information Services functions to cloud computing.
- Utilize technology to keep costs low and customer satisfaction high.

Encourage Economic Development

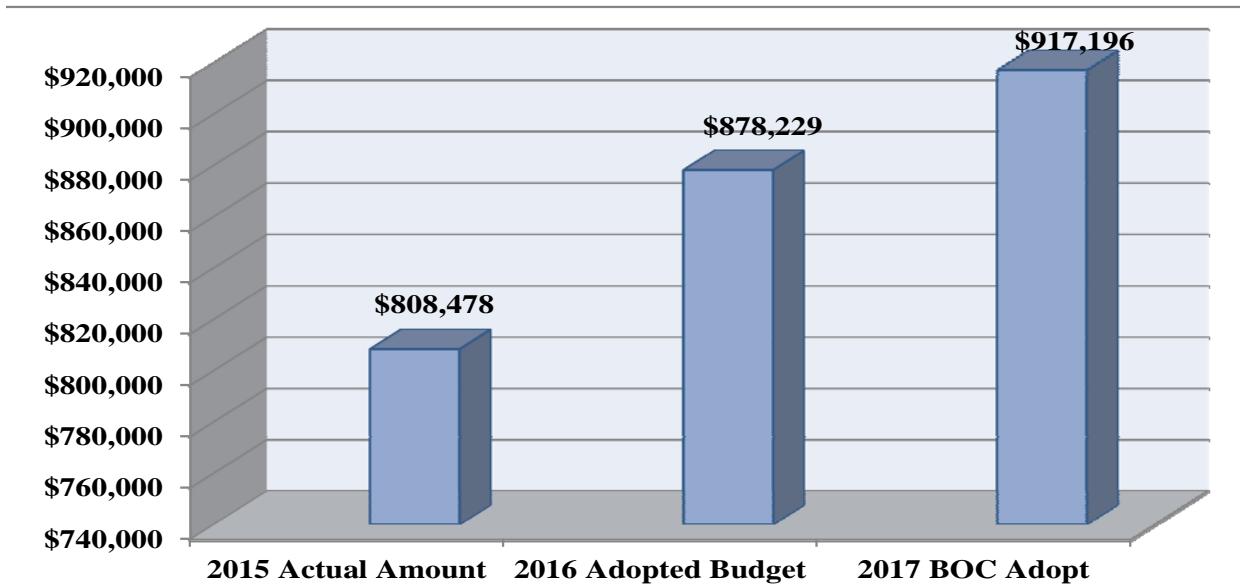
- Support the Development Authority.
- Provide business friendly incentive programs for job creating industry.
- Develop a business environment to encourage new business investment.
- Continue to develop plans for major economic development areas.

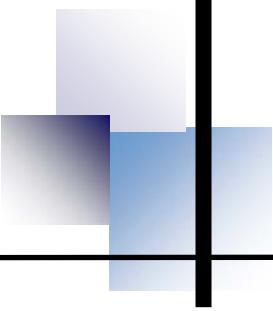



## Board of Commissioners

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>808,478</u>	<u>878,229</u>	<u>917,196</u>
Total Funding Sources	<u>808,478</u>	<u>878,229</u>	<u>917,196</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	558,631	538,924	581,467
Benefits	173,263	214,314	231,647
Advertising	10,655	12,300	10,000
Vehicle Expense	2,355	6,800	6,600
Dues and Subscriptions	21,861	15,984	16,372
Maintenance Charges	480	800	800
Supplies	11,764	13,650	13,650
Professional Services	159	11,000	9,000
Utilities	639	4,000	4,000
Travel & Training	28,670	37,000	37,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	400
Budget Improvement Request	0	23,457	6,260
Total Appropriations	<u>808,478</u>	<u>878,229</u>	<u>917,196</u>






## **Board of Commissioners**

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### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<b>2015</b>	<b>2016</b>	<b>2017</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>ZONING MEETINGS</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>WORK SESSIONS</b>	<b>24</b>	<b>24</b>	<b>24</b>
<b>PUBLIC HEARINGS</b>	<b>8</b>	<b>10</b>	<b>10</b>
<b>SPECIAL MEETINGS</b>	<b>3</b>	<b>6</b>	<b>6</b>
<b>COMMISSION MEETINGS</b>	<b>24</b>	<b>24</b>	<b>24</b>

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### PERSONNEL SUMMARY

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>
		<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
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	24	1	1	1
Senior Secretary	22	1	1	1
Administrative Assistant	19	1	1	1
Bailiff	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>6</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

## MISSION

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

## FUNCTIONS

- Increase the communications and the flow of information between the County and its citizens
- 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.**

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

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



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

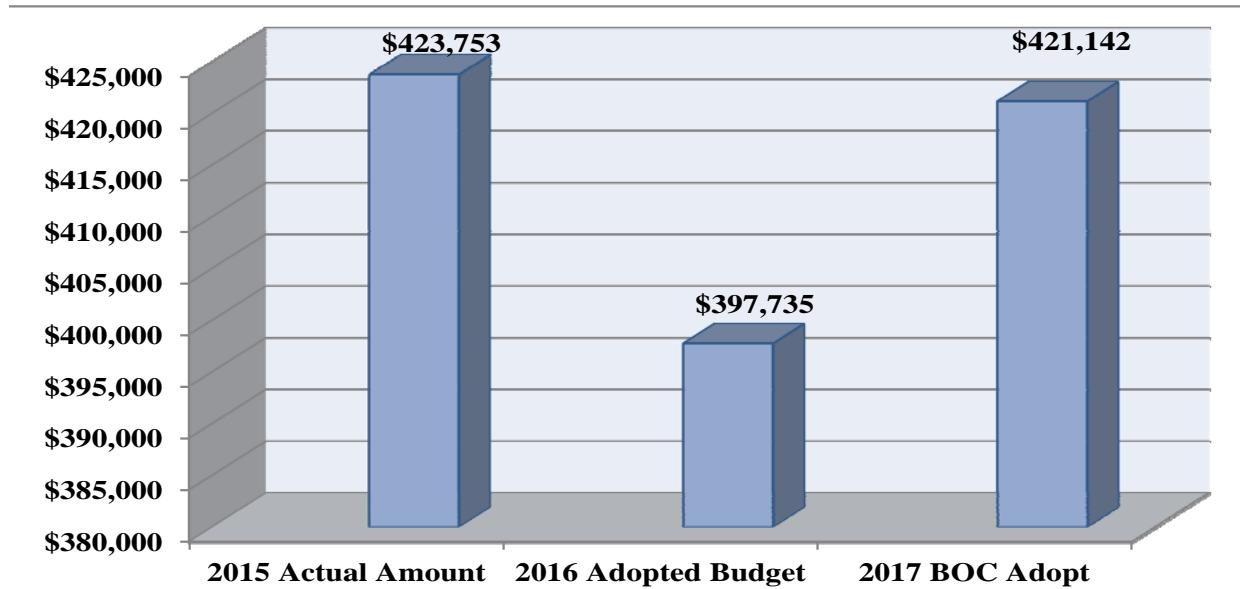
<b>BUDGET SUMMARY</b>		
2015 Actual	2016 Adopted	2017 BOC
Amount	Budget	Adopt

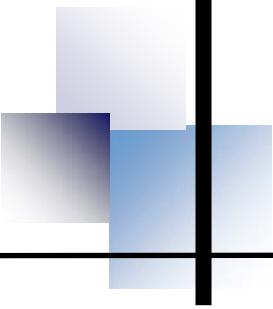
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>423,753</b>	<b>397,735</b>	<b>421,142</b>
<b>Total Funding Sources</b>	<b>423,753</b>	<b>397,735</b>	<b>421,142</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	201,344	198,211	214,872
<b>Benefits</b>	60,406	62,766	65,750
<b>Advertising</b>	23,861	44,450	31,150
<b>Vehicle Expense</b>	201	250	500
<b>Dues and Subscriptions</b>	6,724	4,897	5,452
<b>Maintenance Charges</b>	0	0	0
<b>Supplies</b>	21,384	26,420	26,420
<b>Professional Services</b>	44,851	44,020	48,850
<b>Utilities</b>	1,730	1,728	1,835
<b>Travel &amp; Training</b>	1,485	0	0
<b>Minor Equipment and Improvements</b>	7,115	0	0
<b>Capital Outlay</b>	50,792	0	0
<b>Other</b>	3,859	4,000	4,000
<b>Uniforms and Clothing</b>	0	0	0
<b>Budget Improvement Request</b>	0	10,993	22,313
<b>Total Appropriations</b>	<b>423,753</b>	<b>397,735</b>	<b>421,142</b>






## Communications

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>COMMUNITY INITIATIVES &amp; EVENTS</b>	<b>73</b>	<b>85</b>	<b>85</b>
<b>GROWTH IN SUBSCRIPTIONS</b>			
<b>TO HAPPENINGS</b>	<b>8,544</b>	<b>10,000</b>	<b>10,000</b>
<b>PROGRAMMING ON DCTV23</b>	<b>192</b>	<b>192</b>	<b>192</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	25	1	1	1
Production Assistant	UNC	1	0	0
Production Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>3</b>	<b>3</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

To reduce the number of cleaning complaints by:

- Performing cleaning inspections once a month with representative from night cleaning contractor
- Performing follow up inspections
- Monitoring our janitor's log for repeat problems
- Scheduling quarterly department meetings to voice concerns

Keeping utility cost at a minimum by:

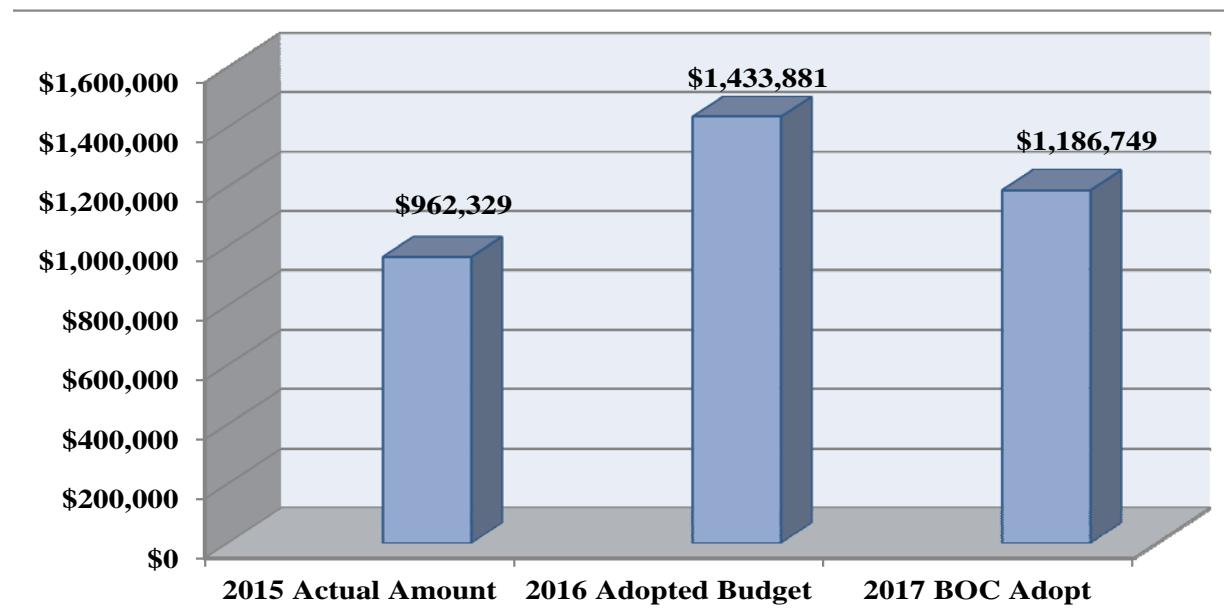
- Monitoring HVAC schedules with tighter after hours restrictions and maintain equipment for optimum efficiency.
- Preventive maintenance on restrooms and plumbing fixtures to reduce unnecessary water usage
- Thermal testing of all electrical starters and breakers for extensive heat loss and testing electrical switchgear components for proper function



## Courthouse Maintenance

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>962,329</u>	<u>1,433,881</u>	<u>1,186,749</u>
Total Funding Sources	<u>962,329</u>	<u>1,433,881</u>	<u>1,186,749</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	257,491	256,836	271,385
Benefits	113,484	128,577	132,413
Advertising	0	0	300
Vehicle Expense	0	600	600
Maintenance Charges	66,492	76,735	77,500
Supplies	18,875	31,832	40,973
Professional Services	156,019	195,000	185,000
Utilities	200,480	263,341	266,521
Minor Equipment and Improvements	2,014	0	0
Capital Outlay	145,838	0	0
Uniforms and Clothing	1,636	2,200	2,200
Budget Improvement Request	0	478,760	209,857
<b>Total Appropriations</b>	<b><u>962,329</u></b>	<b><u>1,433,881</u></b>	<b><u>1,186,749</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>SPECIAL PROJECTS</b>	<b>11</b>	<b>17</b>	<b>15</b>
<b>PREVENTATIVE MAINTENANCE</b>			
<b>SERVICES</b>	<b>416</b>	<b>416</b>	<b>422</b>
<b>SERVICE CALL RESPONSES WITHIN 8 HOURS</b>	<b>1,348</b>	<b>1,363</b>	<b>1,368</b>
<b>SERVICE WORK ORDERS</b>	<b>1,348</b>	<b>1,363</b>	<b>1,420</b>

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Building Maintenance Director	UNC	1	1	1
Assistant Facilities Manager	24	1	1	1
Lead Engineer	30	1	1	1
Custodian	11	4	4	4
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

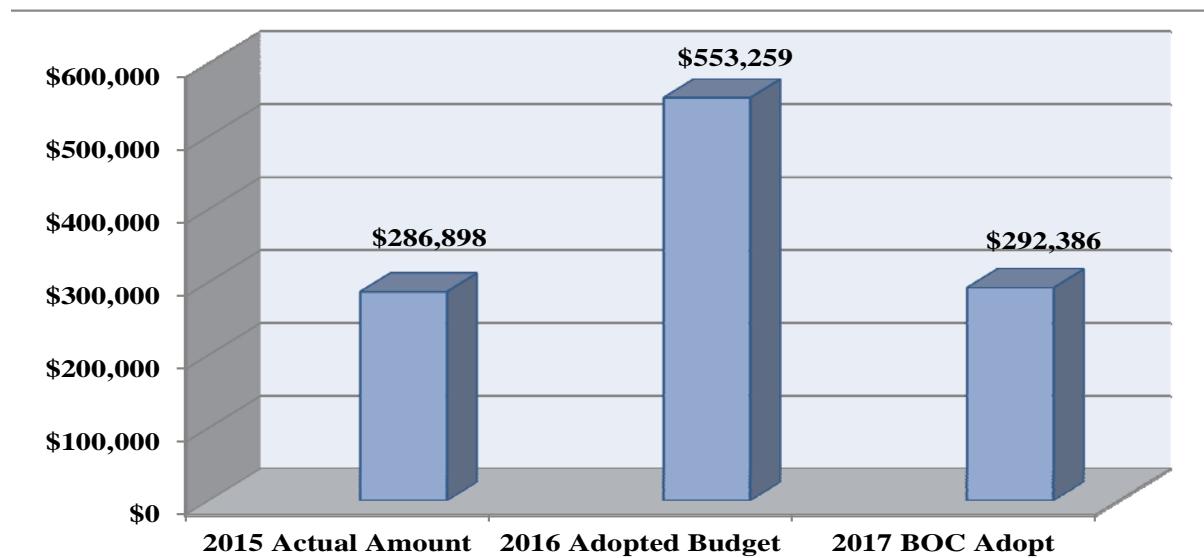
- **Conduct any Special Elections or run-offs as requested or required**
- **Maintain and update the voter registration data entry and auto-precincting systems**
- **Update Poll Manager and Poll Worker manuals in response to changes in forms, procedures and other programs initiated by the office of the Secretary of State.**
- **Maintain Elections equipment and inventory.**
- **Attend training sessions related to Elections when offered by Kennesaw State University and the Office of the Secretary of State**
- **Continue visibility in the Douglas County community.**

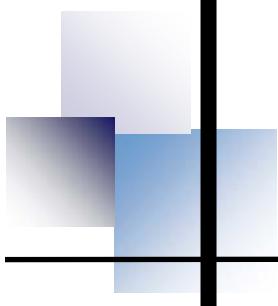


## Election Board

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>286,898</u>	<u>553,259</u>	<u>292,386</u>
<b>Total Funding Sources</b>	<b><u>286,898</u></b>	<b><u>553,259</u></b>	<b><u>292,386</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	183,563	412,887	203,674
Benefits	55,313	84,854	54,769
Advertising	600	2,500	600
Vehicle Expense	0	500	200
Dues and Subscriptions	132	200	450
Equipment Rental	0	1,000	400
Maintenance Charges	3,509	3,500	3,500
Supplies	14,682	29,200	19,000
Professional Services	65	1,000	1,000
Utilities	0	0	0
Travel & Training	8,099	1,000	6,600
Minor Equipment and Improvements	0	0	0
Capital Outlay	20,935	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>16,618</b>	<b>2,193</b>
<b>Total Appropriations</b>	<b>286,898</b>	<b>553,259</b>	<b>292,386</b>





## Election Board

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### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2015 <u>ACT</u>	2016 <u>PROJ</u>	2017 <u>PROJ</u>
REGISTERED VOTERS	86,023	94,526	101,526

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	21	1	1	1
Voter Registration/Election Associate	19	1	1	1
Deputy Elections Supervisor	26	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**

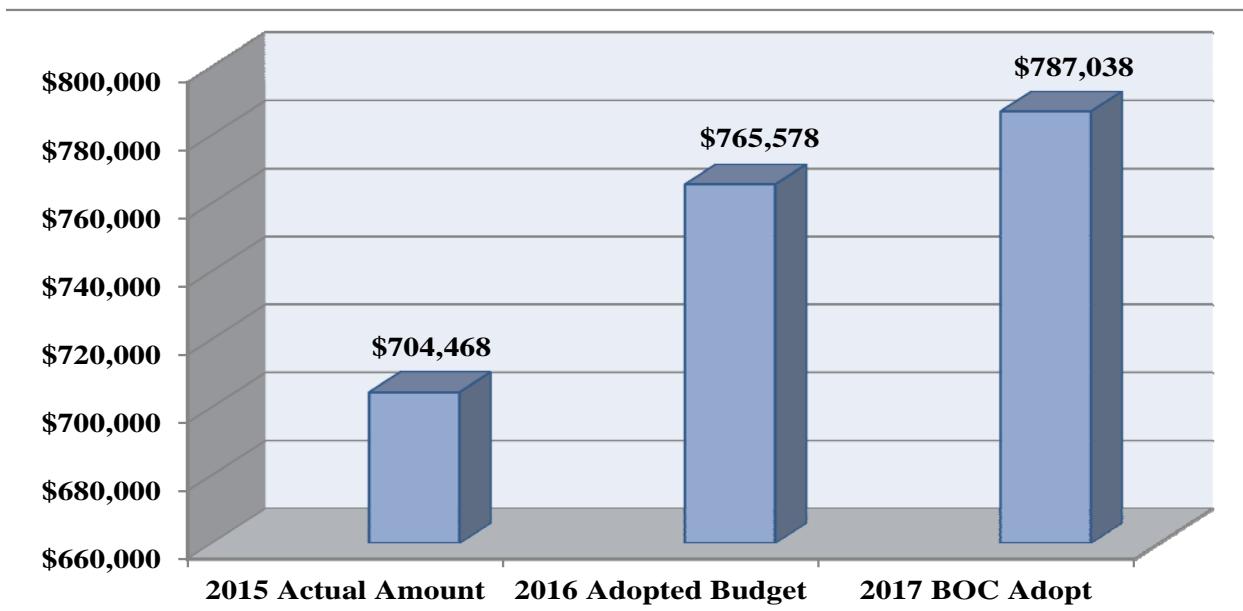
**Continue monitoring and strengthening internal controls and cash controls for various departments**

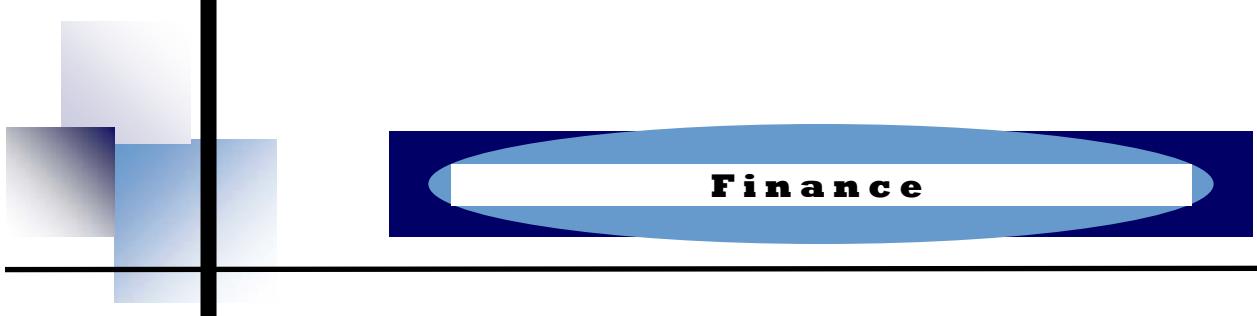


## Finance

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>704,468</u>	<u>765,578</u>	<u>787,038</u>
Total Funding Sources	<u>704,468</u>	<u>765,578</u>	<u>787,038</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	503,551	515,130	548,095
Benefits	173,522	195,780	203,387
Dues and Subscriptions	1,661	1,565	1,565
Maintenance Charges	480	780	1,580
Supplies	20,746	19,840	19,360
Professional Services	0	5,000	4,000
Utilities	0	0	0
Travel & Training	2,613	3,150	3,150
Minor Equipment and Improvements	1,895	0	0
Budget Improvement Request	<u>0</u>	<u>24,333</u>	<u>5,901</u>
Total Appropriations	<u>704,468</u>	<u>765,578</u>	<u>787,038</u>





## Finance

### WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>MANUAL CHECKS PRODUCED</b>	<b>1,073</b>	<b>1,111</b>	<b>1,300</b>
<b>INVOICES PAID</b>	<b>27,269</b>	<b>25,662</b>	<b>26,000</b>
<b>RECEIPTS KEYED</b>	<b>8,516</b>	<b>11,423</b>	<b>14,000</b>
<b>NEW ASSETS RECORDED</b>	<b>103</b>	<b>146</b>	<b>120</b>

### PERSONNEL SUMMARY

	<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Director		UNC	1	1	1
Financial Analyst		32	1	1	1
Senior Accountant		30	1	1	1
Accounting Supervisor		26	1	1	1
Payroll Administrator		25	1	1	1
Accounting Assistant II		23	4	5	5
Accounting Assistant I		21	1	0	0
<b>TOTAL FULL TIME</b>			<b>10</b>	<b>10</b>	<b>10</b>

## MISSION

To provide quality, effective and efficient personnel and administrative services 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 as needed.
- Assist in resolving personnel related issues, grievances and complaints.
- Facilitate and oversee the county grievance & appeals process.
- Mange the county's benefit & Gebcorp retirement program.
- Mange 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 varety of management issues.

## GOALS

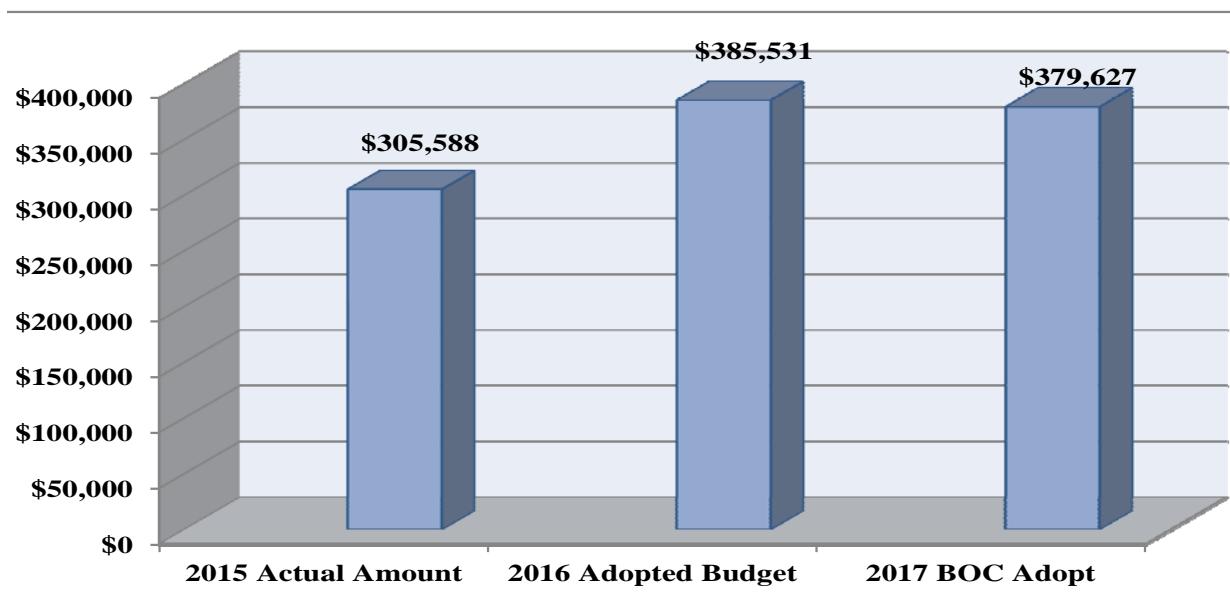
- Development and compliance of policies and procedures including the Merit System Rules and Regulations, Human Resources management policies, federal and state employment and labor laws and all other policies deemed appropriate and necessary by the County Administrator and Board of Commissioners.
- Timely 2016 Open Enrollment execution.
- Hire one additional Full Time and Part Time Employee to increase departmental efficiencies, effectiveness and realize all 2017 departmental goals.
- 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.
- Select appropriate qualified consultant and move forward with the countywide Classification and Compensation Study.
- 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 2017 ACCG Health Promotion and Wellness Grant.

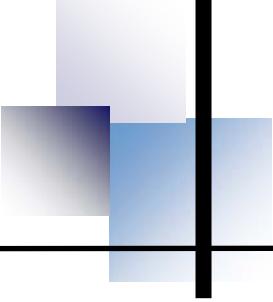


## Human Resources

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>305,588</u>	<u>385,531</u>	<u>379,627</u>
Total Funding Sources	<u>305,588</u>	<u>385,531</u>	<u>379,627</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	216,817	189,016	198,628
Benefits	75,506	77,273	74,186
Advertising	6,774	9,058	9,500
Dues and Subscriptions	302	600	700
Maintenance Charges	480	480	480
Supplies	2,696	3,750	4,280
Professional Services	405	6,500	6,500
Utilities	0	0	0
Travel & Training	2,608	2,000	18,800
Minor Equipment and Improvements	0	0	0
 Budget Improvement Request	 0	 96,854	 66,553
 Total Appropriations	 <u>305,588</u>	 <u>385,531</u>	 <u>379,627</u>






## Human Resources

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>TURNOVER RATE</b>	<b>9.65%</b>	<b>15.29%</b>	<b>11.40%</b>
<b>NEW HIRES</b>	<b>161</b>	<b>179</b>	<b>180</b>
<b>JOB ADVERTISEMENTS PLACED</b>	<b>149</b>	<b>244</b>	<b>253</b>
<b>PHYSICALS SCHEDULED</b>	<b>138</b>	<b>136</b>	<b>150</b>
<b>APPLICATIONS RECEIVED</b>	<b>2,786</b>	<b>2,636</b>	<b>2,482</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Director	UNC	1	1	1
Senior Human Resources Generalist	25	0	0	1
Administrative Assistant	24	1	1	1
Employee Benefits Assistant	20	1	1	1
Personnel Assistant	19	1	1	1
Personnel Review Board	PT	3	3	3
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

- Provide 99.9% uptime across all business impacting applications and technology services provided by the Information Systems Department while reducing operational expenses by 5%. Begin providing statistics to Technology Committee.
- 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.
- Continue to build out disaster resilient network and computing systems.
- 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.

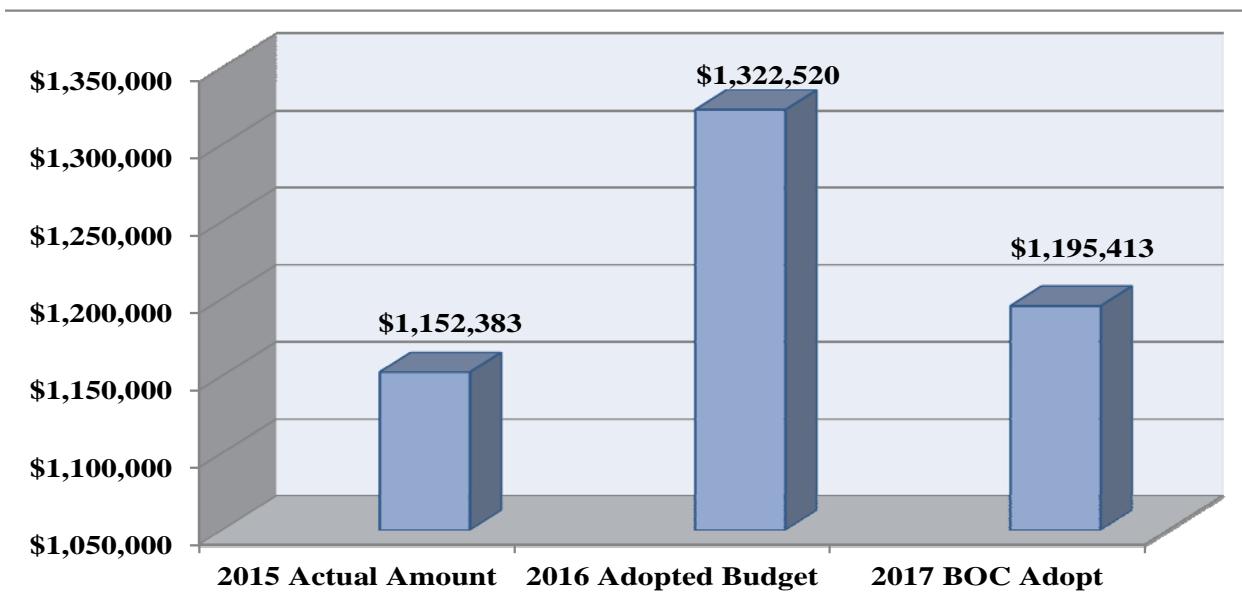


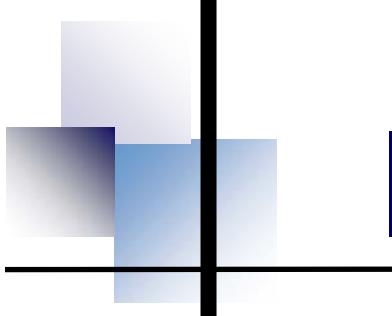
## Information Services

### BUDGET SUMMARY

2015 Actual	2016 Adopted	2017 BOC
Amount	Budget	Adopt

<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>1,152,383</b>	<b>1,322,520</b>	<b>1,195,413</b>
<b>Total Funding Sources</b>	<b>1,152,383</b>	<b>1,322,520</b>	<b>1,195,413</b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>535,256</b>	<b>549,824</b>	<b>573,421</b>
<b>Benefits</b>	<b>110,473</b>	<b>173,697</b>	<b>186,317</b>
<b>Advertising</b>	<b>0</b>	<b>250</b>	<b>150</b>
<b>Vehicle Expense</b>	<b>489</b>	<b>1,750</b>	<b>1,750</b>
<b>Dues and Subscriptions</b>	<b>150</b>	<b>300</b>	<b>300</b>
<b>Maintenance Charges</b>	<b>178,494</b>	<b>260,000</b>	<b>267,761</b>
<b>Supplies</b>	<b>8,617</b>	<b>4,050</b>	<b>4,050</b>
<b>Professional Services</b>	<b>34,842</b>	<b>30,000</b>	<b>30,000</b>
<b>Utilities</b>	<b>58,815</b>	<b>0</b>	<b>58,500</b>
<b>Travel &amp; Training</b>	<b>4,720</b>	<b>5,000</b>	<b>30,925</b>
<b>Minor Equipment and Improvements</b>	<b>94,867</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>118,910</b>	<b>0</b>	<b>0</b>
<b>Debt Service</b>	<b>6,749</b>	<b>6,749</b>	<b>6,749</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>290,900</b>	<b>35,490</b>
<b>Total Appropriations</b>	<b>1,152,383</b>	<b>1,322,520</b>	<b>1,195,413</b>





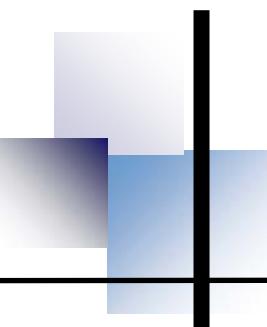
## Information Services

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>SERVER AVAILABILITY</b>	99%	99%	99%
<b>TOTAL NUMBER OF IS SERVICE REQ.</b>	1,638	1,500	1,500
<b>HELP DESK CALLS</b>	655	650	650
<b>TOTAL NUMBER OF CALLS</b>	15,912	15,000	15,000
<b>INTERNET / NETWORK AVAILABILITY</b>	97%	99%	99%
<b>AVG. ISSUE/ RESOLUTION TIME</b>	1.5 HR	1.25 HR	1.50 HR

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Director	UNC	1	1	1
Deputy Director	34	1	0	0
Senior System Administrator	34	1	1	1
Network Administrator	32	1	1	1
Senior Program Analyst	32	0	1	1
System Administrator	32	1	1	1
Senior System Network Administrator	34	1	1	1
PC Support Specialist	25	3	3	3
Communications Technician	22	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 represent and/or coordinate the defense of Douglas County and its Elected Officials in their official capacity, Department Heads in their official capacity, County Administrator in his official capacity, and its employees in their official capacity (hereafter collectively or individually referred to as ("County") in all lawsuits and administrative hearings
- To advise the Douglas County Board of Commissioners, Elected Officials, other officials, department heads and employees on their powers and duties under law
- To prepare and review ordinances, contracts and other legal documents
- To hire/coordinate/manage any outside counsel retained on behalf of the County or its insurance companies

## GOALS

- To proactively address legal issues before they become problems
- To effectively and efficiently handle the legal issues of the County
- To identify and draft policies, procedures, ordinances or local legislation as needed for the effective and efficient operation of County Government as directed by the Board of Commissioners

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 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

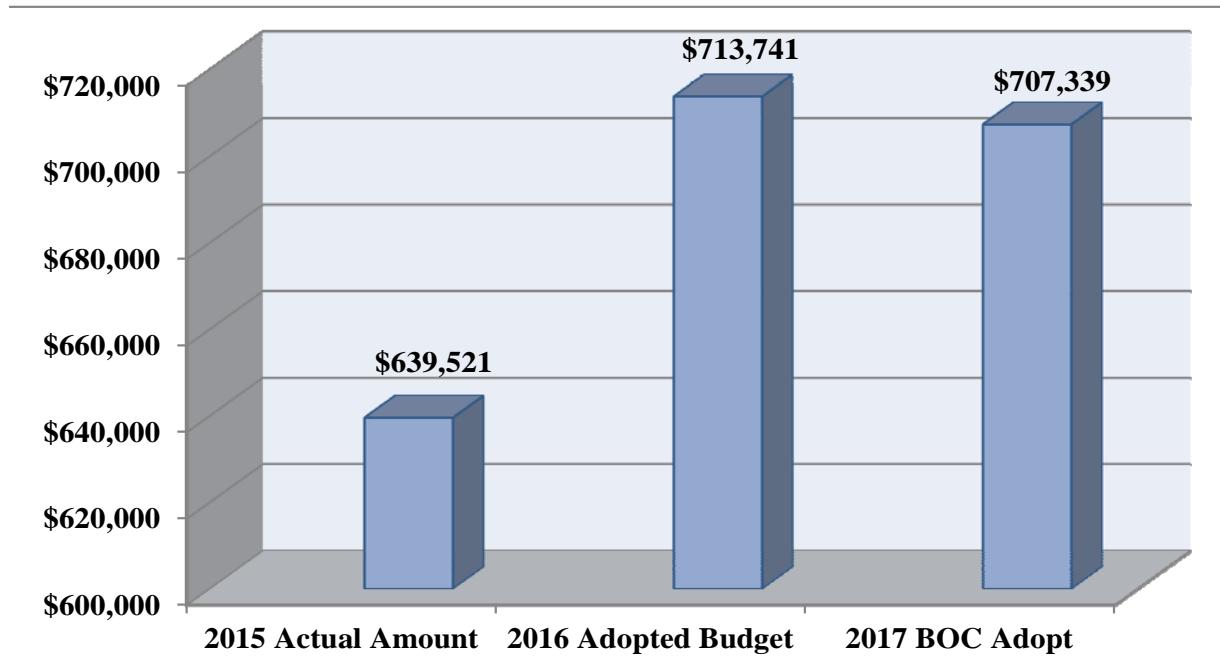
	2015 Actual	2016 Adopted	2017 BOC
	Amount	Budget	Adopt

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>639,521</u></b>	<b><u>713,741</u></b>	<b><u>707,339</u></b>
<b>Total Funding Sources</b>	<b><u>639,521</u></b>	<b><u>713,741</u></b>	<b><u>707,339</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>56,093</b>	<b>56,216</b>	<b>57,340</b>
<b>Benefits</b>	<b>25,579</b>	<b>27,919</b>	<b>21,011</b>
<b>Audit and Legal</b>	<b>276,087</b>	<b>384,970</b>	<b>384,970</b>
<b>Dues and Subscriptions</b>	<b>6,825</b>	<b>7,039</b>	<b>7,039</b>
<b>Supplies</b>	<b>745</b>	<b>788</b>	<b>788</b>
<b>Professional Services</b>	<b>273,265</b>	<b>234,513</b>	<b>234,513</b>
<b>Utilities</b>	<b>572</b>	<b>611</b>	<b>611</b>
<b>Travel &amp; Training</b>	<b>354</b>	<b>100</b>	<b>450</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>1,585</b>	<b>617</b>
<b>Total Appropriations</b>	<b><u>639,521</u></b>	<b><u>713,741</u></b>	<b><u>707,339</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.

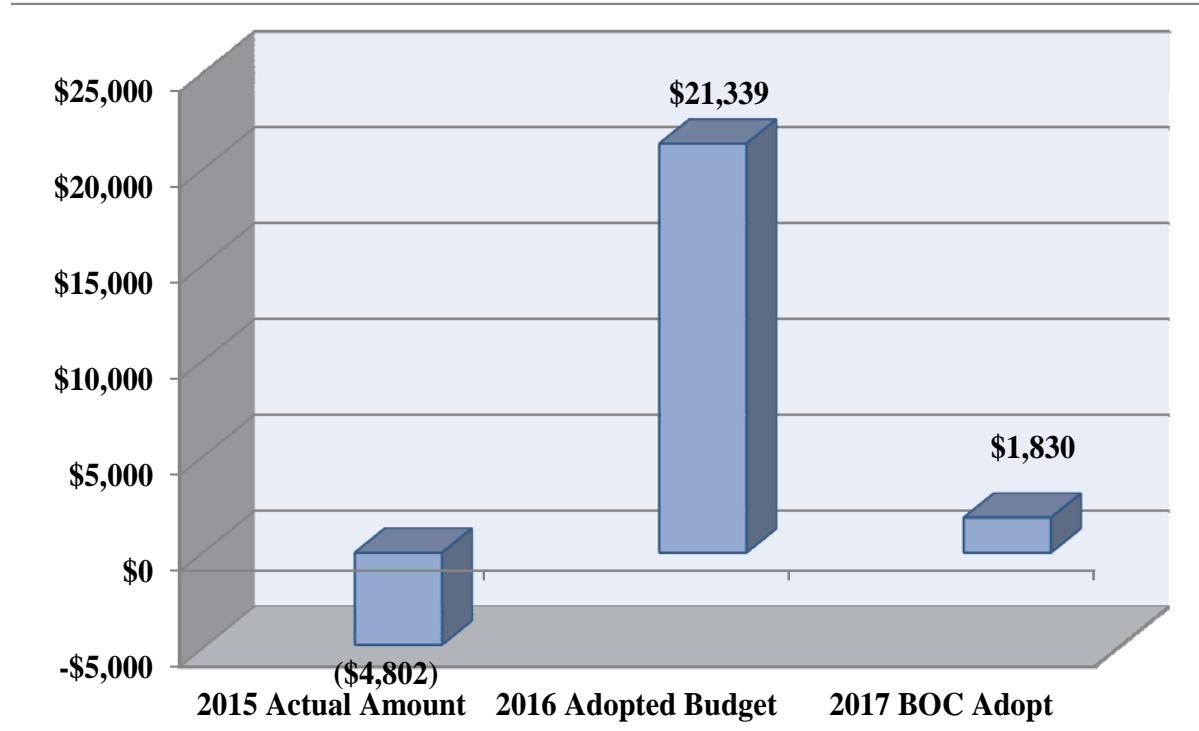
Determine underutilized vehicles and make recommendations to the County Administrator to delete those vehicles from the Department's fleet inventory and move to Motor Pool or Surplus



## Motor Pool

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	(4,802)	21,339	1,830
<b>Total Funding Sources</b>	<b>(4,802)</b>	<b>21,339</b>	<b>1,830</b>
<b>APPROPRIATIONS:</b>			
Vehicle Expense	(5,047)	1,580	1,580
Supplies	246	250	250
Capital Outlay	0	0	0
Budget Improvement Request	0	19,509	0
<b>Total Appropriations</b>	<b>(4,802)</b>	<b>21,339</b>	<b>1,830</b>



## WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>DEPARTMENT REQUESTS</b>	<b>158</b>	<b>150</b>	<b>165</b>
<b>MILES UTILIZED</b>	<b>18,255</b>	<b>18,000</b>	<b>19,000</b>
<b>REVENUE GENERATED</b>	<b>8,635</b>	<b>8,000</b>	<b>8,500</b>

## 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

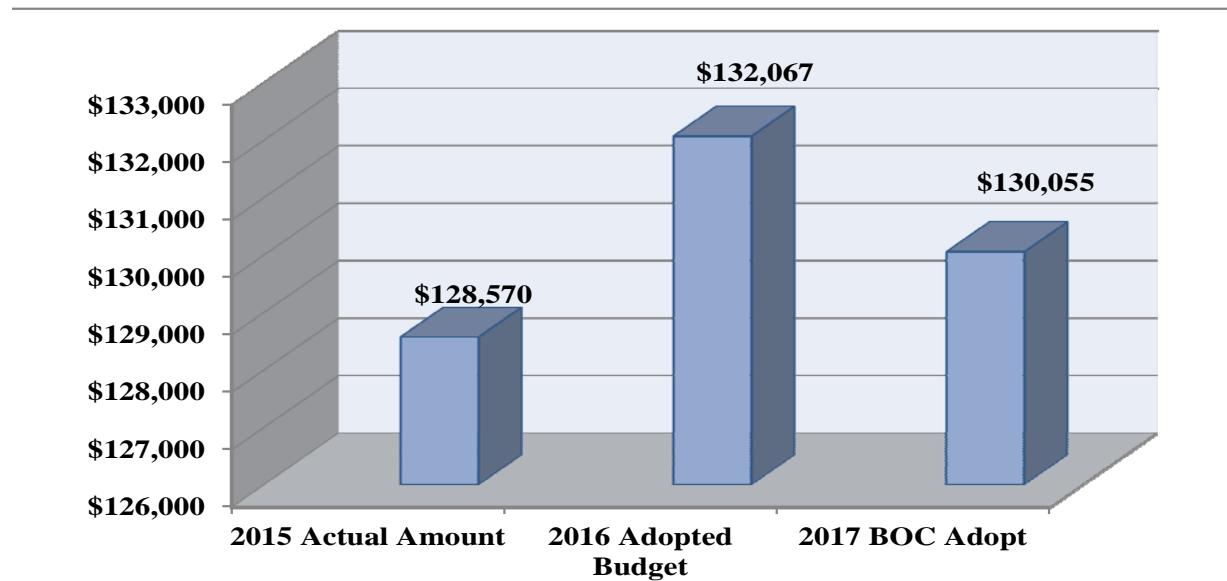
- Continue to improve the quality of work for all departments by acquiring new technology for improve imaging appearance
- Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity
- Continue to encourage communications 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

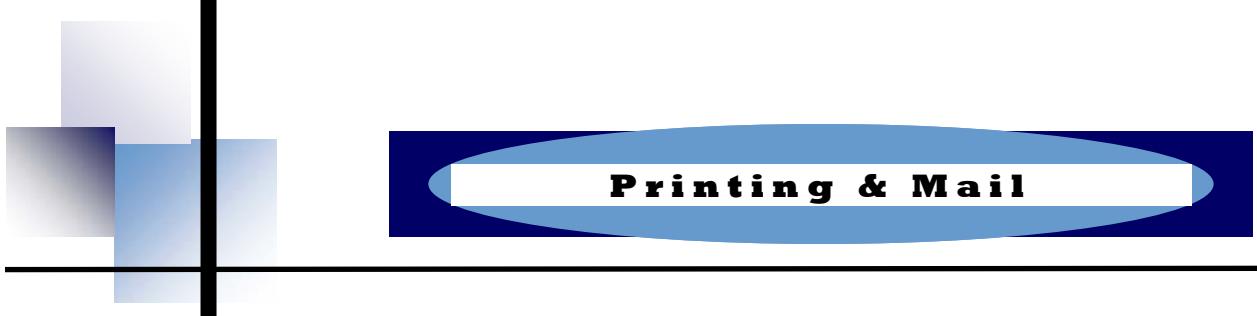


## Printing & Mail

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>128,570</u>	<u>132,067</u>	<u>130,055</u>
<b>Total Funding Sources</b>	<b><u>128,570</u></b>	<b><u>132,067</u></b>	<b><u>130,055</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	81,790	82,105	84,565
Benefits	38,688	31,758	32,426
Advertising	0	0	0
Vehicle Expense	971	1,149	983
Equipment Rental	1,020	1,020	1,020
Maintenance Charges	7,166	10,225	5,745
Supplies	(1,065)	3,494	4,406
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	0	2,316	910
<b>Total Appropriations</b>	<b><u>128,570</u></b>	<b><u>132,067</u></b>	<b><u>130,055</u></b>





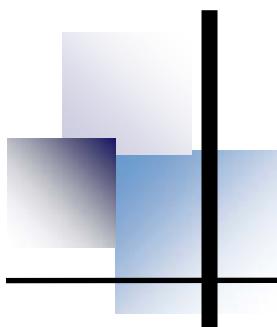
## Printing & Mail

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
PIECES OF MAIL PROCESSED	183,000	190,000	185,000
PAPER REQUEST TOTAL SHEETS	5,790,000	5,500,000	5,000,000
PRINTING IMPRESSIONS	600,000	590,000	580,000
PAPER REQUESTS	230	225	220
WORK ORDER	219	215	210

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Supervisor	22	1	1	1
Mail Clerk	20	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



# GENERAL GOVERNMENT

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

## FUNCTIONS

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

## GOALS

**To Serve, Satisfy and Support each department within the Douglas County Board of Commissioners with a “Standard of Maintenance” for all buildings maintained by Property Management.**

**Efficiently and effectively maintain County properties by reducing costs while seeking the lowest prices for maintenance materials and labor for the best quality of work.**

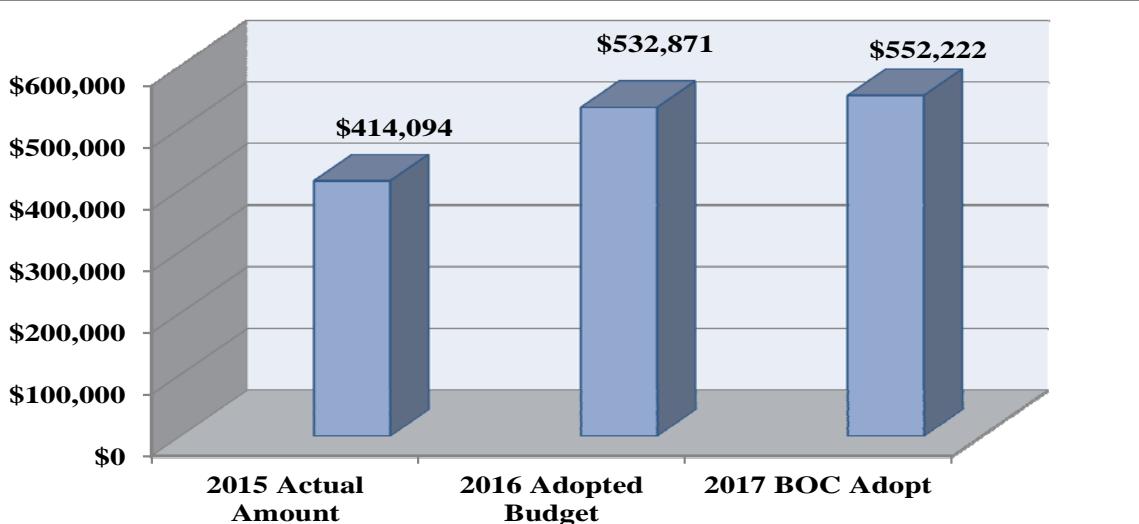
**Create a long range preventative maintenance plan to overcome emergency repairs, as well as, day to day maintenance costs.**

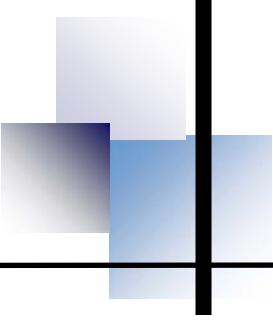


## Property Management

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b>414,094</b>	<b>532,871</b>	<b>552,222</b>
<b>Total Funding Sources</b>	<b>414,094</b>	<b>532,871</b>	<b>552,222</b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>198,757</b>	<b>238,125</b>	<b>211,392</b>
<b>Benefits</b>	<b>88,541</b>	<b>97,886</b>	<b>106,750</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Vehicle Expense</b>	<b>10,472</b>	<b>17,596</b>	<b>18,496</b>
<b>Dues and Subscriptions</b>	<b>197</b>	<b>1,000</b>	<b>1,000</b>
<b>Equipment Rental</b>	<b>983</b>	<b>816</b>	<b>1,140</b>
<b>Maintenance Charges</b>	<b>51,703</b>	<b>60,750</b>	<b>85,750</b>
<b>Supplies</b>	<b>888</b>	<b>3,048</b>	<b>3,048</b>
<b>Professional Services</b>	<b>4,066</b>	<b>8,500</b>	<b>25,000</b>
<b>Utilities</b>	<b>39,896</b>	<b>39,557</b>	<b>42,870</b>
<b>Travel &amp; Training</b>	<b>2,056</b>	<b>2,000</b>	<b>2,000</b>
<b>Minor Equipment and Improvements</b>	<b>791</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>14,863</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>882</b>	<b>2,500</b>	<b>2,500</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>61,093</b>	<b>52,276</b>
<b>Total Appropriations</b>	<b>414,094</b>	<b>532,871</b>	<b>552,222</b>






