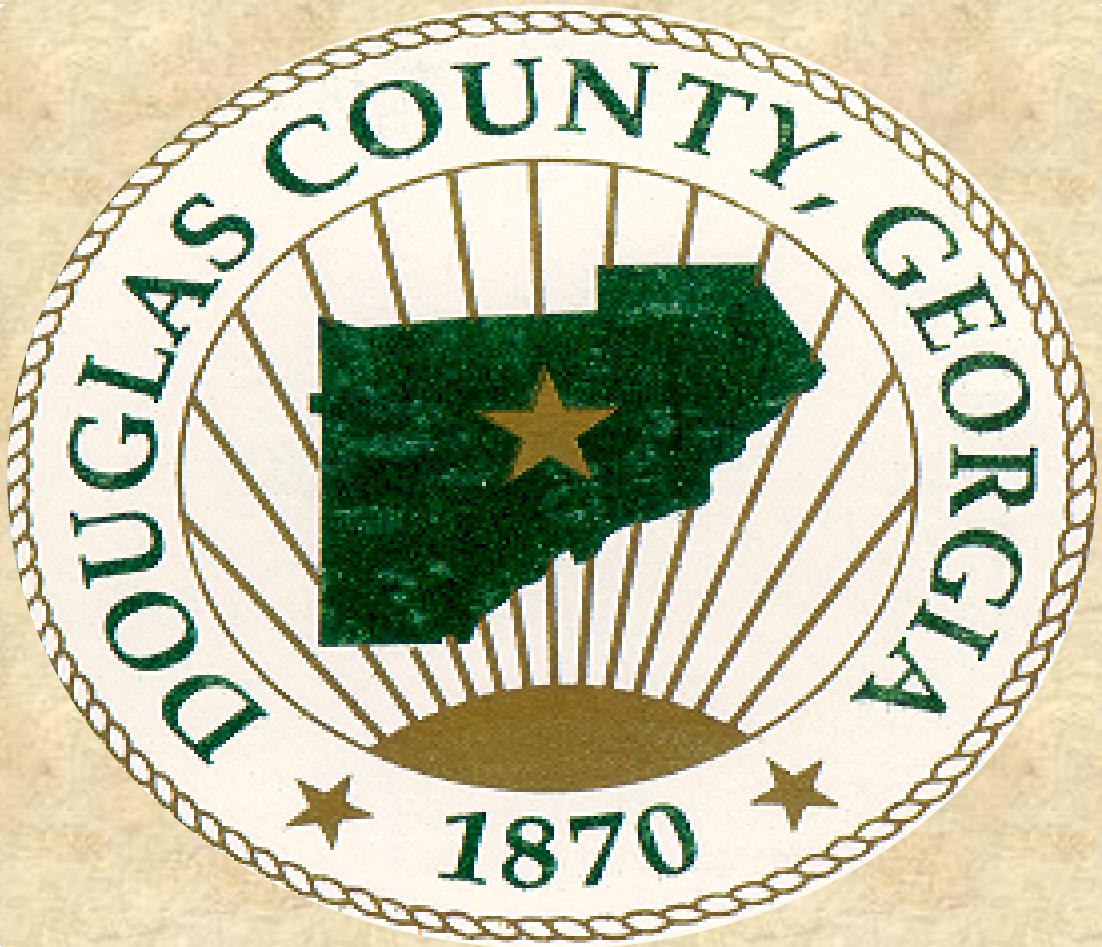


DOUGLAS COUNTY, GEORGIA



**2019
OPERATING
BUDGET**

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DOUGLAS COUNTY BOARD OF COMMISSIONERS & COUNTY ADMINISTRATOR



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Madam Chair



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District #1



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District #2



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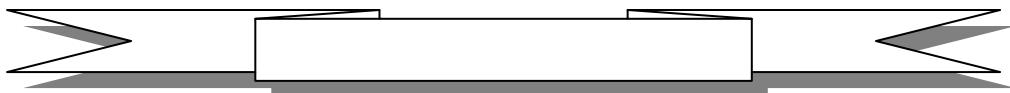


Mark Teal
County Administrator

2019 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

**DOUGLAS COUNTY
FINANCE DEPARTMENT**



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MICHELLE GREEN, FINANCIAL ANALYST

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JULIE CLARK, PAYROLL ADMINISTRATOR

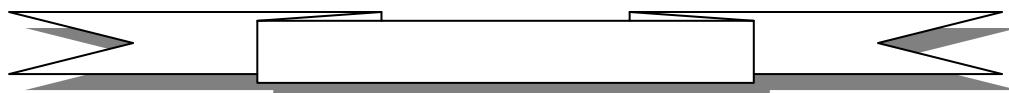
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The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:

MARK TEAL, COUNTY ADMINISTRATOR

RICK MARTIN, COMMUNICATIONS DIRECTOR

MARK COX, PRINTING



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Douglas County Board of Commissioners
Georgia**

For the Fiscal Year Beginning

January 1, 2018

Christopher P. Morill

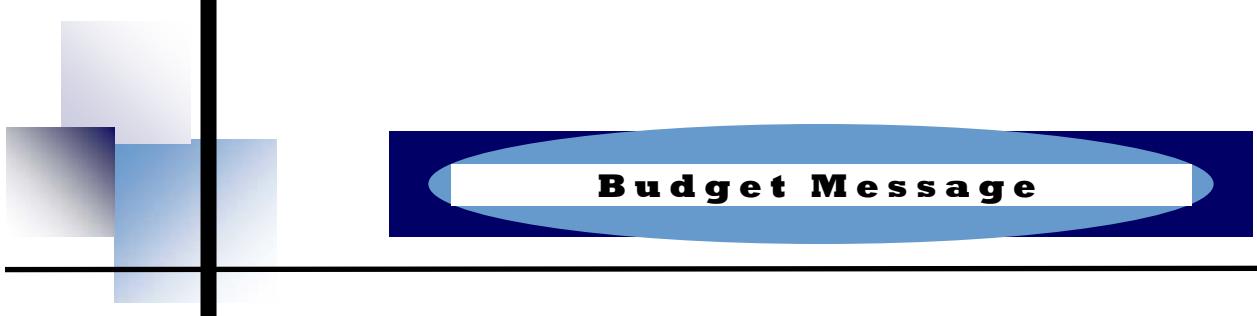
Executive Director

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, 2018.

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

2019 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2019 annual operating and capital budgets totaling \$170,699,662. 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 2019 BUDGET

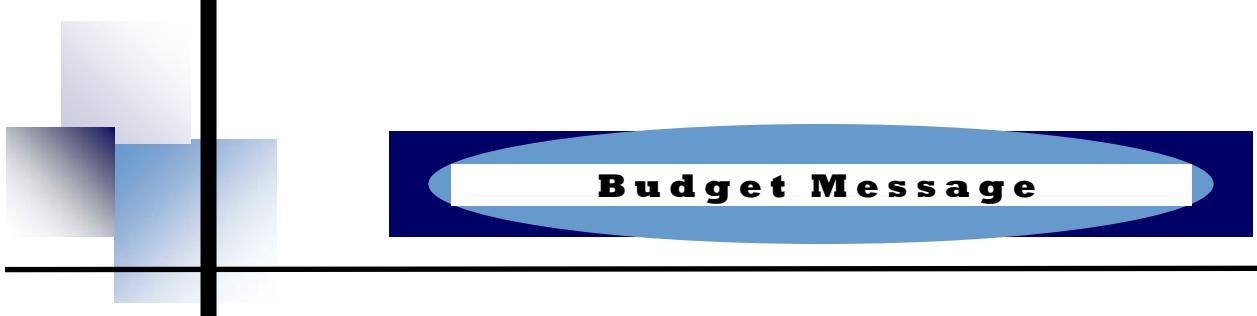
General Fund The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning & Community Development Services. The 2019 budget totals \$89,615,825. This is a nominal \$239,033 increase from 2018. Healthcare costs are continually rising. The County is self-insured and the Healthcare Fund is projected to end 2018 with a negative fund balance of \$1.5 million. To relieve the strain this fund puts on the General Fund, Healthcare contributions for 2019 will come from the Unincorporated Services Area Fund in the amount of \$5.8 million. To give further relief the \$660,000 of the fund balance of the Fire and EMS Services Fund will be used in 2019 to help reduce the General Funds contribution. These additional funds in the General Fund will allow for a 2.5% Cost of Living Increase and a 2.5% Merit increase to be given to employees mid-year, at an approximate cost of \$1.2 million. The 2019 General Fund includes \$1.2 million for Sheriff Enforcement vehicles, body cameras, computers, etc., The budget also includes \$646,537 for Courthouse renovations, \$337,700 for Information Services upgrades, \$161,068 for vehicles and personnel for our Senior Citizen Services, and \$125,356 for additional clerks in the Magistrate Court. Focus on Public Safety has vehicles and equipment cost of \$1.2 million included in this budget.

Capital In November 2016 the citizens of Douglas County voted for a Special Purpose Local Option Sales Tax (SPLOST) to fund infrastructure, parks, public safety radio system, and Fire and EMS. The term of the SPLOST is to be six years with an estimated \$134 million in revenue to be generated. Of this amount, the intergovernmental agreement with the cities within the County will have the County receiving 72.26% of collections. These SPLOST projects are underway and this lessened the burden for the General Fund to have capital expenditures included in the 2019 budget. However, with public safety a priority, there are a total of eleven fully equipped vehicles included.