## Property Management

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>HOURS ON NEW PROJECTS</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>CONSTRUCTION PROJECTS</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>MAINTENANCE SQ. FT.</b>	<b>673,278</b>	<b>637,278</b>	<b>673,278</b>
<b>WORK ORDERS</b>	<b>6,800</b>	<b>6,855</b>	<b>7,000</b>
<b>HOURS SPENT ON MAINTENANCE</b>	<b>14,800</b>	<b>14,800</b>	<b>15,000</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Maintenance Technician I	18	2	3	3
Project Coordinator	24	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</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.**

## FUNCTIONS

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

## GOALS

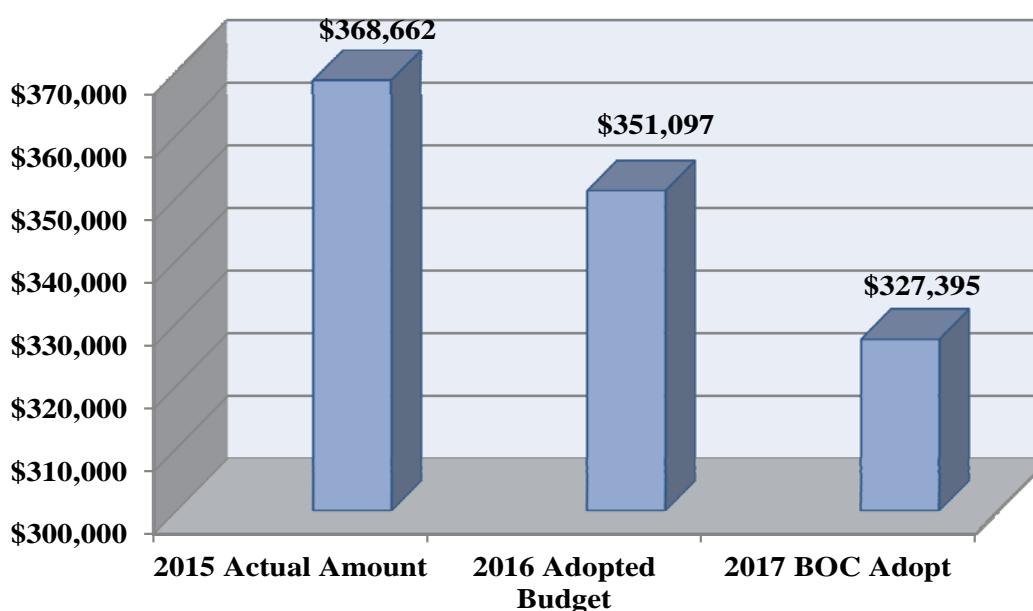
- **To efficiently and effectively handle Special Purpose Local Option Sales Tax (SPLOST) purchases; Fire Station, E911/EMO Center, Adult Detention Center and Law Enforcement Center, and Road and Bridge Projects.**
- **To modify/improve existing Purchasing Process to meet the needs of all County Departments.**
- **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.**

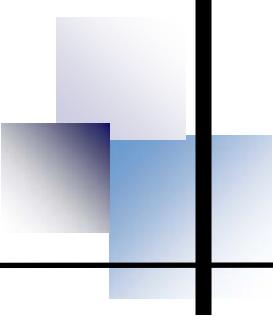


## Purchasing

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>368,662</u>	<u>351,097</u>	<u>327,395</u>
Total Funding Sources	<u>368,662</u>	<u>351,097</u>	<u>327,395</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	254,461	227,385	220,409
Benefits	105,645	104,833	92,222
Advertising	0	300	300
Dues and Subscriptions	1,214	1,425	1,430
Maintenance Charges	960	680	680
Supplies	5,792	7,121	7,261
Professional Services	0	750	750
Utilities	573	686	470
Travel & Training	18	1,500	1,500
Budget Improvement Request	<u>0</u>	<u>6,417</u>	<u>2,373</u>
Total Appropriations	<u>368,662</u>	<u>351,097</u>	<u>327,395</u>






## Purchasing

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>TOTAL PURCHASE PRDERS</b>	9,176	11,160	10,821
<b>REQUISITIONS PROCESSED</b>	9,108	12,000	10,000
<b>STANDARD PURCHASE ORDERS</b>	8,474	10,200	10,000
<b>BLANKET PURCHASE ORDERS</b>	659	900	800
<b>STANDARD SPLOST PURCHASE ORDERS</b>	31	50	10
<b>BLANKET SPLOST PURCHASE ORDERS</b>	1	0	1
<b>GRTA PURCHASE ORDERS</b>	11	10	10

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Director	UNC	1	1	1
Deputy Purchasing Director	32	1	1	1
Contract Analyst	19	1	1	1
Buyer I / Purchasing Asst.	22	1	1	2
Assistant Manager - Contracts	30	1	1	0
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

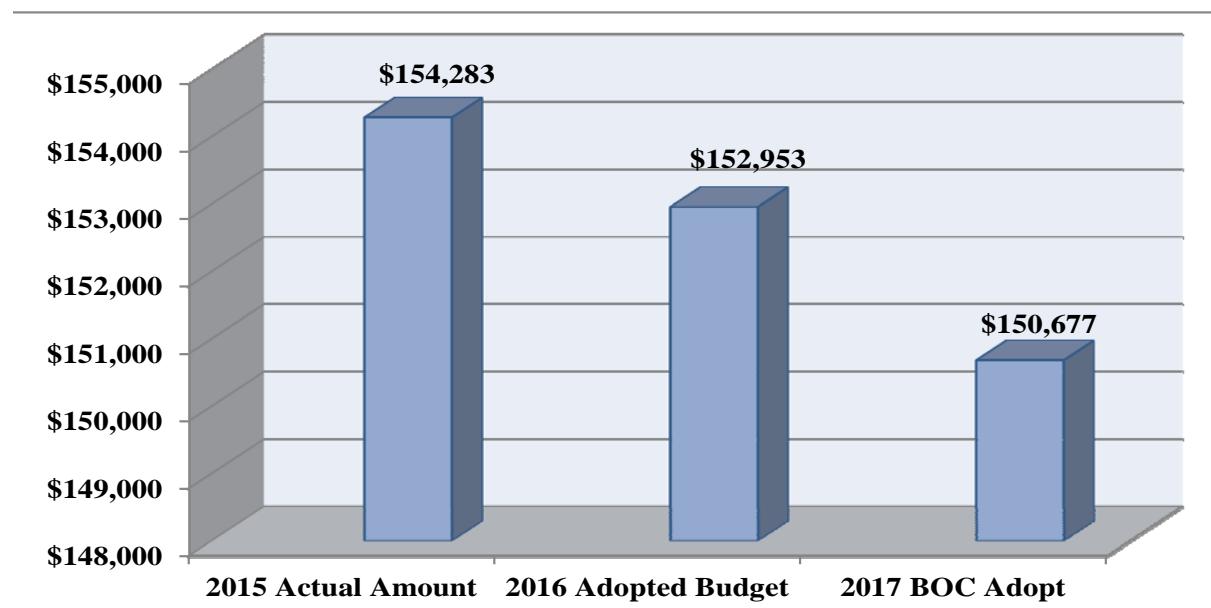
- Continue imaging project for Property Records Cards for Appraisal, by imaging and indexing approximately 20 cubic feet of Property Record Cards prior to the Appraisal Department's relocation.
- Continue imaging project for the 2006-2009 Building Permit Documents, by imaging and indexing the archived 2006-2009 Building Permit Files for ease of access by user departments.
- Examine possible software options in effort to improve access to imaged documents.



## Records Retention

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>154,283</u>	<u>152,953</u>	<u>150,677</u>
<b>Total Funding Sources</b>	<u>154,283</u>	<u>152,953</u>	<u>150,677</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	79,809	73,951	76,554
Benefits	29,309	23,562	25,240
Vehicle Expense	2,161	2,220	1,375
Dues and Subscriptions	20	500	50
Maintenance Charges	0	0	0
Supplies	5,372	5,650	5,389
Professional Services	7,745	7,500	7,745
Utilities	29,866	35,484	31,500
Travel & Training	0	2,000	2,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,086</u>	<u>824</u>
<b>Total Appropriations</b>	<u>154,283</u>	<u>152,953</u>	<u>150,677</u>





## Records Retention

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>DOCUMENTS FILED</b>	<b>2,224</b>	<b>5,000</b>	<b>5,000</b>
<b>CUBIC FEET DESTROYED</b>	<b>480</b>	<b>480</b>	<b>480</b>
<b>CUBIC FEET TRANSMITTED</b>	<b>1,149</b>	<b>1,020</b>	<b>1,020</b>
<b>OPEN RECORDS REQUESTED</b>	<b>695</b>	<b>950</b>	<b>950</b>
<b>DOCUMENTS SCANNED &amp; INDEXED</b>	<b>54,747</b>	<b>70,000</b>	<b>70,000</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Information Coordinator	17	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>

## 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

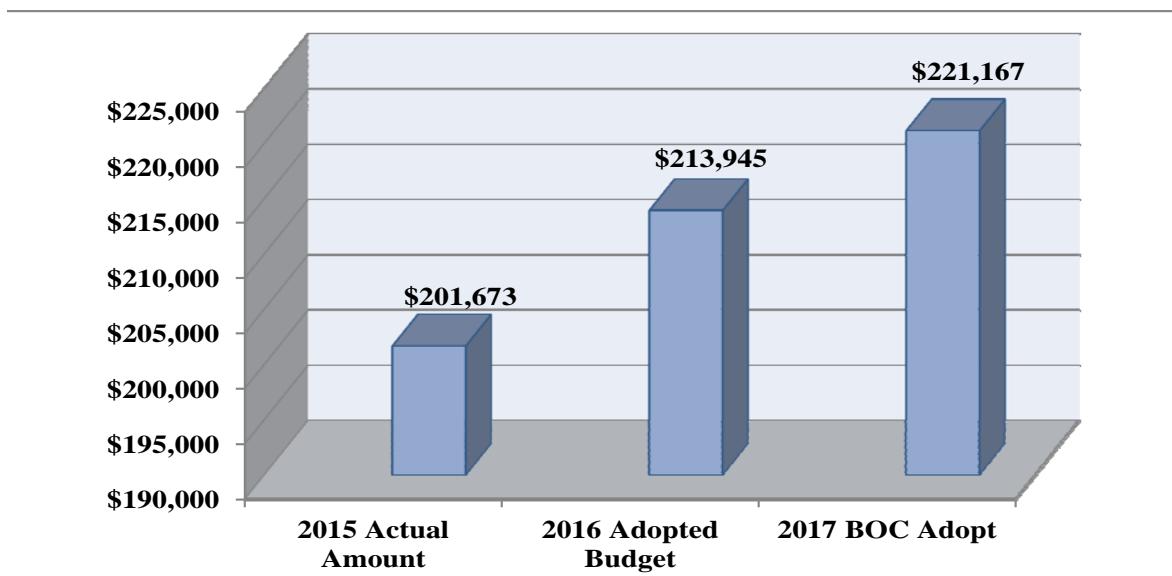
- Print Safety Manual and distribute to all employees.
- Build, set up and relocate the Office of Risk & Safety to its new Safety Division facility.
- Attend GA Workers Comp Association Conference in June 2017, to renew professional certification
- Conduct comprehensive evaluation of General Liability, Auto, Property and Casualty Insurance policies, schedules and rates and updated Loss Controls for reduction in premiums, to provide recommendations to the County administrator and Board of Commissioners.
- Conduct safety inspections of all playgrounds, parks and facilities
- Reduce motor vehicle accidents
- Decrease workplace injury rate
- Provide superior claims management and support services to operational departments.

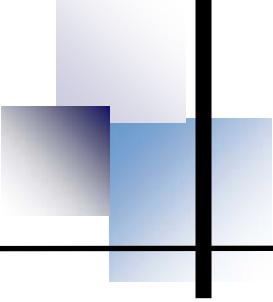


## Risk & Safety

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>201,673</u>	<u>213,945</u>	<u>221,167</u>
Total Funding Sources	<u>201,673</u>	<u>213,945</u>	<u>221,167</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	141,602	142,371	148,760
Benefits	50,428	54,262	55,944
Advertising	0	0	0
Vehicle Expense	2,107	2,690	2,690
Dues and Subscriptions	1,525	1,701	1,488
Maintenance Charges	481	480	480
Supplies	3,839	4,700	4,700
Professional Services	0	0	0
Utilities	576	600	600
Travel & Training	758	3,000	1,946
Minor Equipment and Improvements	357	0	0
Uniforms and Clothing	0	180	125
Grants	0	0	2,854
Budget Improvement Request	0	<u>3,961</u>	<u>1,580</u>
Total Appropriations	<u>201,673</u>	<u>213,945</u>	<u>221,167</u>





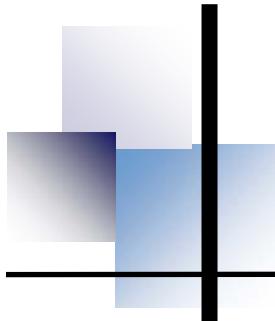

## **Risk & Safety**

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>MOTOR VEHICLE ACCIDENT CLAIMS</b>	128	125	115
<b>ON-THE-JOB INJURY CLAIMS</b>	123	110	109
<b>SAFETY COURSES CONDUCTED</b>	26	31	29
<b>SAFETY INSPECTIONS</b>	22	40	40
<b>NON-EMPLOYEE INJURY REPORTS</b>	90	80	75

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Manager	UNC	1	1	1
Workers' Comp Safety Coordinator	22	1	1	1
Claims Administrator	20	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**

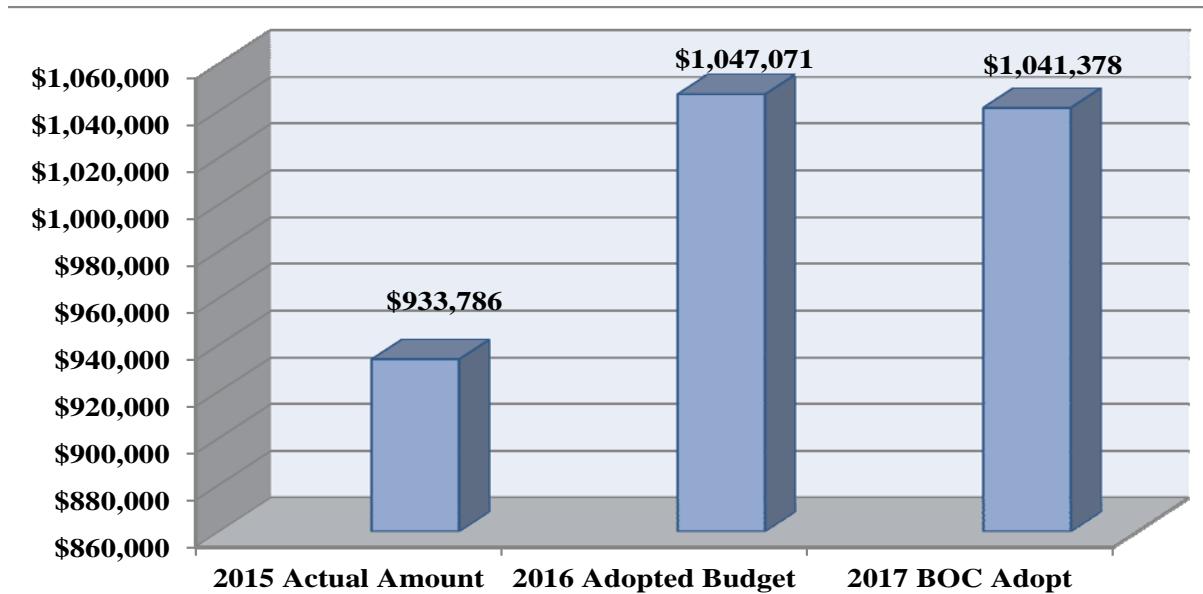
**Ensure customer service is always a priority**

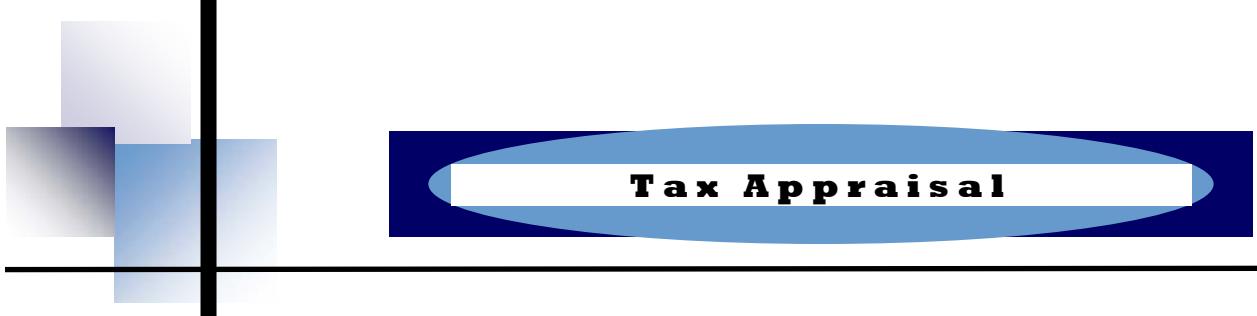
**Maintain employee education to ensure professionalism**



## Tax Appraisal

	<b>BUDGET SUMMARY</b>		
	2015 Actual	2016 Adopted	2017 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>933,786</b></u>	<u><b>1,047,071</b></u>	<u><b>1,041,378</b></u>
<b>Total Funding Sources</b>	<u><b>933,786</b></u>	<u><b>1,047,071</b></u>	<u><b>1,041,378</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	632,113	659,581	705,101
Benefits	277,277	268,854	279,530
Advertising	0	250	250
Vehicle Expense	5,099	5,200	8,700
Dues and Subscriptions	3,288	4,006	8,689
Maintenance Charges	323	0	283
Supplies	10,988	13,500	14,500
Professional Services	279	195	10,234
Utilities	216	500	500
Travel & Training	2,501	4,000	4,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,702	2,000	2,000
<b>Budget Improvement Request</b>	<u><b>0</b></u>	<u><b>88,985</b></u>	<u><b>7,591</b></u>
<b>Total Appropriations</b>	<u><b>933,786</b></u>	<u><b>1,047,071</b></u>	<u><b>1,041,378</b></u>





## Tax Appraisal

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>TOTAL # OF PARCELS</b>	<b>53,845</b>	<b>53,899</b>	<b>54,002</b>
<b>PERSONAL PROPERTY ACCOUNTS</b>	<b>9,126</b>	<b>8,876</b>	<b>8,698</b>
<b># OF PREBILL MOBILE HOMES</b>	<b>2,024</b>	<b>2,022</b>	<b>2,022</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	33	2	2	2
Appraiser IV	27	1	1	1
Appraiser III	24	2	2	2
Appraiser II	22	2	2	3
Appraiser I	20	5	5	4
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Secretary	16	1	1	1
Appraisal Assistant	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>16</b>	<b>16</b>	<b>16</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

**Complete updates necessary to reach and maintain fair market value**

**Continue Personal Property Audit Program**

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

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

**Ensure customer service is always a priority**

**Maintain employee education to ensure professionalism**



## Tax Assessors

### BUDGET SUMMARY

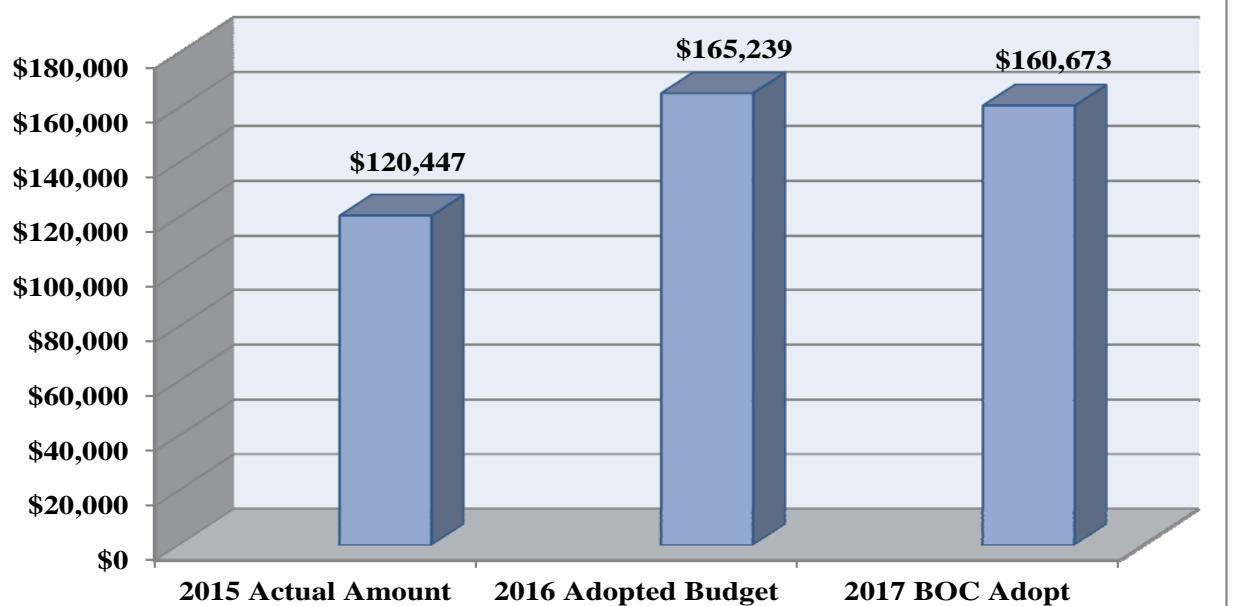
2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
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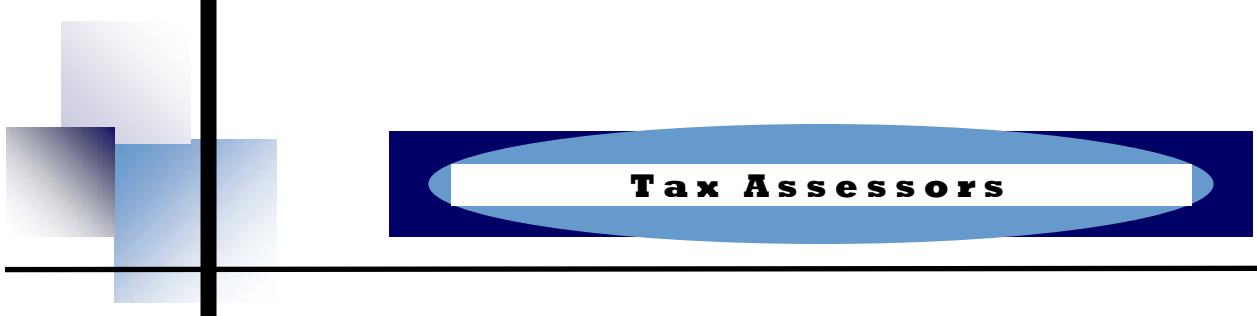
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>120,447</b>
<b>Total Funding Sources</b>	<b>120,447</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>18,000</b>
<b>Benefits</b>	<b>1,487</b>
<b>Advertising</b>	<b>0</b>
<b>Audit and Legal</b>	<b>50,000</b>
<b>Dues and Subscriptions</b>	<b>5,695</b>
<b>Maintenance Charges</b>	<b>480</b>
<b>Supplies</b>	<b>7,283</b>
<b>Professional Services</b>	<b>33,038</b>
<b>Utilities</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>4,464</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>
	<b>26,821</b>
<b>Total Appropriations</b>	<b>120,447</b>





## Tax Assessors

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>NUMBER OF PARCELS</b>	<b>53,845</b>	<b>53,899</b>	<b>54,002</b>
<b>GROSS TAX DIGEST (IN BILLIONS)</b>	<b>8.99</b>	<b>9.58</b>	<b>10.20</b>
<b>APPEALS TO BOARD OF EQUALIZATION</b>	<b>1,902</b>	<b>1,401</b>	<b>2,500</b>
<b>APPEALS TO ASSESSORS</b>	<b>2,445</b>	<b>1,710</b>	<b>2,289</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
<b>TOTAL PART TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

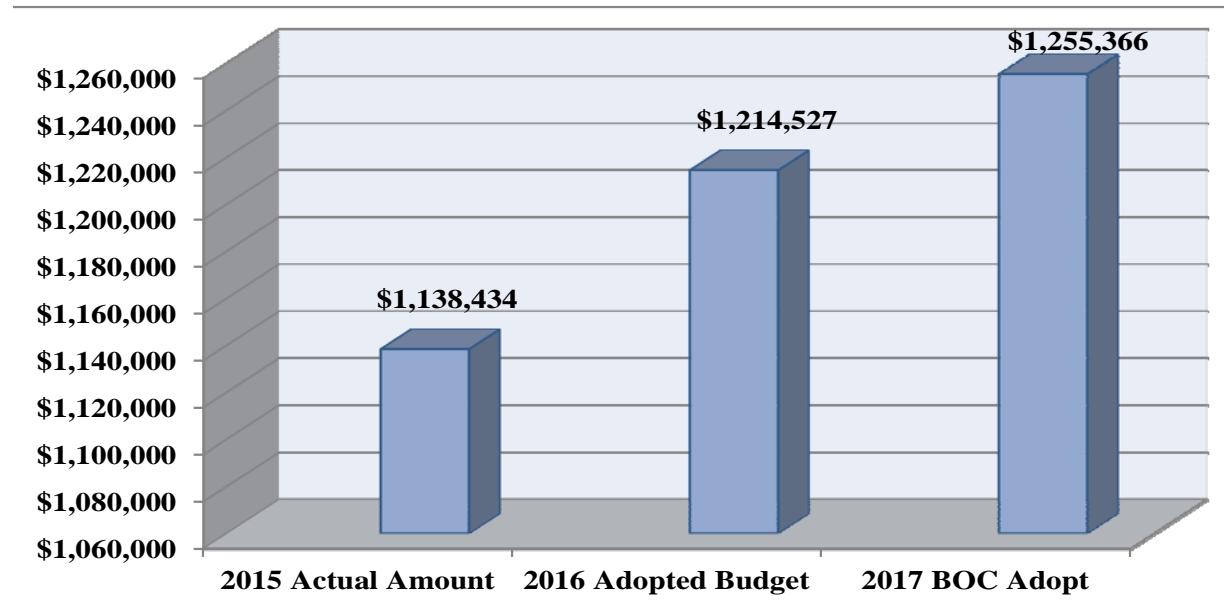
- Customer Service — continuously strive to improve
- Maintain heightened security awareness
- Increase collections percentages
- Minimize wait time
- Investigate opening of a satellite facility
- Implement a Customer Queuing System in the Douglas County Tag Office
- Improve citizen's online experience by clarifying/streamlining online transactions and information
- Continue to develop partnership with Appraisal by establishing a more efficient process, minimizing digest corrections, and obtaining up-to-date addresses in order to reduce wasted postage and back-end research
- Work with the Clerk's Office in processing FIFA's electronically
- Strive to detect and stop intentional or unintentional fraud by the citizens concerning their eligibility to property tax exemptions

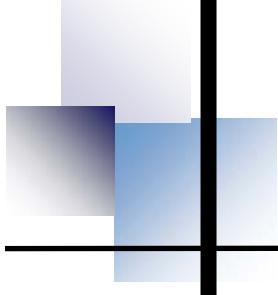


## Tax Commissioner

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,138,434</u>	<u>1,214,527</u>	<u>1,255,366</u>
Total Funding Sources	<u>1,138,434</u>	<u>1,214,527</u>	<u>1,255,366</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	738,138	728,933	784,821
Benefits	237,079	251,294	249,556
Advertising	6,303	16,300	16,300
Dues and Subscriptions	1,737	1,720	1,720
Maintenance Charges	1,615	1,835	1,835
Supplies	80,372	94,905	95,905
Professional Services	62,535	65,000	65,000
Utilities	5,912	6,780	7,780
Travel & Training	4,742	8,000	8,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>39,760</u>	<u>24,449</u>
Total Appropriations	<u>1,138,434</u>	<u>1,214,527</u>	<u>1,255,366</u>







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**Tax Commissioner**

**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>VEHICLE TAGS SOLD</b>	<b>123,800</b>	<b>126,000</b>	<b>126,500</b>
<b>TITLES PROCESSED</b>	<b>22,300</b>	<b>22,500</b>	<b>22,500</b>
<b>TAG TRANSFERS</b>	<b>1,950</b>	<b>1,800</b>	<b>1,750</b>
<b>PROPERTY TAX BILLS</b>	<b>56,600</b>	<b>56,600</b>	<b>56,700</b>
<b>FIFAS ISSUED</b>	<b>2,323</b>	<b>3,000</b>	<b>3,000</b>
<b>INTERNET TRANSACTIONS</b>	<b>10,737</b>	<b>11,000</b>	<b>11,000</b>

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**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Deputy Tax Commissioner	29	1	1	1
Administrative Assistant	24	1	1	1
Head Bookkeeper	24	1	1	1
Tag Supervisor	24	0	0	1
Assistant Tag Supervisor	21	2	2	1
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	7	7	7
Tax/Tag Agent	16	2	2	2
Tax Manager	UNC	1	1	1
Tag Agent	PT	6	6	6
<b>TOTAL FULL TIME</b>		<b>17</b>	<b>17</b>	<b>17</b>
<b>TOTAL PART TIME</b>		<b>6</b>	<b>6</b>	<b>6</b>

## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**Provide informative and responsive services to the taxpayer**

**Provide fair firm and uniform treatment to the taxpayer**

**Perform these functions with quality and efficiency**

## **PERSONNEL**

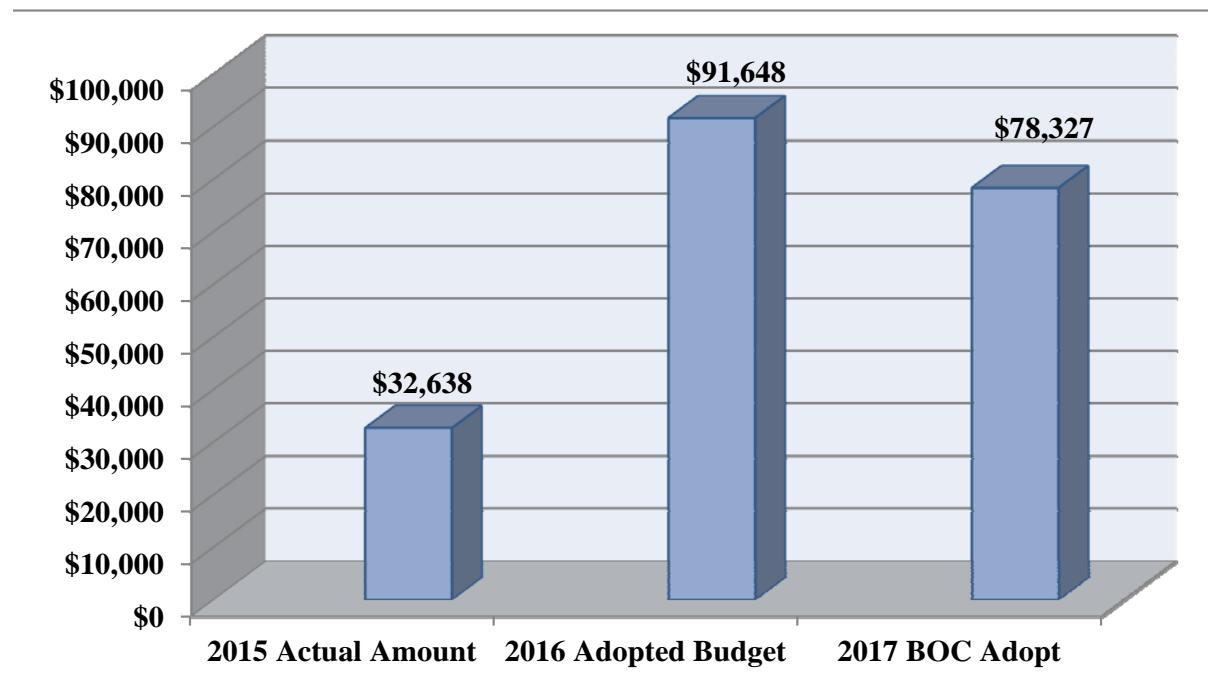
**The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.**



## Tax Equalization Board

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>32,638</u>	<u>91,648</u>	<u>78,327</u>
<b>Total Funding Sources</b>	<b><u>32,638</u></b>	<b><u>91,648</u></b>	<b><u>78,327</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	27,072	69,076	63,840
Benefits	2,258	5,481	5,055
Advertising	110	180	260
Supplies	2,343	4,000	4,500
Professional Services	0	0	0
Travel & Training	855	2,680	3,985
Budget Improvement Request	<u>0</u>	<u>10,231</u>	<u>687</u>
<b>Total Appropriations</b>	<b><u>32,638</u></b>	<b><u>91,648</u></b>	<b><u>78,327</u></b>



# DIRECTORY

<b>State DUI Court .....</b>	<b>130</b>
<b>Clerk of State Court.....</b>	<b>133</b>
<b>Clerk of Superior Court.....</b>	<b>136</b>
<b>District Attorney .....</b>	<b>139</b>
<b>Juvenile Court.....</b>	<b>142</b>
<b>Magistrate Court.....</b>	<b>145</b>
<b>Probate Court.....</b>	<b>148</b>
<b>Public Defender .....</b>	<b>151</b>
<b>State Court—Judges .....</b>	<b>154</b>
<b>State Court—Solicitor .....</b>	<b>157</b>
<b>Superior Court Judges &amp; Operations .....</b>	<b>160</b>
<b>Juvenile Programs Administration .....</b>	<b>163</b>
<b>Superior Felony Drug Court.....</b>	<b>166</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

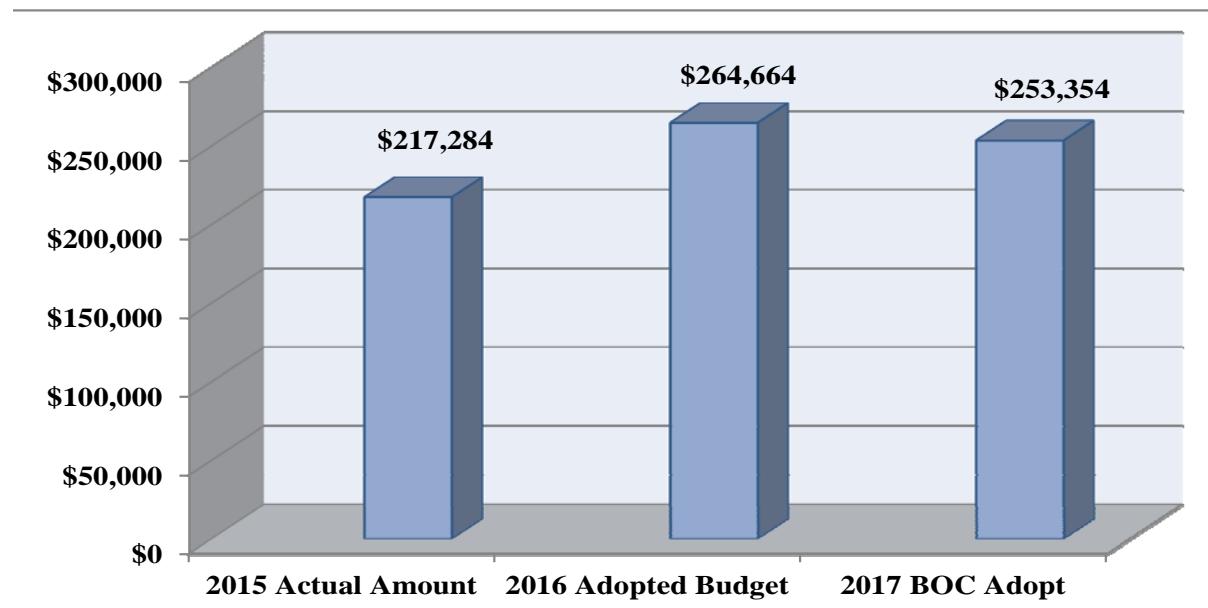
- To reduce recidivism and build stronger families in our community. With our higher risk participants we strive to help them get stable employment, medical care and other ancillary services through intensive case management while in the program.
- Serve the conditional discharge program in such a way 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 foundation in order to provide a much needed service to the citizens of Douglas County.



## State DUI Court

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>217,284</u>	<u>264,664</u>	<u>253,354</u>
<b>Total Funding Sources</b>	<u><b>217,284</b></u>	<u><b>264,664</b></u>	<u><b>253,354</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	69,008	112,369	122,810
Benefits	45,291	37,248	52,290
Dues and Subscriptions	0	0	500
Maintenance Charges	1,043	1,980	1,980
Supplies	10,161	7,850	6,510
Professional Services	85,816	95,848	60,960
Utilities	3,261	4,200	5,482
Travel & Training	0	2,000	1,500
Minor Equipment and Improvements	2,206	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	500	0	0
<b>Budget Improvement Request</b>	<u>0</u>	<u>3,169</u>	<u>1,322</u>
<b>Total Appropriations</b>	<u><b>217,284</b></u>	<u><b>264,664</b></u>	<u><b>253,354</b></u>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>PARTICIPANTS</b>	<b>115</b>	<b>90</b>	<b>95</b>
<b>DRUG TEST</b>	<b>5,030</b>	<b>5,300</b>	<b>5,950</b>
<b>SURVEILANCE VISITS</b>	<b>810</b>	<b>1,000</b>	<b>1,160</b>
<b>TREATMENT HOURS</b>	<b>3,200</b>	<b>10,150</b>	<b>10,150</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
DUI Court Director	UNC	1	1	1
Administrative Asst / Probation Officer	24	1	1	1
Senior Secretary	19	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**

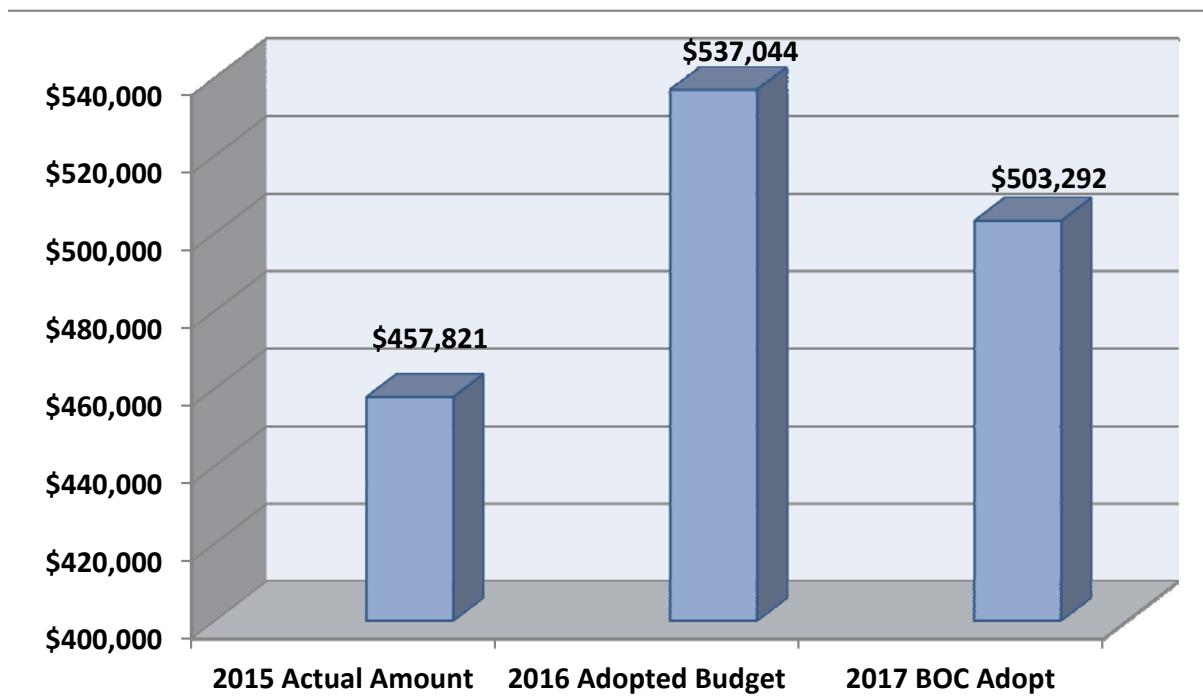
**BUDGET SUMMARY**  
**2015 Actual    2016 Adopted    2017 BOC**  
**Amount              Budget              Adopt**

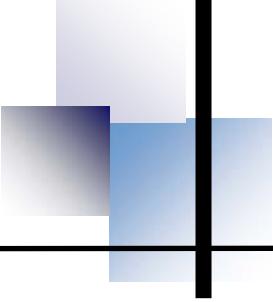
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>457,821</b>	<b>537,044</b>	<b>503,292</b>
<b>Total Funding Sources</b>	<b>457,821</b>	<b>537,044</b>	<b>503,292</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>282,603</b>	<b>319,515</b>	<b>335,893</b>
<b>Benefits</b>	<b>157,326</b>	<b>182,676</b>	<b>144,583</b>
<b>Maintenance Charges</b>	<b>480</b>	<b>1,200</b>	<b>1,200</b>
<b>Supplies</b>	<b>13,418</b>	<b>20,682</b>	<b>18,000</b>
<b>Professional Services</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>3,995</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>12,971</b>	<b>3,616</b>
<b>Total Appropriations</b>	<b>457,821</b>	<b>537,044</b>	<b>503,292</b>





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## Clerk of State Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015</u> <u>ACT</u>	<u>2016</u> <u>PROJ</u>	<u>2017</u> <u>PROJ</u>
<b>TRAFFIC SITUATIONS</b>	<b>11,598</b>	<b>11,898</b>	<b>12,493</b>
<b>CRIMINAL MISDEAMEANOR</b>	<b>1,410</b>	<b>1,642</b>	<b>1,904</b>
<b>WARRANTS FILED</b>	<b>4,425</b>	<b>3,784</b>	<b>4,000</b>
<b>CIVIL CASES FILED</b>	<b>491</b>	<b>762</b>	<b>920</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Deputy Court Clerk	19	9	8	9
Office Manager	23	0	1	1
Accounting Assistant	21	0	0	1
Secretary	16	0	1	0
<b>TOTAL FULL TIME</b>		<b>9</b>	<b>10</b>	<b>11</b>

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## MISSION

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 along with 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

## GOALS

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

Electronically file civil, criminal and child support cases and/or documents

Electronically link the Index to the Image

Electronically index and capture real estate images

Scan all Minute Books to the "G" drive for backup

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

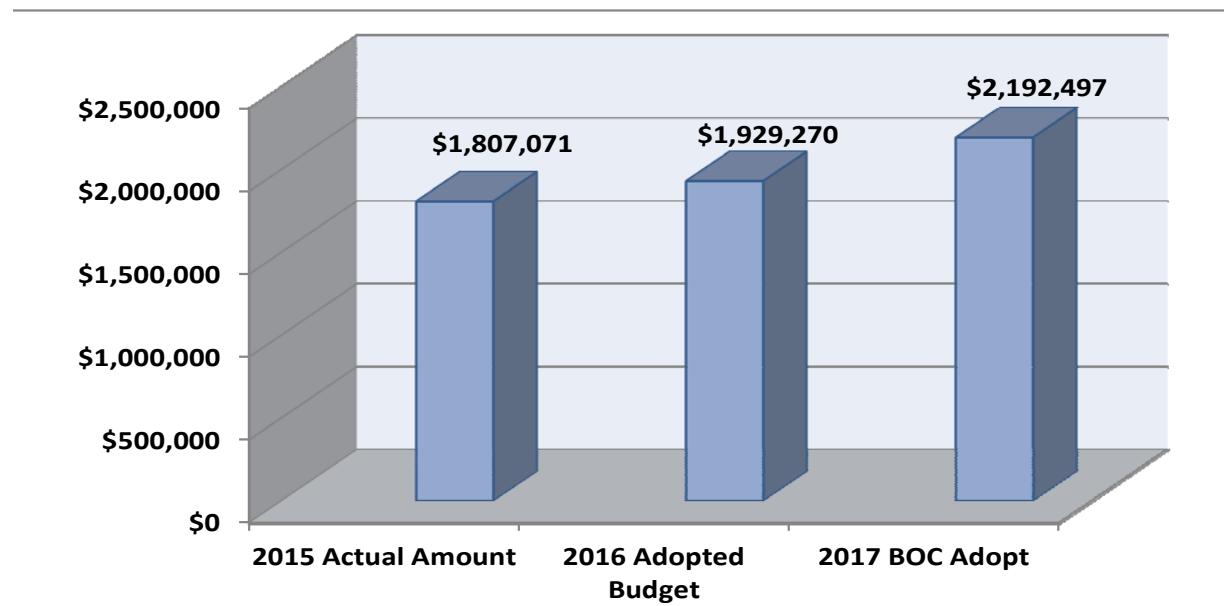
Work with Tyler Technologies to create a website link for certain e-file forms

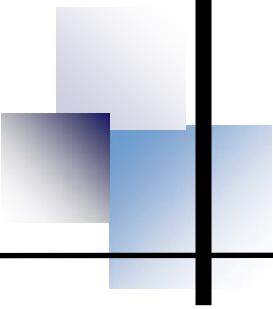


**Clerk of Superior Court**

**BUDGET SUMMARY**

	<b>2015 Actual Amount</b>	<b>2016 Adopted Budget</b>	<b>2017 BOC Adopt</b>
<b>FUNDING SOURCES:</b>			
<b>General Fund Contribution</b>	<b><u>1,807,071</u></b>	<b><u>1,929,270</u></b>	<b><u>2,192,497</u></b>
<b>Total Funding Sources</b>	<b><u>1,807,071</u></b>	<b><u>1,929,270</u></b>	<b><u>2,192,497</u></b>
<b>APPROPRIATIONS:</b>			
<b>Salary and Wage</b>	<b>1,005,128</b>	<b>978,618</b>	<b>1,107,717</b>
<b>Benefits</b>	<b>371,125</b>	<b>419,509</b>	<b>457,287</b>
<b>Advertising</b>	<b>160</b>	<b>400</b>	<b>400</b>
<b>Dues and Subscriptions</b>	<b>1,267</b>	<b>1,308</b>	<b>3,808</b>
<b>Maintenance Charges</b>	<b>38,145</b>	<b>41,812</b>	<b>43,303</b>
<b>Supplies</b>	<b>44,257</b>	<b>60,000</b>	<b>60,000</b>
<b>Professional Services</b>	<b>210,261</b>	<b>351,738</b>	<b>451,590</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>2,872</b>	<b>2,345</b>	<b>2,367</b>
<b>Minor Equipment and Improvements</b>	<b>25,887</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>107,969</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>73,540</b>	<b>66,025</b>
<b>Total Appropriations</b>	<b><u>1,807,071</u></b>	<b><u>1,929,270</u></b>	<b><u>2,192,497</u></b>





**Clerk of Superior Court**

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## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>CIVIL CASES FILED</b>	<b>3,173</b>	<b>2,992</b>	<b>2,900</b>
<b>CRIMINAL CASES FILED</b>	<b>1,602</b>	<b>1,596</b>	<b>1,776</b>
<b>WARRANTS</b>	<b>4,186</b>	<b>4,094</b>	<b>5,189</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Deputy Court Clerk	19	7	7	18
Senior Secretary	19	4	4	7
Evidence Tech	19	1	1	1
Microfilm Technician	18	1	1	0
Accounting Assistant I	21	0	0	1
Accounting Assistant	17	1	1	1
Deed Index Clerk	16	1	1	0
Secretary	16	8	8	2
Data Entry Operator	16	5	5	0
Administrative Assistant	24	1	1	1
Microfilm Technician Asst.	16	0	0	0
Secretary	PT	2	2	0
Data Entry Operator	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>31</b>	<b>31</b>	<b>33</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>3</b>	<b>1</b>

# JUDICIAL SYSTEM

## FUNCTIONS

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

## GOALS

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

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

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

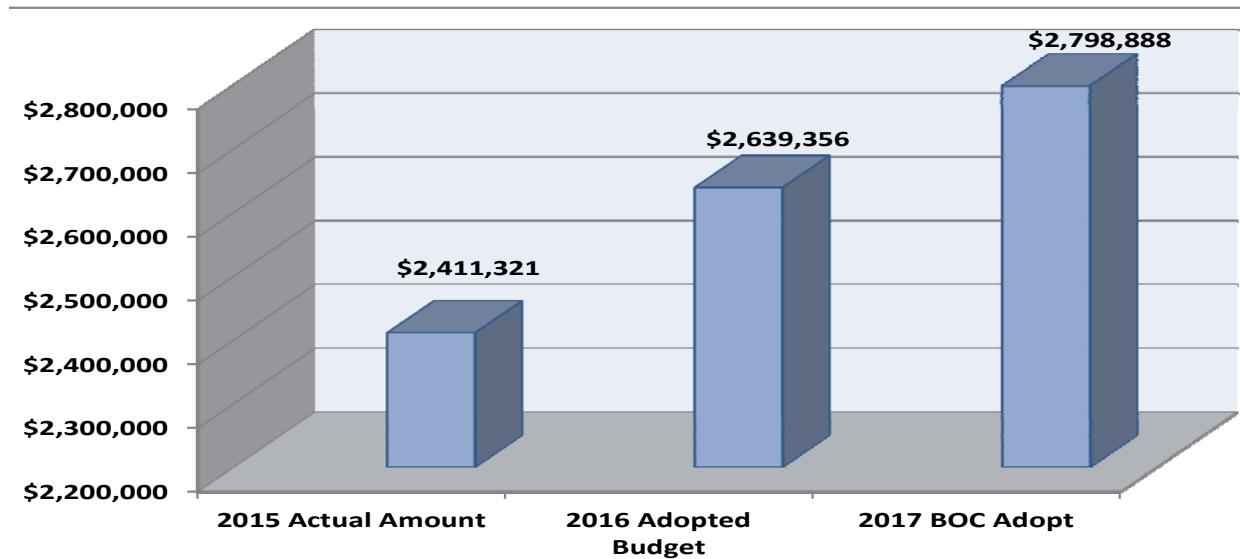
Ensure that local law enforcement officers are advised of recent legal developments and criminal justice trends so that the information and evidence they gather in their investigations is thorough and admissible in court

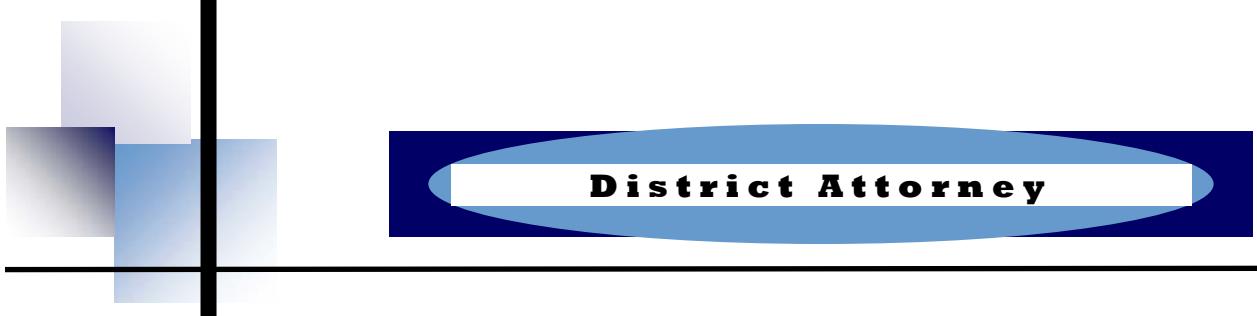


## District Attorney

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>2,411,321</b></u>	<u><b>2,639,356</b></u>	<u><b>2,798,888</b></u>
<b>Total Funding Sources</b>	<u><b>2,411,321</b></u>	<u><b>2,639,356</b></u>	<u><b>2,798,888</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,739,485	1,794,289	1,940,703
Benefits	507,395	545,639	605,401
Advertising	197	1,500	1,500
Vehicle Expense	13,461	22,000	22,000
Dues and Subscriptions	14,597	22,000	22,000
Equipment Rental	0	0	0
Maintenance Charges	2,683	4,000	4,000
Supplies	53,914	59,000	59,000
Professional Services	64,038	50,000	50,000
Utilities	3,507	9,500	3,000
Travel & Training	10,697	10,000	14,813
Minor Equipment and Improvements	707	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	641	1,000	1,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>120,428</b>	<b>75,471</b>
<b>Total Appropriations</b>	<b><u>2,411,321</u></b>	<b><u>2,639,356</u></b>	<b><u>2,798,888</u></b>





## **District Attorney**

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

	<b>2015 ACT</b>	<b>2016 PROJ</b>	<b>2017 PROJ</b>
<b>CASES RECEIVED</b>	<b>2,650</b>	<b>2,691</b>	<b>3,291</b>
<b>CASES FILED</b>	<b>1,937</b>	<b>2,513</b>	<b>2,838</b>
<b>JURY TRIALS</b>	<b>37</b>	<b>27</b>	<b>34</b>
<b>CASES ON APPEAL</b>	<b>76</b>	<b>110</b>	<b>100</b>
<b>CASES CLOSED</b>	<b>2,139</b>	<b>2,321</b>	<b>2,676</b>
<b>PRELIMINARY HEARINGS</b>	<b>649</b>	<b>883</b>	<b>915</b>
<b>FORFEITURES FILED</b>	<b>51</b>	<b>55</b>	<b>65</b>

### **PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2015 ACTUAL</u></b>	<b><u>2016 BUDGET</u></b>	<b><u>2017 APPROVED</u></b>
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	5	5	6
State Investigator	ST UNC	2	2	2
Chief Assistant District Attorney	UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Assistant District Attorney	UNC	1	1	1
Juvenile Prosecutor	UNC	1	1	0
Assistant District Attorney	34	6	9	9
System Administrator	32	1	1	1
Victim Advocate	28	4	5	5
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Data Management Coordinator	21	1	1	1
Legal Staff Assistant	21	9	9	21
Intern	PT	0	0	1
Legal Staff Assistant	PT	1	1	1
Victim Assistance Secretary	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>37</b>	<b>41</b>	<b>53</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>3</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 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 Northwest Region System of Care and Region of Hope, Community of Hope, Douglas CORE, the Board of Education, Law Enforcement, the Community Services Board and other community partners to provide prevention, early intervention and support services, identify gaps, and seek array of services to meet the needs of the children and families subject to the jurisdiction of the Court.**

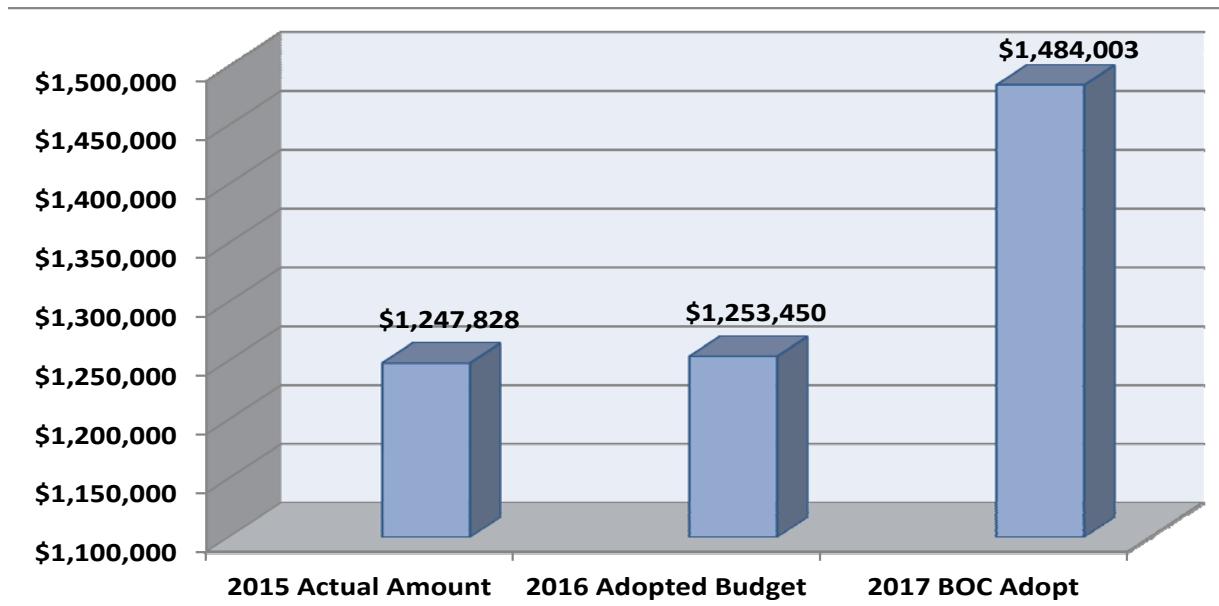
## **GOALS**

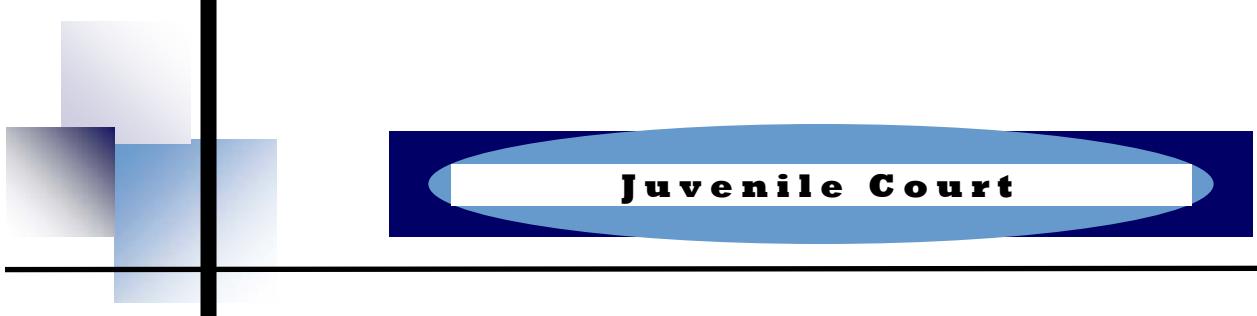
**Maintain accurate records and files on each case including all electronic data bases.  
To use contracts to control costs for indigent defense.  
To monitor orders to assure completeness of each file.  
Conduct stakeholder meetings for purposes of court improvement.  
Maintain funding for the Family Drug Treatment Program and Zero to Three  
Develop resources to support prevention and early intervention**



## Juvenile Court

	<b>BUDGET SUMMARY</b>		
	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,247,828</u>	<u>1,253,450</u>	<u>1,484,003</u>
<b>Total Funding Sources</b>	<b><u>1,247,828</u></b>	<b><u>1,253,450</u></b>	<b><u>1,484,003</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	363,775	363,860	430,172
Benefits	111,285	115,822	152,333
Advertising	0	360	200
Audit and Legal	655,312	561,000	775,840
Dues and Subscriptions	1,426	1,531	1,531
Maintenance Charges	3,716	2,878	4,396
Supplies	6,506	9,400	9,900
Professional Services	80,432	86,500	99,500
Utilities	0	0	0
Travel & Training	3,912	5,200	5,500
Minor Equipment and Improvements	16,084	0	0
Capital Outlay	5,380	0	0
Budget Improvement Request	<u>0</u>	<u>106,899</u>	<u>4,631</u>
<b>Total Appropriations</b>	<b><u>1,247,828</u></b>	<b><u>1,253,450</u></b>	<b><u>1,484,003</u></b>





## Juvenile Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>DELINQUENT CHARGES</b>	<b>608</b>	<b>714</b>	<b>622</b>
<b>UNGOVERNABLE CHARGES</b>	<b>247</b>	<b>348</b>	<b>380</b>
<b>TERMINATION CHARGES</b>	<b>12</b>	<b>28</b>	<b>16</b>
<b>DEPRIVATION CHARGES</b>	<b>292</b>	<b>283</b>	<b>171</b>
<b>TRAFFIC CHARGES</b>	<b>81</b>	<b>120</b>	<b>18</b>
<b>SPECIAL CHARGES</b>	<b>73</b>	<b>124</b>	<b>93</b>
<b>SUPERIOR COURT CASES</b>	<b>8</b>	<b>10</b>	<b>10</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Child Court Coordinator	23	0	1	1
Principal Secretary	21	1	1	1
Senior Court Clerk / Delinquent	20	1	1	1
Deputy Court Clerk	19	2	2	2
<b>TOTAL FULL TIME</b>		<b>7</b>	<b>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

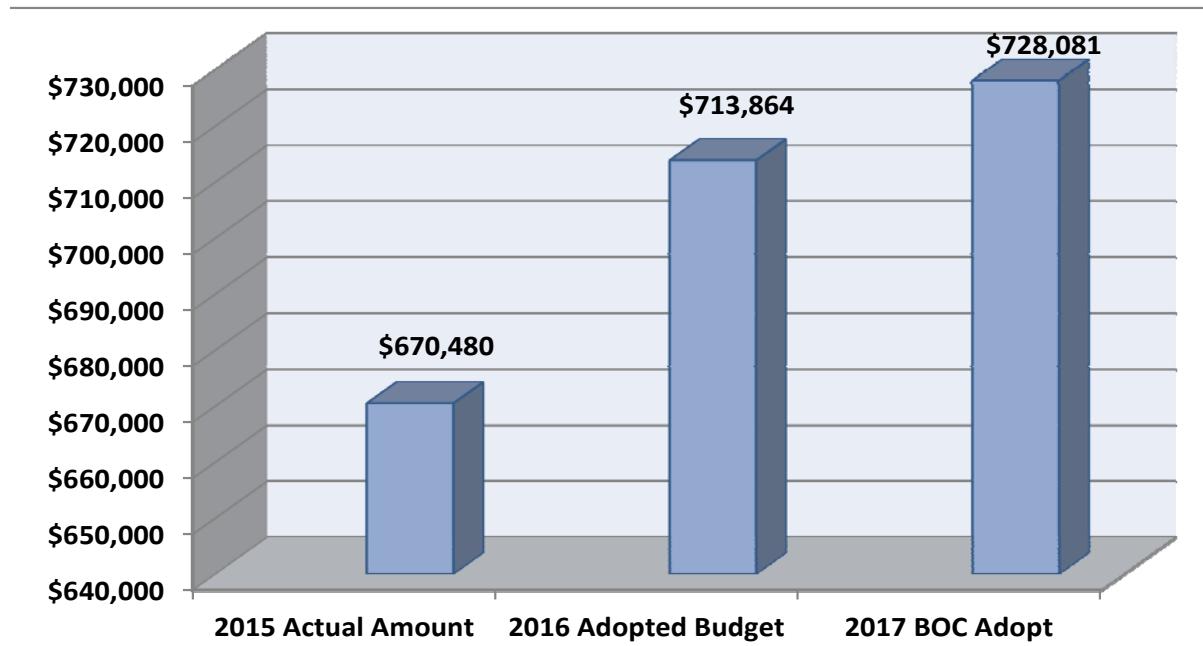
2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
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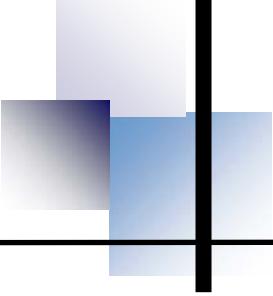
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>670,480</u></b>	<b><u>713,864</u></b>	<b><u>728,081</u></b>
<b>Total Funding Sources</b>	<b><u>670,480</u></b>	<b><u>713,864</u></b>	<b><u>728,081</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>490,622</b>	<b>503,695</b>	<b>527,391</b>
<b>Benefits</b>	<b>154,592</b>	<b>168,174</b>	<b>166,896</b>
<b>Dues and Subscriptions</b>	<b>1,600</b>	<b>1,625</b>	<b>1,666</b>
<b>Maintenance Charges</b>	<b>1,251</b>	<b>2,000</b>	<b>2,230</b>
<b>Supplies</b>	<b>13,295</b>	<b>17,800</b>	<b>18,260</b>
<b>Professional Services</b>	<b>600</b>	<b>2,000</b>	<b>2,000</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>2,897</b>	<b>3,960</b>	<b>3,960</b>
<b>Minor Equipment and Improvements</b>	<b>5,622</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>14,610</b>	<b>5,678</b>
<b>Total Appropriations</b>	<b><u>670,480</u></b>	<b><u>713,864</u></b>	<b><u>728,081</u></b>





**Magistrate Court**

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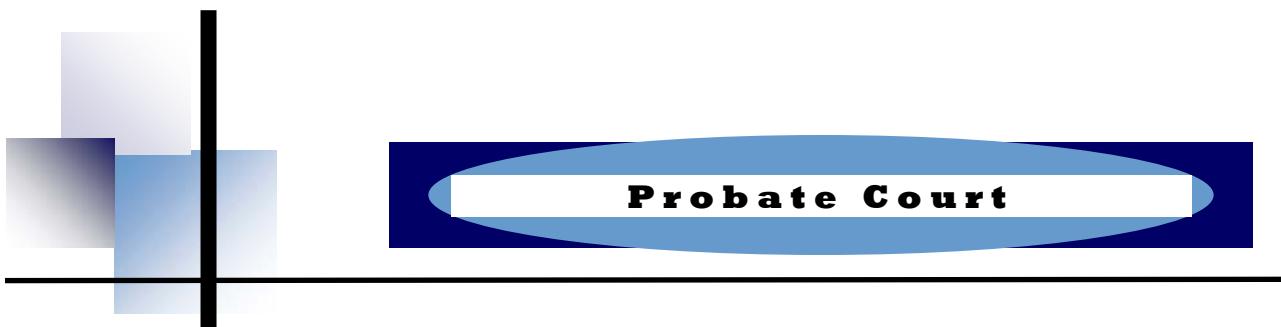
## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>SMALL CLAIMS</b>	8,536	8,918	8,950
<b>BOND/1ST APPEARANCE</b>	4,324	4,236	4,300
<b>CRIMINAL WARRANTS ISSUED</b>	5,496	6,528	6,600
<b>CRIMINAL PRELIM. HEARINGS</b>	815	1,053	1,110
<b>PRE-ARREST WARRANT HEARINGS</b>	71	57	62
<b>ORDINANCE</b>	133	163	170
<b>SEARCH WARRANTS</b>	159	153	165
<b>FIFA'S</b>	570	621	630
<b>BENCH WARRANTS</b>	28	62	75

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## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Judge	UNC	2	2	2
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Court Clerk	19	4	4	4
Appointed Judge	UNC	1	1	1
P.T. Deputy Court Clerk	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>10</b>	<b>10</b>	<b>10</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

**Provide continuing training to staff, to comply with government regulations.**

**Implement all new procedures for the State of Georgia Vital Records System**



## Probate Court

### BUDGET SUMMARY

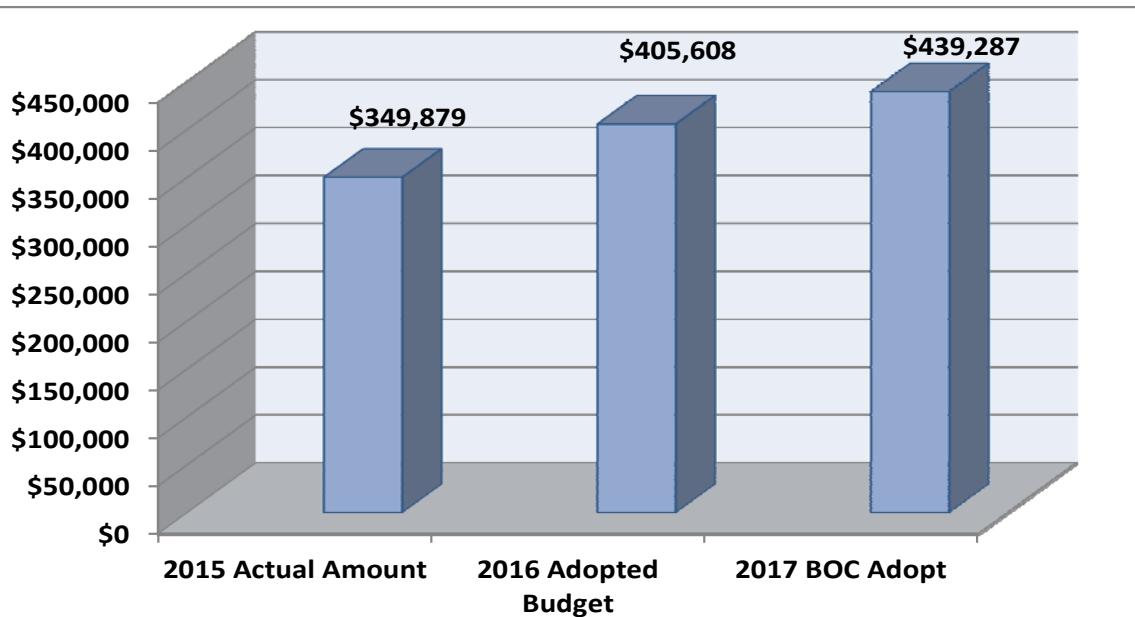
2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
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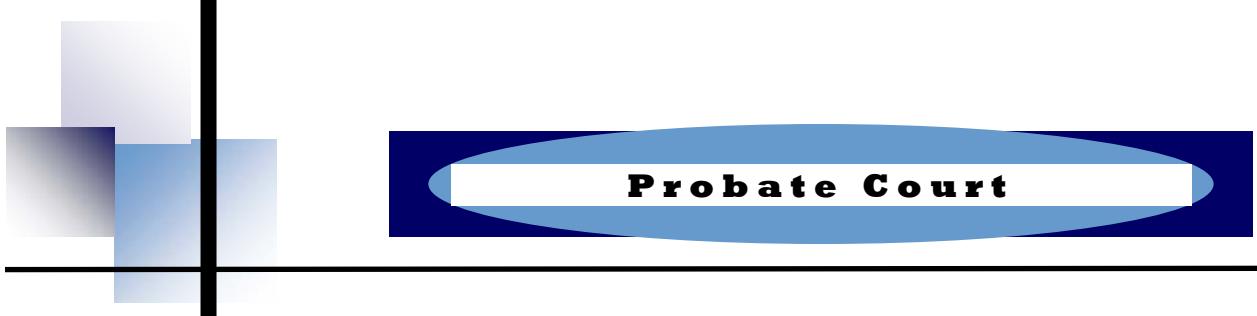
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>349,879</u></b>	<b><u>405,608</u></b>	<b><u>439,287</u></b>
<b>Total Funding Sources</b>	<b><u>349,879</u></b>	<b><u>405,608</u></b>	<b><u>439,287</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>247,221</b>	<b>245,475</b>	<b>286,334</b>
<b>Benefits</b>	<b>89,107</b>	<b>99,739</b>	<b>131,761</b>
<b>Advertising</b>	<b>0</b>	<b>250</b>	<b>250</b>
<b>Audit and Legal</b>	<b>0</b>	<b>660</b>	<b>660</b>
<b>Dues and Subscriptions</b>	<b>352</b>	<b>1,200</b>	<b>1,200</b>
<b>Maintenance Charges</b>	<b>1,320</b>	<b>1,800</b>	<b>1,800</b>
<b>Supplies</b>	<b>7,834</b>	<b>8,040</b>	<b>9,000</b>
<b>Professional Services</b>	<b>85</b>	<b>200</b>	<b>200</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>3,960</b>	<b>1,650</b>	<b>5,000</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>46,594</b>	<b>3,082</b>
<b>Total Appropriations</b>	<b><u>349,879</u></b>	<b><u>405,608</u></b>	<b><u>439,287</u></b>





**Probate Court**

**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>DEATH CERTIFICATES FILED</b>	<b>838</b>	<b>900</b>	<b>900</b>
<b>BIRTH CERTIFICATES FILED</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>FIREARMS PERMITS ISSUED</b>	<b>3,294</b>	<b>3,500</b>	<b>3,500</b>
<b>ESTATE FILES</b>	<b>537</b>	<b>550</b>	<b>600</b>
<b>MARRIAGE LICENSES ISSUED</b>	<b>1,139</b>	<b>1,300</b>	<b>1,300</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Deputy Court Clerk	19	2	3	3
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>7</b>	<b>7</b>

# JUDICIAL SYSTEM

## FUNCTIONS

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

## GOALS

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

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

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

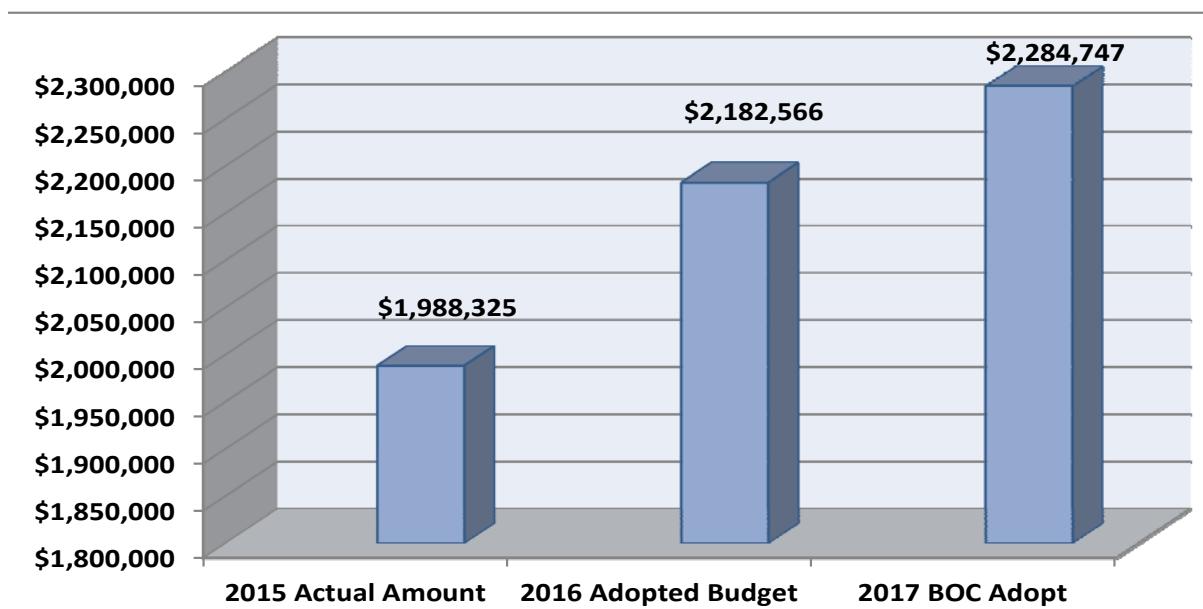
**Retain skilled and qualified employees in this office which provides a better quality and efficiency of services**

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



## Public Defender

	BUDGET SUMMARY		
	2015 Actual	2016 Adopted	2017 BOC
	Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>1,988,325</u>	<u>2,182,566</u>	<u>2,284,747</u>
<b>Total Funding Sources</b>	<b><u>1,988,325</u></b>	<b><u>2,182,566</u></b>	<b><u>2,284,747</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,183,539	1,190,705	1,299,811
Benefits	364,762	394,543	441,411
Audit and Legal	357,770	375,000	375,000
Vehicle Expense	629	5,300	5,300
Dues and Subscriptions	15,161	20,169	15,000
Maintenance Charges	1,457	2,000	2,200
Supplies	16,466	16,400	18,400
Professional Services	33,002	40,000	42,000
Utilities	3,702	6,200	5,000
Travel & Training	9,588	10,000	12,000
Minor Equipment and Improvements	2,249	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	<u>122,249</u>	<u>68,625</u>
<b>Total Appropriations</b>	<b><u>1,988,325</u></b>	<b><u>2,182,566</u></b>	<b><u>2,284,747</u></b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>FELONY CASES OPENED</b>	<b>950</b>	<b>1,200</b>	<b>1,200</b>
<b>APPEALS OPENED</b>	<b>19</b>	<b>17</b>	<b>19</b>
<b>VIOLATION OF PROBATION OPENED</b>	<b>588</b>	<b>650</b>	<b>650</b>
<b>OTHER CASES OPENED</b>	<b>17</b>	<b>12</b>	<b>15</b>
<b>CLOSED CASES</b>	<b>1,456</b>	<b>1,856</b>	<b>1,850</b>
<b>APPEALS CLOSED</b>	<b>44</b>	<b>25</b>	<b>25</b>
<b>OTHER CASES CLOSED</b>	<b>6</b>	<b>14</b>	<b>14</b>
<b>CONFLICTS OPENED</b>	<b>338</b>	<b>352</b>	<b>352</b>
<b>CONFLICTS CLOSED</b>	<b>394</b>	<b>430</b>	<b>430</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	10	11	11
Investigator	27	3	3	3
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	4	4	5
Office Manager	23	1	1	1
<b>TOTAL FULL TIME</b>		<b>21</b>	<b>22</b>	<b>23</b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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



## State Court-Judges

### BUDGET SUMMARY

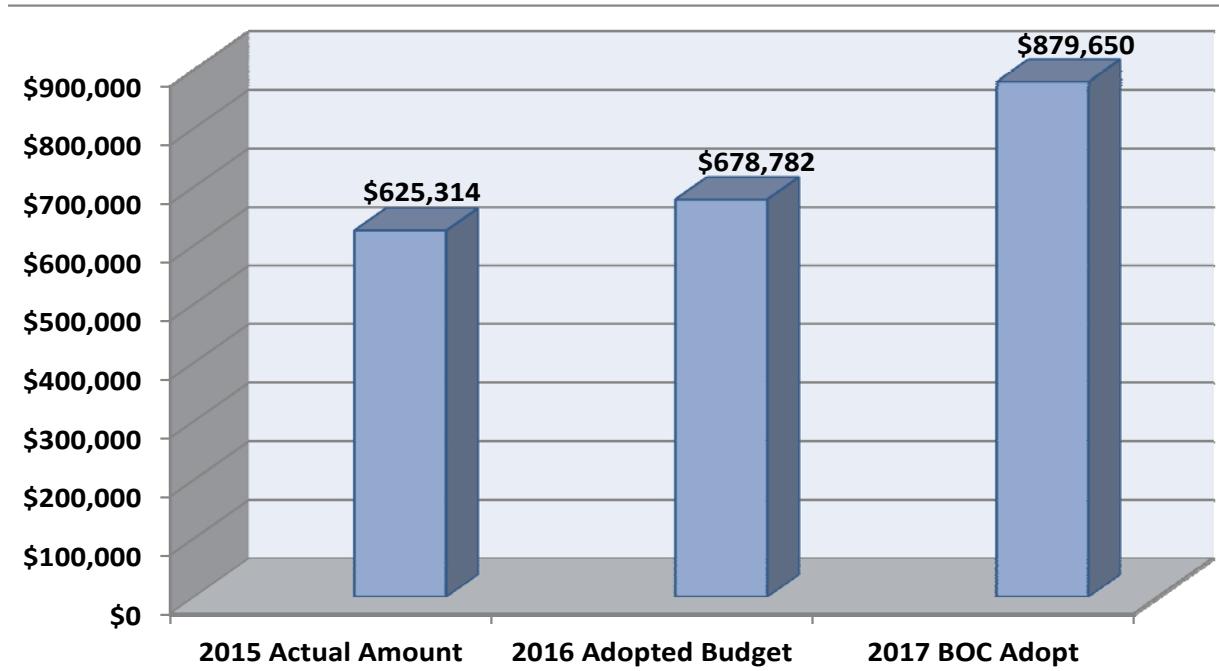
2015 Actual	2016 Adopted	2017 BOC
Amount	Budget	Adopt

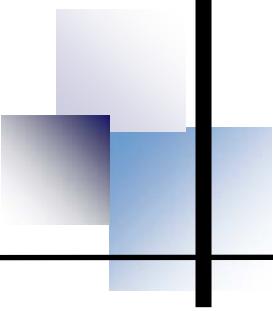
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>625,314</b>	<b>678,782</b>	<b>879,650</b>
<b>Total Funding Sources</b>	<b>625,314</b>	<b>678,782</b>	<b>879,650</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>398,500</b>	<b>399,789</b>	<b>429,929</b>
<b>Benefits</b>	<b>116,599</b>	<b>134,145</b>	<b>145,841</b>
<b>Dues and Subscriptions</b>	<b>1,336</b>	<b>1,371</b>	<b>1,621</b>
<b>Maintenance Charges</b>	<b>888</b>	<b>960</b>	<b>1,440</b>
<b>Supplies</b>	<b>5,853</b>	<b>5,733</b>	<b>5,235</b>
<b>Professional Services</b>	<b>92,760</b>	<b>111,000</b>	<b>288,000</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>456</b>
<b>Travel &amp; Training</b>	<b>2,388</b>	<b>2,500</b>	<b>2,500</b>
<b>Minor Equipment and Improvements</b>	<b>6,990</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>23,284</b>	<b>4,628</b>
<b>Total Appropriations</b>	<b>625,314</b>	<b>678,782</b>	<b>879,650</b>





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## State Court-Judges

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>CIVIL CASES FILED</b>	<b>491</b>	<b>762</b>	<b>920</b>
<b>PROBATION REVOCATION</b>	<b>4,425</b>	<b>3,784</b>	<b>4,000</b>
<b>CRIMINAL MISDEMEANOR CASES</b>	<b>1,410</b>	<b>1,642</b>	<b>1,904</b>
<b>TRAFFIC CITATIONS</b>	<b>11,598</b>	<b>11,898</b>	<b>12,493</b>

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
State Court Judge	UNC	2	2	2
Principal Secretary	21	2	2	2
Legal Staff Assistant	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>



# JUDICIAL SYSTEM

## FUNCTIONS

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

## GOALS

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

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

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

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



## State Court-Solicitor

### BUDGET SUMMARY

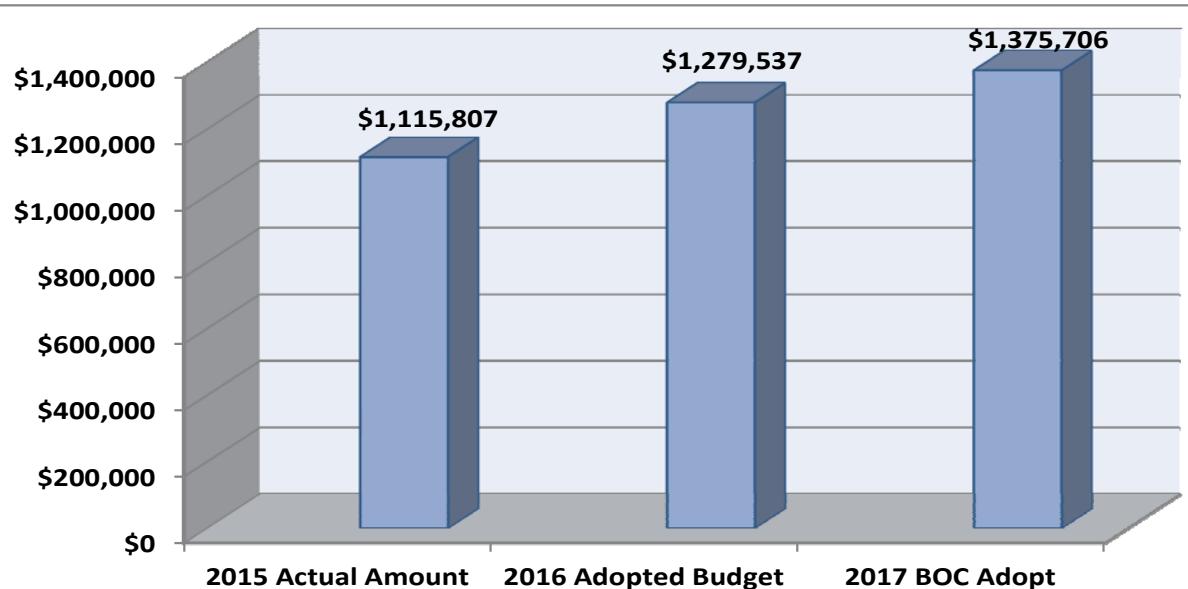
	<b>2015 Actual</b>	<b>2016 Adopted</b>	
	Amount	Budget	2017 BOC Adopt

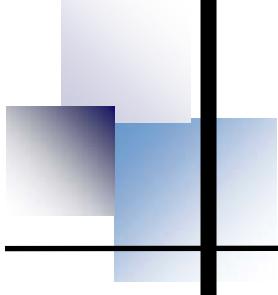
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>1,115,807</u></b>	<b><u>1,279,537</u></b>	<b><u>1,375,706</u></b>
<b>Total Funding Sources</b>	<b><u>1,115,807</u></b>	<b><u>1,279,537</u></b>	<b><u>1,375,706</u></b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>809,165</b>	<b>819,625</b>	<b>918,074</b>
<b>Benefits</b>	<b>247,992</b>	<b>269,081</b>	<b>295,501</b>
<b>Advertising</b>	<b>0</b>	<b>2,100</b>	<b>1,000</b>
<b>Vehicle Expense</b>	<b>2,827</b>	<b>14,665</b>	<b>14,665</b>
<b>Dues and Subscriptions</b>	<b>11,703</b>	<b>14,000</b>	<b>15,000</b>
<b>Maintenance Charges</b>	<b>1,216</b>	<b>2,700</b>	<b>2,700</b>
<b>Supplies</b>	<b>17,772</b>	<b>27,200</b>	<b>27,670</b>
<b>Professional Services</b>	<b>135</b>	<b>4,500</b>	<b>5,000</b>
<b>Utilities</b>	<b>0</b>	<b>3,840</b>	<b>1,680</b>
<b>Travel &amp; Training</b>	<b>5,031</b>	<b>5,000</b>	<b>11,680</b>
<b>Minor Equipment and Improvements</b>	<b>19,964</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>1,500</b>	<b>1,600</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>115,326</b>	<b>81,136</b>
<b>Total Appropriations</b>	<b><u>1,115,807</u></b>	<b><u>1,279,537</u></b>	<b><u>1,375,706</u></b>






## **State Court-Solicitor**

# WORKLOAD INDICATORS

	<b>2015 <u>ACT</u></b>	<b>2016 <u>PROJ</u></b>	<b>2017 <u>PROJ</u></b>
<b>CRIMINAL MISDEMEANORS</b>	1,581	1,866	2,013
<b>MUST APPEAR TRAFFIC CASES</b>	4,036	4,696	5,095
<b>NON MA TRAFFIC CASES</b>	8,073	9,391	10,189
<b>CASES INVESTIGATED AND DISMISSED</b>	561	168	200
<b>CASES HANDLED THROUGH PTD</b>	349	425	475
<b>ACCOUNTABILITY COURT CASES</b>	58	65	80

### PERSONNEL SUMMARY

<b>POSITION</b>	<b>GRADE</b>	<b>2015 <u>ACTUAL</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>APPROVED</u></b>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	3	3
Assistant Solicitor Domestic Violence	32	1	1	1
Victim Advocate	28	1	2	2
Investigator	27	2	2	2
Domestic Violence Investigator	27	0	0	1
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	4	4	5
Director of Victim Services	30	1	1	1
Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>16</b>	<b>17</b>	<b>19</b>

## **MISSION**

**This mission of the Superior Court is to serve as Douglas County's Court of General Jurisdiction.**

## **FUNCTIONS**

**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 begin Mental Health Court**



## Superior Court Judges

### BUDGET SUMMARY

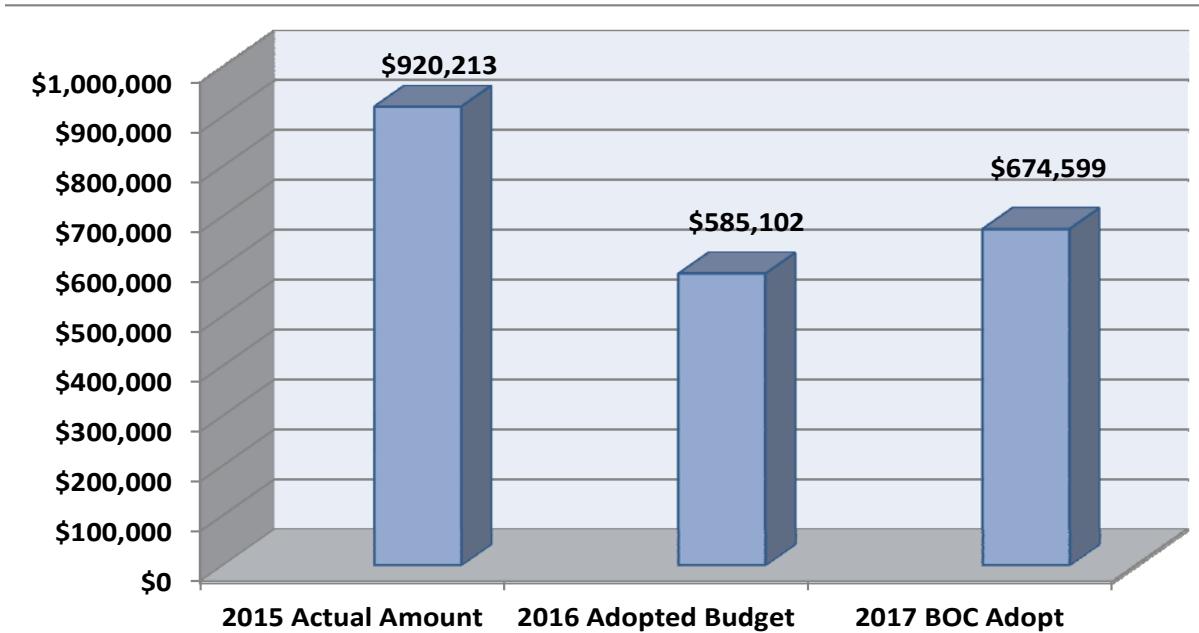
2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
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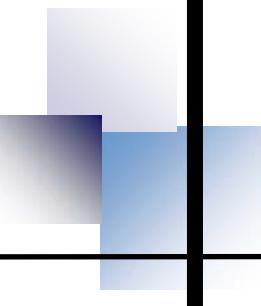
#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>920,213</b>	<b>585,102</b>	<b>674,599</b>
<b>Total Funding Sources</b>	<b>920,213</b>	<b>585,102</b>	<b>674,599</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>179,126</b>	<b>185,826</b>	<b>189,398</b>
<b>Benefits</b>	<b>26,678</b>	<b>29,085</b>	<b>29,063</b>
<b>Dues and Subscriptions</b>	<b>1,733</b>	<b>2,159</b>	<b>2,159</b>
<b>Maintenance Charges</b>	<b>1,440</b>	<b>50,940</b>	<b>50,940</b>
<b>Supplies</b>	<b>7,337</b>	<b>6,850</b>	<b>7,000</b>
<b>Professional Services</b>	<b>269,945</b>	<b>305,000</b>	<b>294,000</b>
<b>Utilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Minor Equipment and Improvements</b>	<b>904</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>433,049</b>	<b>5,242</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>0</b>	<b>102,039</b>
<b>Total Appropriations</b>	<b>920,213</b>	<b>585,102</b>	<b>674,599</b>





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## Superior Court Judges

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>CIVIL FILINGS (INCLUDING ADOPTIONS)</b>	3,268	3,302	3,300
<b>CRIMINAL CASES</b>	1,596	2,006	2,000

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 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>

## MISSION

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

## FUNCTIONS

- Fee and restitution collection and disbursement
- Adolescent substance abuse program case management
- Guardian-Ad-Litem case management
- Administration of grant funded programs
- Court administration support and court supported services
- Truancy intervention program
- Community of Hope Project
- Positive Action Program
- Douglas Link/LIPT Committee
- Mental health assessment services
- Court Improvement Initiative
- Vision 2020 United Way

## GOALS

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

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

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

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

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

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



## Juvenile Programs Administration

### BUDGET SUMMARY

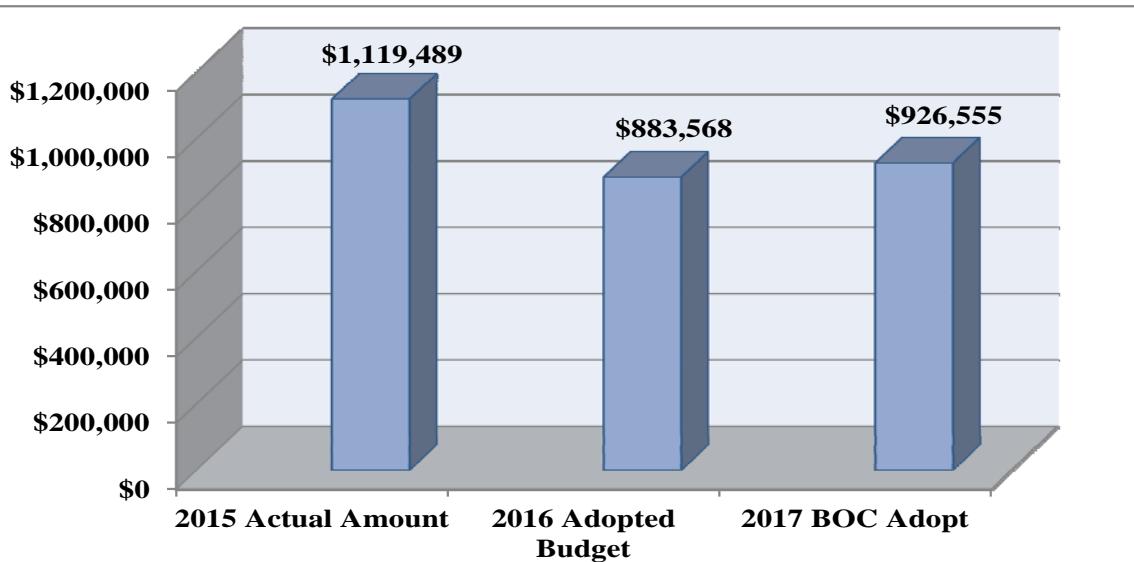
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>1,119,489</b>	<b>883,568</b>	<b>926,555</b>
<b>Total Funding Sources</b>	<b>1,119,489</b>	<b>883,568</b>	<b>926,555</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>596,202</b>	<b>596,892</b>	<b>630,321</b>
<b>Benefits</b>	<b>197,212</b>	<b>204,259</b>	<b>221,536</b>
<b>Advertising</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Audit and Legal</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>0</b>	<b>175</b>
<b>Equipment Rental</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Maintenance Charges</b>	<b>1,200</b>	<b>1,380</b>	<b>1,380</b>
<b>Supplies</b>	<b>14,525</b>	<b>21,398</b>	<b>21,398</b>
<b>Professional Services</b>	<b>22,588</b>	<b>25,996</b>	<b>25,000</b>
<b>Utilities</b>	<b>3,707</b>	<b>4,062</b>	<b>4,062</b>
<b>Travel &amp; Training</b>	<b>9,386</b>	<b>10,501</b>	<b>15,898</b>
<b>Minor Equipment and Improvements</b>	<b>4,139</b>	<b>0</b>	<b>0</b>
<b>Other</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>Grants</b>	<b>270,331</b>	<b>0</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>19,080</b>	<b>6,785</b>
<b>Total Appropriations</b>	<b>1,119,489</b>	<b>883,568</b>	<b>926,555</b>



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>FEE ACCOUNTS MAINTAINED</b>	<b>328</b>	<b>300</b>	<b>300</b>
<b>STMTS RECEIVED &amp; RECONCILED</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>GRANTS RECEIVED</b>	<b>6</b>	<b>7</b>	<b>7</b>
<b>YOUTH SERVED—ASAP SCREENING</b>	<b>219</b>	<b>220</b>	<b>215</b>
<b>YOUTH SERVED—CASE MGMT</b>	<b>34</b>	<b>36</b>	<b>36</b>
<b>YOUTH/FAMILIES SERVED LIPT</b>	<b>69</b>	<b>60</b>	<b>65</b>
<b>INTAKE PROGRAM—CALLS REC'D</b>	<b>226</b>	<b>310</b>	<b>300</b>
<b>CASA—YOUTH SERVED</b>	<b>134</b>	<b>142</b>	<b>140</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 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	3
Office Manager	23	1	1	1
Intern	PT	0	0	1
Prevent Child Abuse Coordinator	PT	1	0	0
<b>TOTAL FULL TIME</b>		<b>13</b>	<b>13</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>0</b>	<b>1</b>

## MISSION

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

## 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.**

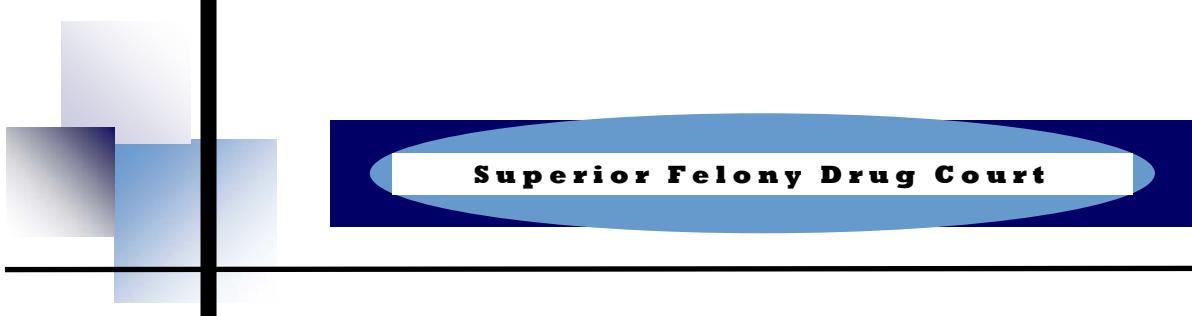
## GOALS

**Reduce recidivism and build stronger families in our community. 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.**

**Service the Superior Court system by providing detailed drug screening and assessment information to enhance judicial decision making.**

**Strive to operate a sustainable program through grant funding, the DATE fund, and participant fees while maintaining close ties with the community, law enforcement, and the foundation in order to provide a much needed service to the citizens**





## Superior Felony Drug Court

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>PARTICIPANTS—HIGH RISK</b>	12	48	82
<b>DRUG TEST</b>	875	2,600	8,673
<b>SURVEILLANCE VISITS</b>	218	2,100	5,271
<b>TREATMENT HOURS</b>	2,550	5,000	10,117

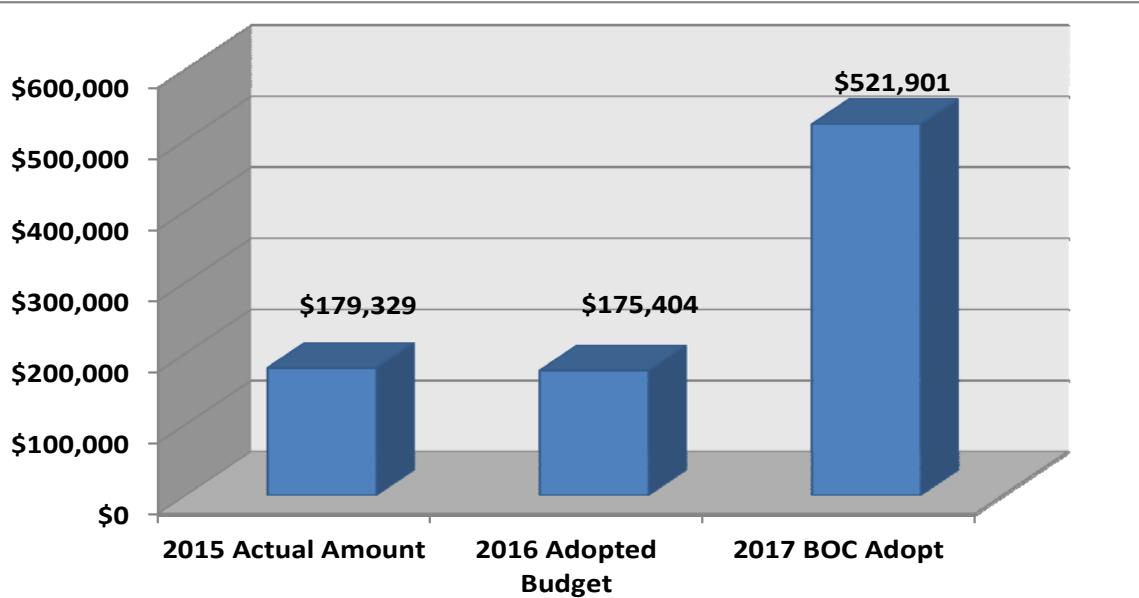
### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Felony Drug Court Administrator	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

**Superior Court Felony Drug Court**

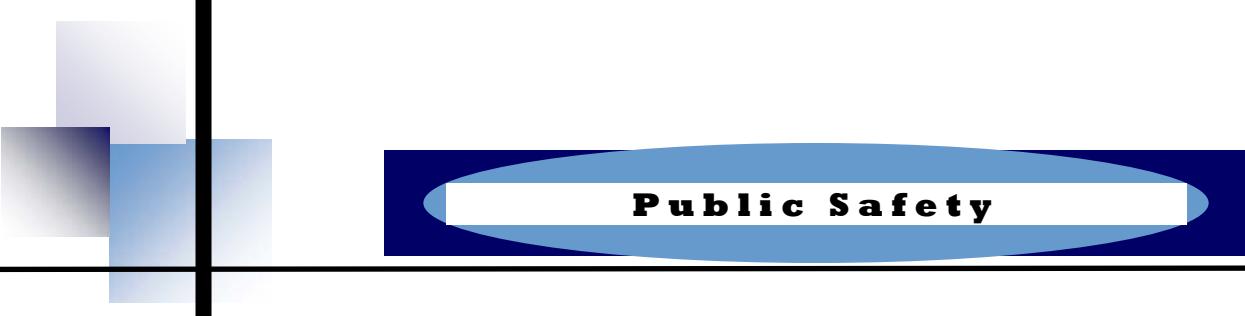
**BUDGET SUMMARY**

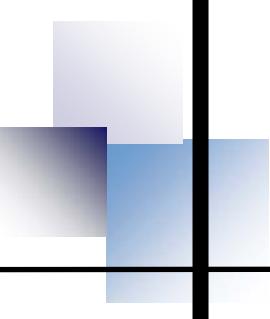
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b><u>179,329</u></b>	<b><u>175,404</u></b>	<b><u>521,901</u></b>
<b>Total Funding Sources</b>	<b><u>179,329</u></b>	<b><u>175,404</u></b>	<b><u>521,901</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	50,192	50,000	60,000
Benefits	17,605	26,893	28,983
Audit and Legal	0	0	0
Vehicle Expense	0	0	6,456
Dues and Subscriptions	0	0	402
Supplies	6,100	20,458	26,682
Professional Services	101,731	72,697	141,360
Utilities	3,071	3,681	3,681
Travel and Training	379	0	3,079
Minor Equipment and Improvements	0	0	0
Uniform and Clothing	251	264	612
Budget Improvement Request	0	1,411	250,646
<b>Total Appropriations</b>	<b><u>179,329</u></b>	<b><u>175,404</u></b>	<b><u>521,901</u></b>



# DIRECTORY

<b>Coroner .....</b>	<b>170</b>
<b>Emergency Management.....</b>	<b>172</b>
<b>Sheriff—Detention .....</b>	<b>175</b>
<b>Sheriff—Enforcement.....</b>	<b>179</b>





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

## MISSION

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

## FUNCTIONS

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

## GOALS

**Respond to all calls in a timely manner**

**Investigate the scene of a death in an unobtrusive manner**

**Properly determine cause of death**

**Issue death certificates upon completion of investigation**

## PERSONNEL

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Coroner	UNC	1	1	1
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



## Coroner

### BUDGET SUMMARY

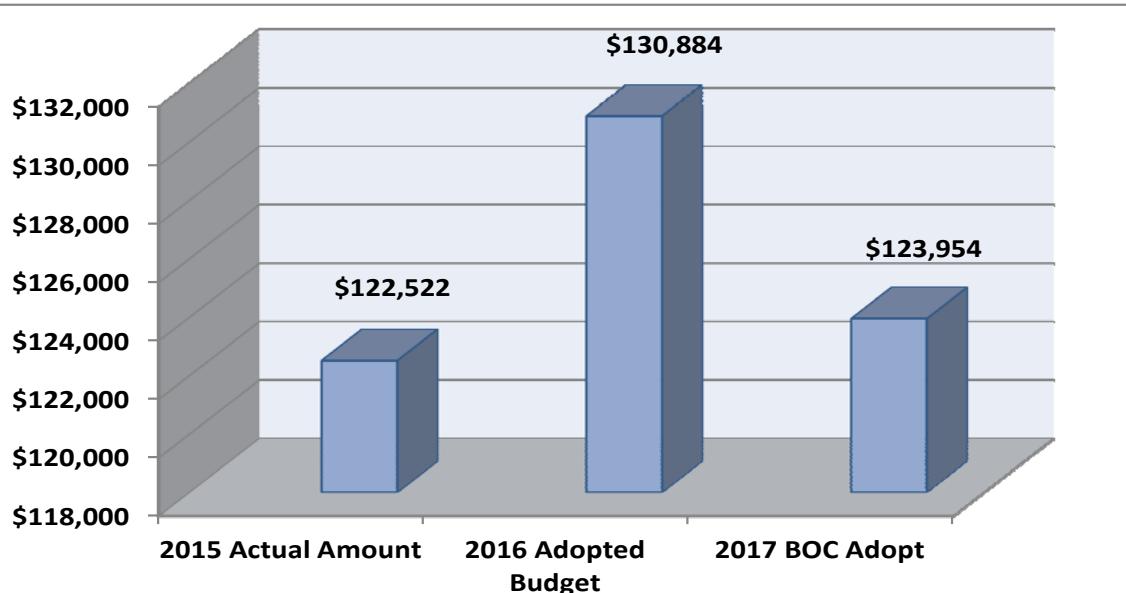
2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
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#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>122,522</b>	<b>130,884</b>	<b>123,954</b>
<b>Total Funding Sources</b>	<b>122,522</b>	<b>130,884</b>	<b>123,954</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>34,303</b>	<b>43,643</b>	<b>32,276</b>
<b>Benefits</b>	<b>22,487</b>	<b>22,094</b>	<b>21,596</b>
<b>Vehicle Expense</b>	<b>2,671</b>	<b>5,500</b>	<b>4,500</b>
<b>Dues and Subscriptions</b>	<b>150</b>	<b>200</b>	<b>200</b>
<b>Supplies</b>	<b>2,301</b>	<b>2,535</b>	<b>1,035</b>
<b>Professional Services</b>	<b>23,260</b>	<b>25,000</b>	<b>30,000</b>
<b>Utilities</b>	<b>2,305</b>	<b>2,500</b>	<b>2,500</b>
<b>Travel &amp; Training</b>	<b>5,027</b>	<b>3,000</b>	<b>1,500</b>
<b>Minor Equipment and Improvements</b>	<b>828</b>	<b>0</b>	<b>0</b>
<b>Other</b>	<b>29,190</b>	<b>25,000</b>	<b>30,000</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>100</b>	<b>0</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>1,312</b>	<b>347</b>
<b>Total Appropriations</b>	<b>122,522</b>	<b>130,884</b>	<b>123,954</b>



### **FUNCTIONS**

- Coordinate all County emergency response plans
- Identify vulnerabilities, effectively mitigate disasters, public education, respond to all-hazard emergency situations, protect Douglas County's citizens and visitors
- Ensure continuity of government and business and facilitate an effective recovery
- Coordinate with local, state, and federal agencies, as well as private entities to develop, and maintain the Emergency Operations Plan (EOP).