The 2018 addition of a general purpose crew to the Department of Transportation will continue to help maintain the County's right of ways. They will supplement the work contracted out for a total of \$320,000. The 2019 budget includes funding to renovate the courthouse to relocate judicial departments and provide additional security required. 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.

With minimal impact to the General fund, in 2019 the County will leverage Federal funds to implement a flex bus route system. Purchases will include six cutaways, bus stop shelters, benches, and trash receptacles. This is for a total cost of \$403,232.

Senior Services is a focus in 2019. Again, Federal funds will be leveraged to purchase four vehicles for Meals on Wheels deliveries at a cost of \$84,000, a \$48,400 lift van will be purchased, and \$18,300 will be spent to install security cameras in their cutaway buses. And Animal Control Services will purchase a new truck with dog box for \$38,251.



Budget Message

Even with economic constraints, if funding becomes available in the General Fund, we will address a number of capital needs in fiscal year 2019 by revisiting the needs of departments after the first quarter's end.

Salaries, Benefits, and Related Operational The Board's commitment to attracting and retaining quality personnel is shown in the 2019 budget. A 2.5% Cost of Living Adjustment is included for 2019 and is to be effective July 1. There will also be a 2.5% merit given at the same time to employees whose evaluations meet the criteria to warrant a merit increase. The total cost is estimated to be \$1.2 million. A county-wide compensation and classification study was completed in 2017. Phase I was implemented midyear 2018 with a 2.5% adjustment to the County's pay scale that increased employee salaries. This study assessed all positions and offered guidance on a plan to ensure that our staff is competitively compensated and that the job classifications are accurate. Phase II of this plan will be implemented in 2019 for cost of approximately \$161,000 and will impact just under eighty employees that were highlighted in the study as being at a salary below the minimum compensation rate for their positions. This budget includes nine new positions for a cost of \$202,424 in Salaries and Benefits. This includes three Deputy Clerk positions for the Magistrate Court and three positions for Senior Citizen Services for meal deliver and non-emergency medical transport services.

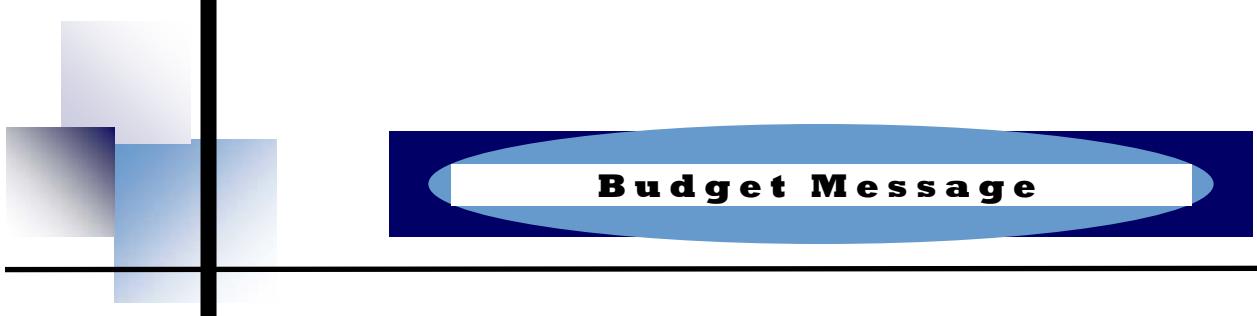
Animal Control Services Fund This fund was established in 2014 with the first budget year being 2015. Funding in 2019 for this fund comes from a number of sources. Animal Control Fees of \$75,000 are the smallest revenue source. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$317,051. And the Unincorporated Area's portion is \$1.3 million. A balanced budget was adopted with expenditures of \$1.7 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 \$325,114 each. Projected ending fund balance is approximately \$315,000.

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 \$119,000 each. Projected ending fund balance is approximately \$972,000.

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 totaling \$3.4 million, which includes salary and benefits for 31 employees. Projected ending fund balance is approximately \$2.6 million.

Fire Protection Services and EMS Fund This fund was established in 2014 with the first budget year being 2015. Funding for this fund comes from a number of sources. Emergency Medical Services Fees are \$2.4 million. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$2 million. The Unincorporated Area and General Fund are paying \$5.7 and \$4.7 million respectively. A balanced budget was adopted with expenditures of \$15.5 million.



Budget Message

Hotel-Motel Tax Fund The \$876,000 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 2019 budget includes plans for the Tourism Director to continue to operate in conjunction with the Development Authority. The 2019 ending fund balance is projected to be approximately \$141,000.

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 the same rate. Ending fund balance is projected to be approximately \$590,000.