### **GOALS**

Develop and maintain an all-hazards disaster preparedness program for all segments of Douglas County, including government, private citizens, businesses and vulnerable populations

Attain a state of operational readiness to respond to any hazard that may potentially impact Douglas County

Lead County recovery efforts from any disaster that impacts Douglas County

Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program

Update Local Emergency Operation Plan



## Emergency Management

### BUDGET SUMMARY

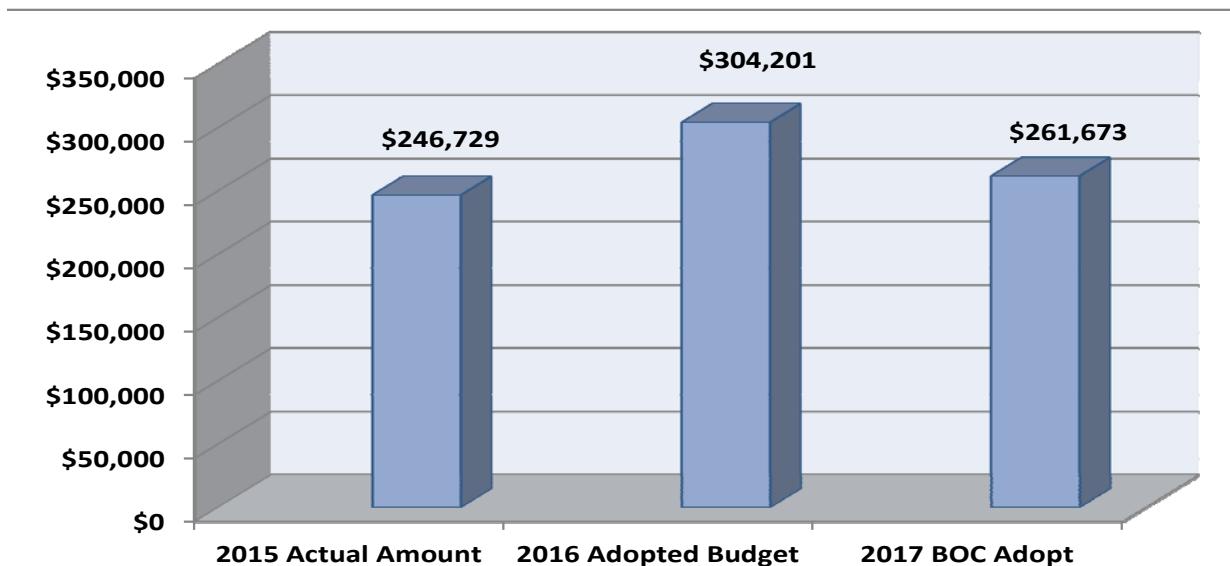
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

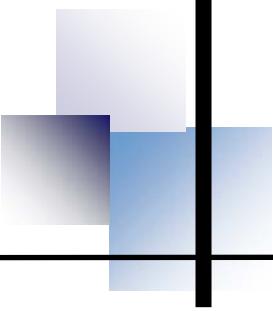
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>246,729</b>	<b>304,201</b>	<b>261,673</b>
<b>Total Funding Sources</b>	<b>246,729</b>	<b>304,201</b>	<b>261,673</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>108,250</b>	<b>109,381</b>	<b>114,311</b>
<b>Benefits</b>	<b>43,018</b>	<b>44,067</b>	<b>45,273</b>
<b>Advertising</b>	<b>481</b>	<b>1,000</b>	<b>1,000</b>
<b>Vehicle Expense</b>	<b>3,432</b>	<b>5,600</b>	<b>6,200</b>
<b>Dues and Subscriptions</b>	<b>262</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>4,292</b>	<b>4,400</b>	<b>4,400</b>
<b>Supplies</b>	<b>2,031</b>	<b>3,125</b>	<b>3,125</b>
<b>Professional Services</b>	<b>58,424</b>	<b>62,322</b>	<b>69,694</b>
<b>Utilities</b>	<b>13,118</b>	<b>14,000</b>	<b>14,000</b>
<b>Travel &amp; Training</b>	<b>6,321</b>	<b>1,700</b>	<b>1,700</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>6,936</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>165</b>	<b>300</b>	<b>500</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>58,056</b>	<b>1,220</b>
 <b>Total Appropriations</b>	 <b>246,729</b>	<b>304,201</b>	<b>261,673</b>





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## **Emergency Management**

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

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

	<b>2015</b>	<b>2016</b>	<b>2017</b>
	<b>ACT</b>	<b>PROJ</b>	<b>PROJ</b>
<b>DRILLS CONDUCTED</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>GRANT APPLICATIONS INITIATED</b>	<b>1</b>	<b>2</b>	<b>2</b>
<b>PLANS REVIEWED &amp; UPDATED</b>	<b>2</b>	<b>2</b>	<b>1</b>
<b>SCHOOLS ATTENDED / HOSTED</b>	<b>4</b>	<b>5</b>	<b>5</b>

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#### **PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>
		<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
<b>TOTAL FULL TIME</b>		<b>2</b>	<b>2</b>	<b>2</b>



## MISSION

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

## FUNCTIONS

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

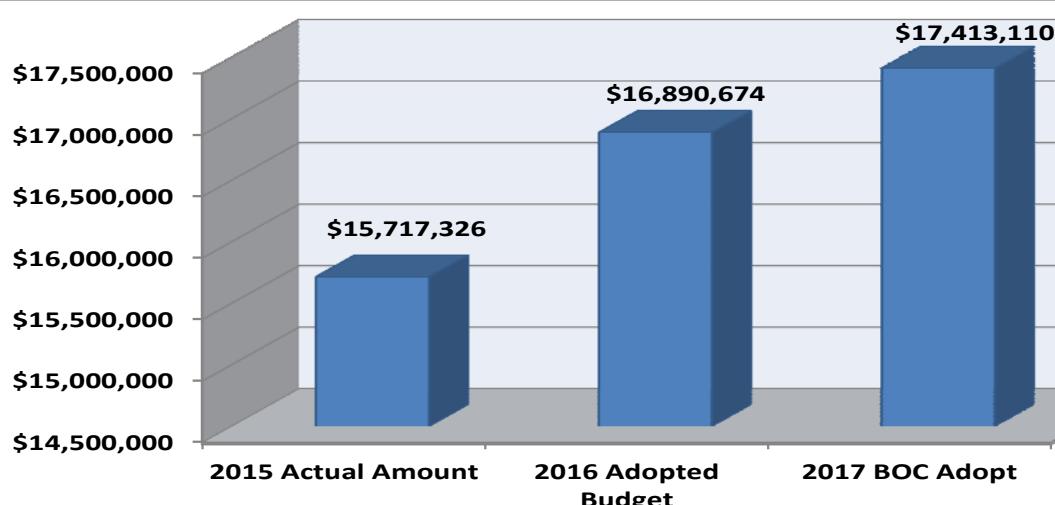
## GOALS

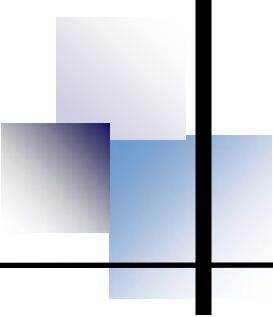
- Increase recruitment activities for Detention staff and streamline application and hiring process
- Provide in-depth training and enhance capabilities to deal with emergency response situations
- Enhance inmate classification options and procedures
- Enhance capabilities to inmate transports for disabled to meet ADA requirements
- Provide increased "hands-on" and realistic training scenarios
- Enhance safety and efficiency in Courthouse security



## Sheriff Detention

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>15,717,326</u>	<u>16,890,674</u>	<u>17,413,110</u>
<b>Total Funding Sources</b>	<u><b>15,717,326</b></u>	<u><b>16,890,674</b></u>	<u><b>17,413,110</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	7,985,492	8,252,388	8,614,104
Benefits	2,963,614	3,067,772	3,223,470
Advertising	718	5,750	7,952
Vehicle Expense	55,123	82,395	95,213
Dues and Subscriptions	882	3,185	3,185
Equipment Rental	0	0	0
Rentals	0	0	0
Maintenance Charges	531,138	501,216	553,173
Supplies	3,025,171	3,413,707	3,490,842
Professional Services	104,209	74,675	100,000
Utilities	924,055	985,220	1,057,220
Travel & Training	27,066	29,070	29,550
Minor Equipment and Improvements	2,392	0	0
Capital Outlay	0	0	0
Other	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	81,218	100,290	136,765
Grants	16,249	13,412	14,000
<b>Budget Improvement Request</b>	<u>0</u>	<u>361,594</u>	<u>87,636</u>
<b>Total Appropriations</b>	<u><b>15,717,326</b></u>	<u><b>16,890,674</b></u>	<u><b>17,413,110</b></u>






**Sheriff Detention**

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Captain	32	4	3	4
Lieutenant	30	14	14	15
Sergeant	27	13	14	13
Maintenance/Security Foreman	27	4	4	4
Corporals	25	2	1	1
Deputy Sheriff	24	57	64	72
Administrative Assistant	24	3	3	3
Records Coordinator	23	1	1	1
Communications Officer I	23	1	1	0
Communications Officer II	23	0	0	1
Senior Records Clerk	21	1	1	1
Jailer II	21	51	57	34
Jailer I	20	9	8	15
Communications Officer Trainee	20	0	0	0
Records Clerk	19	6	10	8
Records Clerk	PT	1	1	0
Deputy Sheriff	PT	1	1	1
Jailer	PT	1	2	2
Bailiff	PT	19	23	23
<b>TOTAL FULL TIME</b>		<b>168</b>	<b>183</b>	<b>174</b>
<b>TOTAL PART TIME</b>		<b>22</b>	<b>27</b>	<b>26</b>

## WORKLOAD INDICATORS

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

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INMATE TRANSPORTS	4,377	5,236	4,807
INMATES RECEIVED	5,629	5,598	5,934
CIVIL PAPERS SERVED	22,359	21,816	22,088
WARRANTS (ON HAND)	682	586	609

## MISSION

To serve and protect while honoring the rights of all persons

## FUNCTIONS

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

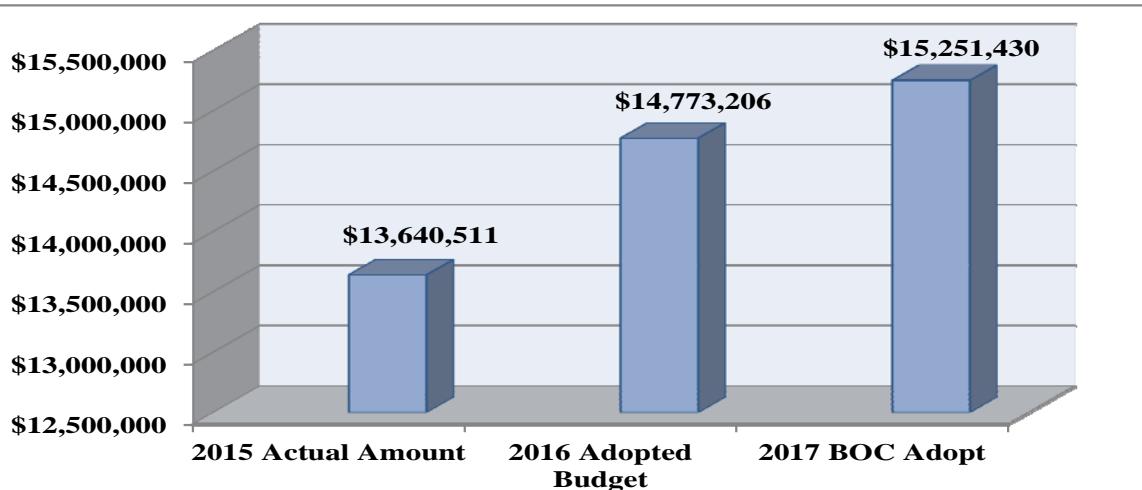
## GOALS

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



## Sheriff Enforcement

	BUDGET SUMMARY	2015 Actual	2016 Adopted	2017 BOC
		Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>				
<b>General Fund Contribution</b>		<b><u>13,640,511</u></b>	<b><u>14,773,206</u></b>	<b><u>15,251,430</u></b>
<b>Total Funding Sources</b>		<b><u>13,640,511</u></b>	<b><u>14,773,206</u></b>	<b><u>15,251,430</u></b>
<b>APPROPRIATIONS:</b>				
<b>Salary and Wage</b>		<b>8,396,644</b>	<b>8,452,668</b>	<b>9,042,646</b>
<b>Benefits</b>		<b>3,308,405</b>	<b>3,448,867</b>	<b>3,616,599</b>
<b>Advertising</b>		<b>17,571</b>	<b>7,755</b>	<b>10,225</b>
<b>Vehicle Expense</b>		<b>762,515</b>	<b>834,298</b>	<b>918,878</b>
<b>Dues and Subscriptions</b>		<b>5,732</b>	<b>4,295</b>	<b>4,395</b>
<b>Equipment Rental</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Rentals</b>		<b>19,845</b>	<b>19,845</b>	<b>19,845</b>
<b>Maintenance Charges</b>		<b>42,615</b>	<b>106,164</b>	<b>116,688</b>
<b>Supplies</b>		<b>138,411</b>	<b>135,755</b>	<b>155,000</b>
<b>Professional Services</b>		<b>183,749</b>	<b>123,914</b>	<b>182,594</b>
<b>Utilities</b>		<b>102,725</b>	<b>101,730</b>	<b>103,530</b>
<b>Travel &amp; Training</b>		<b>76,825</b>	<b>49,164</b>	<b>49,164</b>
<b>Minor Equipment and Improvements</b>		<b>19,509</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>		<b>387,662</b>	<b>0</b>	<b>0</b>
<b>Other</b>		<b>347</b>	<b>11,900</b>	<b>13,100</b>
<b>Debt Service</b>		<b>37,544</b>	<b>37,544</b>	<b>37,544</b>
<b>Uniforms and Clothing</b>		<b>112,303</b>	<b>109,050</b>	<b>158,290</b>
<b>Grants</b>		<b>28,110</b>	<b>43,000</b>	<b>31,900</b>
<b>Budget Improvement Request</b>		<b>0</b>	<b>1,287,257</b>	<b>791,032</b>
<b>Total Appropriations</b>		<b><u>13,640,511</u></b>	<b><u>14,773,206</u></b>	<b><u>15,251,430</u></b>



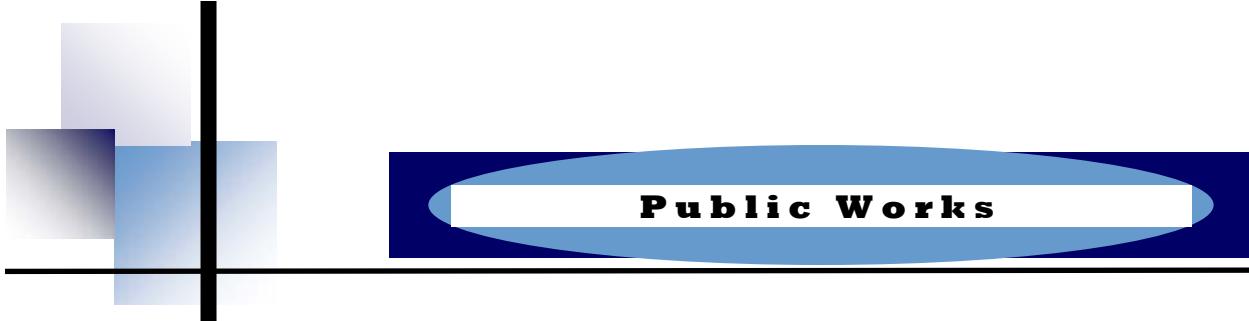
## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	36	1	1	1
Captain	32	3	3	3
System Administrator	32	1	1	1
Lieutenant Investigator	31	2	3	3
Lieutenant	30	6	8	8
Sergeant Investigator	28	6	5	5
Sergeant	27	12	10	10
Investigator	27	28	27	28
Corporal	25	1	1	1
PC Support	25	2	2	2
PC Support Specialist	25	0	1	2
Deputy Sheriff	24	80	94	92
Administrative Assistant	24	2	2	2
Forensic Latent Print Examiner	25	1	1	1
Communications Officer II	22	11	9	12
Communications Officer I	21	3	5	5
Communications Officer Trainee	20	1	0	0
Certification Manager	32	1	1	0
PC Support Specialist	PT	1	0	0
Communications Officer	PT	0	0	1
Mail Clerk	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>162</b>	<b>175</b>	<b>177</b>
<b>TOTAL PART TIME</b>		<b>2</b>	<b>1</b>	<b>2</b>

## WORKLOAD INDICATORS

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

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>CALLS FOR SERVICE</b>	<b>99,240</b>	<b>102,000</b>	<b>106,500</b>
<b>TRAFFIC STOPS</b>	<b>27,540</b>	<b>28,900</b>	<b>31,000</b>
<b>INCIDENTS REPORTED</b>	<b>6,860</b>	<b>6,910</b>	<b>6,900</b>
<b>COMPLAINTS REPORTED</b>	<b>64,088</b>	<b>67,115</b>	<b>71,000</b>
<b>CITATIONS REPORTED</b>	<b>20,880</b>	<b>22,220</b>	<b>24,000</b>
<b>INVESTIGATIONS</b>	<b>3,172</b>	<b>3,340</b>	<b>3,400</b>



## DIRECTORY

<b>Department of Transportation .....</b>	<b>184</b>
<b>D.O.T. Administration .....</b>	<b>185</b>
<b>D.O.T. Maintenance &amp; Construction.....</b>	<b>186</b>
<b>D.O.T. Traffic Operations .....</b>	<b>187</b>
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# PUBLIC WORKS

## MISSION

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

## FUNCTIONS

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

## GOALS

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

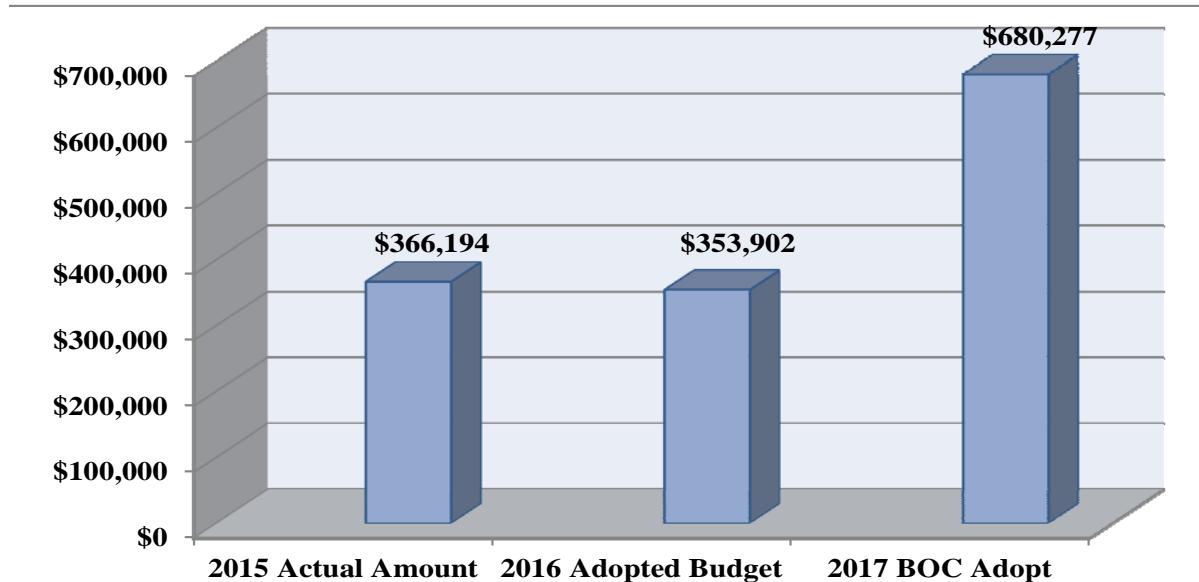
**Establish a Unit Price Contract for tree removal, concrete work, and guardrail replacement. Too much time is wasted trying to get price quotations on this work. A unit price contract on these categories will insure a better price, increase response time and reduce time and effort preparing bid proposals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

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



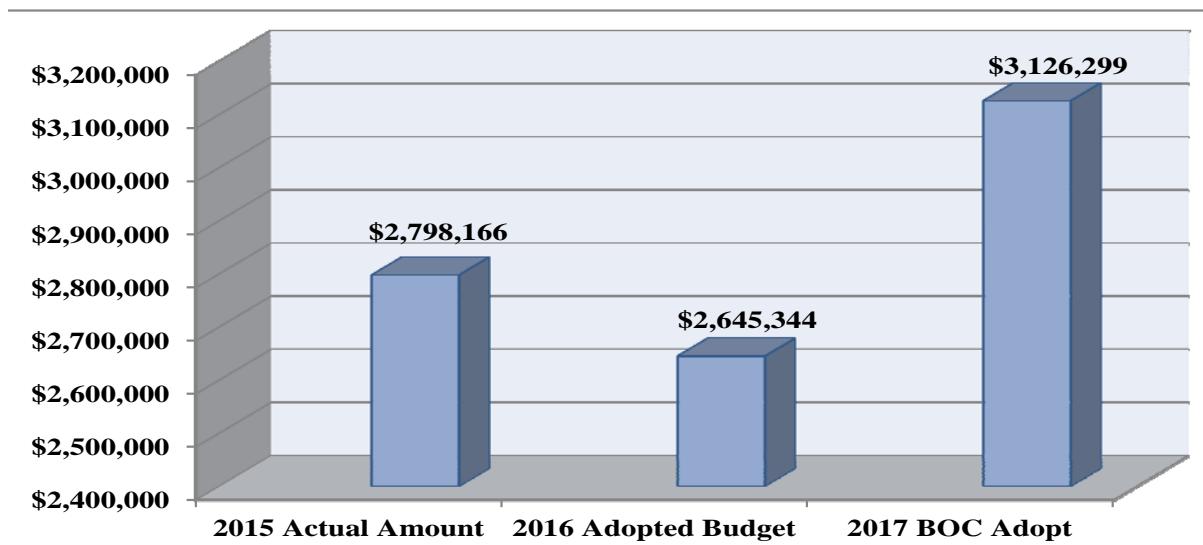
**D . O . T . Administration**

	<b>BUDGET SUMMARY</b>		
	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>366,194</u></u>	<u><u>353,902</u></u>	<u><u>680,277</u></u>
<b>Total Funding Sources</b>	<u><u>366,194</u></u>	<u><u>353,902</u></u>	<u><u>680,277</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	260,472	223,862	503,651
Benefits	66,387	70,239	113,599
Advertising	860	1,500	2,500
Vehicle Expense	1,760	4,450	4,300
Dues and Subscriptions	10,692	13,020	15,555
Maintenance Charges	2,874	1,500	3,000
Supplies	7,331	6,500	11,000
Professional Services	4,858	18,000	15,000
Utilities	615	600	3,000
Travel & Training	3,897	3,250	3,250
Minor Equipment and Improvements	6,448	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>10,981</u>	<u>5,422</u>
<b>Total Appropriations</b>	<u><u>366,194</u></u>	<u><u>353,902</u></u>	<u><u>680,277</u></u>



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

	<b>BUDGET SUMMARY</b>		
	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><b>2,798,166</b></u>	<u><b>2,645,344</b></u>	<u><b>3,126,299</b></u>
<b>Total Funding Sources</b>	<u><b>2,798,166</b></u>	<u><b>2,645,344</b></u>	<u><b>3,126,299</b></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	965,439	964,447	1,047,219
Benefits	469,297	483,166	526,102
Advertising	250	500	500
Vehicle Expense	187,098	210,000	235,000
Dues and Subscriptions	1,321	660	660
Equipment Rental	0	3,000	3,000
Maintenance Charges	3,507	2,480	4,480
Supplies	34,348	45,715	43,000
Professional Services	214,930	50,500	50,000
Utilities	97,364	108,600	108,600
Travel & Training	815	2,000	2,000
Minor Equipment and Improvements	1,785	0	0
Capital Outlay	343,510	345,000	320,000
Other Financing Sources	0	0	0
Debt Service	89,509	89,510	288,551
Uniforms and Clothing	3,992	4,000	4,000
Road Maintenance	385,000	0	0
<b>Budget Improvement Request</b>	<b>0</b>	<b>335,766</b>	<b>493,187</b>
<b>Total Appropriations</b>	<b><u>2,798,166</u></b>	<b><u>2,645,344</u></b>	<b><u>3,126,299</u></b>



**D.O.T. Traffic Operations**

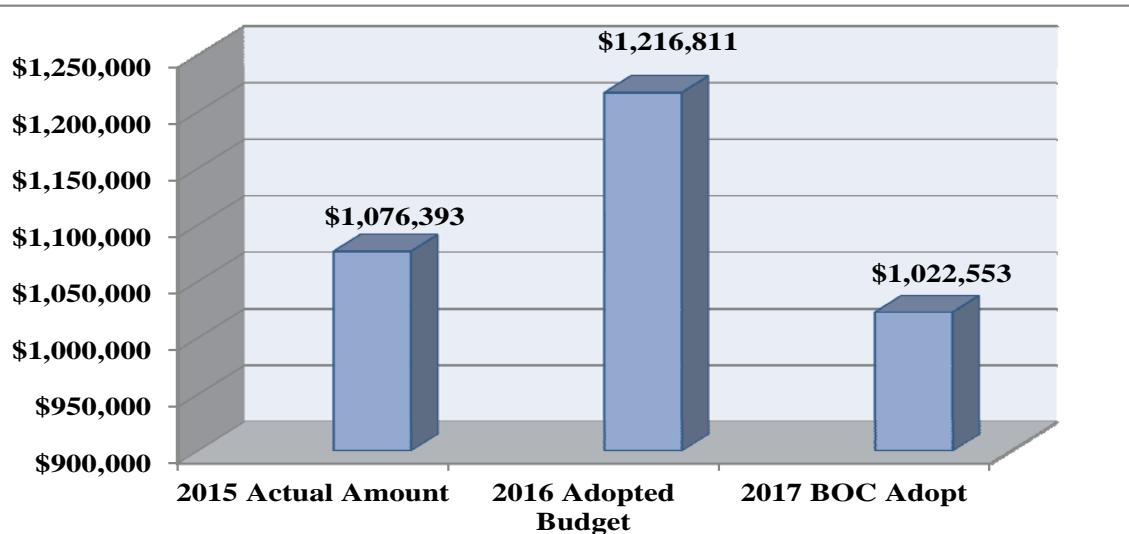
**BUDGET SUMMARY**  
**2015 Actual    2016 Adopted    2017 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>1,076,393</b>	<b>1,216,811</b>	<b>1,022,553</b>
<b>Total Funding Sources</b>	<b>1,076,393</b>	<b>1,216,811</b>	<b>1,022,553</b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>472,535</b>	<b>498,295</b>	<b>471,113</b>
<b>Benefits</b>	<b>232,292</b>	<b>242,133</b>	<b>206,866</b>
<b>Advertising</b>	<b>0</b>	<b>700</b>	<b>700</b>
<b>Vehicle Expense</b>	<b>14,003</b>	<b>30,500</b>	<b>35,000</b>
<b>Dues and Subscriptions</b>	<b>7,215</b>	<b>7,600</b>	<b>6,185</b>
<b>Maintenance Charges</b>	<b>0</b>	<b>550</b>	<b>550</b>
<b>Supplies</b>	<b>24,524</b>	<b>18,000</b>	<b>20,000</b>
<b>Professional Services</b>	<b>31,216</b>	<b>35,000</b>	<b>35,000</b>
<b>Utilities</b>	<b>27,347</b>	<b>40,000</b>	<b>38,000</b>
<b>Travel &amp; Training</b>	<b>1,729</b>	<b>2,500</b>	<b>2,100</b>
<b>Minor Equipment and Improvements</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>86,209</b>	<b>140,000</b>	<b>100,000</b>
<b>Uniforms and Clothing</b>	<b>940</b>	<b>2,000</b>	<b>2,000</b>
<b>Road Maintenance</b>	<b>178,385</b>	<b>150,000</b>	<b>100,000</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>49,533</b>	<b>5,039</b>
<b>Total Appropriations</b>	<b>1,076,393</b>	<b>1,216,811</b>	<b>1,022,553</b>



**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
<b><u>Administration</u></b>				
Director	UNC	1	1	1
Deputy Director	UNC	0	0	1
Access Management Engineer	UNC	1	1	1
Utility Engineer / Construction Inspector	29	1	1	1
Administrative Assistant	24	1	1	1
Land Acquit Coordinator	23	1	1	1
<b><u>Traffic Operations</u></b>				
Traffic Operations Division Manager	UNC	1	1	1
Transportation Engineer	35	0	0	1
Traffic Engineering Tech	28	1	1	1
Sign/Marking Superintendent	24	1	1	1
Traffic Signal Superintendent	24	1	1	1
Traffic Signal Technician I	23	1	1	1
Secretary	19	1	1	1
Sign/Marking Fabricator	17	0	0	1
Sign/Marking Technician	16	3	3	3
<b><u>Maintenance &amp; Construction</u></b>				
Maintenance Division Manager	29	0	0	1
R O W Management Superintendent	25	1	1	1
Road Maintenance Manager	25	1	1	1
Road Maintenance Foreman	24	1	1	1
Foreman I	22	1	1	1
Bridge/Guardrail Superintendent	25	1	1	1
Equipment Operator IV	20	5	5	5
Equipment Operator III	19	6	4	6
Secretary	19	1	3	1
Equipment Operator II	18	7	7	7
Equipment Operator I	17	1	1	1
Laborer III	15	2	2	2
Laborer II	15	1	1	1
<b>TOTAL FULL TIME</b>		<b>42</b>	<b>42</b>	<b>46</b>

## WORKLOAD INDICATORS

### DEPARTMENT OF TRANSPORTATION COMPARISON—YEARS

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SHOULDER MILES CUT	1,220	865	800
DEER / ANIMAL REMOVAL	71	115	135
POTHOLE REPAIRED	730	330	600
GUARDRAILS REPAIRED	500	600	600
BRIDGE JOINT REPAIRS	0	50	10
TREE REMOVALS	69	191	120

## MISSION

**To manage the County's fleet of over 1,000 vehicles and individual pieces of equipment in a cost effective, time efficient, environmentally and record accountable manner**

## FUNCTIONS

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

## GOALS

### **Improve Fleet Management's New World Functions and Consolidate Fleet Management's Administrative Division**

- Rewrite certain job classifications, in order to reallocate duties
- Cross train all Fleet personnel
- Parts will manage from start to finish all work order, including stocking, inventorying and billing
- Fill all gaps, no function goes undone
- Status of repairs, cost estimates, down time, vendor quotes
- Monthly reports for repairs and fuel
- E-mail and "paperless" communication
- RFAs for repair request, Fleets electronic acknowledgements
- Update and maintain all county vehicle's history

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

- Fund and expand Field service
- Add 2 Mechanic III positions, dedicated Fire & EMS
- Upgrade Fuel truck to Field Fuel Service truck
- Upgrade and equip field service shop
- Keep all feasible repairs in-house
- Schedule in normal wear items
- Recycle used parts from salvage equipment
- Work with departments on daily/monthly equipment inspections



## Fleet Management

### BUDGET SUMMARY

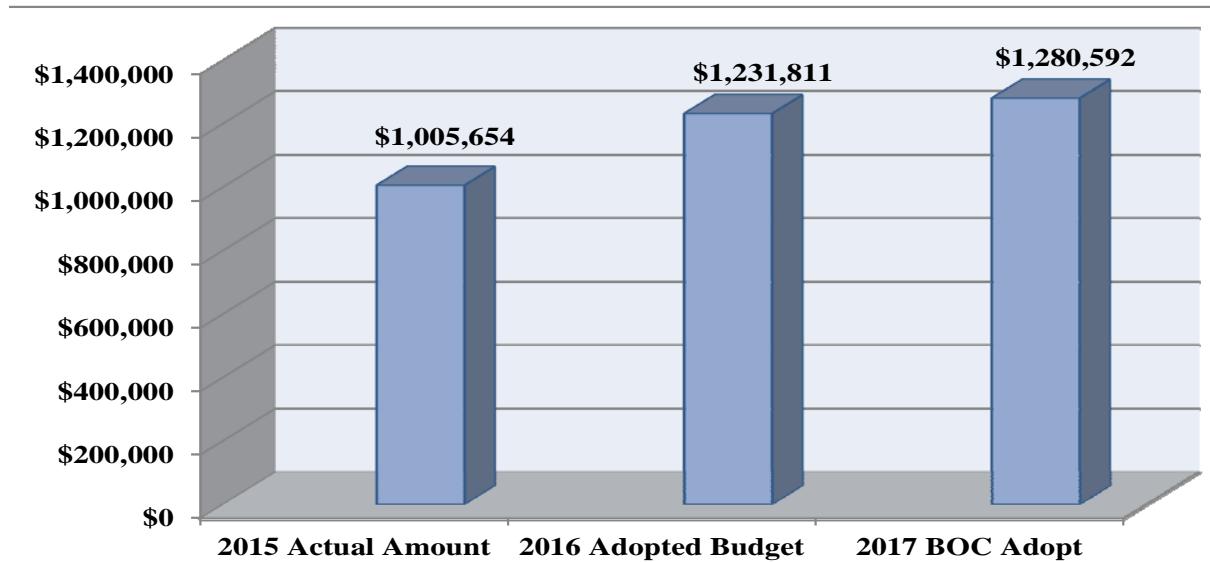
	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
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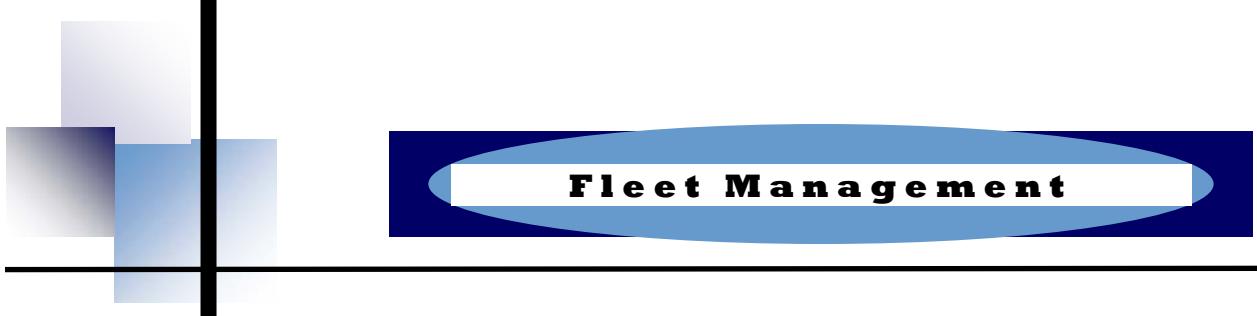
**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<u><b>1,005,654</b></u>	<u><b>1,231,811</b></u>	<u><b>1,280,592</b></u>
<b>Total Funding Sources</b>	<u><b>1,005,654</b></u>	<u><b>1,231,811</b></u>	<u><b>1,280,592</b></u>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>611,419</b>	<b>643,504</b>	<b>691,131</b>
<b>Benefits</b>	<b>286,804</b>	<b>308,142</b>	<b>346,650</b>
<b>Advertising</b>	<b>0</b>	<b>625</b>	<b>625</b>
<b>Vehicle Expense</b>	<b>18,204</b>	<b>51,566</b>	<b>54,366</b>
<b>Dues and Subscriptions</b>	<b>3,894</b>	<b>5,459</b>	<b>4,000</b>
<b>Equipment Rental</b>	<b>1,855</b>	<b>3,406</b>	<b>3,406</b>
<b>Maintenance Charges</b>	<b>21,107</b>	<b>32,522</b>	<b>27,822</b>
<b>Supplies</b>	<b>8,888</b>	<b>15,120</b>	<b>12,328</b>
<b>Professional Services</b>	<b>1,238</b>	<b>1,380</b>	<b>1,380</b>
<b>Utilities</b>	<b>15,353</b>	<b>24,170</b>	<b>26,783</b>
<b>Travel &amp; Training</b>	<b>1,520</b>	<b>9,700</b>	<b>9,700</b>
<b>Minor Equipment and Improvements</b>	<b>32,608</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>2,765</b>	<b>4,625</b>	<b>5,800</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>131,592</b>	<b>96,601</b>
<b>Total Appropriations</b>	<b><u>1,005,654</u></b>	<b><u>1,231,811</u></b>	<b><u>1,280,592</u></b>





## **Fleet Management**

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

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

	<b>2015 <u>ACT</u></b>	<b>2016 <u>PROJ</u></b>	<b>2017 <u>PROJ</u></b>
<b>REPAIR ORDERS PROCESSED</b>	3,303	3,400	3,425
<b>PREVENTATIVE MAINT. SERVICES</b>	1,139	1,050	1,100
<b>FUEL DELIVERED</b>	750	500	500
<b>ROAD CALLS COMPLETE</b>	164	150	155
<b>% OF REPAIRS WITHIN 24 HOURS</b>	95	95	95
<b>% OF REPEAT REPAIRS</b>	.70	1	1
<b>% OF SHERIFF FLEET AVAILABLE</b>	95	95	94
<b>% OF FIRE / EMS FLEET AVAILABLE</b>	94	93	93
<b>% OF OVERALL FLEET AVIALABLE</b>	94	94	94

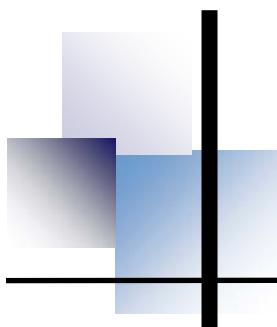
#### **PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b>2015 <u>ACTUAL</u></b>	<b>2016 <u>BUDGET</u></b>	<b>2017 <u>APPROVED</u></b>
Manager	UNC	1	1	1
Field Services Superintendent	25	1	1	1
Shop Superintendent	25	1	1	1
Admin. Division Manager	25	1	1	1
Fleet Management Service Writer / Parts Manager	23	1	1	2
Mechanic III	23	5	8	9
Mechanic II	20	2	1	1
Mechanic I	18	1	1	1
Parts and Inventory Clerk	16	1	2	1
Secretary	16	1	1	0
<b>TOTAL FULL TIME</b>		<b>15</b>	<b>18</b>	<b>18</b>



# DIRECTORY

<b>Board of Health.....</b>	<b>194</b>
<b>Community Services Board .....</b>	<b>196</b>
<b>Family and Children Services.....</b>	<b>198</b>
<b>Senior Services .....</b>	<b>200</b>



## MISSION

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

## FUNCTIONS

- Preventative health care
- Provide educational and counseling services

## GOALS

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

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

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

## PERSONNEL

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



**Board of Health**

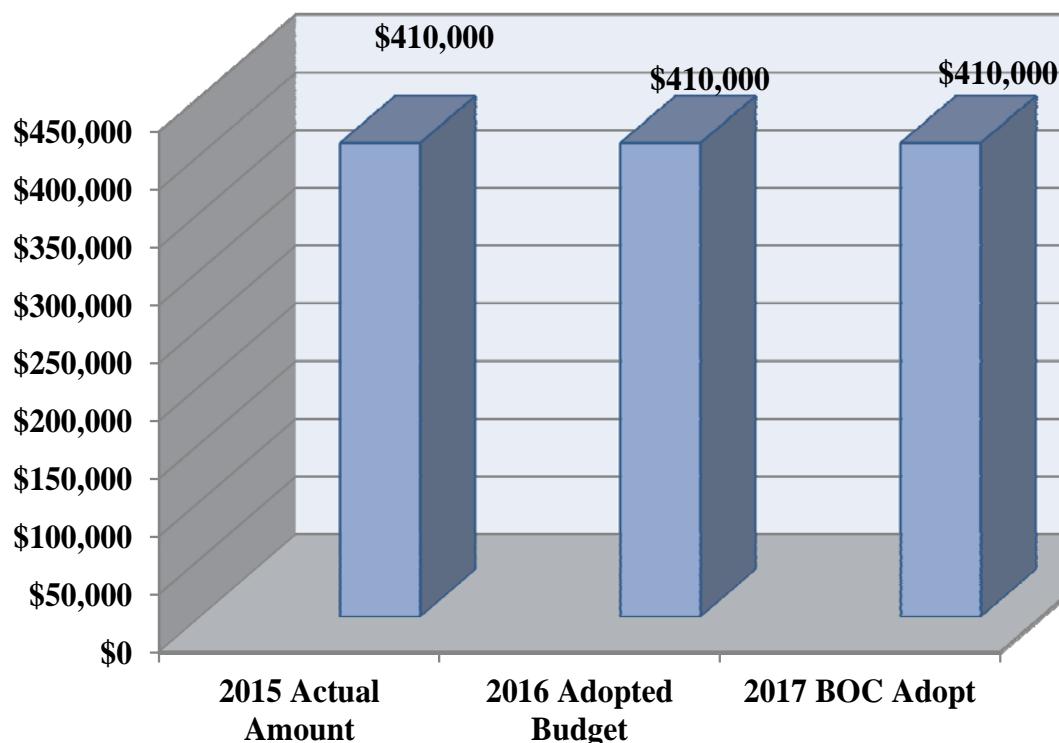
**BUDGET SUMMARY**  
**2015 Actual    2016 Adopted    2017 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

General Fund Contribution	<u>410,000</u>	<u>410,000</u>	<u>410,000</u>
<b>Total Funding Sources</b>	<b><u>410,000</u></b>	<b><u>410,000</u></b>	<b><u>410,000</u></b>

**APPROPRIATIONS:**

Professional Services	410,000	410,000	410,000
Budget Improvement Request	0	0	0
<b>Total Appropriations</b>	<b><u>410,000</u></b>	<b><u>410,000</u></b>	<b><u>410,000</u></b>



### FUNCTIONS

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

### GOALS

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

Value consumer preference; ensure services are driven by consumer preference with a philosophy of empowerment, focusing on an individual's strength

Improve environmental ambiance; provide environments that are conducive to optimal outcomes by creating and maintaining locations and structures that are safe, secure, pleasant, comfortable, clean, confidential, supportive, monitored and well maintained

Provide work initiatives; ensure consumers are assessed, encouraged, trained, and/or prepared to seek and secure employment commensurate with their capabilities

Facilitate full access to integrated services regardless of disability

Expand the availability and access to natural community supports through the reduction of stigma

### PERSONNEL

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



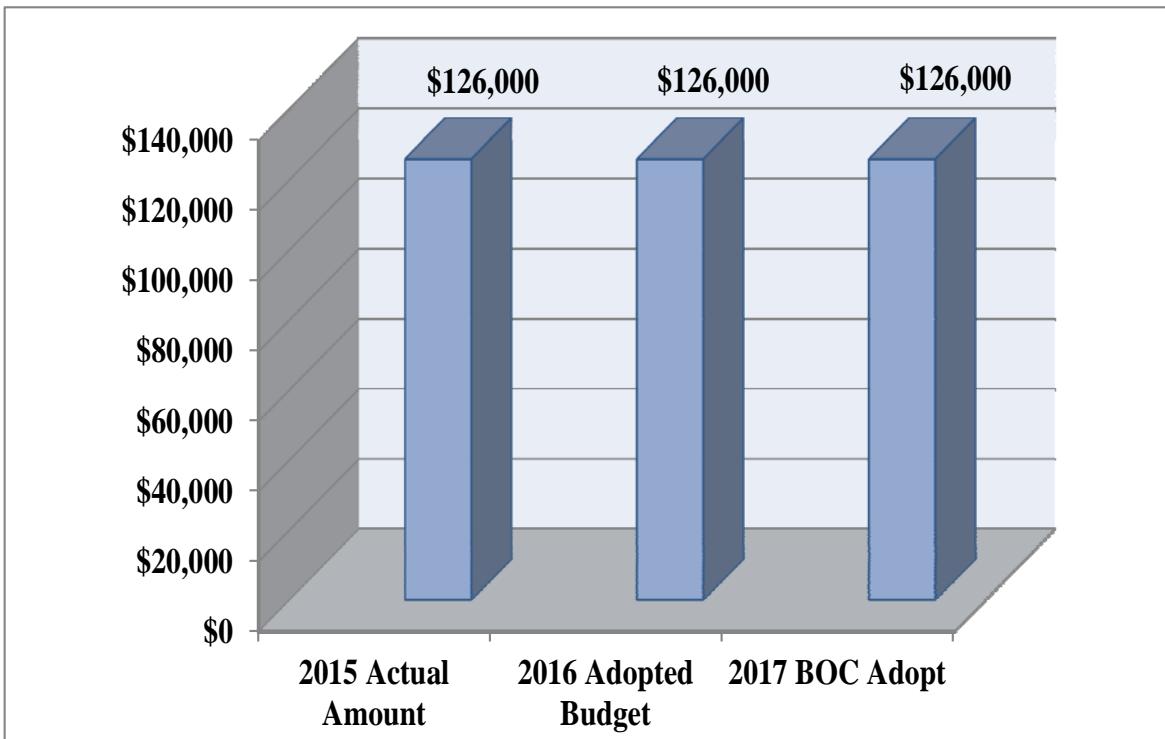
**BUDGET SUMMARY**  
2015 Actual    2016 Adopted    2017 BOC  
                  Amount              Budget              Adopt

**FUNDING SOURCES:**

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

**APPROPRIATIONS:**

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



## **MISSION**

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

## **FUNCTIONS**

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

## **GOALS**

**Assist families in becoming self-sufficient**

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

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

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

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

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

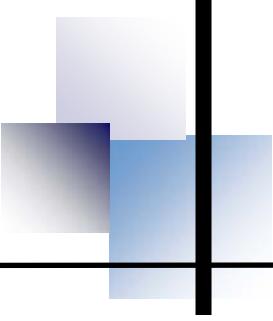
**Provide preventative services to families in an effort to decrease families deemed as abusive or neglectful**

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

## **PERSONNEL**

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





**Family & Children Services**

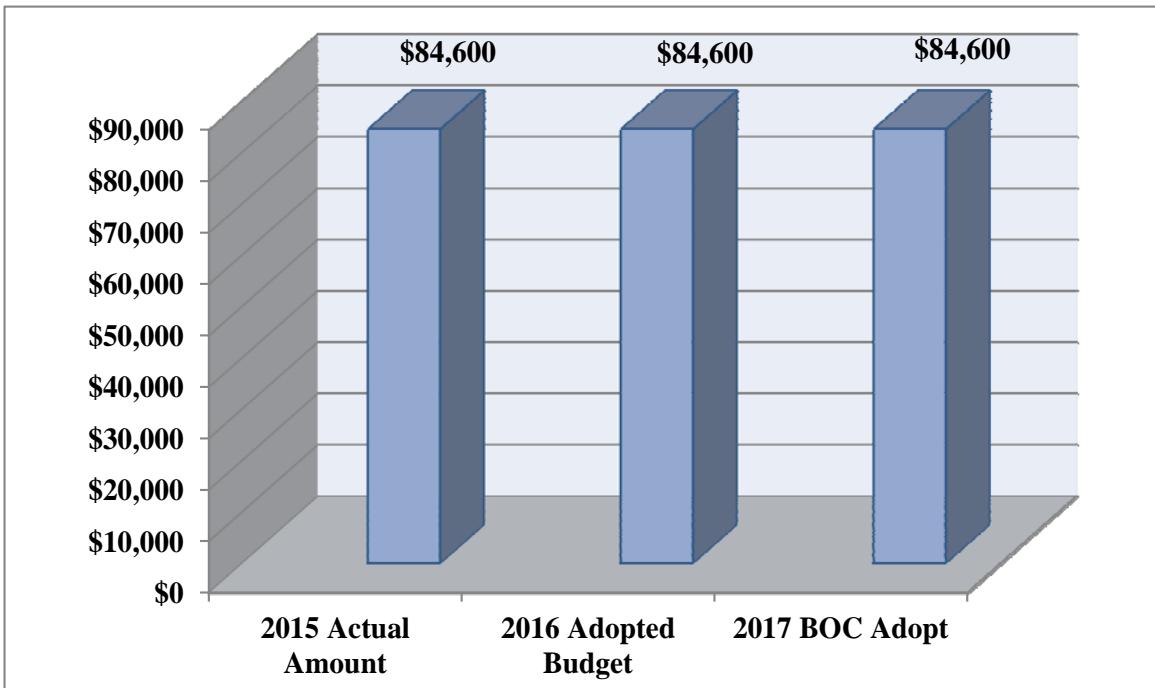
**BUDGET SUMMARY**  
**2015 Actual    2016 Adopted    2017 BOC**  
**Amount              Budget              Adopt**

**FUNDING SOURCES:**

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

**APPROPRIATIONS:**

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



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**

- Work with ARC Aging Division staff to implement redesigned centralized intake and screening system effective, January 2017**
- Hire Social Services Supervisor and implement quality assurance plan designed to meet State Case Management standards.**
- Continue to evaluate current vehicle routing procedures, volunteer meal routing and explore software option to assist.**



## Senior Services

### BUDGET SUMMARY

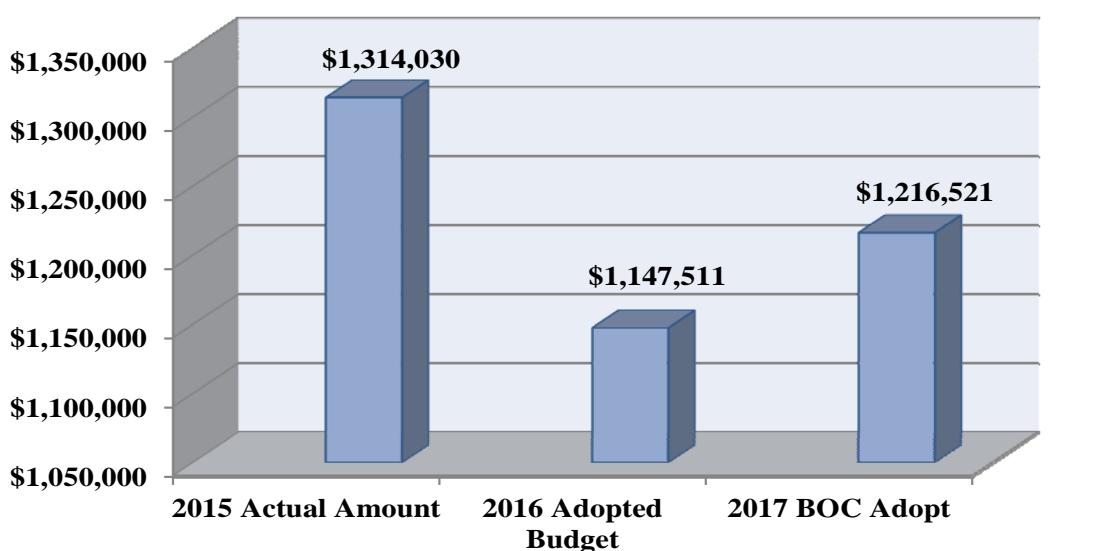
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>1,314,030</u></b>	<b><u>1,147,511</u></b>	<b><u>1,216,521</u></b>
<b>Total Funding Sources</b>	<b><u>1,314,030</u></b>	<b><u>1,147,511</u></b>	<b><u>1,216,521</u></b>

**APPROPRIATIONS:**

<b>Salary and Wage</b>	450,773	464,699	482,969
<b>Benefits</b>	140,071	174,262	170,423
<b>Advertising</b>	0	0	0
<b>Vehicle Expense</b>	40,396	52,500	52,500
<b>Dues and Subscriptions</b>	0	300	300
<b>Maintenance Charges</b>	4,500	5,866	5,866
<b>Supplies</b>	220,018	220,000	228,372
<b>Professional Services</b>	23,012	24,000	24,000
<b>Utilities</b>	51,649	57,400	57,400
<b>Travel &amp; Training</b>	263	2,000	2,000
<b>Minor Equipment and Improvements</b>	1,295	0	0
<b>Capital Outlay</b>	253,955	0	0
<b>Other</b>	128,097	132,858	132,858
<b>Budget Improvement Request</b>	0	13,626	59,833
<b>Total Appropriations</b>	<b><u>1,314,030</u></b>	<b><u>1,147,511</u></b>	<b><u>1,216,521</u></b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**SENIOR SERVICES  
COMPARISON—YEARS**

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>SENIORS AND HANDICAPPED SERVED</b>	<b>553</b>	<b>547</b>	<b>540</b>
<b>HOME-DELIVERED MEALS</b>	<b>34,428</b>	<b>34,252</b>	<b>33,000</b>
<b>CONGREGATE MEALS</b>	<b>16,377</b>	<b>16,106</b>	<b>16,000</b>
<b>HOMEMAKER SERVICES</b>	<b>1,912</b>	<b>1,793</b>	<b>1,800</b>
<b>RESPITE SERVICES</b>	<b>2,148</b>	<b>2,289</b>	<b>2,300</b>
<b>INFORMATION SERVICES</b>	<b>3,524</b>	<b>2,888</b>	<b>3,500</b>
<b>CASE MANAGEMENT</b>	<b>2,944</b>	<b>2,944</b>	<b>2,944</b>
<b>TRANSPORTATION</b>	<b>24,422</b>	<b>24,575</b>	<b>24,500</b>

**PERSONNEL SUMMARY**

<u>POSITION</u>	<u>GRADE</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>APPROVED</u>
Director	UNC	1	1	1
Program Manager	26	1	1	1
Information and Assistant Specialist	22	1	1	1
Wellness Coordinator	22	1	1	1
Program Assistant	19	2	2	2
Food Services Worker II	17	1	1	1
Driver	15	2	2	2
Meals Program Assistant	13	1	1	2
Aide	12	2	2	2
Meals Program Assistant	PT	1	0	0
Program Aide	PT	1	1	0
Secretary	PT	1	1	1
Program Assistant	PT	1	1	1
Driver	PT	2	2	3
Food Services Worker I	PT	2	2	2
<b>TOTAL FULL TIME</b>		<b>12</b>	<b>12</b>	<b>13</b>
<b>TOTAL PART TIME</b>		<b>8</b>	<b>7</b>	<b>7</b>

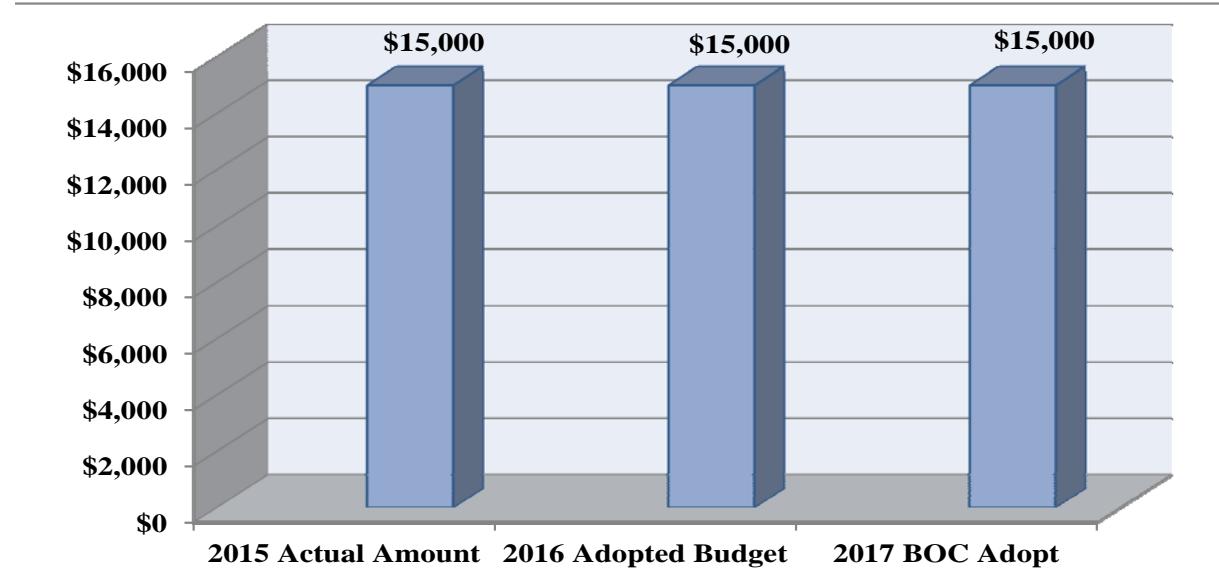
# DIRECTORY

<b>Parks, Recreation &amp; Culture</b>
Boys & Girls Club..... 204
Cultural Arts Council..... 205
Douglas County Libraries ..... 206
Parks and Recreation ..... 209
Parks and Recreation Aquatic Center ..... 213
Parks and Recreation Senior Center..... 214

## MISSION

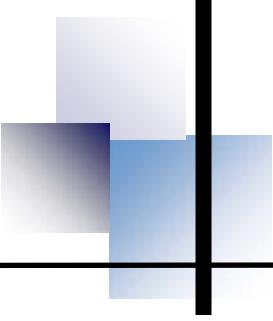
To provide a quality development program which empowers metro Atlanta youth, especially those from disadvantaged circumstances, to become productive adults.

	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>
Total Funding Sources	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>
Total Appropriations	<u><u>15,000</u></u>	<u><u>15,000</u></u>	<u><u>15,000</u></u>



## PERSONNEL

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

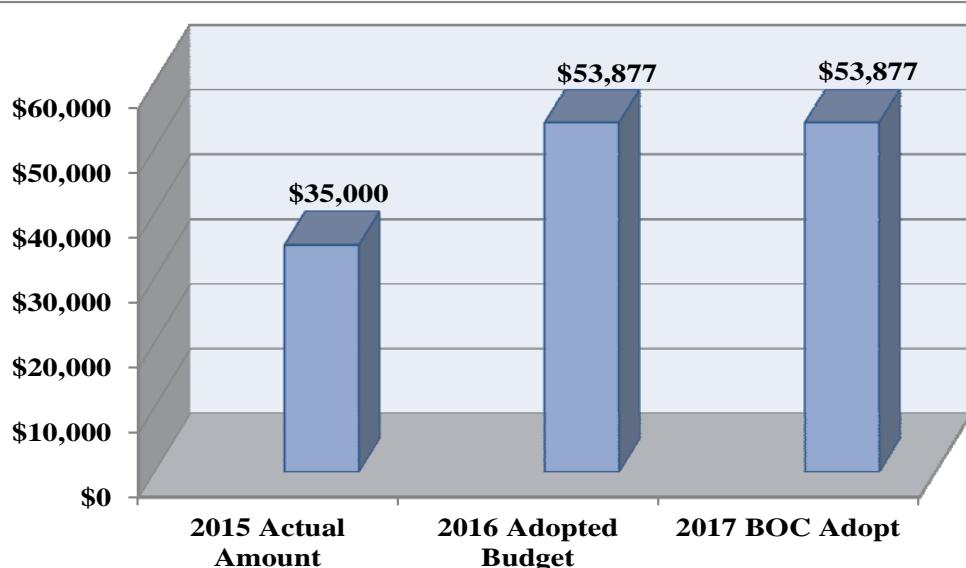


## Cultural Arts Council

### MISSION

To provide quality care programs to the citizens of Douglas County

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>35,000</u>	<u>53,877</u>	<u>53,877</u>
Total Funding Sources	<u>35,000</u>	<u>53,877</u>	<u>53,877</u>
<b>APPROPRIATIONS:</b>			
Other	<u>35,000</u>	<u>53,877</u>	<u>53,877</u>
Total Appropriations	<u>35,000</u>	<u>53,877</u>	<u>53,877</u>



### PERSONNEL

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

## MISSION

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

## FUNCTIONS

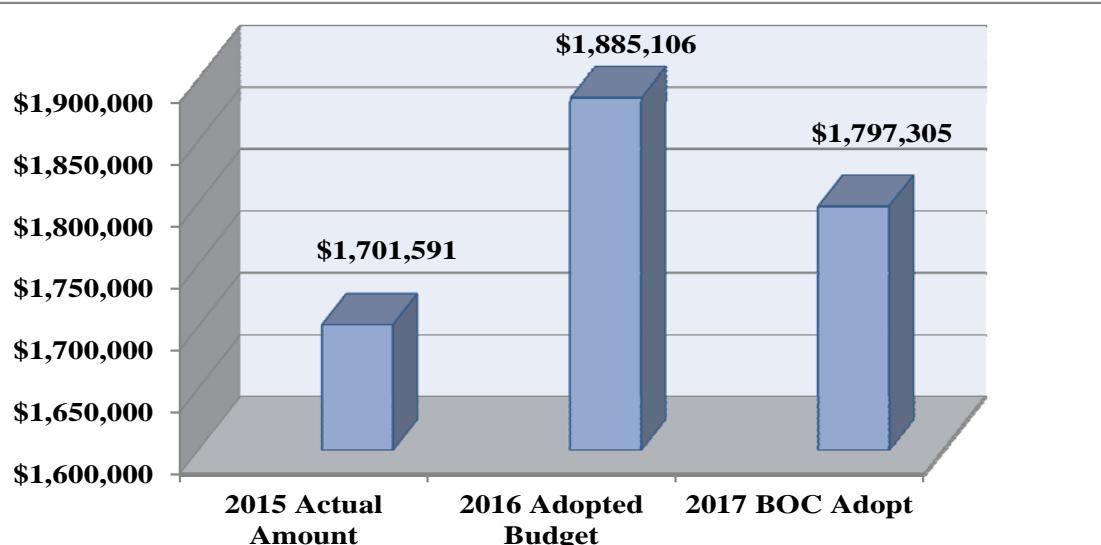
- Provide information to the public through many formats including, books, periodicals, audiovisual materials, and electronic resources
- Provide free internet and Wi-Fi access
- Provide reader's advisory services
- Register patrons for library cards and other library services
- Provide high-quality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

## GOALS

- **To improve the appearance and functionality of the Douglas County and Lithia Springs facilities with several minor renovation projects in order to more effectively serve the citizens of Douglas County by updating areas that show significant wear and tear.**
- 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 further the goals set forth by the West Georgia Regional Library System, forging the unity between branches to better serve our citizens.
- Provide the same level of service to all patrons at each of our library branches.



	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b><u>1,701,591</u></b>	<b><u>1,885,106</u></b>	<b><u>1,797,305</u></b>
<b>Total Funding Sources</b>	<b><u>1,701,591</u></b>	<b><u>1,885,106</u></b>	<b><u>1,797,305</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	823,311	846,067	870,628
Benefits	308,766	307,689	327,383
Advertising	7,909	18,175	22,050
Dues and Subscriptions	0	359	420
Equipment Rental	0	195	585
Maintenance Charges	12,088	28,900	28,900
Supplies	371,876	385,060	390,060
Professional Services	22,972	14,895	15,195
Utilities	114,041	116,152	128,512
Travel & Training	1,890	3,000	3,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	37,640	0	0
Uniforms and Clothing	1,097	1,000	1,200
Budget Improvement Request	<b>0</b>	<b>163,614</b>	<b>9,372</b>
<b>Total Appropriations</b>	<b><u>1,701,591</u></b>	<b><u>1,885,106</u></b>	<b><u>1,797,305</u></b>



## DOUGLAS COUNTY LIBRARIES COMPARISON—YEARS

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
REFERENCE TRANSACTIONS	14,170	14,339	15,758
LIBRARY CARD REGISTRATIONS	4,822	4,984	5,478
PATRON COUNT	296,863	316,155	319,668
CIRCULATION	527,300	531,252	583,794
PC USAGE AND WIFI PASSES	61,655	64,202	70,552
PROGRAMS CONDUCTED	658	809	890

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### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u> <u>ACTUAL</u>	<u>2016</u> <u>BUDGET</u>	<u>2017</u> <u>APPROVED</u>
County Librarian	30	1	1	1
Librarian	28	1	1	1
Library Manager	25	2	2	2
Reference Associate	21	1	1	1
Library Associate	19	6	5	5
Senior Secretary	19	1	1	1
Library Assistant II	16	11	12	12
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	1	2	2
Library Assistant I	PT	8	8	8
Custodian	PT	3	3	3
<b>TOTAL FULL TIME</b>		<b>23</b>	<b>23</b>	<b>23</b>
<b>TOTAL PART TIME</b>		<b>13</b>	<b>14</b>	<b>14</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

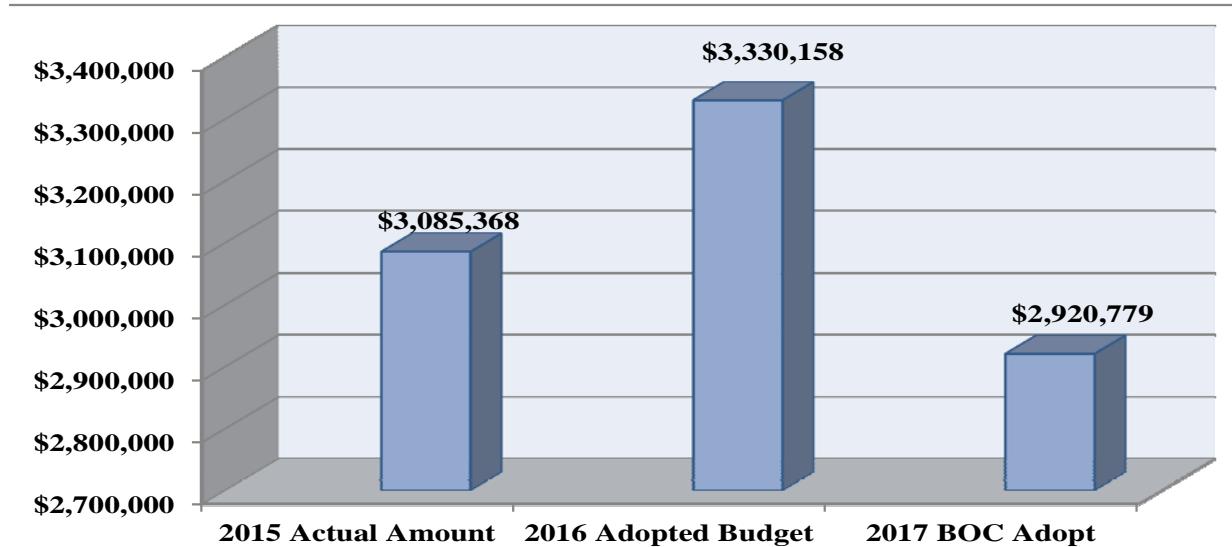
- Utilize new FMX Facilities Maintenance Software to initiate and track work orders, track expenditures and manpower hours for projects and routine maintenance throughout the Park System, track repair costs of equipment, department inventory and asset management, and submittal of park inspections to Director.
- Continue to ensure safety of citizens and staff through efforts to install surveillance cameras at all park facilities, maintain routine patrols of parks and trails systems, provide traffic and crowd control at events, and enforcement of Park Ordinances.
- Replacement of Program Guide with new user friendly Parks and Recreation Newsletter. Benefits of this change include minimizing the amount of time staff will spend trying to collect information from outside resources, allowing them to apply more time to true Parks and Recreation activities.
- Continually strive to improve existing facilities while seeking opportunities for future development.
- Meet recreational needs with maximum effectiveness and with minimum expense.
- Staff will continue to monitor the budget with individual efforts to track expenditures. In order to provide some level of cost recovery, the opportunity is there to provide quality programs while slightly increasing the cost to participate in such activities such as the Fairy Princess Ball and the Project Fun Summer Day Camp.

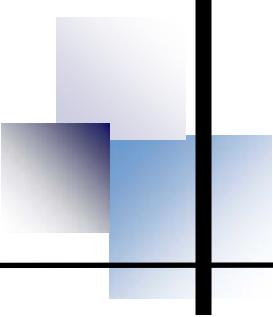


## Parks & Recreation

### BUDGET SUMMARY

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>3,085,368</u>	<u>3,330,158</u>	<u>2,920,779</u>
<b>Total Funding Sources</b>	<b><u>3,085,368</u></b>	<b><u>3,330,158</u></b>	<b><u>2,920,779</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,262,514	1,300,470	1,338,757
Benefits	544,835	510,924	551,333
Advertising	10,108	22,941	20,000
Vehicle Expense	105,015	112,000	126,000
Dues and Subscriptions	1,927	2,267	2,447
Equipment Rental	1,951	2,500	2,500
Maintenance Charges	109,559	121,500	121,500
Supplies	78,040	101,700	102,500
Professional Services	126,247	156,435	150,000
Utilities	373,488	378,000	458,000
Travel & Training	3,466	5,000	5,000
Minor Equipment and Improvements	95,209	0	0
Capital Outlay	344,851	0	0
Other Financing Sources	0	0	0
Debt Service	23,374	23,374	23,374
Uniforms and Clothing	4,784	5,000	5,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>588,047</b>	<b>14,368</b>
<b>Total Appropriations</b>	<b><u>3,085,368</u></b>	<b><u>3,330,158</u></b>	<b><u>2,920,779</u></b>






## Parks & Recreation

# PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Director	33	1	1	1
Manager BW Park	27	1	1	1
Recreation Superintendent	27	2	2	2
Office Manager	23	1	1	1
Program Coordinator	22	3	3	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Maintenance Tech I	18	1	1	1
Park Security Coordinator	20	1	1	1
Program Assistant	19	1	1	1
Parks Beautification Coordinator	23	1	1	1
Park Security Lead Officer	20	1	1	1
Park Security Officer	18	2	3	3
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Program Aide Guest Services	16	1	1	1
Laborer III	16	2	2	2
Laborer I	14	1	1	3
Secretary	12	1	0	2
Security Officer	PT	1	2	2
Program Aides	PT	20	12	22
Program Aide Guest Services	PT	1	2	2
Secretary	PT	2	2	0
Laborer I	PT	1	1	0
Laborer III	PT	1	1	0
<b>TOTAL FULL TIME</b>		<b>32</b>	<b>32</b>	<b>36</b>
<b>TOTAL PART TIME</b>		<b>26</b>	<b>20</b>	<b>26</b>

### AQUATIC CENTER

Superintendent	24	1	1	1
Program Coordinator	22	1	1	1
Secretary	16	1	1	1
Maintenance Worker	14	1	1	1
Supervisor	11	1	1	1
Supervisor	PT	7	7	6
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	25	28	26
<b>TOTAL FULL TIME</b>		<b>5</b>	<b>5</b>	<b>5</b>
<b>TOTAL PART TIME</b>		<b>34</b>	<b>37</b>	<b>34</b>

### SENIOR CENTER

Program Coordinator	UNC	1	1	1
Program Assistant	19	1	1	1
Senior Secretary	19	1	1	1
Secretary	16	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>

## WORKLOAD INDICATORS

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

	<b>2015</b>	<b>2016</b>	<b>2017</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>THERAPEUTIC PARTICIPANTS</b>	<b>5,620</b>	<b>5,650</b>	<b>5,675</b>
<b>ADULT RECREATION PARTICIPANTS</b>	<b>4,000</b>	<b>4,050</b>	<b>4,095</b>
<b>YOUTH RECREATION PARTICIPANTS</b>	<b>5,650</b>	<b>5,650</b>	<b>5,725</b>
<b>AQUATIC PARTICIPANTS</b>	<b>41,500</b>	<b>62,500</b>	<b>64,000</b>

**Parks & Recreation Aquatic Center**

**BUDGET SUMMARY**

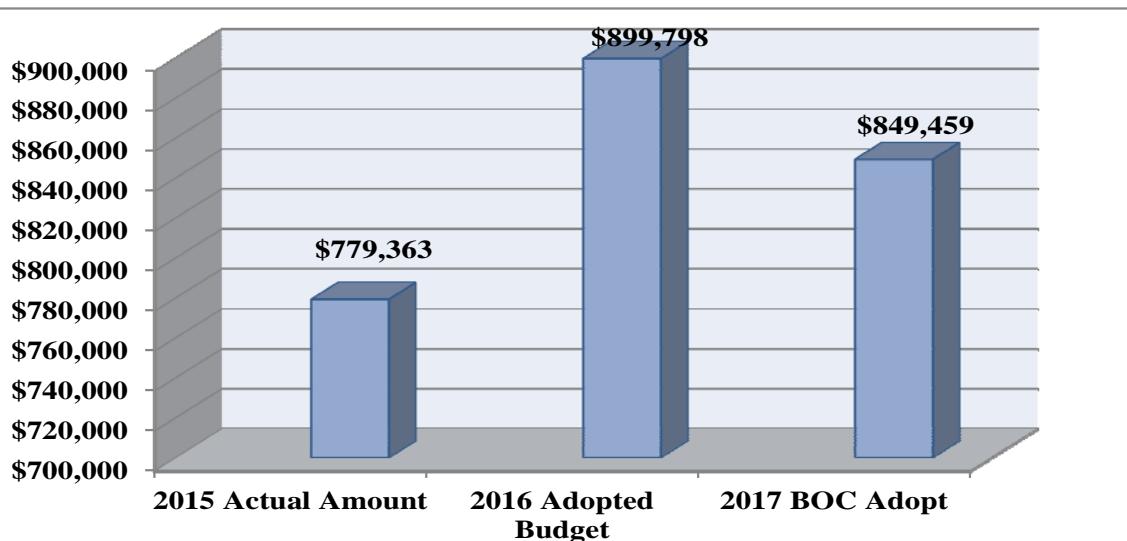
	2015 Actual	2016 Adopted	2017 BOC
	Amount	Budget	Adopt

**FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b><u>779,363</u></b>	<b><u>899,798</u></b>	<b><u>849,459</u></b>
<b>Total Funding Sources</b>	<b><u>779,363</u></b>	<b><u>899,798</u></b>	<b><u>849,459</u></b>

**APPROPRIATIONS:**

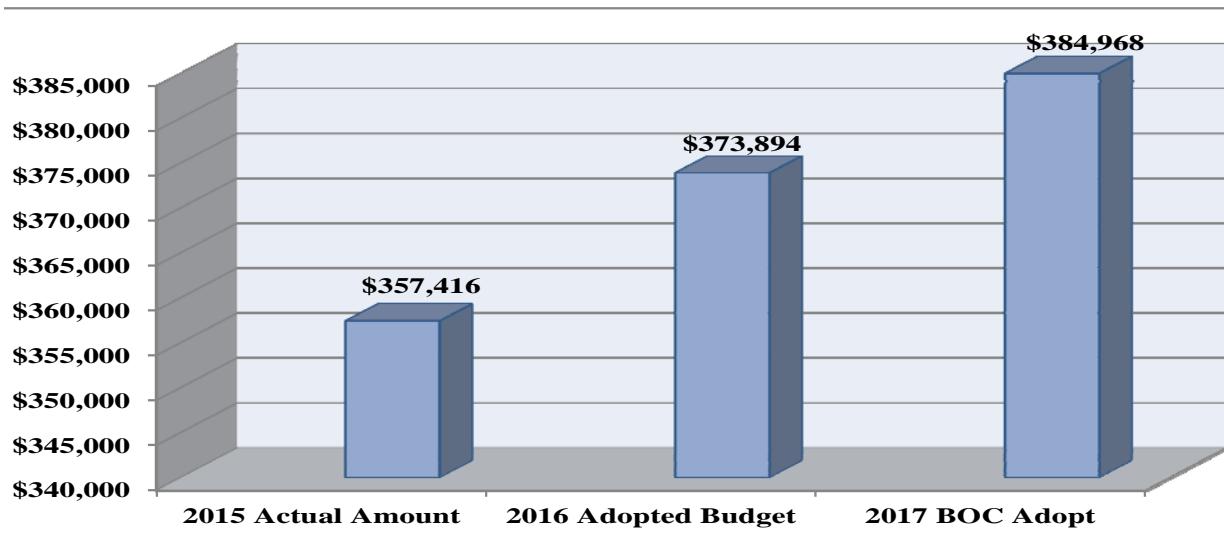
<b>Salary and Wage</b>	<b>425,930</b>	<b>413,009</b>	<b>429,432</b>
<b>Benefits</b>	<b>97,174</b>	<b>82,760</b>	<b>111,356</b>
<b>Advertising</b>	<b>0</b>	<b>600</b>	<b>600</b>
<b>Vehicle Expense</b>	<b>0</b>	<b>8,140</b>	<b>4,070</b>
<b>Dues and Subscriptions</b>	<b>118</b>	<b>130</b>	<b>130</b>
<b>Equipment Rental</b>	<b>0</b>	<b>0</b>	<b>800</b>
<b>Maintenance Charges</b>	<b>36,759</b>	<b>76,500</b>	<b>76,000</b>
<b>Supplies</b>	<b>25,139</b>	<b>27,100</b>	<b>29,700</b>
<b>Professional Services</b>	<b>25,495</b>	<b>33,500</b>	<b>33,500</b>
<b>Utilities</b>	<b>139,991</b>	<b>162,200</b>	<b>142,200</b>
<b>Travel &amp; Training</b>	<b>787</b>	<b>1,450</b>	<b>750</b>
<b>Minor Equipment and Improvements</b>	<b>2,288</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>23,752</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>1,930</b>	<b>2,850</b>	<b>2,000</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>91,559</b>	<b>18,921</b>
 <b>Total Appropriations</b>	 <b><u>779,363</u></b>	 <b><u>899,798</u></b>	 <b><u>849,459</u></b>



**Parks & Recreation Senior Center**

**BUDGET SUMMARY**

	<b>2015 Actual Amount</b>	<b>2016 Adopted Budget</b>	<b>2017 BOC Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>357,416</b>	<b>373,894</b>	<b>384,968</b>
Total Funding Sources	<b>357,416</b>	<b>373,894</b>	<b>384,968</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	<b>118,095</b>	<b>118,287</b>	<b>121,070</b>
Benefits	<b>51,994</b>	<b>56,514</b>	<b>64,593</b>
Advertising	<b>200</b>	<b>1,400</b>	<b>1,150</b>
Vehicle Expense	<b>565</b>	<b>2,500</b>	<b>3,000</b>
Dues and Subscriptions	<b>664</b>	<b>1,050</b>	<b>767</b>
Equipment Rental	<b>198</b>	<b>500</b>	<b>200</b>
Maintenance Charges	<b>29,970</b>	<b>37,500</b>	<b>38,200</b>
Supplies	<b>12,960</b>	<b>14,000</b>	<b>14,000</b>
Professional Services	<b>97,451</b>	<b>100,000</b>	<b>100,000</b>
Utilities	<b>41,987</b>	<b>38,106</b>	<b>39,985</b>
Travel & Training	<b>212</b>	<b>500</b>	<b>500</b>
Minor Equipment and Improvements	<b>2,995</b>	<b>0</b>	<b>0</b>
Uniforms and Clothing	<b>125</b>	<b>200</b>	<b>200</b>
Budget Improvement Request	<b>0</b>	<b>3,337</b>	<b>1,303</b>
<b>Total Appropriations</b>	<b>357,416</b>	<b>373,894</b>	<b>384,968</b>



# DIRECTORY

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## 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

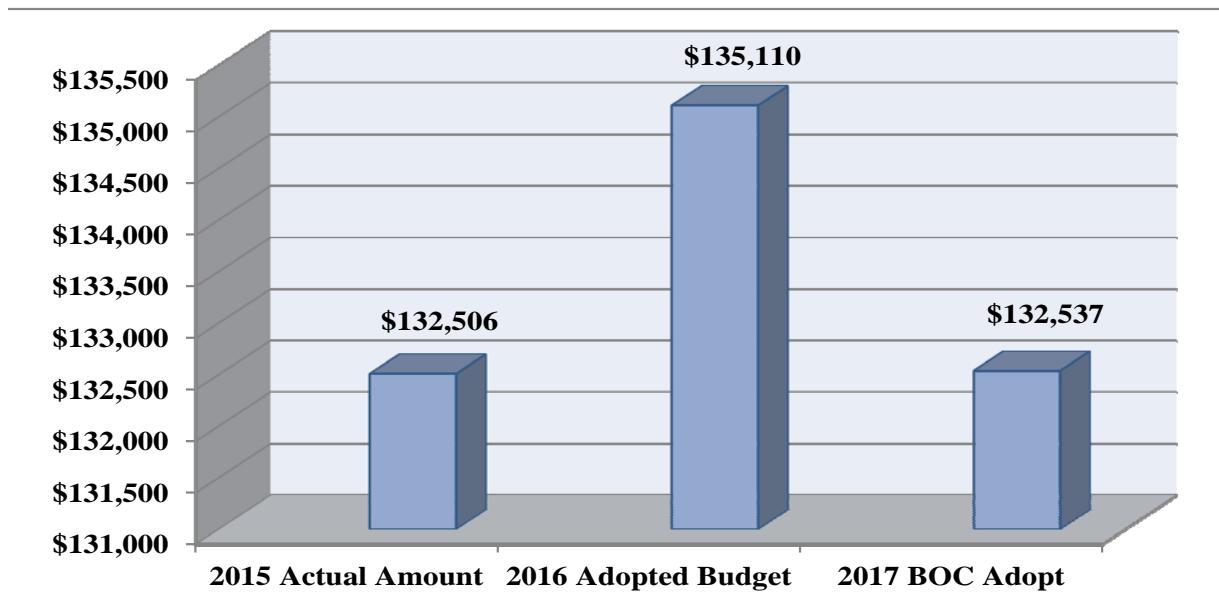
- Agriculture and horticulture programs
- Management of the Master Gardener Volunteer Program
- Administration of the Youth 4-H Program
- Administration of the Family and Consumer Science Program

## GOALS

1. Educate citizens on Water Conservation and Home Gardening. Offer water testing and interpretation of results to citizens. Continue collaboration with Water Sewer Authority, Master Gardener Extension Volunteers, Jr. Master Gardeners and other county organizations to promote responsible environmental conservation habits.  
\* Promote responsible septic tank usage.  
\* Promote value of Douglas county home gardening with potential to generate small vegetable / fruit growers to supply metro-Atlanta locally grown food movement.
2. Coordinate Walk Georgia Physical Activity program for county employees and citizens -- beginning January 2017. 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.
3. Educate youth on prevention of overweight and obesity, public speaking, citizenship and leadership, alcohol and drug prevention, stress reduction and healthy decision making.
4. Recruit, Train and Keep volunteers to extend our impact on Douglas County citizens.
5. 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.



	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>132,506</b>	<b>135,110</b>	<b>132,537</b>
<b>Total Funding Sources</b>	<b>132,506</b>	<b>135,110</b>	<b>132,537</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	93,776	92,873	95,608
Benefits	7,208	7,138	7,350
Advertising	0	100	100
Vehicle Expense	1,111	1,750	2,000
Dues and Subscriptions	546	500	500
Equipment Rental	0	0	0
Maintenance Charges	977	1,200	1,350
Supplies	4,293	4,800	4,800
Professional Services	0	0	0
Utilities	16,076	18,100	17,700
Travel & Training	1,933	2,400	2,100
Minor Equipment and Improvements	6,587	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	6,249	1,029
<b>Total Appropriations</b>	<b>132,506</b>	<b>135,110</b>	<b>132,537</b>



**PERSONNEL SUMMARY & WORKLOAD INDICATORS**

**COOPERATIVE EXTENSION  
COMPARISON—YEARS**

	<b>2015</b>	<b>2016</b>	<b>2017</b>
	<b><u>ACT</u></b>	<b><u>PROJ</u></b>	<b><u>PROJ</u></b>
<b>4-H SUMMER PARTICIPANTS</b>	<b>850</b>	<b>750</b>	<b>750</b>
<b>4-H'ers IN COMPETITION</b>	<b>150</b>	<b>125</b>	<b>135</b>
<b>VOLUNTEER HOURS</b>	<b>6,700</b>	<b>6,700</b>	<b>6,700</b>
<b>4-H PROGRAMS</b>	<b>260</b>	<b>300</b>	<b>325</b>
<b>4-H MEMBERS</b>	<b>2,450</b>	<b>1,500</b>	<b>1,500</b>
<b>MATERIALS REQUESTED</b>	<b>4,540</b>	<b>4,500</b>	<b>4,700</b>
<b>CLIENT CONTACTS</b>	<b>15,000</b>	<b>15,750</b>	<b>15,450</b>

**PERSONNEL SUMMARY**

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</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>

# PLANNING & DEVELOPMENT

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

## FUNCTIONS

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

## GOALS

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

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

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

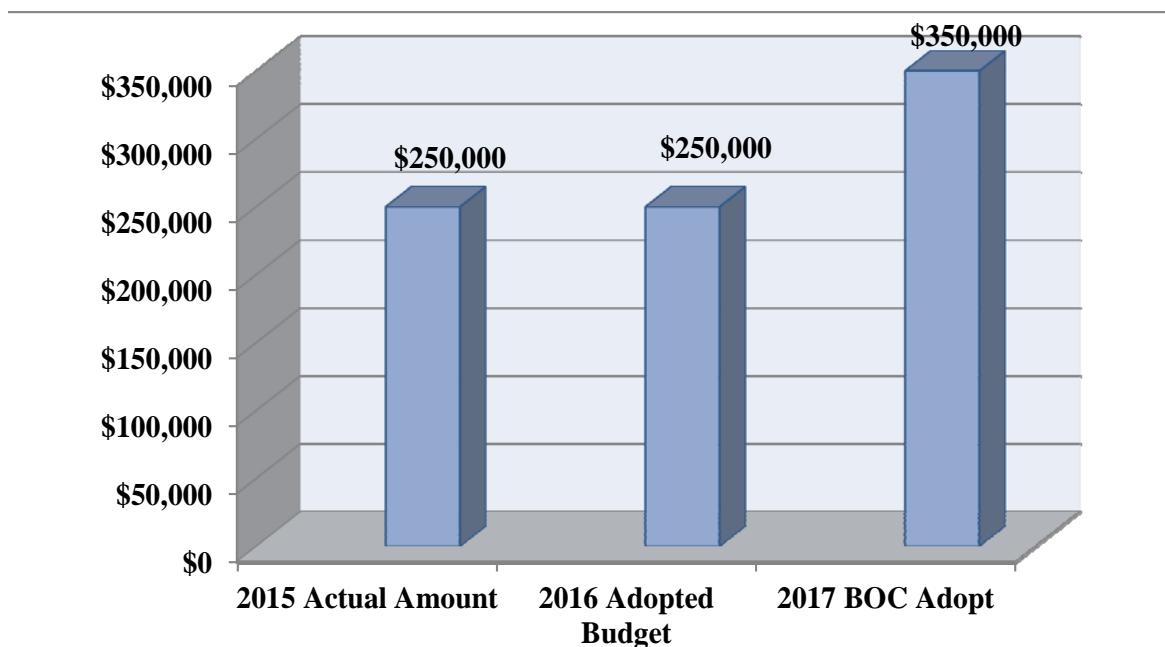
- Participating in regional events and associations such as Red Carpet Tour, Georgia Economic Developers Association and Regional Business Coalition
- Strengthening relationships with key stakeholders such as developers, state-level officials and elected officials
- Enhancing quality of life factors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

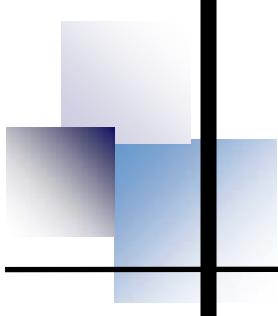
**Leverage benefits of Joint Development Authority with Paulding County**

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



	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>250,000</u>	<u>250,000</u>	<u>350,000</u>
<b>Total Funding Sources</b>	<b><u>250,000</u></b>	<b><u>250,000</u></b>	<b><u>350,000</u></b>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>250,000</u>	<u>250,000</u>	<u>350,000</u>
<b>Total Appropriations</b>	<b><u>250,000</u></b>	<b><u>250,000</u></b>	<b><u>350,000</u></b>





# 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

**Obtain 2017 Aerial Photography for the entire county and oblique photography (45 degree angle from four directions, North, South, East, and West) allowing all county departments via web mapping applications (Property Information Website, Arc Reader, and various software systems). Also, allowing the aerial and oblique imagery to be integrated with E911/Sheriff's CAD system.**

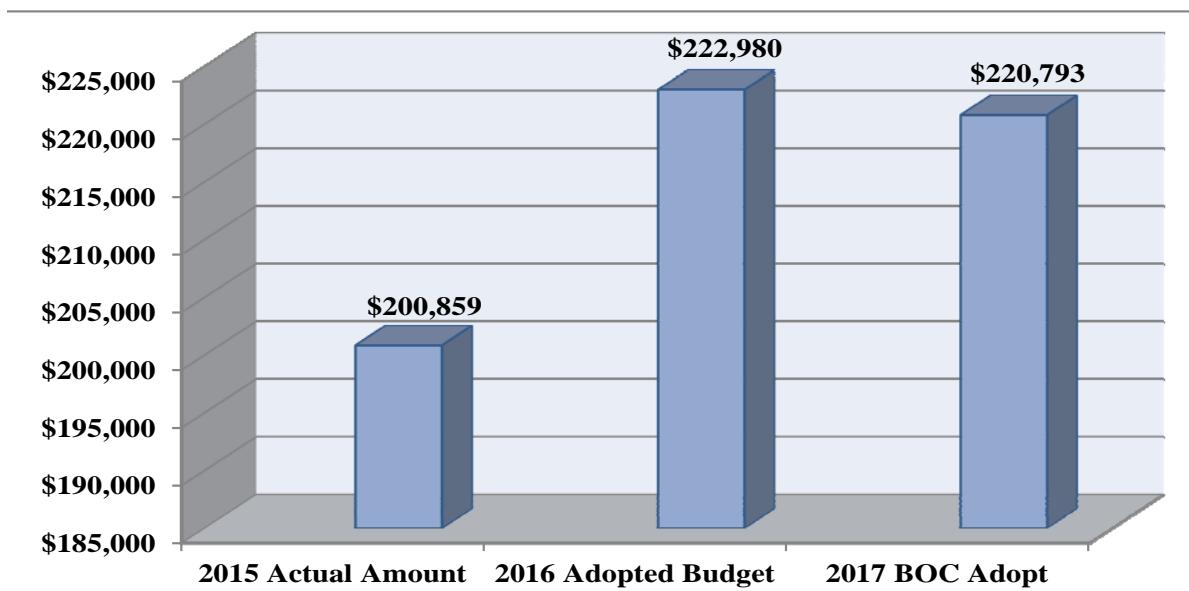
**Continue developing mapping applications to assist various county departments with collecting and tracking assets, aide in decision making and increase productivity.**

**Obtain a wide format scanner to scan maps, plats, and deeds that are stored in filing cabinets and attach with parcel features in the GIS to aide in the research of property.**



## G I S / M a p p i n g

	BUDGET SUMMARY	2015 Actual	2016 Adopted	2017 BOC
		Amount	Budget	Adopt
<b>FUNDING SOURCES:</b>				
<b>General Fund Contribution</b>		<b>200,859</b>	<b>222,980</b>	<b>220,793</b>
<b>Total Funding Sources</b>		<b>200,859</b>	<b>222,980</b>	<b>220,793</b>
<b>APPROPRIATIONS:</b>				
<b>Salary and Wage</b>		<b>126,193</b>	<b>127,127</b>	<b>138,466</b>
<b>Benefits</b>		<b>50,510</b>	<b>38,520</b>	<b>45,676</b>
<b>Advertising</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Vehicle Expense</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Dues and Subscriptions</b>		<b>0</b>	<b>120</b>	<b>120</b>
<b>Maintenance Charges</b>		<b>16,928</b>	<b>17,017</b>	<b>23,700</b>
<b>Supplies</b>		<b>4,507</b>	<b>5,040</b>	<b>5,040</b>
<b>Professional Services</b>		<b>85</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>2,635</b>	<b>3,000</b>	<b>6,000</b>
<b>Minor Equipment and Improvements</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>		<b>0</b>	<b>0</b>	<b>300</b>
<b>Budget Improvement Request</b>		<b>0</b>	<b>32,156</b>	<b>1,491</b>
<b>Total Appropriations</b>		<b>200,859</b>	<b>222,980</b>	<b>220,793</b>





## GIS / Mapping

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### GIS / MAPPING COMPARISON—YEARS

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>TOTAL PARCELS IN COUNTY</b>	<b>53,881</b>	<b>53,938</b>	<b>54,000</b>
<b>PROPERTY INFO WEBSITE VISITS</b>	<b>175,682</b>	<b>192,232</b>	<b>220,000</b>
<b>ADDRESS ASSIGNMENTS, ETC.</b>	<b>191</b>	<b>250</b>	<b>300</b>
<b>MAP AND DATA SALES</b>	<b>2,515</b>	<b>2,077</b>	<b>2,500</b>
<b>DIGITAL DATA REQUEST</b>	<b>30</b>	<b>30</b>	<b>30</b>
<b>MAPS PRODUCED</b>	<b>250</b>	<b>250</b>	<b>250</b>
<b>ARCREADER USERS</b>	<b>85</b>	<b>88</b>	<b>88</b>

#### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	22	1	1	1
GIS Analyst II	24	1	1	1
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## MISSION

To 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

- Start five new vanpool routes
- Construct addition to Transportation Center
- Identify sites for two park and ride lots and conduct required environmental studies
- Continue to expand marketing efforts
- Establish timeline and launch date for flex zone bus service
- Secure additional funding for Voucher Program
- Develop volunteer driver program as part of mobility services
- Make recommendations for data collection software for vanpools.



## Rideshare

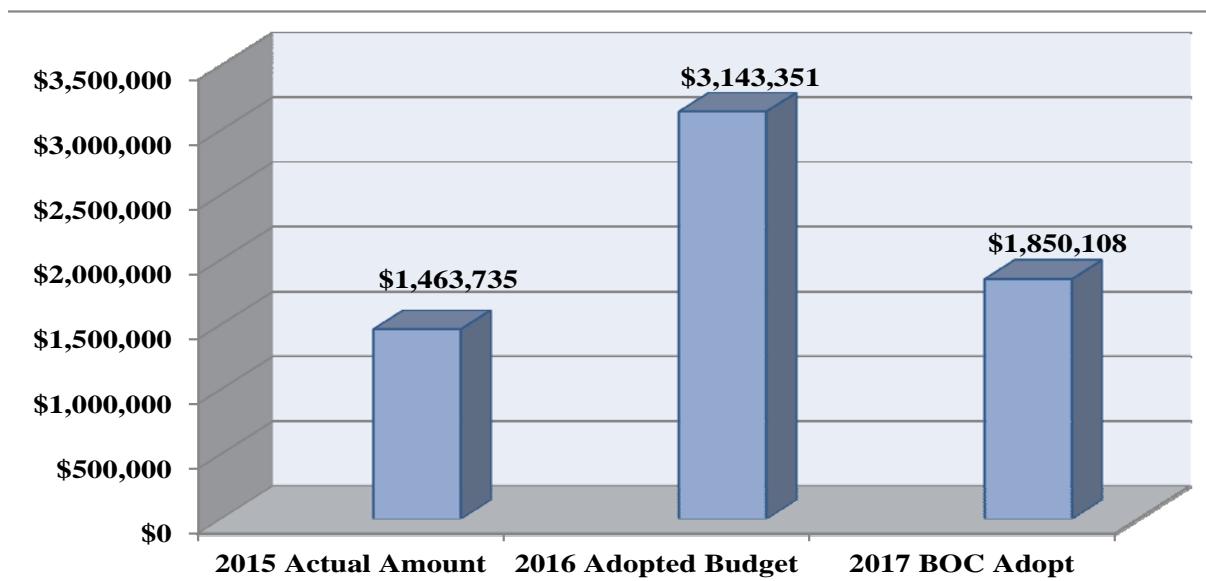
	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>

### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>1,463,735</b>	<b>3,143,351</b>	<b>1,850,108</b>
<b>Total Funding Sources</b>	<b>1,463,735</b>	<b>3,143,351</b>	<b>1,850,108</b>

### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>220,428</b>	<b>225,491</b>	<b>234,501</b>
<b>Benefits</b>	<b>67,225</b>	<b>71,905</b>	<b>74,203</b>
<b>Advertising</b>	<b>2,382</b>	<b>3,150</b>	<b>4,900</b>
<b>Vehicle Expense</b>	<b>186,501</b>	<b>291,840</b>	<b>258,000</b>
<b>Dues and Subscriptions</b>	<b>52</b>	<b>600</b>	<b>550</b>
<b>Maintenance Charges</b>	<b>36,677</b>	<b>32,800</b>	<b>40,440</b>
<b>Supplies</b>	<b>8,862</b>	<b>9,784</b>	<b>8,520</b>
<b>Professional Services</b>	<b>258,352</b>	<b>90,620</b>	<b>140,070</b>
<b>Utilities</b>	<b>32,565</b>	<b>36,308</b>	<b>35,820</b>
<b>Travel &amp; Training</b>	<b>115</b>	<b>400</b>	<b>400</b>
<b>Minor Equipment and Improvements</b>	<b>757</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>	<b>649,819</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>0</b>	<b>180</b>	<b>180</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>2,380,273</b>	<b>1,052,524</b>
<b>Total Appropriations</b>	<b>1,463,735</b>	<b>3,143,351</b>	<b>1,850,108</b>



## PERSONNEL SUMMARY &amp; WORKLOAD INDICATORS

 RIDESHARE  
 COMPARISON—YEARS

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
VAN POOL PASSENGER'S FARES	364,685	304,000	360,500
PEAK # OF VANPOOLS OPERATING	47	75	100
PEAK # OF RIDERS	431	400	450
ONE—WAY PASSENGER TRIPS	136,073	110,500	125,000

## PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
Mobility Coordinator	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## MISSION

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

## FUNCTIONS

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

## GOALS

Continue the twenty-four hour crisis line

Continue the emergency shelter for battered and homeless women and children

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

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

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

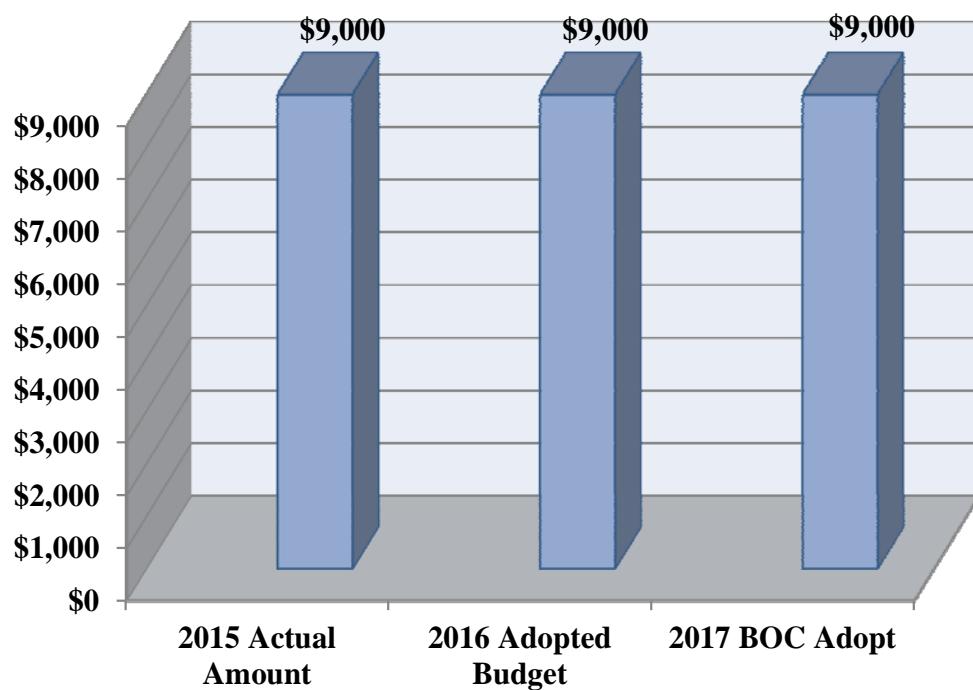
Continue education and training by providing workshops on issues of domestic violence on a local, state, and national basis

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

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



	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>9,000</u></u>	<u><u>9,000</u></u>	<u><u>9,000</u></u>
Total Funding Sources	<u><u>9,000</u></u>	<u><u>9,000</u></u>	<u><u>9,000</u></u>
<b>APPROPRIATIONS:</b>			
Professional Services	9,000	9,000	9,000
Capital Outlay	0	0	0
Total Appropriations	<u><u>9,000</u></u>	<u><u>9,000</u></u>	<u><u>9,000</u></u>



**Special Revenue Funds**

<b>District Attorney Confiscated Funds .....</b>	<b>230</b>
<b>Drug Abuse Treatment Fund.....</b>	<b>232</b>
<b>E-911/Wireless Telephone System Fund.....</b>	<b>234</b>
<b>Hotel Motel Tax Fund .....</b>	<b>240</b>
<b>Law Library .....</b>	<b>244</b>
<b>Sheriff Confiscated Funds.....</b>	<b>246</b>
<b>Sheriff Inmate Commissary .....</b>	<b>248</b>
<b>Sheriff Other.....</b>	<b>250</b>
<b>Sidewalk Fund.....</b>	<b>252</b>
<b>Neighborhood Stabilization Program .....</b>	<b>254</b>
<b>Victim Assistance Fund .....</b>	<b>256</b>
<b>Unincorporated Area Special District Fund.....</b>	<b>260</b>
<b>Fire Protection and EMS Fund .....</b>	<b>282</b>
<b>Animal Control Services Fund .....</b>	<b>288</b>

## District Attorney Confiscated Funds

# SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>250,210</u>	<u>230,210</u>	<u>118,415</u>	<u>208,272</u>
<b>REVENUES</b>				
Courts and Law Enforcement	125,000	30,481	251,516	20,848
Use of Money and Property	5,000	2,915	8,986	1,714
Miscellaneous	-	-	-	-
<b>TOTAL REVENUES</b>	<b>130,000</b>	<b>33,396</b>	<b>260,502</b>	<b>22,562</b>
<b>EXPENDITURES</b>				
Operating	150,000	134,616	170,645	123,278
Capital Outlay	-	-	-	-
<b>OTHER FINANCING SOURCES</b>				
Transfers Out	-	10,575	-	-
<b>TOTAL EXPENDITURES</b>	<b>150,000</b>	<b>134,616</b>	<b>170,645</b>	<b>123,278</b>
<b>ENDING FUND BALANCE</b>	<b><u>230,210</u></b>	<b><u>118,415</u></b>	<b><u>208,272</u></b>	<b><u>107,556</u></b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

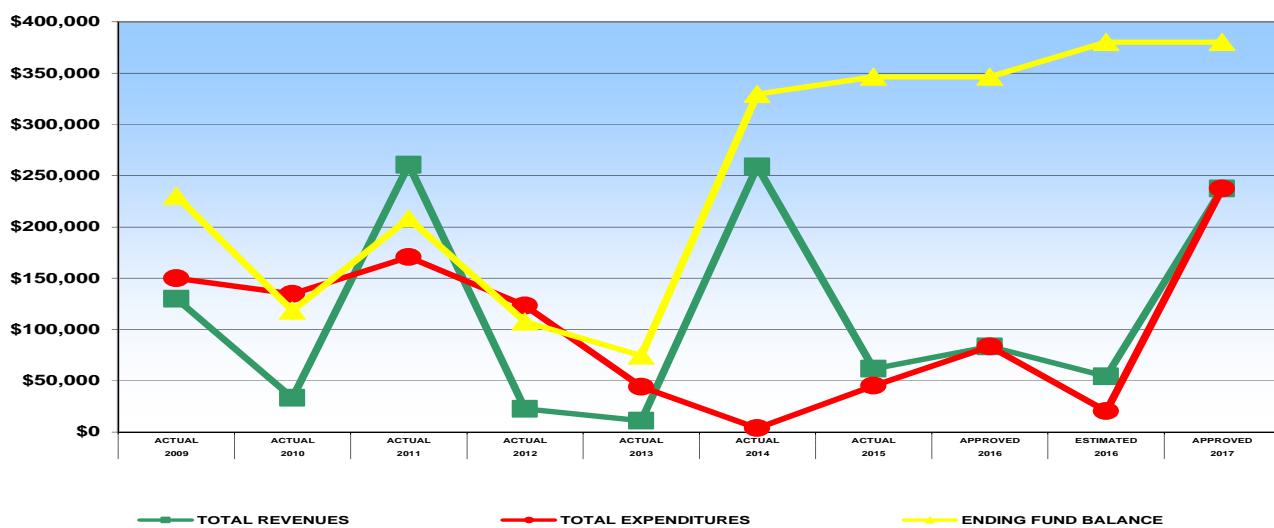
**REVENUES:** This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2017 is projected to increase \$153,941 compared to what was budgeted in 2016.

**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 184% increase from 2016 budgeted expenditures.

**FUND BALANCE:** Projected 2017 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

## District Attorney Confiscated Funds

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 APPROVED</u>	<u>2016 ESTIMATED</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
107,556	74,459	329,602	346,289	346,289	380,318	100%
10,249 793	258,006 969	61,652 120	65,000 -	9,569 84 44,694	67,000 - 170,463	28% 0% 72%
11,042	258,975	61,772	83,522	54,347	237,463	100%
44,139 -	3,832 -	45,085 -	83,522 -	20,318 -	237,463 -	100% 0%
-	-	-	-	-	-	0%
44,139	3,832	45,085	83,522	20,318	237,463	100%
<u>74,459</u>	<u>329,602</u>	<u>346,289</u>	<u>346,289</u>	<u>380,318</u>	<u>380,318</u>	<u>100%</u>



## Drug Abuse Treatment

### SPECIAL REVENUE TRENDS

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>389,721</b>	<b>351,365</b>	<b>322,789</b>	<b>321,321</b>
<b>REVENUES</b>				
Courts and Law Enforcement	65,470	71,536	104,454	130,796
Interest	1,491	787	452	234
Miscellaneous	-	-	-	-
<b>TOTAL REVENUES</b>	<b>66,961</b>	<b>72,323</b>	<b>104,906</b>	<b>131,030</b>
<b>EXPENDITURES</b>				
Other Professional Services	98,880	90,937	106,374	108,518
Supplies	6,437	7,942	-	-
Training	-	2,020	-	-
Capital Outlay	-	-	-	-
<b>OTHER FINANCING SOURCES</b>				
Transfers Out	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>105,317</b>	<b>100,899</b>	<b>106,374</b>	<b>108,518</b>
<b>ENDING FUND BALANCE</b>	<b>351,365</b>	<b>322,789</b>	<b>321,321</b>	<b>343,833</b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

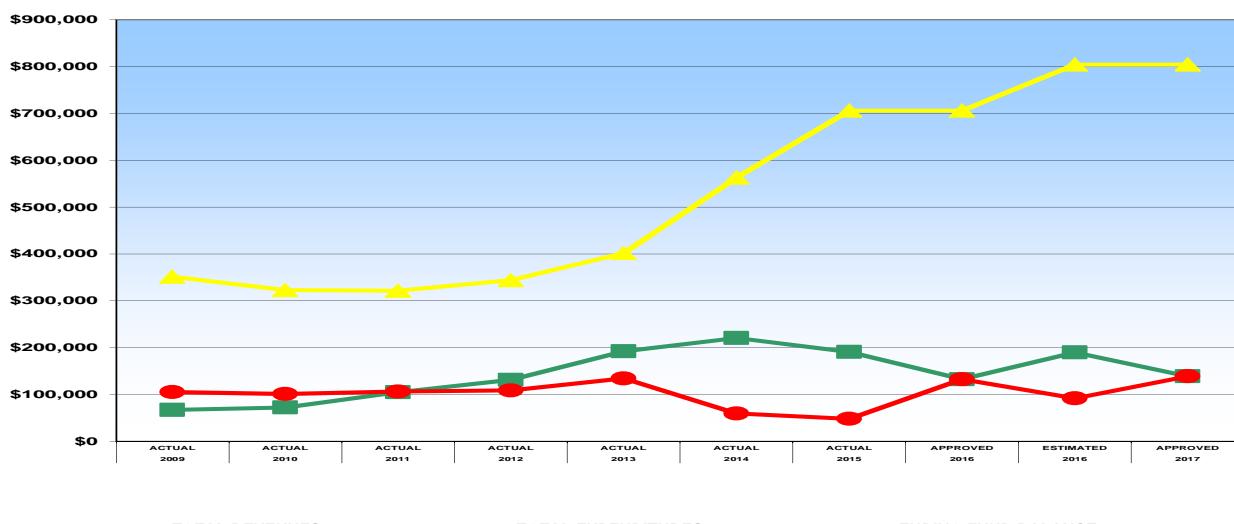
**REVENUES:** 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2017 Revenues are anticipated to decrease 27% from those of 2016. The percentage change has varied over the years from a 53% decrease to a 55% increase.

**EXPENDITURES:** Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been widespread. On one end of the spectrum Expenditures have decreased 5% and on the other have increased 112%. In 2017 expenditures are expected to increase \$47,137 from that of 2016.

**FUND BALANCE:** Projected 2017 Ending Fund Balance is expected to be \$804,115. An increase of \$98,348 from that budgeted in 2016.

## Drug Abuse Treatment

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGETED</u>	<u>2016 ESTIMATED</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
343,833	401,806	562,873	705,767	705,767	804,115	100%
192,096 199	220,301 236	190,732 154	226,800 235	189,872 -	175,200 -	126% 0%
-	-	-	(94,374)	-	(36,539)	-26%
192,295	220,537	190,886	132,661	189,872	138,661	126%
134,322 - - -	57,720 1,750 - -	41,742 - - -	132,661 - - -	83,156 - 8,368 -	138,661 - - -	100% 0% 0% 0%
-	-	6,250	-	-	-	0%
134,322	59,470	47,992	132,661	91,524	138,661	100%
<u>401,806</u>	<u>562,873</u>	<u>705,767</u>	<u>705,767</u>	<u>804,115</u>	<u>804,115</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

**Continue to provide the current level of emergency service by adding dispatcher position in order to meet the increased call volume and demand for service.**

**Ensure that the E-911 Center and EOC will not be without emergency backup power during any unusual occurrence or catastrophic failure, by using existing and new equipment located at Club Drive**

**Improve Emergency Medical Dispatch by using EMD Q & A software to convert the EMD system from flip card to digital computer. This will also improve quality and assurance to the National Emergency Medical Dispatch System Protocol.**

**Compensate Communications Training Operator's (CTO's) while training new employees. The CTO's would only be compensated while training. The formula would be an additional \$ 0.75 and hour for every hour of training.**



## E-911 and Wireless

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

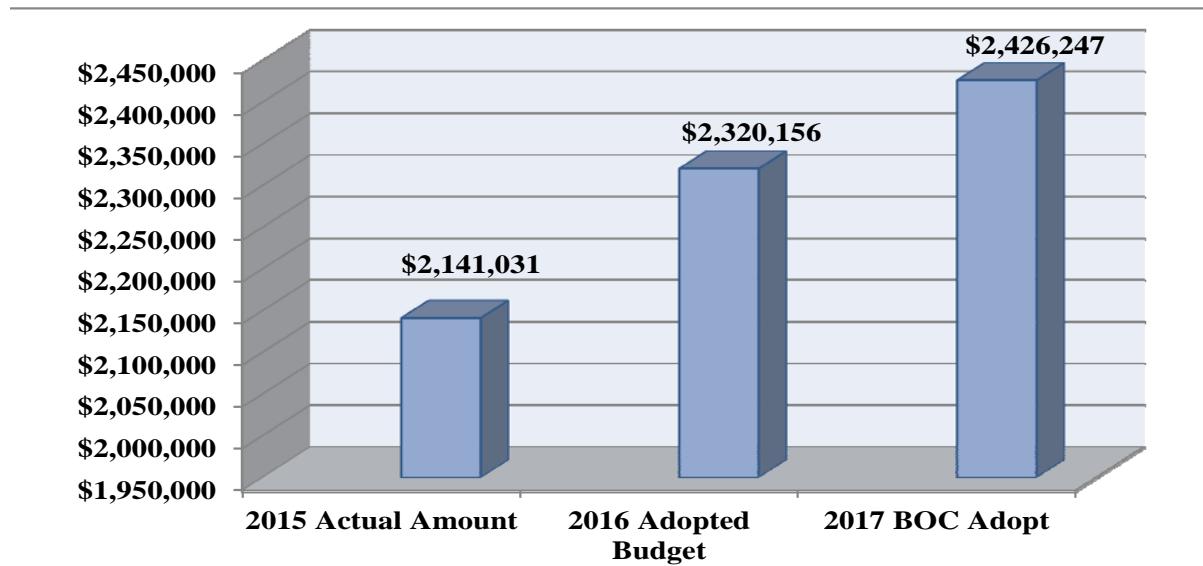
	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>CALLS TURNED OVER TO SHERIFF</b>	<b>229</b>	<b>242</b>	<b>236</b>
<b>FIRE/EMS CALLS DISPATCHED</b>	<b>15,259</b>	<b>16,638</b>	<b>15,949</b>
<b>EMERGENCY MEDICAL DISPATCHED PERFORMED</b>	<b>11,985</b>	<b>11,652</b>	<b>11,819</b>
<b>CALLS TURNED OVER TO STATE PATROL</b>	<b>134</b>	<b>143</b>	<b>139</b>
<b>POLICE CASE NUMBERS ISSUED</b>	<b>14,354</b>	<b>16,900</b>	<b>15,627</b>
<b>911 CALLS RECEIVED</b>	<b>110,601</b>	<b>114,304</b>	<b>112,453</b>
<b>ALL CALLS</b>	<b>246,497</b>	<b>247,140</b>	<b>246,819</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Director	33	1	1	1
Database Coordinator	27	1	1	1
Training Coordinator	27	1	1	1
Supervisor	25	5	5	4
Operator II	22	10	13	13
Operator I	21	3	2	1
Operator Trainee	20	3	3	6
Records Administrator	20	0	0	1
Operator	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>24</b>	<b>26</b>	<b>28</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

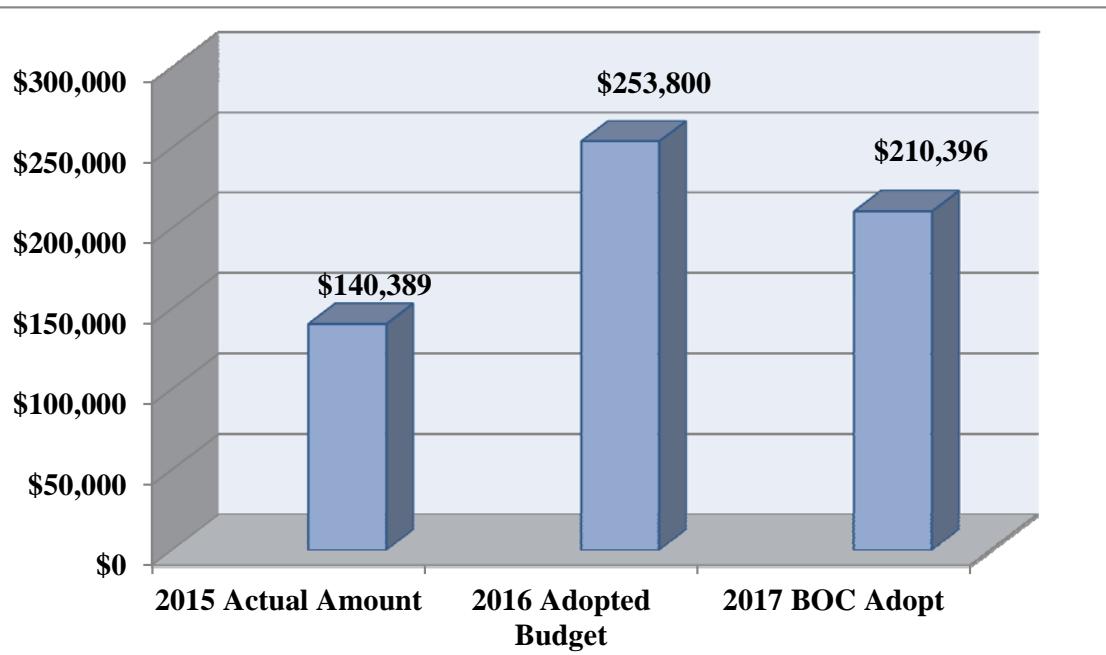
## E-911 Wireline

	2015 Actual Amount	BUDGET SUMMARY 2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>2,141,031</u>	<u>2,320,156</u>	<u>2,426,247</u>
Total Funding Sources	<u>2,141,031</u>	<u>2,320,156</u>	<u>2,426,247</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	1,144,614	1,215,302	1,322,689
Benefits	401,646	387,472	407,740
Advertising	695	700	700
Vehicle Expense	1,809	3,400	3,500
Dues and Subscriptions	500	1,600	1,600
Equipment Rental	0	150	0
Maintenance Charges	21,483	48,900	59,400
Supplies	7,379	8,000	8,100
Professional Services	31,261	99,678	99,000
Utilities	311,027	324,060	336,660
Travel & Training	3,463	4,000	4,150
Minor Equipment and Improvements	0	0	0
Capital Outlay	216,302	0	0
Other Financing Sources	0	0	0
Uniforms and Clothing	852	3,000	3,000
Budget Improvement Request	0	223,894	179,708
<b>Total Appropriations</b>	<b><u>2,141,031</u></b>	<b><u>2,320,156</u></b>	<b><u>2,426,247</u></b>



## E - 9 1 1 Wireless

	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual</b>	<b>2016 Adopted</b>	<b>2017 BOC</b>
	<b>Amount</b>	<b>Budget</b>	<b>Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>140,389</u>	<u>253,800</u>	<u>210,396</u>
Total Funding Sources	<u>140,389</u>	<u>253,800</u>	<u>210,396</u>
<b>APPROPRIATIONS:</b>			
Professional Services	<u>140,389</u>	<u>253,800</u>	<u>210,396</u>
Total Appropriations	<u>140,389</u>	<u>253,800</u>	<u>210,396</u>



## E - 9 1 1 and Wireless

### SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>4,856,541</b>	<b>5,164,990</b>	<b>3,076,337</b>	<b>2,039,792</b>
<b>REVENUES</b>				
Wireless Charges	1,510,534	1,650,620	2,340,543	1,369,674
User Fees	952,994	828,286	-	965,444
Intergovernmental	-	-	93,592	-
Investment Earnings	-	-	3,748	1,378
Miscellaneous	19,695	11,967	1,087	796
Other Financing Sources	-	-	-	-
<b>TOTAL REVENUES</b>	<b>2,483,223</b>	<b>2,490,873</b>	<b>2,438,970</b>	<b>2,337,292</b>
<b>EXPENDITURES</b>				
Salaries and Related Costs	1,288,056	1,319,813	1,283,830	1,986,010
Other Expenses	422,683	432,599	1,106,832	47,927
Capital Outlay	464,035	2,827,114	1,084,853	-
<b>OTHER FINANCING SOURCES</b>				
Transfers Out	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>2,174,774</b>	<b>4,579,526</b>	<b>3,475,515</b>	<b>2,033,937</b>
<b>ENDING FUND BALANCE</b>	<b>5,164,990</b>	<b>3,076,337</b>	<b>2,039,792</b>	<b>2,343,147</b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

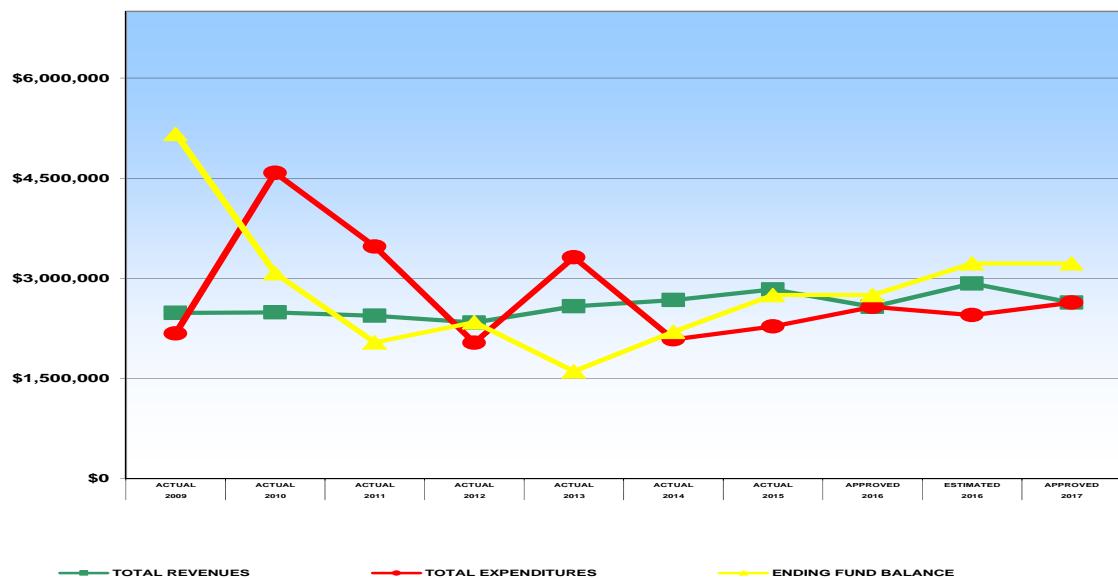
**REVENUES:** Wireless fess and wireline fees have become increasingly difficult to tract. It is no longer mandated by law for these revenues to be separated out when submitted to the County. However, it appears that wireless charges will continue to increase as does the popularity of cell phones versus home phones increases. Revenues are projected to increase by 2% as compared to what was budgeted for 2016.

**EXPENDITURES:** Expenditures are projected to be \$62,687 more than that of 2016.

**FUND BALANCE:** The 2017 Fund Balance is projected to increase by \$473,251 from that budgeted in 2016, leaving a Fund Balance of \$3,224,479.

## E - 9 1 1 and Wireless

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 BUDGET</u>	<u>2017 PERCENT OF TOTAL</u>
2,343,147	1,608,300	2,198,130	2,751,228	2,751,228	3,224,479	100%
2,578,882	2,673,377	2,831,133	1,500,000	1,622,341	1,500,000	57%
-	-	-	1,100,000	1,298,983	1,000,000	38%
-	-	-	-	-	-	0%
568	826	543	500	-	500	
991	1,062	1,103	(26,544)	1,192	136,143	
-	-	1,739	-	-	-	0%
2,580,441	2,675,265	2,834,518	2,573,956	2,922,516	2,636,643	95%
2,091,913	2,085,435	2,065,118	1,602,774	1,597,181	1,730,429	66%
-	-	-	971,182	624,863	906,214	34%
-	-	216,302	-	227,221	-	0%
1,223,375	-	-	-	-	-	
3,315,288	2,085,435	2,281,419	2,573,956	2,449,265	2,636,643	100%
1,608,300	2,198,130	2,751,228	2,751,228	3,224,479	3,224,479	100%



# 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

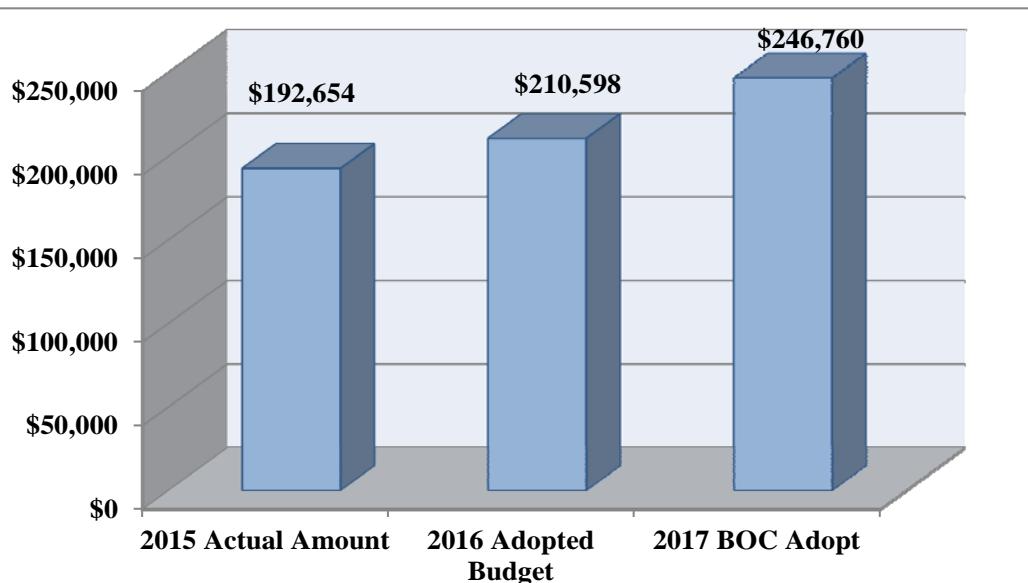
**Each of the entities below receive twenty-percent of the amount collected from Hotel/Motel Taxes**

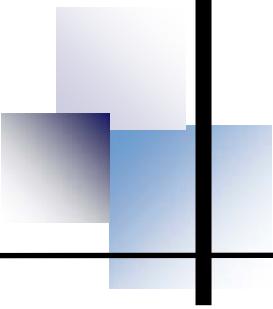
- Chamber of Commerce
- Tourism & History Commission

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Events Director	UNC	1	1	0
Welcome Center & Tourism Director	UNC	1	1	1
Museum Director	UNC	1	1	0
Museum Associate	UNC	1	1	0
<b>TOTAL PART TIME</b>		<b>4</b>	<b>4</b>	<b>1</b>

	<b>BUDGET SUMMARY</b>		
	<b>2015 Actual Amount</b>	<b>2016 Adopted Budget</b>	<b>2017 BOC Adopt</b>
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>192,654</u>	<u>210,598</u>	<u>246,760</u>
Total Funding Sources	<u>192,654</u>	<u>210,598</u>	<u>246,760</u>
<b>APPROPRIATIONS:</b>			
Salary and Wages	65,546	72,800	117,036
Benefits	5,187	5,768	24,265
Advertising	5,947	10,419	25,000
Dues and Subscriptions	290	5,265	5,000
Maintenance Charges	1,972	0	0
Supplies	9,783	9,300	10,250
Professional Services	70,997	69,850	70,500
Utilities	1,748	100	500
Travel & Training	818	2,100	6,000
Minor Equipment and Improvements	9,225	0	0
Capital Outlay	21,142	0	0
Budget Improvement Request	<u>0</u>	<u>34,996</u>	<u>(11,791)</u>
Total Appropriations	<u>192,654</u>	<u>210,598</u>	<u>246,760</u>





**Hotel/Motel Tax Fund**

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# SPECIAL REVENUE TRENDS

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

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Hotel-Motel Taxes	38,077	140,265	153,481	167,810
<b>TOTAL REVENUES</b>	38,077	140,265	153,481	167,810
<b>EXPENDITURES</b>				
Salaries and Related Cost	-	-	-	-
Other Expenses	-	-	-	-
Transfers Out	38,077	140,265	153,481	167,810
<b>TOTAL EXPENDITURES</b>	38,077	140,265	153,481	167,810
<b>ENDING FUND BALANCE</b>	-	-	-	-

## TRENDS FOR THE YEAR ENDED December 31, 2017

**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 2017 are \$440,260.

**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 2017 Ending Fund Balance is projected to end at \$240,409. 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>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
-	-	-	113,352	113,352	240,409	0%
196,999	326,625	489,610	(89,402) 390,598	- 560,682	(75,740) 516,000	117%
196,999	326,625	489,610	301,196	560,682	440,260	117%
-	-	-	78,568	101,795	141,301	
-	-	192,654	132,030	121,574	105,459	
196,999	326,625	183,604	180,000	210,256	193,500	44%
196,999	326,625	376,258	390,598	433,625	440,260	44%
-	-	113,352	23,950	240,409	240,409	0%



SPECIAL REVENUE TRENDS

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
BEGINNING FUND BALANCE	400,141	406,564	453,461	482,212
REVENUES				
Courts and Law Enforcement	91,623	119,813	123,330	133,564
Use of Money and Property	800	1,718	1,177	2,101
TOTAL REVENUES	92,423	121,531	124,507	135,665
EXPENDITURES				
Operating	86,000	74,634	95,756	80,153
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	86,000	74,634	95,756	80,153
ENDING FUND BALANCE	406,564	453,461	482,212	537,724

**TRENDS FOR THE YEAR ENDED December 31, 2017**

**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 2017 Revenues are projected to be the same as 2016.

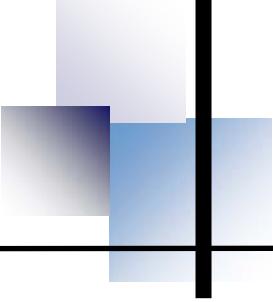
**EXPENDITURES:** Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years.

**FUND BALANCE:** Revenues have exceeded Expenditures in most years; therefore, Fund Balance continues to increase. In 2017 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2017 Ending Fund Balance of \$598,463.

## Law Library

2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATED</u>	2017 <u>APPROVED</u>	2017 <u>PERCENT OF TOTAL</u>
<u>537,724</u>	<u>535,544</u>	<u>567,999</u>	<u>598,463</u>	<u>598,463</u>	<u>598,463</u>	<u>100%</u>
127,292 1,798	120,941 1,219	124,571 2,817	100,000 -	100,000 -	100,000 -	100% 0%
129,090	122,160	127,388	100,000	100,000	100,000	100%
131,270 -	89,705 -	96,924 -	100,000 -	100,000 -	100,000 -	100% 0%
131,270	89,705	96,924	100,000	100,000	100,000	100%
<u>535,544</u>	<u>567,999</u>	<u>598,463</u>	<u>598,463</u>	<u>598,463</u>	<u>598,463</u>	<u>100%</u>





**Sheriff Confiscated Funds**

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# SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>4,999,593</b>	<b>4,436,593</b>	<b>4,651,048</b>	<b>4,915,575</b>
<b>REVENUES</b>				
Fines and Forfeitures	160,000	373,657	943,986	149,357
Investment Earnings	<u>88,000</u>	<u>107,714</u>	<u>39,885</u>	<u>26,246</u>
<b>TOTAL REVENUES</b>	<b>248,000</b>	<b>481,371</b>	<b>983,871</b>	<b>175,603</b>
<b>EXPENDITURES</b>				
Operating	11,000	266,916	719,344	1,055,875
Capital Outlay	<u>800,000</u>	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>811,000</b>	<b>266,916</b>	<b>719,344</b>	<b>1,055,875</b>
<b>ENDING FUND BALANCE</b>	<b><u>4,436,593</u></b>	<b><u>4,651,048</u></b>	<b><u>4,915,575</u></b>	<b><u>4,035,303</u></b>

## TRENDS FOR THE YEAR ENDED December 31, 2017

**REVENUES:** This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues have decreased significantly from that projected in 2016. These revenues can be difficult to forecast. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high at 733% in the previous year.

**EXPENDITURES:** Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2017 Expenditures are budgeted to be \$250,000.

**FUND BALANCE:** The Ending Fund Balance for 2017 is projected at \$1,944,352. The Fund Balance in this fund has fluctuated each year. This year it is projected to stay the same compared to the 2016 Estimated Ending Fund Balance. The Fund Balance still remains strong and stable.

## Sheriff Confiscated Funds

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 APPROVED</u>	<u>2016 ESTIMATED</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
4,035,303	2,924,758	1,765,674	1,944,352	1,944,352	1,944,352	100%
496,091 14,049	288,943 7,601	320,139 4,397	1,500,000 -	1,500,000 -	250,000 -	100% 0%
510,140	296,544	324,536	1,500,000	1,500,000	250,000	100%
1,620,685 -	1,455,628 -	145,858 -	1,500,000 -	1,500,000 -	250,000 -	100% 0%
1,620,685	1,455,628	145,858	1,500,000	1,500,000	250,000	100%
2,924,758	1,765,674	1,944,352	1,944,352	1,944,352	1,944,352	100%



## Sheriff Inmate Commissary

### SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>392,648</b>	<b>261,948</b>	<b>310,888</b>	<b>297,315</b>
<b>REVENUES</b>				
Intergovernmental	-	-	-	-
Use of Money and Property	300	-	-	-
Miscellaneous	36,000	60,834	105,236	74,738
<b>TOTAL REVENUES</b>	<b>36,300</b>	<b>60,834</b>	<b>105,236</b>	<b>74,738</b>
<b>EXPENDITURES</b>				
Operating	167,000	11,894	118,809	237,006
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>167,000</b>	<b>11,894</b>	<b>118,809</b>	<b>237,006</b>
<b>ENDING FUND BALANCE</b>	<b>261,948</b>	<b>310,888</b>	<b>297,315</b>	<b>135,047</b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

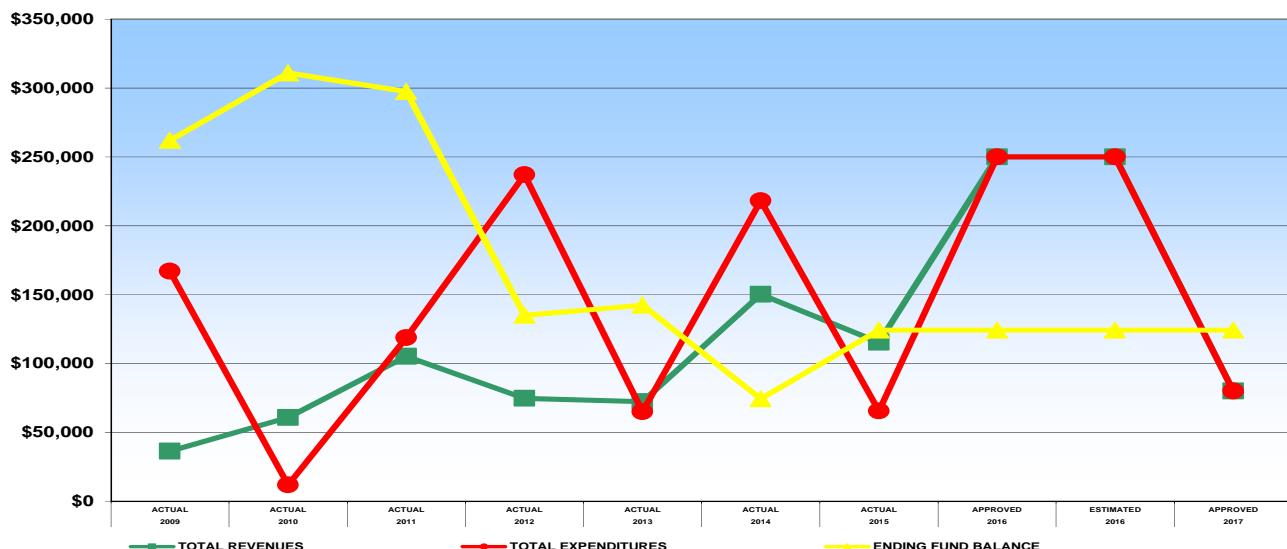
**REVENUES:** Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2017 Revenues are projected to increase significantly as compared to 2016's estimate. Revenues fluctuate from year to year as the inmate 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:** 2017 Expenditures are projected to remain the same as the 2016 budget. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$80,000 for 2017 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 as 2016. The Ending Fund Balance remains the same from 2016 to 2017 at \$124,234.

## Sheriff Inmate Commissary

2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATE</u>	2017 <u>APPROVED</u>	2017 <u>PERCENT OF TOTAL</u>
135,047	142,364	74,398	124,234	124,234	124,234	100%
-	-	-	-	-	-	0%
-	-	-	-	-	-	0%
72,253	150,242	115,332	250,000	250,000	80,000	100%
72,253	150,242	115,332	250,000	250,000	80,000	100%
64,936	218,208	65,496	250,000	250,000	80,000	100%
-	-	-	-	-	-	0%
64,936	218,208	65,496	250,000	250,000	80,000	100%
142,364	74,398	124,234	124,234	124,234	124,234	100%



SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>64,879</b>	<b>70,379</b>	<b>71,820</b>	<b>78,474</b>
<b>REVENUES</b>				
Investment Earnings	-	34	11	11
Miscellaneous	15,000	32,744	58,334	41,892
<b>TOTAL REVENUES</b>	<b>15,000</b>	<b>32,778</b>	<b>58,345</b>	<b>41,903</b>
<b>EXPENDITURES</b>				
Operating	9,500	31,337	51,691	78,272
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>9,500</b>	<b>31,337</b>	<b>51,691</b>	<b>78,272</b>
<b>ENDING FUND BALANCE</b>	<b>70,379</b>	<b>71,820</b>	<b>78,474</b>	<b>42,105</b>

**TRENDS FOR THE YEAR ENDED December 31, 2017**

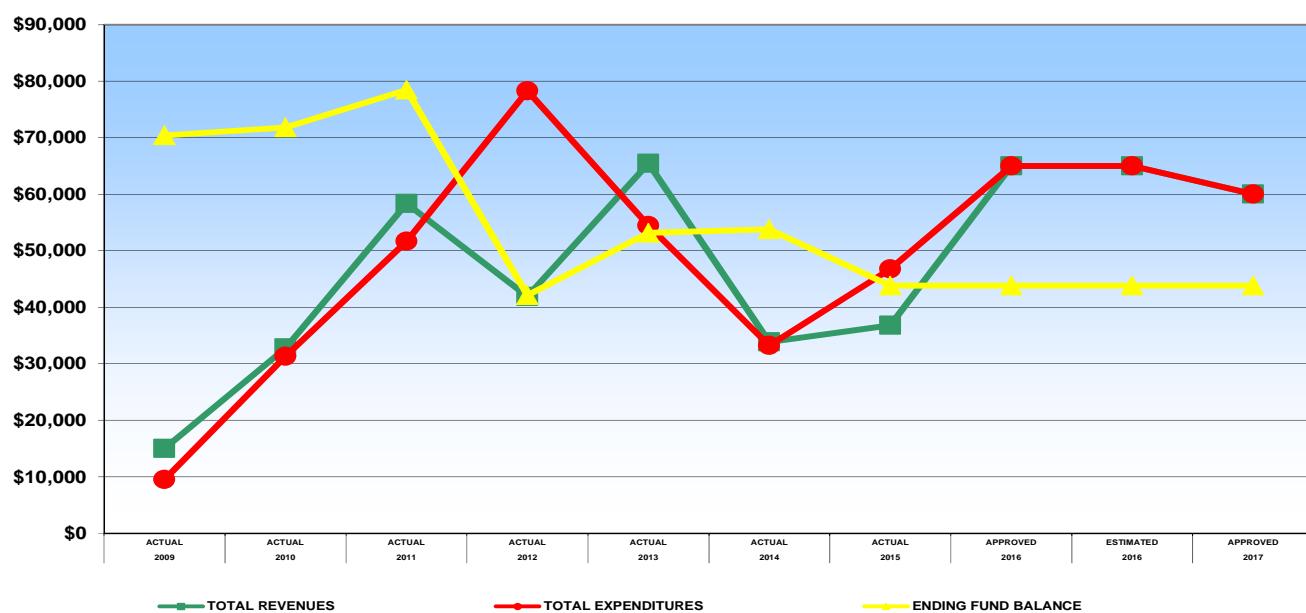
**REVENUES:** Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2017 are estimated to be \$60,000. This is a minor decrease of \$5,000 from the 2016 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and were at their highest of this ten year trend in 2013 at \$65,465.

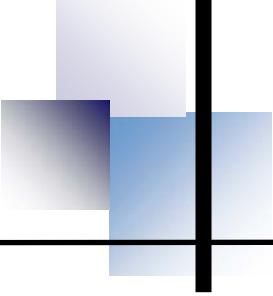
**EXPENDITURES:** Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures have fluctuated between the years. 2009 had the lowest expenditures in the ten year period presented.

**FUND BALANCE:** Fund Balance took a huge drop in 2012 of almost 50%. Since 2012 it has remained fairly level showing an ending balance at \$43,834.

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

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
<u>42,105</u>	<u>53,150</u>	<u>53,779</u>	<u>43,834</u>	<u>43,834</u>	<u>43,834</u>	<u>100%</u>
13 65,465	14 33,856	9 36,809	- 65,000	- 65,000	- 60,000	0% 100%
65,478	33,870	36,818	65,000	65,000	60,000	100%
54,433 -	33,241 -	46,763 -	65,000 -	65,000 -	60,000 -	100% 0%
54,433	33,241	46,763	65,000	65,000	60,000	100%
<u>53,150</u>	<u>53,779</u>	<u>43,834</u>	<u>43,834</u>	<u>43,834</u>	<u>43,834</u>	<u>100%</u>






## Sidewalk Fund

# SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
BEGINNING FUND BALANCE	<u>28,053</u>	<u>28,258</u>	<u>33,349</u>	<u>169,207</u>
REVENUES				
Fees	7,550	5,000	162,900	-
Use of Property & Money	<u>205</u>	<u>91</u>	<u>174</u>	<u>74</u>
TOTAL REVENUES	<u>7,755</u>	<u>5,091</u>	<u>163,074</u>	<u>74</u>
EXPENDITURES				
Operating	-	-	-	-
Capital Outlay	7,550	-	27,216	155,935
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	<u>7,550</u>	<u>-</u>	<u>27,216</u>	<u>155,935</u>
ENDING FUND BALANCE	<u>28,258</u>	<u>33,349</u>	<u>169,207</u>	<u>13,346</u>

### TRENDS FOR THE YEAR ENDED December 31, 2017

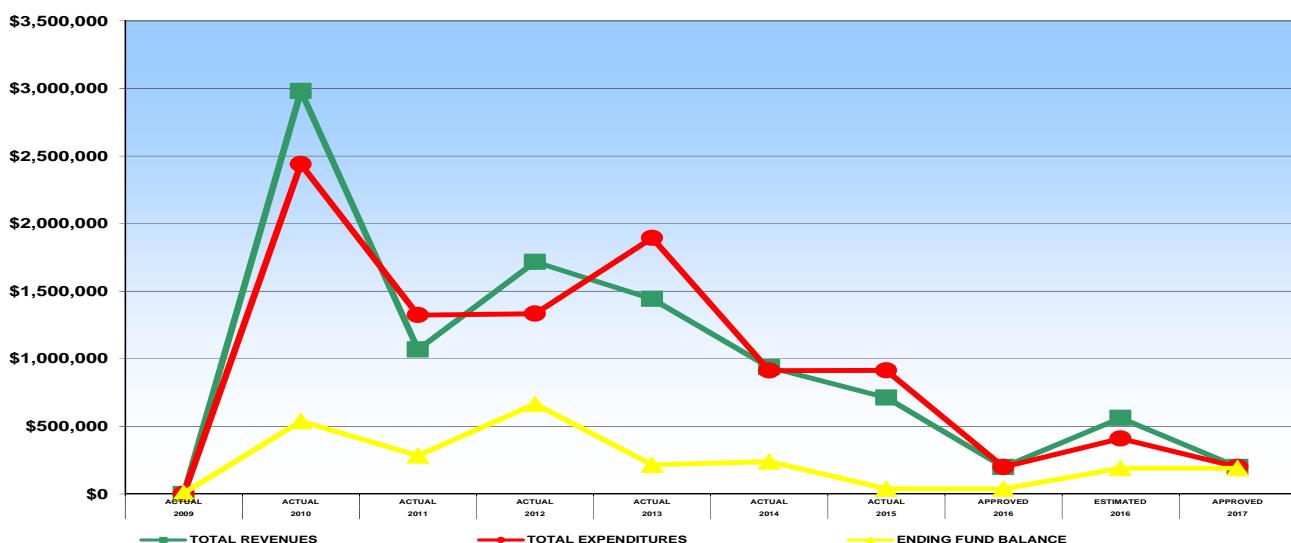
**REVENUES:** Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are totally received by developers/builders. No Revenue other than interest was budgeted for 2017.

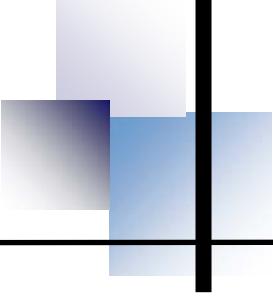
**EXPENDITURES:** Only \$50 of expenditures was budgeted for 2017. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

**FUND BALANCE:** Fund Balance increased to its highest point in 2011 of \$169,207. This is due to several unexpected subdivisions that required sidewalks for the year. For 2017 the fund balance is projected to remain the same at \$13,365 with revenue equaling expenses.

## Sidewalk Fund

2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATE</u>	2017 <u>APPROVED</u>	2017 <u>PERCENT OF TOTAL</u>
13,346	13,354	13,361	13,365	13,365	13,365	100%
8	7	4	50	50	50	0% 100%
8	7	4	50	50	50	100%
-	-	-	-	-	-	0%
-	-	-	50	50	50	100%
-	-	-	-	-	-	0%
-	-	-	50	50	50	100%
13,354	13,361	13,365	13,365	13,365	13,365	100%





**Neighborhood Stabilization Program**

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# SPECIAL REVENUE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<u>7,467</u>	-	<u>539,224</u>	<u>284,736</u>
<b>REVENUES</b>				
Intergovernmental	-	2,441,518	1,069,622	324,386
Investment Earnings	-	-	-	-
Other	-	<u>539,224</u>	-	<u>1,393,021</u>
<b>TOTAL REVENUES</b>	-	2,980,742	1,069,622	1,717,407
<b>EXPENDITURES</b>				
Other Professional Services	-	2,441,518	1,300,238	1,334,880
Transfers Out	-	-	<u>23,872</u>	-
<b>TOTAL EXPENDITURES</b>	-	2,441,518	1,324,110	1,334,880
<b>ENDING FUND BALANCE</b>	<u>7,467</u>	<u>539,224</u>	<u>284,736</u>	<u>667,263</u>

## TRENDS FOR THE YEAR ENDED December 31, 2017

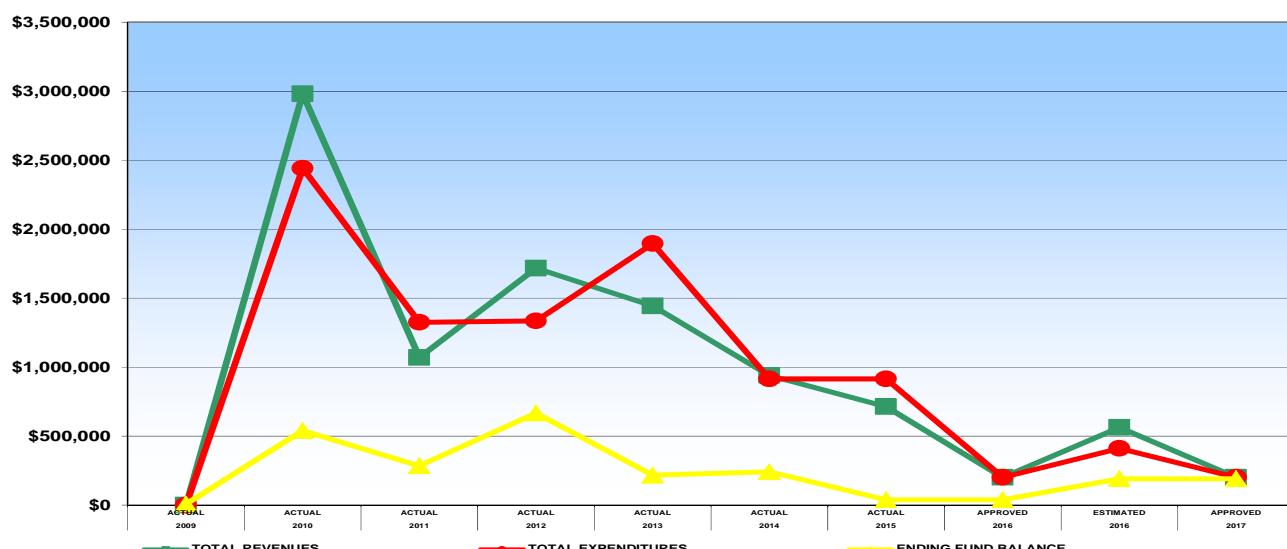
**REVENUES:** This fund is used to account for grant monies received under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment, through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Projected Revenues for 2017 have decreased 64% compared to 2016. This is due to receiving less grant money in 2017.

**EXPENDITURES:** With the decrease of grant money the expenditures have decreased as well. The 2017 Projected Expenditures are \$200,001.

**FUND BALANCE:** Fund Balance increases significantly for 2017. The General Fund will provide the match for this grant. This fund will continue to receive grant fund reimbursements causing the Projected Ending Fund Balance to fluctuate from year to year.

## Neighborhood Stabilization Program

2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATE</u>	2017 <u>APPROVED</u>	2017 PERCENT OF TOTAL
667,263	216,493	241,076	38,847	38,847	190,981	100%
292,924	531,086	247,084	-	182,890	1	0%
179	74	26	-	151	-	
1,150,703	407,499	465,724	200,000	379,696	200,000	0%
1,443,806	938,659	712,834	200,000	562,738	200,001	0%
1,843,221	904,691	914,933	200,000	410,605	200,001	0%
51,355	9,385	130	-	-	-	0%
1,894,576	914,076	915,063	200,000	410,605	200,001	0%
<b>216,493</b>	<b>241,076</b>	<b>38,847</b>	<b>38,847</b>	<b>190,981</b>	<b>190,981</b>	<b>100%</b>



## **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.

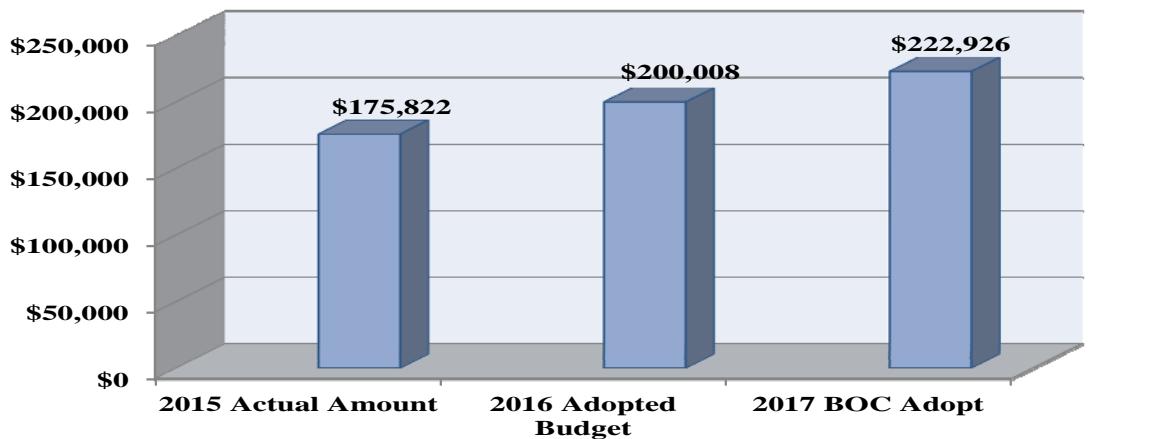
## **WORKLOAD INDICATORS**

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



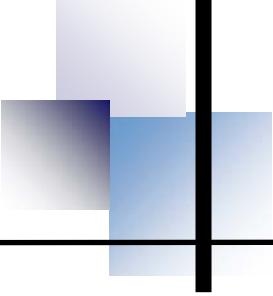
## Victim Assistance

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>175,822</u>	<u>200,008</u>	<u>222,926</u>
<b>Total Funding Sources</b>	<u>175,822</u>	<u>200,008</u>	<u>222,926</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	99,894	113,703	118,532
Benefits	52,095	52,428	70,932
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	23,833	23,834	24,918
<b>Budget Improvement Request</b>	<u>0</u>	<u>2,743</u>	<u>1,244</u>
<b>Total Appropriations</b>	<u>175,822</u>	<u>200,008</u>	<u>222,926</u>



### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Investigator	UNC	1	1	1
Legal Staff Assistant	21	1	1	1
Victim Staff Assistant	21	1	1	1
Secretary	PT	1	0	0
<b>TOTAL FULL TIME</b>		<u>3</u>	<u>3</u>	<u>3</u>
<b>TOTAL PART TIME</b>		<u>1</u>	<u>0</u>	<u>0</u>




## Victim Assistance

# SPECIAL REVENUE TRENDS

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>297,362</b>	<b>290,796</b>	<b>261,897</b>	<b>291,863</b>
<b>REVENUES</b>				
Victim Assistance Fines	184,900	174,421	169,651	187,111
Investment Earnings	-	-	-	-
Miscellaneous	1,110	583	358	205
<b>TOTAL REVENUES</b>	<b>186,010</b>	<b>175,004</b>	<b>170,009</b>	<b>187,316</b>
<b>EXPENDITURES</b>				
Salaries and Related Costs	159,930	140,306	112,759	128,981
Other Expenses	65	20,952	3,000	-
Transfers Out	32,581	42,645	24,283	22,686
Capital Outlay	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>192,576</b>	<b>203,903</b>	<b>140,042</b>	<b>151,667</b>
<b>ENDING FUND BALANCE</b>	<b>290,796</b>	<b>261,897</b>	<b>291,863</b>	<b>327,512</b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

**REVENUES:** 2017 Revenues in this fund are projected to only change slightly with a 1% decrease compared to 2016'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 2017 are expected to increase \$32,527 compared to 2016'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:** Projected 2017 ending Fund Balance reflects a decrease of \$35,536 from that of the 2016 Budget.

## Victim Assistance

2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATE</u>	2017 <u>APPROVED</u>	2017 PERCENT OF TOTAL
327,512	297,372	287,589	337,564	337,564	373,100	100%
188,267	196,686	225,725	190,000	225,934	175,000	79%
- 155	137	71	120 9,888	-	- 47,926	21%
188,422	196,823	225,796	200,008	225,934	222,926	100%
195,500	183,742	151,988	166,131	165,481	189,464	85%
-	-	-	10,043	-	8,544	4%
23,062	22,864	23,833	23,834	24,918	24,918	11%
-	-	-	-	-	-	0%
218,562	206,606	175,821	200,008	190,399	222,926	100%
297,372	287,589	337,564	337,564	373,100	373,100	100%



## **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

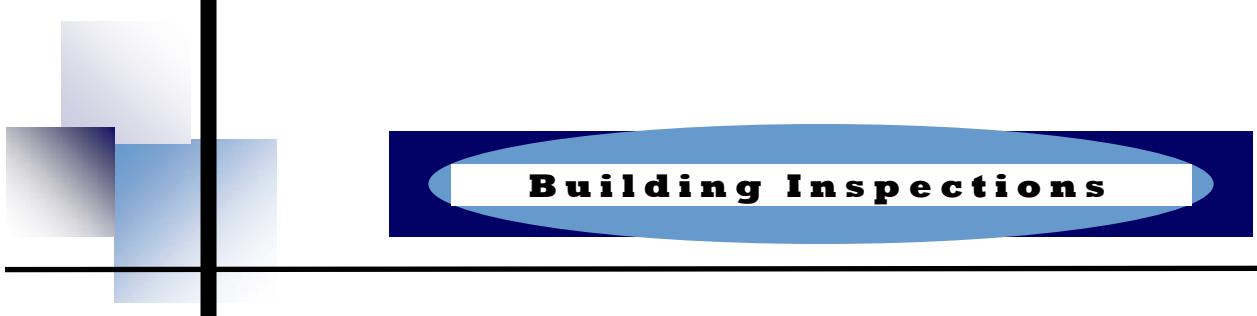
### **GOALS**

**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

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>BUILDING PERMITS</b>	186	115	220
<b>PLUMBING PERMITS</b>	537	225	826
<b>ELECTRICAL PERMITS</b>	548	326	598
<b>HVAC PERMITS</b>	394	268	554
<b>TOTAL INSPECTIONS</b>	6,991	4,314	9,794

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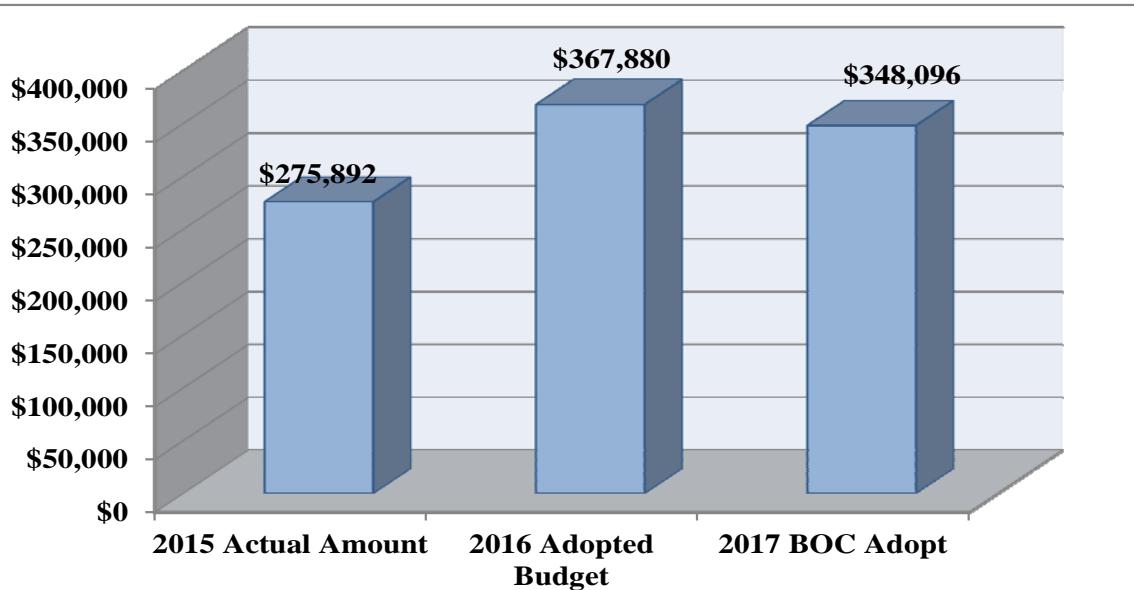
#### PERSONNEL SUMMARY

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

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
General Inspector	23	1	1	2
Heat and Air Inspector	23	1	2	0
Plumbing Inspector	23	1	1	1
Electrical Inspector	23	1	1	1
Permit Clerk	19	1	1	1
Senior Secretary	19	1	1	1
<b>TOTAL FULL TIME</b>		<b>6</b>	<b>7</b>	<b>6</b>

## Building Inspections

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>275,892</u>	<u>367,880</u>	<u>348,096</u>
<b>Total Funding Sources</b>	<b><u>275,892</u></b>	<b><u>367,880</u></b>	<b><u>348,096</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	175,516	176,575	220,722
Benefits	77,812	72,998	87,483
Vehicle Expense	10,142	13,239	13,000
Dues and Subscriptions	0	735	985
Maintenance Charges	480	480	480
Supplies	1,096	4,420	2,850
Professional Services	6,694	5,900	15,500
Utilities	1,791	2,100	2,100
Travel & Training	939	1,500	1,500
Minor Equipment and Improvements	751	0	0
Uniforms and Clothing	671	750	1,100
Budget Improvement Request	<u>0</u>	<u>89,183</u>	<u>2,376</u>
<b>Total Appropriations</b>	<b><u>275,892</u></b>	<b><u>367,880</u></b>	<b><u>348,096</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 implementing the following:

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

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

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

• Aid WSA with concerns pertaining to storm water runoff and erosion control

Improve infrastructure quality and site aesthetics by implementing the following:

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




**Development Control**
**DEVELOPMENT CONROL  
COMPARISON—YEARS**

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>LAND DISTURBANCE PERMITS</b>	<b>37</b>	<b>10</b>	<b>68</b>
<b>RESIDENTIAL GRADING PERMITS</b>	<b>255</b>	<b>74</b>	<b>353</b>
<b>EROSION AND SEDIMENT CONROL PLANS</b>	<b>26</b>	<b>25</b>	<b>30</b>

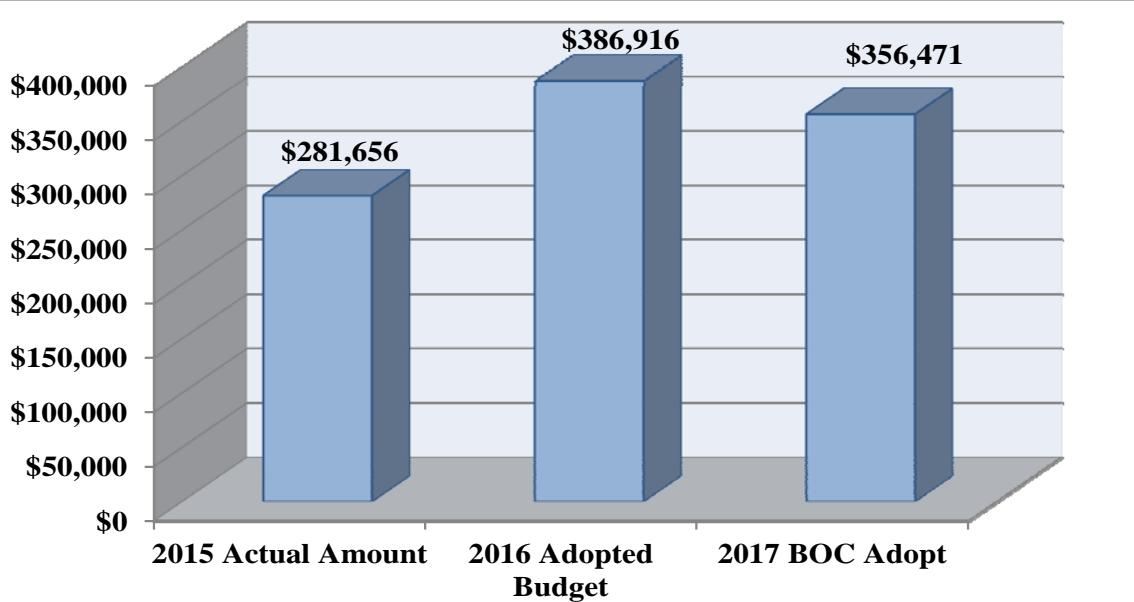
**PERSONNEL SUMMARY**

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

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>

## Development Control

	BUDGET SUMMARY		
	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u><u>281,656</u></u>	<u><u>386,916</u></u>	<u><u>356,471</u></u>
<b>Total Funding Sources</b>	<u><u>281,656</u></u>	<u><u>386,916</u></u>	<u><u>356,471</u></u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	205,137	252,007	244,919
Benefits	66,484	86,369	93,582
Advertising	170	0	300
Vehicle Expense	4,764	8,500	8,260
Dues and Subscriptions	52	165	820
Supplies	4,095	2,933	2,933
Professional Services	85	0	0
Utilities	581	600	720
Travel & Training	0	1,500	1,500
Uniforms and Clothing	288	1,025	800
Budget Improvement Request	0	33,817	2,637
<b>Total Appropriations</b>	<u><u>281,656</u></u>	<u><u>386,916</u></u>	<u><u>356,471</u></u>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

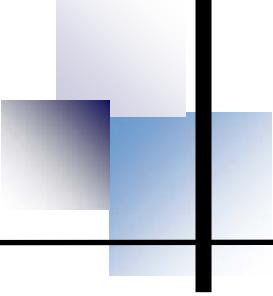
**Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:**

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

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

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






## **Planning and Zoning**

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

#### **PLANNING AND ZONING COMPARISON—YEARS**

	<b>2015</b>	<b>2016</b>	<b>2017</b>
	<b>ACT</b>	<b>PROJ</b>	<b>PROJ</b>
<b>PLAN REVIEW PROCESSED</b>	<b>48</b>	<b>56</b>	<b>91</b>
<b>ZONING APPLICATIONS</b>	<b>4</b>	<b>2</b>	<b>5</b>
<b>VARIANCE APPLICATIONS</b>	<b>11</b>	<b>2</b>	<b>10</b>
<b>ADMINISTRATIVE VARIANCES</b>	<b>4</b>	<b>6</b>	<b>4</b>
<b>SPECIAL LAND USE PERMIT APPLICATIONS</b>	<b>19</b>	<b>7</b>	<b>19</b>
<b>PRELIMINARY PLATS</b>	<b>1</b>	<b>0</b>	<b>6</b>
<b>FINAL PLATS</b>	<b>3</b>	<b>0</b>	<b>5</b>
<b>ZONING VERIFICATIONS</b>	<b>48</b>	<b>56</b>	<b>48</b>

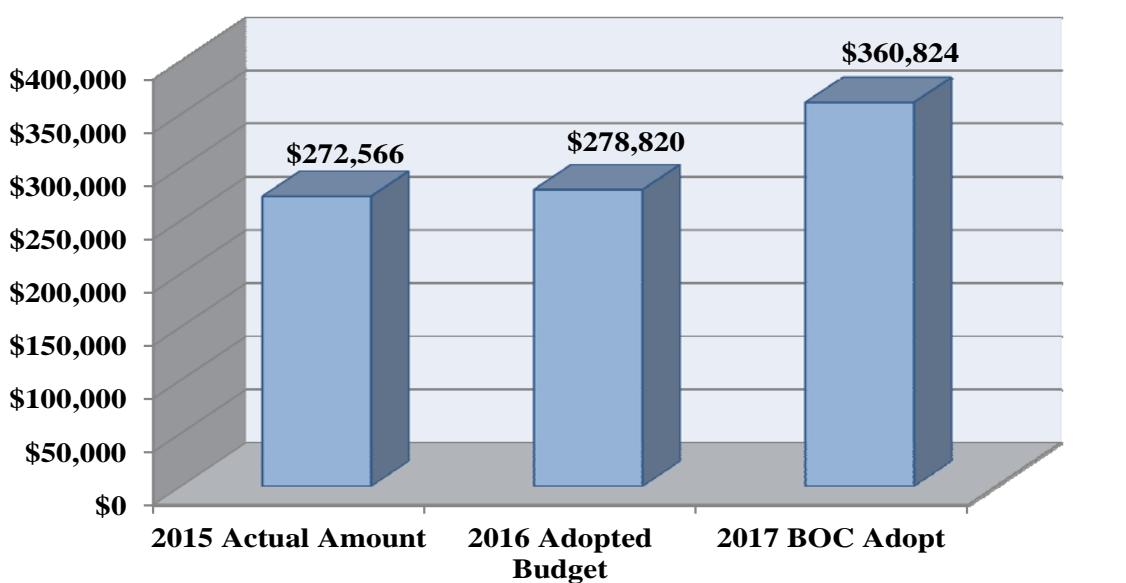
#### **PERSONNEL SUMMARY**

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

<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>2015</u></b>	<b><u>2016</u></b>	<b><u>2017</u></b>
<b><u>POSITION</u></b>	<b><u>GRADE</u></b>	<b><u>ACTUAL</u></b>	<b><u>BUDGET</u></b>	<b><u>APPROVED</u></b>
Planning & Zoning Director	UNC	1	1	1
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Secretary	19	1	1	1
Planning & Zoning Board	PT	7	7	7
<b>TOTAL FULL TIME</b>		<b>4</b>	<b>4</b>	<b>4</b>
<b>TOTAL PART TIME</b>		<b>7</b>	<b>7</b>	<b>7</b>

## Planning and Zoning

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>272,566</u>	<u>278,820</u>	<u>360,824</u>
Total Funding Sources	<u>272,566</u>	<u>278,820</u>	<u>360,824</u>
<b>APPROPRIATIONS:</b>			
Salary and Wage	193,701	200,678	209,519
Benefits	53,660	57,113	59,103
Advertising	1,390	2,000	3,000
Vehicle Expense	294	1,800	1,800
Dues and Subscriptions	796	905	1,065
Maintenance Charges	1,200	1,200	1,200
Supplies	5,166	5,338	4,618
Professional Services	3,800	0	0
Utilities	0	0	0
Travel & Training	2,147	2,764	3,264
Minor Equipment and Improvements	10,412	0	0
Budget Improvement Request	<u>0</u>	<u>7,022</u>	<u>77,255</u>
Total Appropriations	<u>272,566</u>	<u>278,820</u>	<u>360,824</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 and the general public

## GOALS

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

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

**Improve customer service through friendly and helpful office staff and provide dedicated service to Douglas County**



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### DEVELOPMENT SERVICES ADMIN. COMPARISON—YEARS

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>PUBLIC MEETINGS ATTENDED</b>	<b>45</b>	<b>51</b>	<b>52</b>
<b>DEPT MEETINGS HELD</b>	<b>60</b>	<b>156</b>	<b>156</b>
<b>PROF. ASSOC. MEETINGS HELD</b>	<b>6</b>	<b>6</b>	<b>9</b>
<b>STATISTICAL DATA REPORTS ISSUED</b>	<b>12</b>	<b>4</b>	<b>4</b>

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### PERSONNEL SUMMARY

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

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>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**

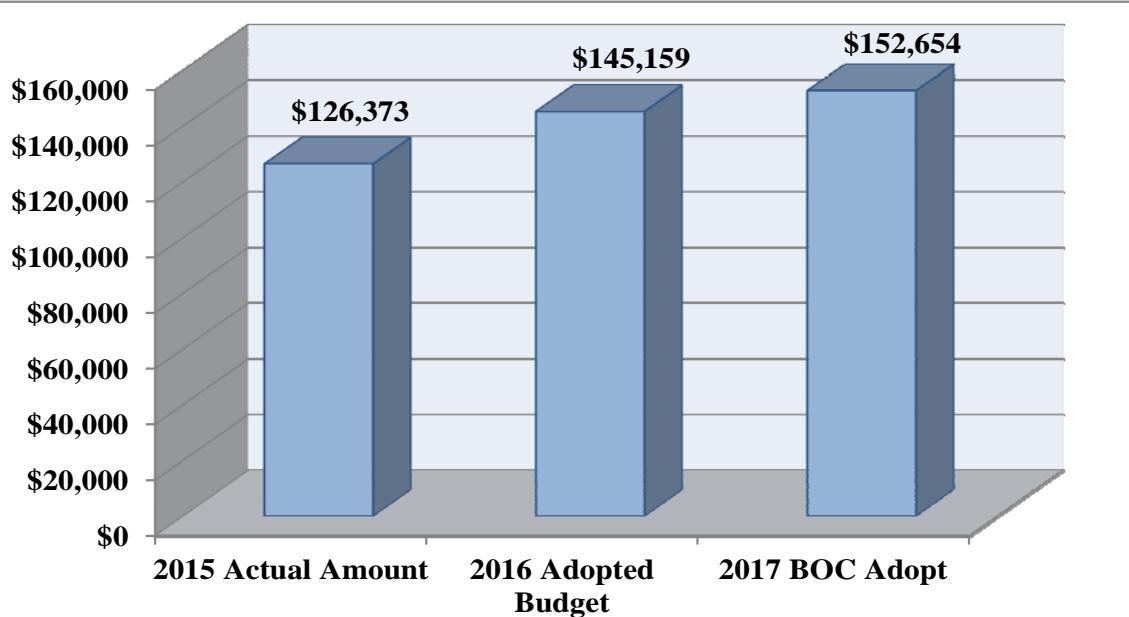
<b>2015 Actual Amount</b>	<b>2016 Adopted Budget</b>	<b>2017 BOC Adopt</b>
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**FUNDING SOURCES:**

General Fund Contribution	<b><u>126,373</u></b>	<b><u>145,159</u></b>	<b><u>152,654</u></b>
Total Funding Sources	<b><u>126,373</u></b>	<b><u>145,159</u></b>	<b><u>152,654</u></b>

**APPROPRIATIONS:**

Salary and Wage	90,451	93,450	112,370
Benefits	33,323	33,322	36,809
Vehicle Expense	0	0	0
Dues and Subscriptions	245	150	385
Supplies	1,311	230	280
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	0	1,600	1,600
Minor Equipment and Improvements	1,044	0	0
Budget Improvement Request	0	16,407	1,210
 Total Appropriations	<b><u>126,373</u></b>	<b><u>145,159</u></b>	<b><u>152,654</u></b>



## MISSION

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

## FUNCTIONS

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

## GOALS

**Improve customer service by:**

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

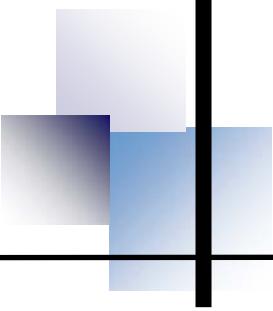
**Maintain low delinquent occupational tax collections by:**

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

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

- Acquire the Business License Module for New World Systems





## Occupational Tax

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

#### OCCUPATIONAL TAX COMPARISON—YEARS

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RENEWALS	2,467	2,350	2,331
NEW BUSINESS LICENSE	411	406	348

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#### PERSONNEL SUMMARY

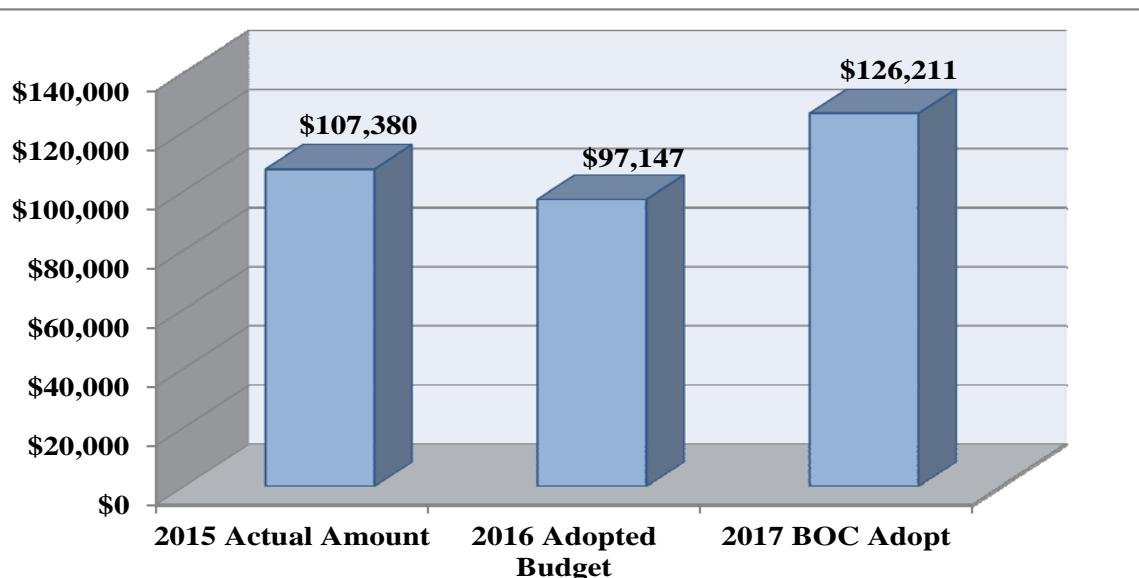
\*\*\*Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Compliance Officer	19	1	1	1
Senior Secretary	19	0	0	0
<b>TOTAL FULL TIME</b>		<b>1</b>	<b>1</b>	<b>1</b>



## Occupational Tax

	BUDGET SUMMARY		
	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<u>107,380</u>	<u>97,147</u>	<u>126,211</u>
<b>Total Funding Sources</b>	<b><u>107,380</u></b>	<b><u>97,147</u></b>	<b><u>126,211</u></b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	58,652	60,396	62,364
Benefits	26,295	23,194	23,794
Vehicle Expense	36	1,604	2,200
Dues and Subscriptions	239	300	300
Maintenance Charges	800	1,200	1,200
Supplies	6,421	6,500	6,820
Professional Services	0	0	0
Utilities	676	840	720
Travel & Training	713	1,000	1,000
Minor Equipment and Improvements	2,496	0	0
Capital Outlay	11,051	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,113</u>	<u>27,813</u>
<b>Total Appropriations</b>	<b><u>107,380</u></b>	<b><u>97,147</u></b>	<b><u>126,211</u></b>



## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

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

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

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

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



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

	2015	2016	2017
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
<b>INVESTIGATIONS</b>	932	1,413	956
<b>COURT CASES</b>	59	57	39

**PERSONNEL SUMMARY**

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

<u>POSITION</u>	<u>GRADE</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	2	2	2
<b>TOTAL FULL TIME</b>		<b>3</b>	<b>3</b>	<b>3</b>

## Code Enforcement

### BUDGET SUMMARY

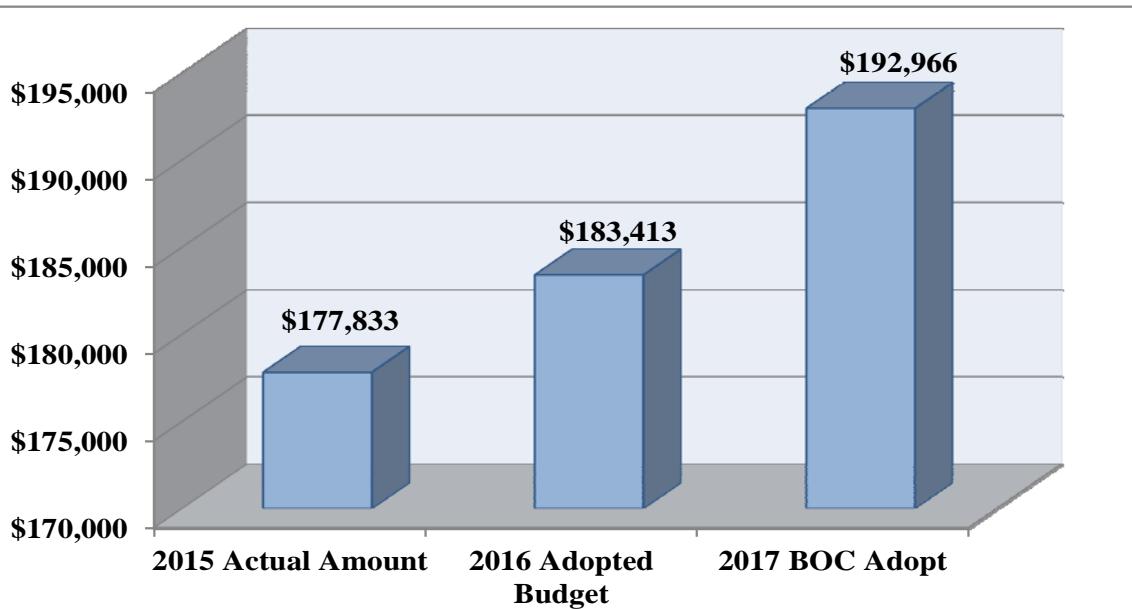
	2015 Actual	2016 Adopted	2017 BOC
Amount	Budget	Adopt	

#### **FUNDING SOURCES:**

<b>General Fund Contribution</b>	<b>177,833</b>	<b>183,413</b>	<b>192,966</b>
<b>Total Funding Sources</b>	<b>177,833</b>	<b>183,413</b>	<b>192,966</b>

#### **APPROPRIATIONS:**

<b>Salary and Wage</b>	<b>101,938</b>	<b>111,769</b>	<b>116,856</b>
<b>Benefits</b>	<b>62,958</b>	<b>53,024</b>	<b>59,452</b>
<b>Vehicle Expense</b>	<b>4,053</b>	<b>7,215</b>	<b>7,931</b>
<b>Dues and Subscriptions</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Supplies</b>	<b>5,239</b>	<b>1,975</b>	<b>2,569</b>
<b>Professional Services</b>	<b>65</b>	<b>0</b>	<b>0</b>
<b>Utilities</b>	<b>1,813</b>	<b>2,640</b>	<b>2,640</b>
<b>Travel &amp; Training</b>	<b>0</b>	<b>1,500</b>	<b>1,260</b>
<b>Minor Equipment and Improvements</b>	<b>729</b>	<b>0</b>	<b>0</b>
<b>Uniforms and Clothing</b>	<b>1,038</b>	<b>1,380</b>	<b>1,000</b>
<b>Budget Improvement Request</b>	<b>0</b>	<b>3,910</b>	<b>1,258</b>
<b>Total Appropriations</b>	<b>177,833</b>	<b>183,413</b>	<b>192,966</b>



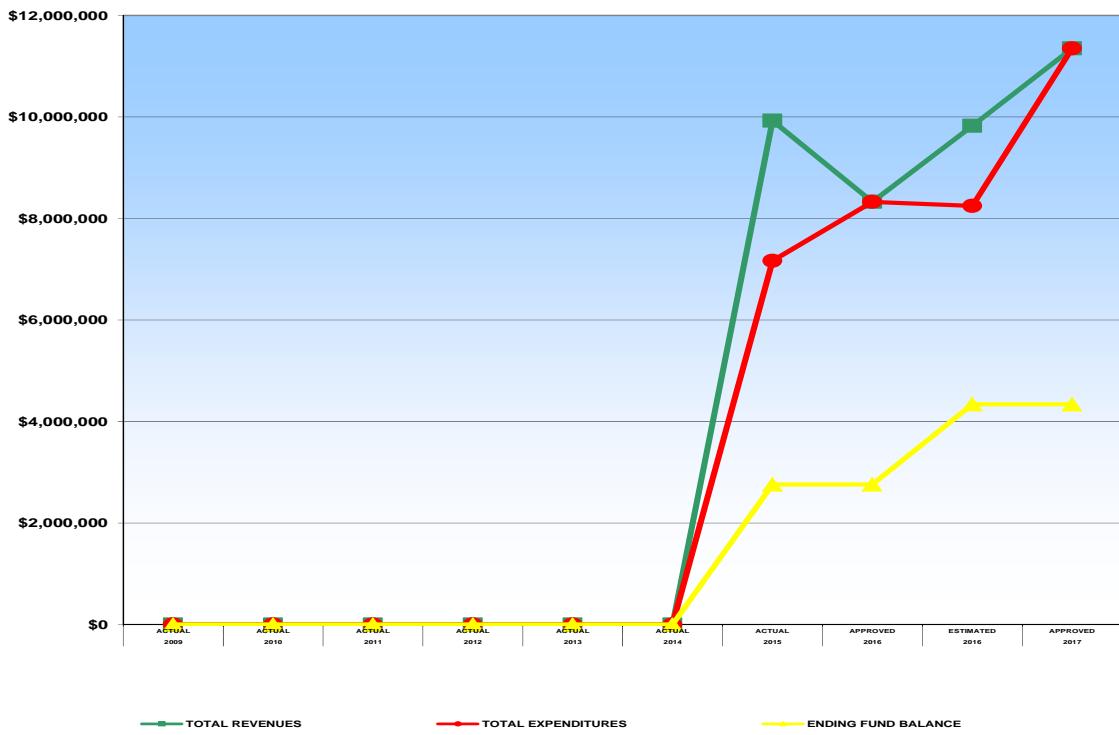
**S P E C I A L R E V E N U E T R E N D S**

	<b>2009</b> <u>ACTUAL</u>	<b>2010</b> <u>ACTUAL</u>	<b>2011</b> <u>ACTUAL</u>	<b>2012</b> <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	—	—	—	—
<b>REVENUES</b>				
Taxes	—	—	—	—
Licenses and Permits	—	—	—	—
Charges for Services	—	—	—	—
Miscellaneous	—	—	—	—
Other Financing Sources	—	—	—	—
<b>TOTAL REVENUES</b>	—	—	—	—
<b>EXPENDITURES</b>				
Salary and Wages	—	—	—	—
Benefits	—	—	—	—
Advertising	—	—	—	—
Vehicle Expense	—	—	—	—
Dues and Subscriptions	—	—	—	—
Maintenance Charges	—	—	—	—
Supplies	—	—	—	—
Professional Services	—	—	—	—
Utilities	—	—	—	—
Travel & Training	—	—	—	—
Minor Equipment and Improv	—	—	—	—
Capital Outlay	—	—	—	—
Other Financing Sources	—	—	—	—
Uniforms and Clothing	—	—	—	—
Other	—	—	—	—
Budget Improvement Request	—	—	—	—
<b>TOTAL EXPENDITURES</b>	—	—	—	—
<b>ENDING FUND BALANCE</b>	—	—	—	—

**Unic. Area Special District**

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
-	-	-	<u>2,759,828</u>	<u>2,759,828</u>	<u>4,337,437</u>	<u>100%</u>
-	-	7,531,633	7,718,000	7,814,218	7,853,196	69.19%
-	-	1,812,882	1,117,000	1,621,243	1,143,500	10.08%
-	-	347,640	28,500	157,551	38,500	0.34%
-	-	4,581	(716,019)	21,579	2,121,100	18.69%
-	-	<u>227,717</u>	<u>180,000</u>	<u>210,256</u>	<u>193,500</u>	<u>1.70%</u>
-	-	9,924,453	8,327,481	9,824,846	11,349,796	100.00%
-	-	825,396	894,875	876,970	966,750	8.52%
-	-	320,531	326,020	315,587	360,223	3.17%
-	-	1,560	2,000	840	3,300	0.03%
-	-	19,290	32,358	16,083	33,191	0.29%
-	-	1,332	2,255	2,403	3,555	0.03%
-	-	2,480	2,880	2,018	2,880	0.03%
-	-	23,328	21,396	21,746	20,070	0.18%
-	-	10,644	5,900	31,210	15,500	0.14%
-	-	4,861	6,180	4,388	6,180	0.05%
-	-	3,799	9,864	6,390	10,124	0.09%
-	-	15,432	-	979	-	0.00%
-	-	11,051	-	99,026	-	0.00%
-	-	5,922,923	6,868,146	6,868,140	9,812,574	86.46%
-	-	1,998	3,155	1,433	2,900	0.03%
-	-	-	-	25	-	-
-	-	-	<u>152,452</u>	-	<u>112,549</u>	<u>0.99%</u>
-	-	7,164,625	8,327,481	8,247,238	11,349,796	100.00%
-	-	<u>2,759,828</u>	<u>2,759,828</u>	<u>4,337,437</u>	<u>4,337,437</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, 2017

**REVENUES:** This fund was set up in 2014 due to a Service Delivery Agreement. The departments within this fund include Building Inspections, Development Control, Planning & Zoning, Development Services Administration, Occupational Tax, and Code Enforcement Officers. Revenues are generated through the normal departmental operations as well as through transfers in from the Hotel Motel Fund. For 2016 \$180,000 is budgeted to be transferred into this fund from the Hotel Motel Fund.

**EXPENDITURES:** Expenses of this fund include normal expenses to operate within the departments as well as transfers out to help fund the Fire Protection Services & EMS fund as well as the Animal Control Services fund. For 2017 \$9,812,574 is budgeted to be transferred out to these funds.

**FUND BALANCE:** Is projected to increase significantly by \$1,577,609 from that of 2016.

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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

- Renovate several Fire Stations, make repairs to Department Training Complex and relocate driveway of Fire Station # 11
- Replace (2) Staff Vehicles, Fire Safety House and (1) Aerial Truck
- Implement Paramedic Tuition Program
- Build, equip and staff Fire Station # 9
- Implement a “Dress Uniform” for Departmental Personnel
- Add additional Personnel (Ladder, Air & Light, Hydrant & Maintenance Technician, Safety Inspector, and Division Chiefs)
- Replace and upgrade Communication / Vehicle Location Technology
- Replace 1/3 of Mobile Computers, Extrication Tools and Personal Protective Equipment
- Upgrade and add additional Thermal Cameras and Fire Suppression Equipment



## PERSONNEL SUMMARY & WORKLOAD INDICATORS

### FIRE & EMS COMPARISON—YEARS

	2015 <u>ACT</u>	2016 <u>PROJ</u>	2017 <u>PROJ</u>
<b>CALLS FOR SERVICE</b>	<b>15,316</b>	<b>15,775</b>	<b>16,248</b>
TOTAL FIRES	341	351	361
OTHER CALLS	3,175	3,270	3,368
EMS CALLS	11,800	12,154	12,519
EMS TRANSPORTS	10,381	10,692	11,013
<b>INSPECTION &amp; PLAN REVISIONS</b>	<b>1,857</b>	<b>1,912</b>	<b>1,970</b>

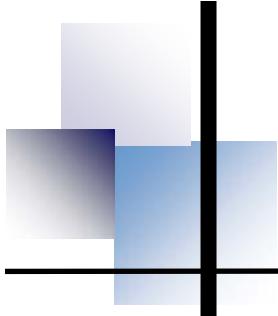
#### PERSONNEL SUMMARY

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

<u>POSITION</u>	<u>GRADE</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2017 <u>APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	3	3	3
Fire Marshal	33	1	1	1
Chief Investigator	33	1	1	1
Station Captain	32	6	6	6
Fire Captain Admin	32	1	1	1
Fire Lieutenant/Paramedic	31	8	11	11
Fire Investigator	30	1	1	1
Fire Lieutenant/EMT	29	16	18	20
Vehicle Logistical Manager	29	1	1	1
Logistical Administrator	28	1	1	1
Fire Lieutenant	28	2	2	2
Fire Fighter III/Paramedic	28	5	4	5
Fire Fighter II/Paramedic	26	16	19	18
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	18	27	28
Fire Fighter III	25	4	4	4
Fire Fighter II/Cardiac Tech	25	0	0	1
Paramedic	25	0	4	4
Fire Fighter II/EMT	24	31	26	25
Administrative Assistant	24	1	1	1
Emergency Medical Technician (EMT)	23	5	11	12
Fire Fighter II	23	1	1	1
EMS Records Coordinator	23	1	1	1
Department Secretary	16	1	1	1
Paramedic	PT	9	11	13
EMT	PT	8	8	8
Equipment Manager	PT	0	0	1
<b>TOTAL FULL TIME</b>		<b>128</b>	<b>149</b>	<b>153</b>
<b>TOTAL PART TIME</b>		<b>17</b>	<b>19</b>	<b>22</b>

## SPECIAL REVENUE TRENDS

	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>	<u>2012</u> <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-
<b>EXPENDITURES</b>				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Equipment Rental	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment & Impr.	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Uniforms and Clothing	-	-	-	-
Other	-	-	-	-
Budget Improvement Request	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	-
<b>ENDING FUND BALANCE</b>	-	-	-	-

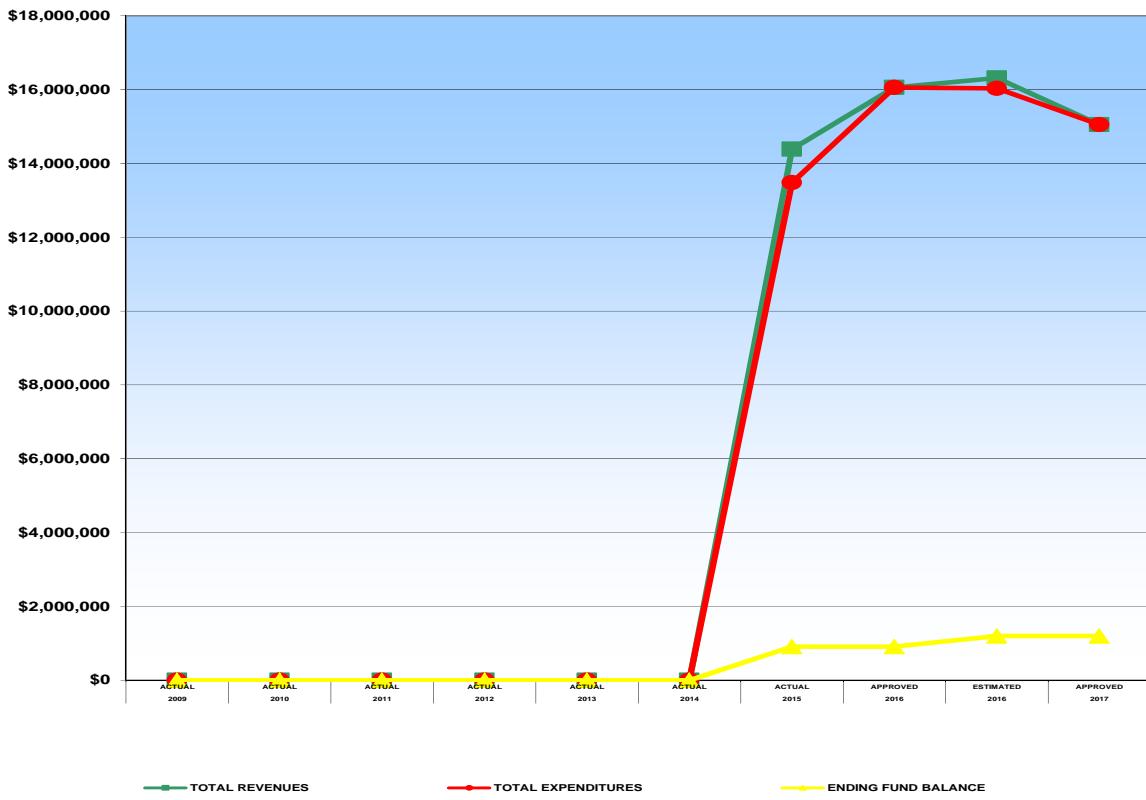


**Fire Protection Services & EMS**

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
-	-	-	<u>911,046</u>	<u>911,046</u>	<u>1,197,620</u>	<u>100%</u>
-	-	1,946,517	1,922,000	1,964,982	1,922,000	12.77%
-	-	2,070,175	2,040,000	2,535,288	2,568,000	17.06%
-	-	22,980	668,265	20,723	544,195	3.62%
-	-	<u>10,347,986</u>	<u>11,425,910</u>	<u>11,795,897</u>	<u>10,017,931</u>	<u>66.55%</u>
-	-	14,387,658	16,056,175	16,316,890	15,052,126	100.00%
-	-	8,521,017	8,563,831	9,072,907	9,568,575	63.57%
-	-	3,103,834	3,304,282	3,271,877	3,395,521	22.56%
-	-	7,693	7,500	6,663	14,500	0.10%
-	-	477,159	547,420	392,751	491,520	3.27%
-	-	5,505	7,570	3,964	7,015	0.05%
-	-	18,900	18,900	18,900	18,900	
-	-	74,915	110,600	80,060	113,220	0.75%
-	-	308,048	276,380	266,834	276,380	1.84%
-	-	219,952	225,730	269,406	284,300	1.89%
-	-	265,918	294,760	258,663	292,740	1.94%
-	-	2,462	10,000	10,792	11,000	0.07%
-	-	201,582	-	743,058	-	
-	-	125,078	-	1,365,024	-	0.00%
-	-	74,411	171,419	171,419	171,419	1.14%
-	-	70,138	70,000	97,998	79,500	0.53%
-	-	-	125,000	-	125,000	
-	-	-	<u>2,322,783</u>	-	<u>202,536</u>	<u>1.35%</u>
-	-	13,476,612	16,056,175	16,030,316	15,052,126	99.04%
-	-	<u>911,046</u>	<u>911,046</u>	<u>1,197,620</u>	<u>1,197,620</u>	<u>100%</u>



SPECIAL REVENUE FUND



TRENDS FOR THE YEAR ENDED December 31, 2017

**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 2017 are \$10,017,931.

**EXPENDITURES:** Since this is only the third year of operation for this fund. No historical operating trends are available until more data is available.. Total expenses for 2017 are budgeted at \$15,052,126.

**FUND BALANCE:** Fund Balance is projected to increase by \$286,574 from that of 2016 estimated Fund Balance.

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## **MISSION**

To promote responsible pet ownership, prevent the spread of animal borne diseases and protect the public by seizing public nuisance animals roaming throughout the County.

## **FUNCTIONS**

- Provide temporary shelter for stray, unwanted or homeless animals
- Maintain a vigorous adoption program to include health screening, vaccinations, and mandatory spay or neutering of same.
- Enforce State, Federal, and Local animal related laws
- Reduce the number of unwanted animals in the community by promoting sterilization of all pets thereby reducing the number of pets euthanized
- Provide effective Animal Control Services to protect the public from roaming/vicious animals and disease spread by same
- Cruelty investigation and prosecution

## **GOALS**

- Reduce the number of unwanted animals in the community by promoting sterilization of all pets thereby reducing the number of pets euthanized.
- 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 DHEC 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.



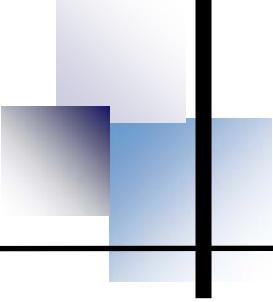
## ANIMAL CONTROL COMPARISON—YEARS

	2015 <u>ACT</u>	2016 <u>PROJ</u>	2017 <u>PROJ</u>
RETURNED TO OWNER	530	654	780
ADOPTED	1,205	1,173	1,200
EUTHANIZED	400	314	300

## PERSONNEL SUMMARY

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

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Manager	27	1	1	1
Field Supervisor	24	1	1	1
Kennel Supervisor	24	1	1	1
Resource Officer	21	1	2	1
Control Officer	19	2	6	7
Kennel Tech	18	4	7	7
Secretary	18	1	1	1
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>19</b>	<b>19</b>





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## Animal Control Services

### SPECIAL REVENUE TRENDS

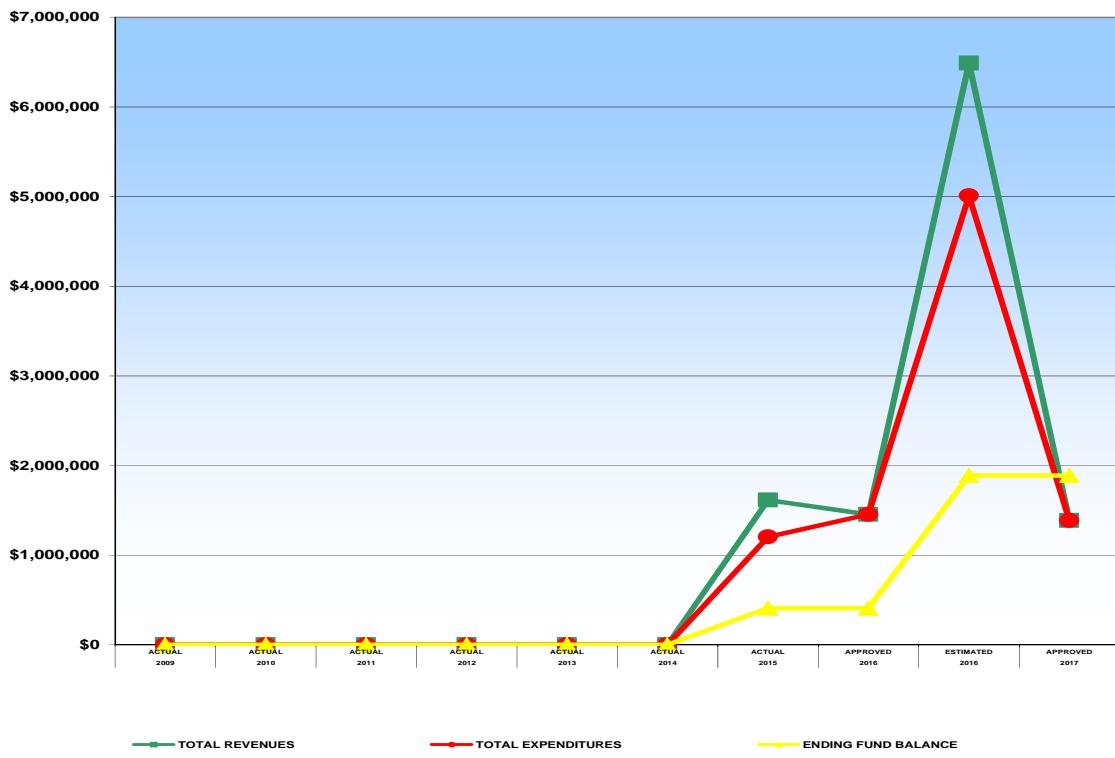
	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	-	-	-	-
<b>REVENUES</b>				
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Courts and Law Enforcement	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
<b>TOTAL REVENUES</b>	-	-	-	-
<b>EXPENDITURES</b>				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment & Impr.	-	-	-	-
Capital Outlay	-	-	-	-
Uniforms and Clothing	-	-	-	-
Other	-	-	-	-
Budget Improvement Request	-	-	-	-
<b>TOTAL EXPENDITURES</b>	-	-	-	-
<b>ENDING FUND BALANCE</b>	-	-	-	-

## Animal Control Services

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
-	-	-	<u>409,389</u>	<u>409,389</u>	<u>1,889,356</u>	<u>100%</u>
-	-	310,226	309,753	309,753	307,012	22.14%
-	-	46,840	48,000	49,033	45,000	3.25%
-	-	469	-	1,728	-	
-	-	8,623	-	33,495	-	0.00%
-	-	<u>1,248,256</u>	<u>1,096,191</u>	<u>6,096,188</u>	<u>1,034,461</u>	<u>74.61%</u>
-	-	1,614,414	1,453,944	6,490,198	1,386,473	100.00%
-	-	559,777	597,621	558,780	604,050	43.57%
-	-	259,669	285,850	271,555	276,313	19.93%
-	-	1,626	2,500	750	2,500	0.18%
-	-	24,513	30,000	22,432	30,000	2.16%
-	-	400	660	450	660	0.05%
-	-	2,648	8,385	563	8,800	0.63%
-	-	116,081	104,500	80,279	102,500	7.39%
-	-	55,600	60,000	42,523	60,000	4.33%
-	-	48,731	62,725	46,370	59,800	4.31%
-	-	574	3,500	2,204	4,100	0.30%
-	-	5,228	-	917	-	
-	-	127,505	-	3,975,627	-	0.00%
-	-	2,674	8,000	7,780	8,000	0.58%
-	-	-	125,000	-	125,000	
-	-	-	<u>165,203</u>	-	<u>104,750</u>	<u>7.56%</u>
-	-	1,205,025	1,453,944	5,010,230	1,386,473	90.98%
-	-	<u>409,389</u>	<u>409,389</u>	<u>1,889,356</u>	<u>1,889,356</u>	<u>100%</u>

## Animal Control Services

# SPECIAL REVENUE FUND



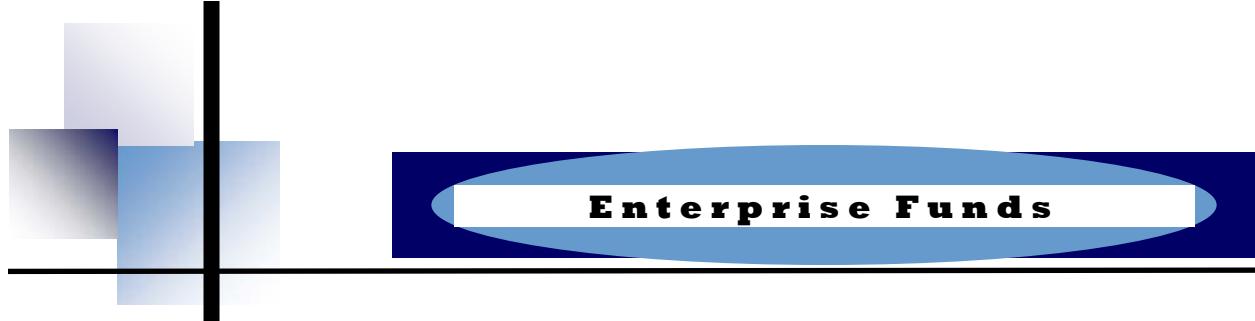
### TRENDS FOR THE YEAR ENDED December 31, 2017

**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 2017 are \$1,034,461

**EXPENDITURES:** Since this is only the third year this fund will be operating no trends are present for the expenditures. Total expenses for 2017 are budgeted at \$1,386,473.

**FUND BALANCE:** Fund Balance is projected to end at \$1,889,356 which is a significant increase from that of 2016.

# DIRECTORY



**Landfill Fund..... 294**

## MISSION

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

## FUNCTIONS

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

## GOALS

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

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

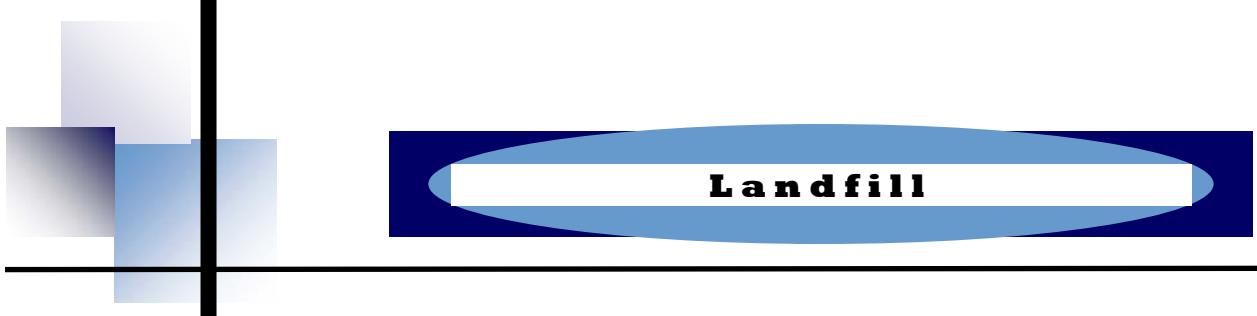
Assure compliance with the Douglas County “S. W. M. P.” by:

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

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

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





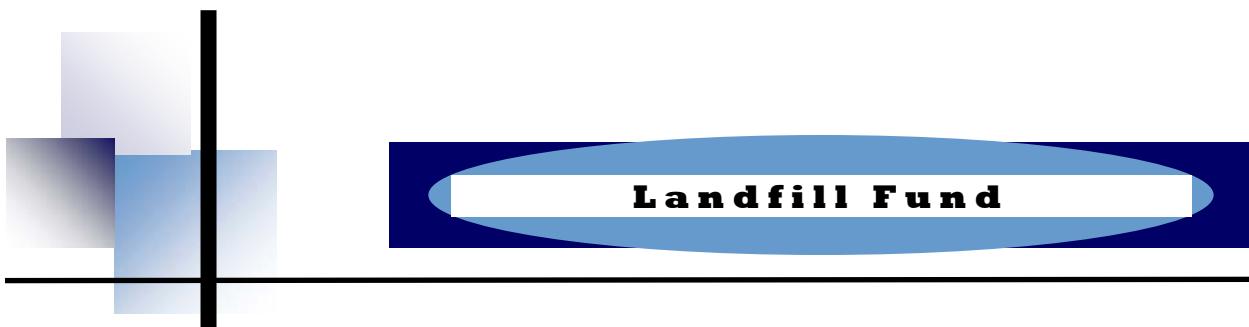
## Landfill

### PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2015 ACT</u>	<u>2016 PROJ</u>	<u>2017 PROJ</u>
<b>TONS RECYCLED</b>	<b>16,373</b>	<b>20,258</b>	<b>22,284</b>
<b>YARD WASTE CUSTOMERS</b>	<b>6,010</b>	<b>6,684</b>	<b>6,650</b>
<b>OTHER DEPT COLLECTION TONNAGE</b>	<b>193</b>	<b>1,947</b>	<b>220</b>
<b>C &amp; D TONNAGE</b>	<b>17,847</b>	<b>25,621</b>	<b>30,914</b>
<b>REFUSE TONNAGE</b>	<b>20,431</b>	<b>22,162</b>	<b>25,964</b>

### PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2017 APPROVED</u>
Government Services Director	UNC	1	1	1
Assistant Government Services Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Office Manager	23	1	1	1
Supervisor	22	1	1	1
Senior Equipment Operator	20	2	2	2
Equipment Operator	19	2	2	2
Attendant	17	2	2	3
Scale Operator	PT	1	1	0
Equipment Operator	PT	1	1	0
Convenience Center Attendant	PT	1	1	1
Laborer I	PT	1	1	1
<b>TOTAL FULL TIME</b>		<b>11</b>	<b>11</b>	<b>12</b>
<b>TOTAL PART TIME</b>		<b>4</b>	<b>4</b>	<b>2</b>



# ENTERPRISE TRENDS

	2009 <u>ACTUAL</u>	2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>491,541</u>	<u>512,760</u>	<u>736,665</u>	<u>714,843</u>
<b>REVENUES</b>				
Transfer Fees	920,164	878,557	818,076	732,921
C & D Fees	778,862	666,159	479,108	398,433
Camp Road Transfer Fees	-	-	-	-
Investments	-	869	313	57
Insurance Claims	-	-	-	-
Recycling Sales	163,489	248,056	237,420	177,680
Charges b/w Funds	-	-	-	-
Intergovernmental	-	54,383	26,446	-
Other	-	-	6,235	79
<b>TOTAL REVENUES</b>	<b>1,863,256</b>	<b>1,848,025</b>	<b>1,567,598</b>	<b>1,309,170</b>
<b>EXPENDITURES</b>				
Salary and Benefits	572,045	594,268	587,558	606,756
Operating Expenses	1,166,060	906,142	882,744	900,834
Capital Outlay	-	-	-	-
Depreciation	126,206	123,710	119,118	115,376
<b>TOTAL EXPENDITURES</b>	<b>1,842,037</b>	<b>1,624,120</b>	<b>1,589,420</b>	<b>1,622,966</b>
<b>ENDING FUND BALANCE</b>	<b><u>512,760</u></b>	<b><u>736,665</u></b>	<b><u>714,843</u></b>	<b><u>401,047</u></b>

## TRENDS FOR THE YEAR ENDED December 31, 2017

**REVENUES:** The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2017 are projected to experience a 16% decrease over those estimated for 2016.

**EXPENDITURES:** Expenditures are anticipated to increase by \$33,546 compared to 2016's estimates. Some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, it could fluctuate.

**FUND BALANCE:** 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. The projected fund balance for 2017 is expected to end at \$401,047.

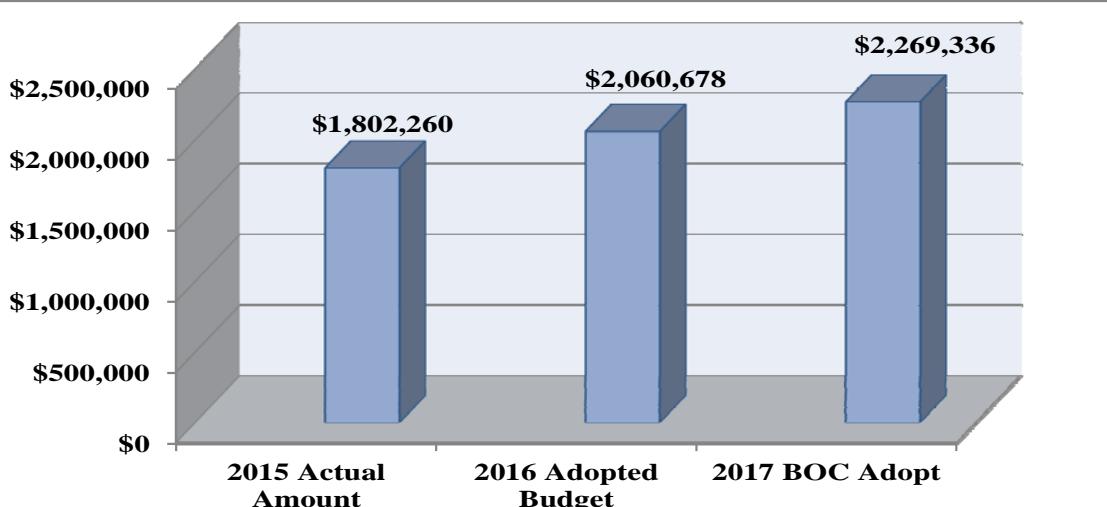
## Landfill

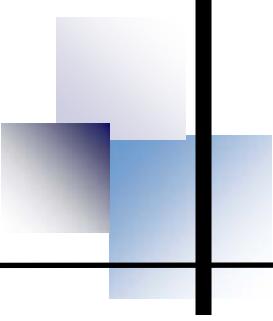
<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
401,047	218,267	(60,977)	(95,223)	(95,223)	421,698	100%
806,091	837,910	860,079	819,000	922,281	937,500	41%
499,685	434,764	633,868	700,000	977,178	870,000	38%
-	40,558	37,968	40,000	36,271	36,000	2%
30	40	21	-	-	-	0%
-	-	-	-	-	-	0%
196,548	213,260	235,923	242,144	278,271	273,000	12%
-	12,552	-	-	-	-	0%
-	-	-	-	-	-	0%
5,928	156,853	156	259,534	223	152,836	7%
1,508,282	1,695,936	1,768,014	2,060,678	2,214,224	2,269,336	93%
605,902	639,495	641,765	683,093	666,730	522,987	23%
973,776	950,232	1,074,320	1,277,585	981,686	1,680,349	74%
-	-	-	-	-	-	0%
111,384	105,731	86,174	100,000	48,887	66,000	3%
1,691,062	1,695,458	1,802,260	2,060,678	1,697,303	2,269,336	100%
<u>218,267</u>	<u>(60,977)</u>	<u>(95,223)</u>	<u>(95,223)</u>	<u>421,698</u>	<u>421,698</u>	<u>100%</u>



## Landfill

	2015 Actual Amount	2016 Adopted Budget	2017 BOC Adopt
<b>FUNDING SOURCES:</b>			
General Fund Contribution	<b>1,802,260</b>	<b>2,060,678</b>	<b>2,269,336</b>
<b>Total Funding Sources</b>	<b>1,802,260</b>	<b>2,060,678</b>	<b>2,269,336</b>
<b>APPROPRIATIONS:</b>			
Salary and Wage	455,845	507,723	522,987
Benefits	185,920	175,370	197,863
Advertising	477	1,500	2,000
Vehicle Expense	167,588	230,000	250,000
Dues and Subscriptions	1,365	1,750	2,300
Equipment Rental	311	4,000	10,400
Rentals	600	600	600
Maintenance Charges	31,827	56,080	56,320
Supplies	8,208	14,420	18,870
Professional Services	186,413	194,882	200,000
Utilities	588,925	665,525	740,483
Travel & Training	3,125	0	9,000
Minor Equipment and Improvements	6,769	0	0
Capital Outlay	0	0	0
Other	86,174	100,000	66,000
Debt Service	0	0	0
Uniforms and Clothing	1,575	3,750	4,775
Closure and Post Closure	76,136	55,000	55,000
Other	1,000	0	1,000
<b>Budget Improvement Request</b>	<b>0</b>	<b>50,078</b>	<b>131,738</b>
<b>Total Appropriations</b>	<b>1,802,260</b>	<b>2,060,678</b>	<b>2,269,336</b>





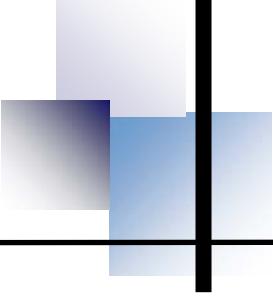
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## **Internal Service Funds**

**Health and Employee Benefits..... 300**

**Workers' Compensation ..... 302**

# **DIRECTORY**




## Health / Employee Benefits

# INTERNAL SERVICE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>554,356</b>	<b>63,806</b>	<b>(1,102,313)</b>	<b>(1,498,514)</b>
<b>REVENUES</b>				
Charges for Services	8,239,774	8,866,088	8,738,684	9,669,967
Interest	364	296	130	64
Miscellaneous	-	-	-	-
Transfer In	-	-	532,149	-
<b>TOTAL REVENUES</b>	<b>8,240,138</b>	<b>8,866,384</b>	<b>9,270,963</b>	<b>9,670,031</b>
<b>EXPENDITURES</b>				
Claims	8,305,018	9,633,450	9,253,348	10,056,744
Administrative	425,669	399,053	413,816	443,682
<b>TOTAL EXPENDITURES</b>	<b>8,730,688</b>	<b>10,032,503</b>	<b>9,667,164</b>	<b>10,500,426</b>
<b>ENDING FUND BALANCE</b>	<b>63,806</b>	<b>(1,102,313)</b>	<b>(1,498,514)</b>	<b>(2,328,909)</b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

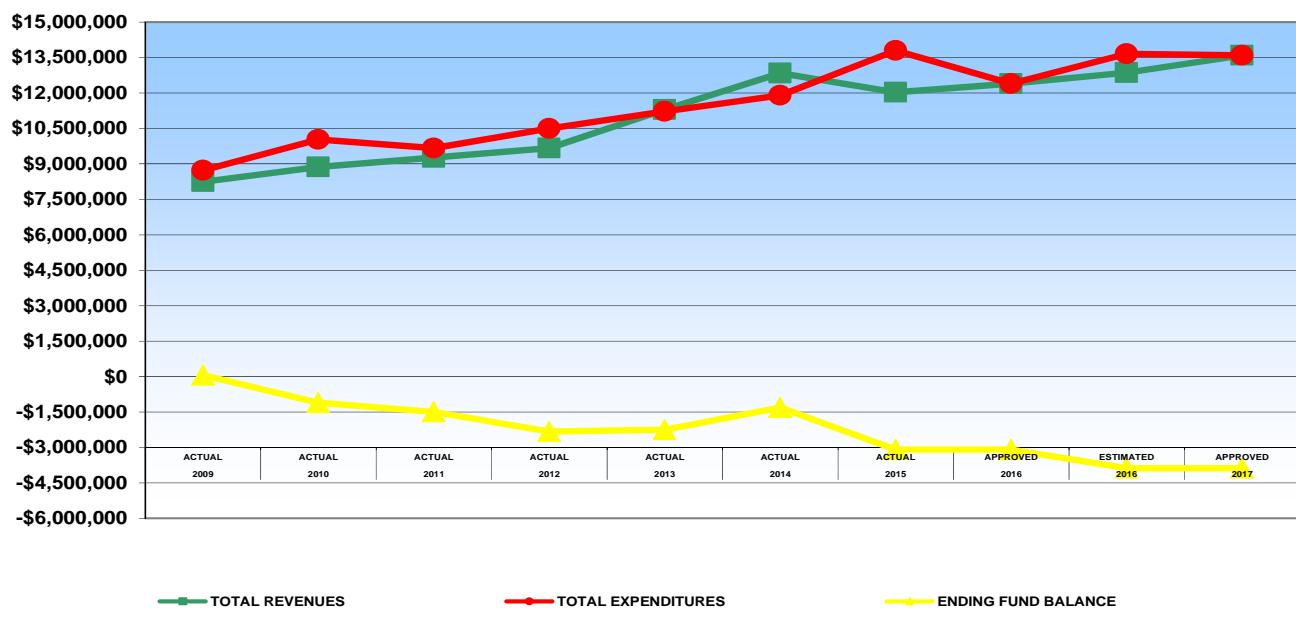
**REVENUES:** Revenues are anticipated to increase by \$726,470 compared to 2016's Estimated Revenue. Employees are contributing to this Fund to offset the rising cost of Healthcare claims. On occasion the General Fund will contribute to this fund to help raise the fund balance.

**EXPENDITURES:** Expenditures are estimated to decrease 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 2017 Estimated Ending Fund Balance is a negative \$3.8 million. All years presented with the exception of 2009 have ended with a negative fund balance. For 2017 the Fund Balance is not expected to change from the prior year estimate. For this fund balance to get out of the negatives it will require transfers in from the General Fund. This isn't budgeted for 2017.

## Health / Employee Benefits

2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>	2016 <u>BUDGET</u>	2016 <u>ESTIMATE</u>	2017 <u>APPROVED</u>	2017 <u>PERCENT OF TOTAL</u>
<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(1,308,777)</u>	<u>(3,085,481)</u>	<u>(3,085,481)</u>	<u>(3,880,044)</u>	<u>100%</u>
11,297,718 62	11,337,352 65	12,023,141 41	12,389,799 -	12,362,519 -	13,588,989 -	100% 0%
-	-	-	-	-	-	-
-	<u>1,500,000</u>	-	-	<u>500,000</u>	-	<u>0%</u>
11,297,780	12,837,417	12,023,182	12,389,799	12,862,519	13,588,989	100%
10,709,087 508,539	11,371,787 525,652	13,202,366 597,520	10,264,110 2,125,689	12,940,292 716,790	13,056,458 532,531	96% 4%
11,217,626	11,897,439	13,799,886	12,389,799	13,657,082	13,588,989	100%
<u>(2,248,755)</u>	<u>(1,308,777)</u>	<u>(3,085,481)</u>	<u>(3,085,481)</u>	<u>(3,880,044)</u>	<u>(3,880,044)</u>	<u>0%</u>



## Workers' Compensation

# INTERNATIONAL SERVICE TRENDS

	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>
<b>BEGINNING FUND BALANCE</b>	<b>424,378</b>	<b>(621,693)</b>	<b>(188,656)</b>	<b>(355,718)</b>
<b>REVENUES</b>				
Charges for Services	-	727,166	697,037	723,563
Interest Earned	140	127	58	31
Transfers In	-	-	-	-
<b>TOTAL REVENUES</b>	<b>140</b>	<b>727,293</b>	<b>697,095</b>	<b>723,594</b>
<b>EXPENDITURES</b>				
Claims	940,989	204,858	795,010	1,016,854
Administrative	105,222	89,398	69,147	74,996
Transfer Out	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>1,046,211</b>	<b>294,256</b>	<b>864,157</b>	<b>1,091,850</b>
<b>ENDING FUND BALANCE</b>	<b>(621,693)</b>	<b>(188,656)</b>	<b>(355,718)</b>	<b>(723,974)</b>

### TRENDS FOR THE YEAR ENDED December 31, 2017

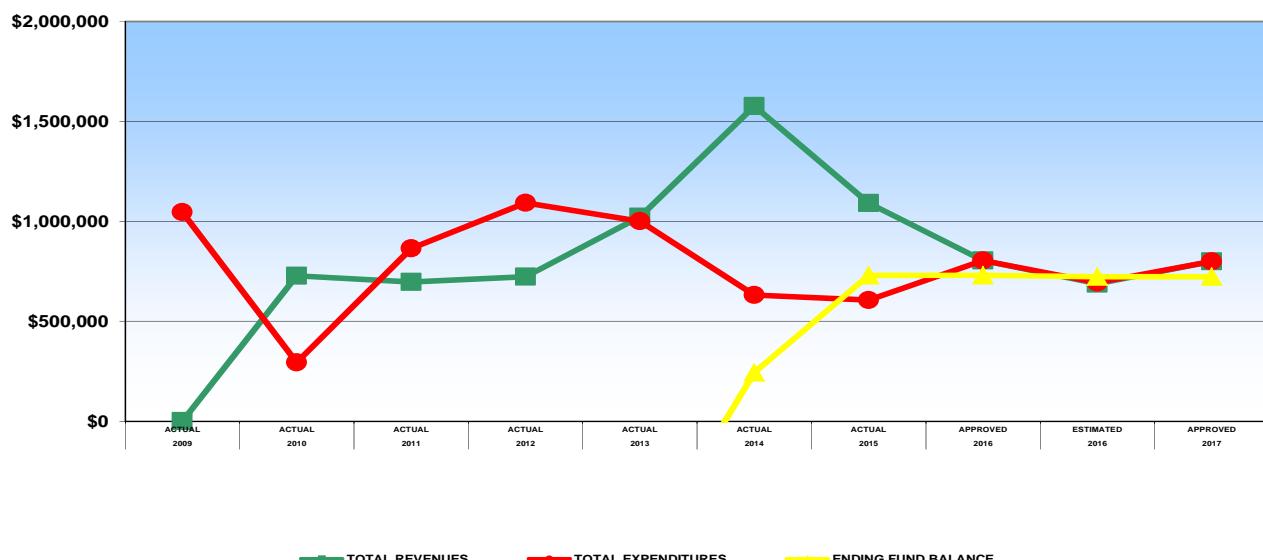
**REVENUES:** Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in almost a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010. Projected Revenues for 2017 show an increase of \$111,934 compared to those estimated for 2016.

**EXPENDITURES:** Costs are anticipated to increase 15% in 2017 from those estimated for 2016.

**FUND BALANCE:** Fund Balance will decrease as compared to 2016 Budgeted Ending Fund Balance. The decrease is small at \$6,498.

## Workers' Compensation

<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>	<u>2016 BUDGET</u>	<u>2016 ESTIMATE</u>	<u>2017 APPROVED</u>	<u>2017 PERCENT OF TOTAL</u>
(723,974)	(701,198)	243,523	729,760	729,760	723,272	100%
1,022,987 11	1,076,174 6	1,091,798 4	804,000 10	687,339	799,273	0% 0%
-	500,000	-	-	-	-	-
1,022,998	1,576,180	1,091,802	804,010	687,339	799,273	0%
918,442 81,780	555,745 75,714	551,485 54,080	669,000 135,000	636,597 57,229	730,273 69,000	91% 9% 0%
1,000,222	631,459	605,565	804,000	693,827	799,273	100%
(701,198)	243,523	729,760	729,770	723,272	723,272	100%

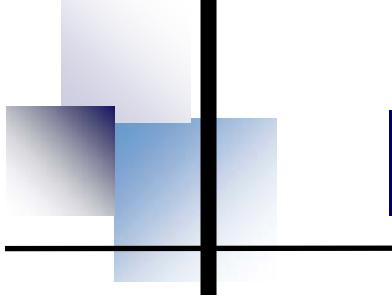


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Policies that are utilized in making decisions regarding the time frame for and funding of Capital Outlay or Capital Projects are as follows:

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




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

<b>INFORMATION SERVICES</b>	Cerdant Firewall Monitoring	\$ 2,700
	NetBrain Network Monitoring Suite	16,000
	New KVM Switches for Server Racks (2)	4,240
	Additional Cylance License	2,864
	VMWare Licenses	2,370
	Exchange Wildcard Certificate	1,175
		<b>\$ 29,349</b>

<b>PROPERTY MAINTENANCE</b>	Annual Energy Efficiency Upgrade Program	\$ 50,000
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<b>COURTHOUSE MAINTENANCE</b>	Security Video System Replacement	\$ 155,000
	Parking Lot Light LED Retrofit	52,000
		<b>\$ 207,000</b>

<b>COMMUNICATIONS</b>	Citizen's Hall Video Screen Upgrade	\$ 20,000
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<b>TAX COMMISSIONER</b>	Kiosk (Tag Renewals 2)	\$ 16,000
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<b>BOARD OF ASSESSORS</b>	Income Data Service	\$ 12,000
	Personal Property Audits	10,000
		<b>\$ 22,000</b>

**General Fund JUDICIAL**

<b>CLERK OF SUPERIOR COURT</b>	Cott Hardware and Network Software (Server)	\$ 39,355
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<b>FELONY DRUG COURT</b>	Mental Health	\$ 250,000
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<b>SUPERIOR COURT</b>	Data Exchange for ALL Courts except Probate	\$ 100,000
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**General Fund PUBLIC SAFETY**

<b>SHERIFF ENFORCEMENT</b>	Kustom pro lasers to replace 15 yr. old lasers 15 @ \$2,335 each	\$ 35,025
	Replacement Vehicles 2017 - 34 @ \$24,501	400,000
		<b>\$ 435,025</b>

Approved Capital Purchases Within Various Funds  
Other Than Capital Project Funds

## General Fund PUBLIC WORKS

<b>CAPITAL TRANSPORTATION FUNDING</b>	Discretionary Transportation Match Funding	\$ 500,000
	2017 LMIG Resurfacing	<u>519,118</u>
		\$ 1,019,118

<b>DOT MAINTENANCE &amp; CONSTRUCTION</b>	Right of Way Mowing Contract	\$ 400,000
	Application & Purchase of Calcium Chloride	<u>82,000</u>
		\$ 482,000

## General Fund PARKS, RECREATION AND CULTURE

<b>AQUATIC CENTER</b>	Fixed Handicap Lift System	\$ 14,320
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## General Fund PLANNING AND COMMUNITY DEVELOPMENT

<b>RIDEShare</b>	Replacement Vans (10 at \$30,000 each)	\$ 300,000
	Federal Revenue \$240,000	
	Maintenance Facility (design, construct, equip)	<u>750,000</u>

Federal Revenue \$1,206,831 \$ 1,050,000

**Fund Total: General Fund \$ 3,734,167**

## E-911 Fund PUBLIC SAFETY

<b>E-911</b>	5 Year Building Interior Wall Paint	\$ 25,000
	Department Computer Replacement	34,500
	Dispatch Console Maintenance Contract	3,500
	Maintenance Club Drive Tower	30,000
	Wireless Access Points for E911 building (4) (Request of IS)	<u>4,500</u>
		\$ 97,500

**Fund Total: E-911 Fund \$ 97,500**

CAPITAL BUDGETING

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

**Unincorporated Area Special Revenue Fund PLANNING AND COMMUNITY DEVELOPMENT**

PLANNING AND ZONING	Update of Comprehensive Plan to Start in 2017	\$	75,000
OCCUPATIONAL TAX	eLicense Annual Maintenance	\$	1,782
	eLicense Implementation Cost		1,220
	eLicense Module for Online Bus Lic Renewal		9,900
	ePay Annual Maintenance Cost		1,800
	ePay Implementation Cost (2 at \$1,220 each)		2,440
	ePay Module for Online Bus Lic Renewal		10,000
		\$	27,142

**Fund Total: Uninc Fund \$ 102,142**

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

Fire Services and EMS	Paramedic Tuition Reimbursement	\$	36,000
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**Fund Total: Fire Services and EMS Fund \$ 36,000**

**Animal Control Services Fund PUBLIC SAFETY**

Animal Control Services	Animal Control Truck with Transport	\$	45,000
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**Fund Total: Animal Control Services Fund \$ 45,000**

**District Attorney Asset Forfeiture Fund JUDICIAL**

District Attorney	Two 2017 Ford Explorer - SUB 4 X 2 at \$24,800 each	\$	49,600
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**Fund Total: Animal Control Services Fund \$ 49,600**

**Solid Waste Enterprise Fund**

Solid Waste Services	Consultant to Complete Future Solid Waste Disposal Options	\$	35,000
	Scales (paid for with fees generated for C & D by the Animal Shelter)		63,007
		\$	98,007

**Fund Total: Solid Waste Enterprise Fund \$ 98,007**

**GRAND TOTAL ALL FUND CAPITAL BUDGETING \$ 4,162,416**

# CAPITAL IMPACT ON OPERATING BUDGET

## Capital Impact on Operating Budget

The 2017 budget includes a number of capital items that will continue to help us recover from the impact the sluggish economy has had on our funding of capital assets. Deferring the replacement of needed items has put a strain on the operating budget. By replacing outdated equipment and vehicles there will be significant cost savings in operational repairs and maintenance. Addressing needs for repairs to the County facilities will also reduce the cost of continued efforts to temporarily address these needs.

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 \$29,349 to replace or enhance software that will reduce time spent by information services staff addressing problems that arise. In 2016 a kiosk was placed offsite for tag renewals. In 2017, an amount up to \$16,000 will be spent to add two more in the County. This will result in cost savings for the Tax Commissioner in a number of areas. Staff will service fewer customers and there will be savings in the cost of supplies associated with processing these payments in house.

Federal funds will be leveraged to replace ten rideshare vans. The total cost is \$300,000 with the County's portion being only 20% or \$60,000. The van replacements will save on maintenance and fuel cost. Some of the vans being replaced can be utilized in other areas for local travel. Other vehicles are being replaced that will also save on fuel and maintenance costs in the coming year. The Sheriff's budget includes \$400,000 for thirty-four new vehicles, and Animal Control Services will get a new truck for \$45,000. While this addition will result in extra fuel and potential maintenance, efficiencies in operations will be gained by having an extra transport vehicle to cover the County. The District Attorney's office will purchase two new vehicles with forfeiture funds in the total amount of \$49,600. Emergency vehicles will have a cost associated with equipping them for operations. This cost will depend on how much equipment from the vehicles to be retired can continue to be used.

A number of capital items are planned that will improve safety for staff and citizens. Projects like these do have an impact on the operating budget. These budgets can be reduced as those mentioned above through operational efficiencies. The greater impact is the improved level of safety and service that can be provided. The E-911 Center will replace computers for a cost of \$34,500, and perform needed maintenance on a tower that serves the back up E-911 facility. This maintenance is estimated to cost \$30,000.

## Capital Impact on Operating Budget

Public safety remains a priority, and with an improved economy, the 2017 budget includes a number of capital items that will strengthen the County's commitment to the safety of the public. In addition to those mentioned earlier, \$155,000 is committed for replacing the security video system at the Courthouse.

Capital improvements for equipment and software will save cost of the continual minor repairs incurred with small purchases and staff time. \$186,497 in various additions and replacements will be done to the Courthouse. \$14,320 will be spent on improvements to the Aquatic Center.

Security is a priority in this budget. Operating cost will not increase with these capital additions, and some cost, such as those associated with potential legal actions, can be avoided.

A concentrated effort will be made in 2017 to keep energy cost down. The Property Maintenance Department will begin an annual energy efficiency upgrade program. An assessment of all the County facilities will be done to determine the best use of the \$50,000 allocated in the 2017 budget. Retrofitting the Courthouse parking lot lights with longer lasting more energy efficient led lighting will be done in addition to this for a cost of \$52,000. These efforts will result in savings on utilities.

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

## CAPITAL BUDGETING

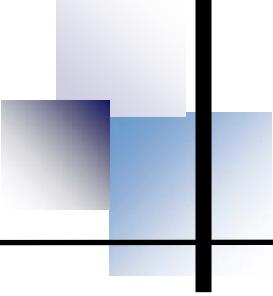
The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements from 2009 to 2011 were completed. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower 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 2017.

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 2017 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 2017.

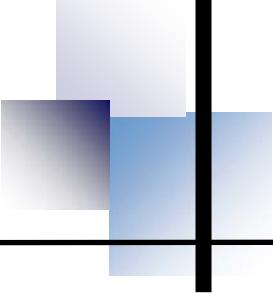




**S.P.L.O.S.T. Budget by Projects**

# CAPITAL BUDGETING

Project File Summary - Parks	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Bond Issuance Cost	498,189	498,189	-
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	-
<b>TOTAL DOUGLAS COUNTY PARK PROJECTS</b>	<b>46,393,831.25</b>	<b>46,393,831.25</b>	-



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

# CAPITAL BUDGETING

Project File Summary - Roads	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project Manager Cost	1,611,219	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	239,174	2,117,598
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	-
 TOTAL DOUGLAS COUNTY ROAD PROJECTS	 41,341,312	 39,223,713	 2,117,598

# CAPITAL BUDGETING

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

Project File Summary - Fire	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Training Facility	1,867,101	1,517,101	350,000
Administrative Professional Services	11,400	11,400	-
Administrative Building	235,800	148,043	87,757
Equipment	1,956,703	1,955,803	900
8 Pumper Trucks	2,048,392	2,048,392	-
2 Ariel Trucks	1,167,755	1,167,755	-
8 Specialized Trucks	1,448,216	1,240,080	208,136
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	272,609	212,870	59,739
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	40,692	-	40,692
 TOTAL DOUGLAS COUNTY FIRE PROJECTS	 13,231,459	 12,484,235	 747,224

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

## CAPITAL BUDGETING

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

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

<u>Project</u>	<u>Budget</u>	<u>Total Spent*</u>	<u>Remaining</u>
DuraLee Lane Extension	\$ 2,100,000	\$ 2,443,785	\$ (343,785)
Lee Rd/S. Sweetwater Rd Phase I	7,284,000	490,623	6,793,377
Lee Rd Phase II	<u>10,335,000</u>	<u>4,635,605</u>	<u>5,699,395</u>
	\$ 19,719,000	\$ 7,570,014	\$ 12,148,986

\*Includes encumbrances

	PROJECT AUTHORIZATION	PRIOR YEARS	2017 ESTIMATED	TOTAL AT END OF 2017
<b>REVENUES:</b>				
Intergovernmental	\$ 19,719,000	\$ 7,167,521	\$ 1,500,000	\$ 8,667,521
Interest	-	4,360	-	4,360
<b>TOTAL REVENUES</b>	<b>\$ 19,719,000</b>	<b>\$ 7,171,881</b>	<b>\$ 1,500,000</b>	<b>\$ 8,671,881</b>
<b>EXPENDITURES:</b>				
Capital Outlay - Public Works	\$ 19,719,000	\$ 15,176,244	\$ 2,230,393	\$ 17,406,637
<b>TOTAL EXPENDITURES</b>	<b>\$ 19,719,000</b>	<b>\$ 15,176,244</b>	<b>\$ 2,230,393</b>	<b>\$ 17,406,637</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ -</b>	<b>\$ (8,004,363)</b>	<b>\$ (730,393)</b>	<b>\$ (8,734,756)</b>
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer In	-	450,000	-	450,000
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ -</b>	<b>\$ 450,000</b>
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ (7,554,363)</b>	<b>\$ (730,393)</b>	
<b>FUND BALANCE BEGINNING OF YEAR</b>		<b>\$ (1,332,551)</b>	<b>\$ (8,886,914)</b>	
<b>FUND BALANCE END OF YEAR</b>		<b>\$ (8,886,914)</b>	<b>\$ (9,617,307)</b>	

## 2010 JAIL SPLOST CAPITAL PROJECT FUND

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

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

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

DOUGLAS COUNTY, GEORGIA 2010 JAIL SPLOST SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2017					
	PROJECT AUTHORIZATION	PRIOR YEARS	2017 ESTIMATED	TOTAL AT END OF 2017	
<b>REVENUES:</b>					
Special Local Option Sales Tax	\$ 122,240,471	\$ 133,951,393	\$ -	\$ 133,951,393	
Interest and Other	280,000	332,875	-	332,875	
<b>TOTAL REVENUES</b>	<b>\$ 122,520,471</b>	<b>\$ 134,284,268</b>	<b>\$ -</b>	<b>\$ 134,284,268</b>	
<b>EXPENDITURES:</b>					
Captial Outlay - Public Safety	\$ 116,240,580	\$ 116,261,447	\$ -	\$ 116,261,447	
<b>TOTAL EXPENDITURES</b>	<b>\$ 116,240,580</b>	<b>\$ 116,261,447</b>	<b>\$ -</b>	<b>\$ 116,261,447</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ 6,279,891</b>	<b>\$ 18,022,821</b>	<b>\$ -</b>	<b>\$ 18,022,821</b>	
<b>OTHER FINANCING SOURCES:</b>					
Issuance of Long-Term Debt	\$ 97,245,000	\$ 97,245,000	\$ -	\$ 97,245,000	
Premiums on Bonds Sold	9,090,539	9,090,539	-	9,090,539	
Transfers In	-	403,566	-	403,566	
Transfers Out	(112,615,430)	(116,445,903)	-	(116,445,903)	
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ (6,279,891)</b>	<b>\$ (9,706,798)</b>	<b>\$ -</b>	<b>\$ (9,706,798)</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ -</b>	<b>\$ 8,316,023</b>	<b>\$ -</b>		
<b>FUND BALANCE BEGINNING OF YEAR</b>		<b>\$ 2,793,341</b>	<b>\$ 11,109,364</b>		
<b>FUND BALANCE END OF YEAR</b>		<b>\$ 11,109,364</b>	<b>\$ 11,109,364</b>		

**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.

The newly established Capital Transportation Fund will facilitate the ongoing projects from the Department of Transportation. The General Fund will contribute each year as funds are available and the Board deems it fiscally responsible to do so. Funding for these projects will also come from the Georgia Department Of Transportation and possible other agencies as well. There 2017 budget includes planned contributions from the General Fund of \$500,000.

DOUGLAS COUNTY, GEORGIA CAPITAL TRANSPORTATION FUND SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2017					TOTAL AT END OF 2017
	PROJECT AUTHORIZATION	PRIOR YEARS	2017 ESTIMATED		
<b>REVENUES:</b>					
Intergovernmental	\$ 7,812,113	\$ 4,849,672	\$ 1,211,275	\$ 6,060,947	
<b>TOTAL REVENUES</b>	<b>\$ 7,812,113</b>	<b>\$ 4,849,672</b>	<b>\$ 1,211,275</b>	<b>\$ 6,060,947</b>	
<b>EXPENDITURES:</b>					
Captial Outlay - Public Works	11,852,227	8,687,767	\$ 2,230,393	\$ 10,918,160	
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,852,227</b>	<b>\$ 8,687,767</b>	<b>\$ 2,230,393</b>	<b>\$ 10,918,160</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>\$ (4,040,114)</b>	<b>\$ (3,838,095)</b>	<b>\$ (1,019,118)</b>	<b>\$ (4,857,213)</b>	
<b>OTHER FINANCING SOURCES:</b>					
Transfers In	2,321,999	5,623,346	\$ 1,019,118	\$ 6,642,464	
Transfers Out	(450,000)	(450,000)	-	(450,000)	
<b>TOTAL OTHER FINANCING SOURCES</b>	<b>\$ 1,871,999</b>	<b>\$ 5,173,346</b>	<b>\$ 1,019,118</b>	<b>\$ 6,192,464</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES</b>	<b>\$ (2,168,115)</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>FUND BALANCE BEGINNING OF YEAR</b>			<b>\$ 2,151,957</b>	<b>\$ 3,487,208</b>	
<b>FUND BALANCE END OF YEAR</b>			<b>\$ 3,487,208</b>	<b>\$ 3,487,208</b>	

# APPENDIX

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# APPENDIX

## Glossary

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

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

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

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

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

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

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

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

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

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

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

**General Obligation** – Bonds sold to raise revenue for long-term capital financing; that requires approval by referendum. In Georgia, the debt ceiling is ten percent of the assessed value of all taxable property. The cost of financing is spread over the life of the improvement so that future users help to repay the cost of the improvement.

**General Sales and Use Taxes** – Taxes imposed upon the sale or consumption of goods and/or services generally with few or limited exemptions.

**Governmental Fund Types**— Those funds in which most governmental functions are financed. The acquisition, use of balances of the County's current financial resources and the related liabilities are accounted for through Governmental Funds.

**Grant** – Contribution by government/other organization to support a particular function.

**Grant & Major Const Dist** – A contra expense account to reclassify the grant and major construction projects from the expense accounts of the funds that capitalize their major purchases of land, buildings, and equipment.

**Gross Receipts & Business Tax** – Taxes levied in proportion to gross receipts on business activities of all or designated types of businesses.

**Infrastructure** – Basic installations and facilities upon which the continuance and growth of a community depend; examples are roads and public utilities.

**Insurance** – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

**Insurance Premium Tax Life** – Tax on the gross direct premiums received during the preceding license year from policies upon the health of lives of persons residing within Georgia.

**Intangibles** – Tax levied on intangible personal property such as securities, mortgages, and cash based on returns filed to the State of Georgia.

**Inter-Governmental Revenue** – Revenues from other government in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

**Interest Income** – Revenue earned for the use/detention of money i.e.: Accounts Receivable for paving assessment, investment in Savings Accounts, Treasury Bills, Repurchase Agreements and Certificates of Deposit.

**Interfund Transfer** – Contributions and operating transfers made between funds.

**Internal Service Fund**—Funds used to account for the financing services provided by one department to other departments of the County on a cost-reimbursement basis.

**Investment** – Commitment of funds in order to gain interest or profit. All investments made by the County are secured by the full faith and credit of the United States government.

**Land & Land Improvements** – Capital expenditures for acquisition or development of land or improvements to existing County owned land would be charged to this account.

**Lease Purchase** – Method of acquiring high cost equipment or property and spreading payments over a specified period of time.

**Line-Item Budget** – A budget that lists each expenditure category (salary, materials, services, etc.) separately, along with the dollar amount budgeted for each specified category.

**Mechanical Permit** – Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

**Millage Rate** – The ad valorem rate expressed in terms of the levy per thousand dollars of taxable assessed value.

**Miscellaneous Income** – All revenue of the General Fund that cannot be classed in one of the other categories.

**Mobile Home Tax** – Taxes levied on an assessed valuation of mobile homes based on a valuation as of January 1 and a millage rate set by the County Commissioners.

**Modified Accrual Basis** — Basis for Governmental Funds. Revenues are recognized when they are susceptible to accrual (i.e., when they are “measurable” and “available”). “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the related fund liability is incurred, except for principal and interest on general long-term debt, which is recognized when due.

**Non-Operating Revenues** – Proprietary fund revenues that are incidental to, or by-products of, the fund's primary service activities.

**Occupational Taxes** – Revenues from businesses and occupations within the County, which are taxed, based on gross receipts.

**Operating Budget** – The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.

**Operating Revenue** – Proprietary fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.

**Other Services & Charges** – Includes expenditures/expenses for services that are required by the County for administration of its assigned functions.

**Personal Services** – Includes expenditures for salaries, wages, and related benefits provided for persons employed by Douglas County.

**Plans & Construction** – Revenue from the administrative review of plan and specifications on commercial building.

**Plumbing Permit** – Revenue from businesses and individuals to secure the approval to perform plumbing work.

**Professional Services** – Expenditures incurred by the County to obtain the services of recognized licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc. These accounts are not used for fee payments.

**Property Transfer Tax** – Tax paid on the transfer of real property. The tax is applied to the principal of the new loan plus any cash transferred for the real property.

**Proprietary Fund Types**—Funds that accounted for on a cost of service or “capital maintenance” measurement focus where determination of net income is important. The measurement focus is upon determination of net income, financial position and cash flows.

**Public Utilities** – Tax levied on the property of the public utilities based on the values given by the tax assessors' office.

**Public Utility Services** – Cost of electricity, natural gas, water and sewer, and communication services purchased for County buildings and facilities.

**Railroad Equipment Tax** – Tax levied on railroad equipment located within Douglas County.

**Recreation Fee** – Charges for current services by the Recreation Department.

**Rentals and Leases** – Expenditures incurred in the renting or leasing of real estate, etc.

**Reserve** – An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Retained Earnings** – A fund equity account which reflects accumulated net earnings (or losses) of a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

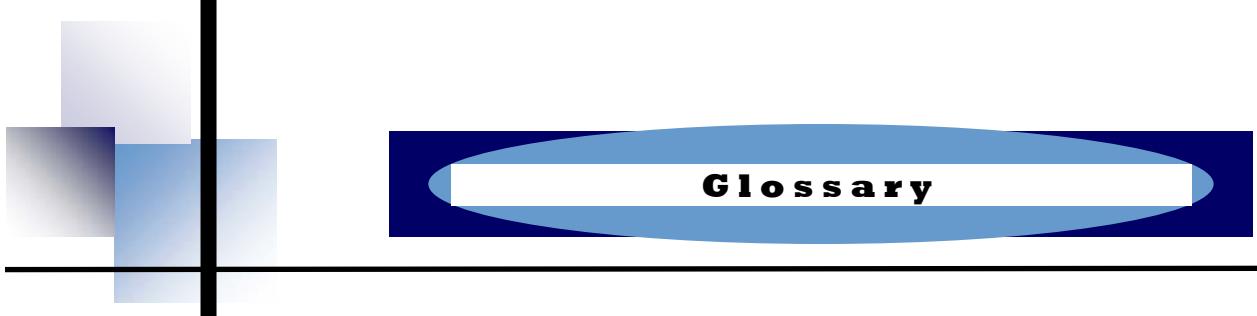
**Revenue** – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

**Sales Taxes** – Local option 1% sales taxes collected in Douglas County and distributed by the State of Georgia to the local governments within Douglas County.

**Selective Sales & Use Taxes** – Taxes imposed upon the sale/use of selected goods or services.

**Special Assessments** – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

**Special Purpose Sales Tax** – Special sales and use tax imposed by Douglas County for a specific period of time not to exceed five (5) years. The tax imposed is at a one-percent rate and is subject to referendum approval.



## 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.

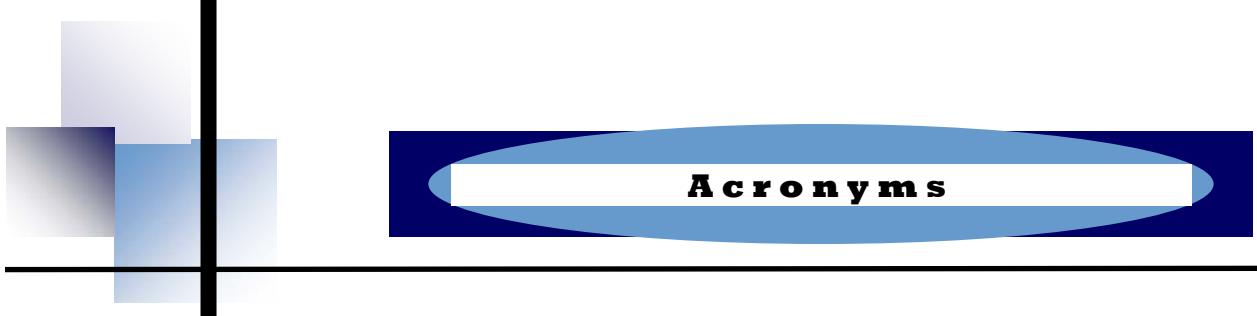
**Tax Cost** – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

**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