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 \$2.4 million equaling expenditures.

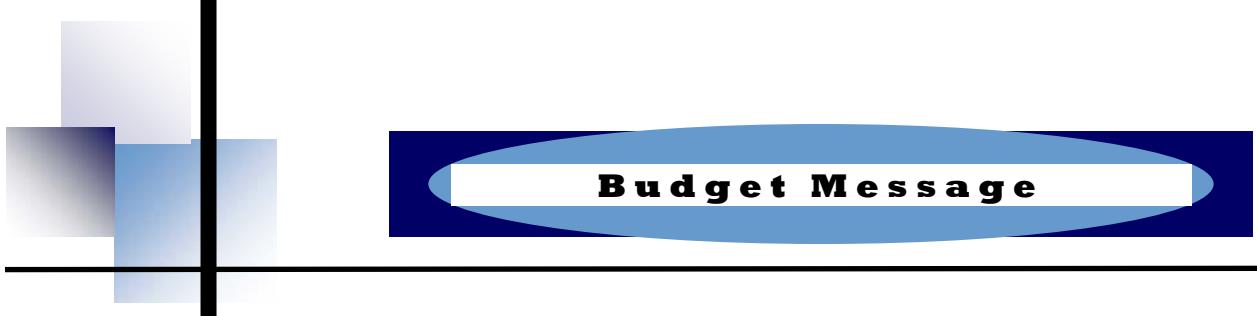
Sheriff Inmate Commissary Fund This fund generates revenue from the sale of supplies to jail inmates. The profit from the sales is used for the benefit of the general inmate population. Revenues are projected at \$361,767. The budget is projected to be balanced with revenues equaling expenditures. Projected ending fund balance is approximately \$361,000.

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 \$47,700, with a projected ending fund balance of approximately \$47,000.

Unincorporated Special Services District Fund This fund is for revenues and expenditures that solely for the unincorporated area of the County. Of the \$15.0 million 2019 budget, a total of \$7.0 million will be transferred to the Animal Control Fund and the Fire Services & EMS Fund. A total of \$6.2 million will be transferred to the Healthcare Fund, to reduce the General Fund's contribution for claims. The ending fund balance is projected to be \$1.2 million.

Victim Assistance Fund This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$221,836. Revenues are projected at \$192,000 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$27,633. The projected ending fund balance is projected to be \$324,000.

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



Budget Message

NSP The County is now in the 3rd phase of the Neighborhood Stabilization Program with phase 1 still being active as well. This program uses Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home and puts a home into the market that would have otherwise continued to deteriorate. The balanced budget for the coming year is \$250,501, and the projected ending fund balance is \$2,000.

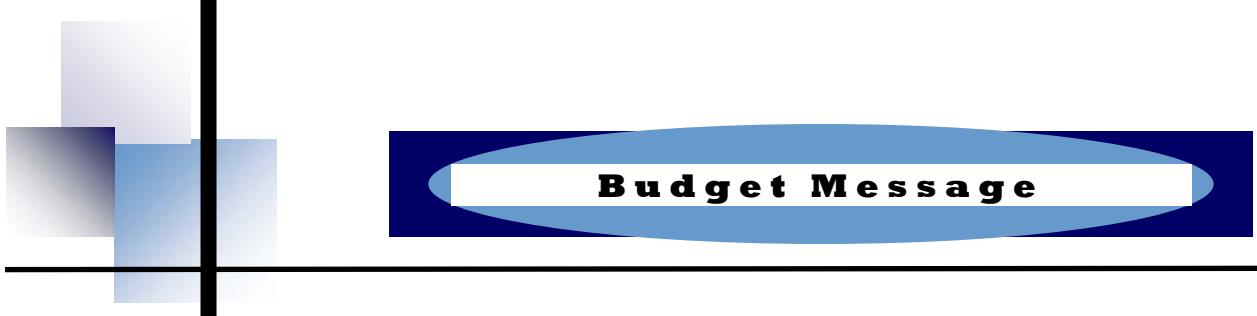
Landfill Enterprise Fund. This fund provides solid waste disposal services for the citizens of Douglas County. Services provided include a putricle waste transfer station, a construction and demolition landfill and a recycling facility. The estimated 2019 beginning retained earnings is negative \$1.1. Projected revenues and expenditures are estimated at \$2.1 million and \$2.7 million respectively. The ending retained earnings are projected to be a negative \$1.7 million.

Health and Employee Benefits Fund. This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds, employees and retirees. Total expenditures for 2019 are anticipated to be \$15,390,510 as compared to \$14,632,949 for the year 2018. The beginning fund balance is a negative \$1.3 million. The employees contribute based on a tier structure of coverage which equals approximately \$2,661,462. In 2016 prior to open enrollment for 2016, a benefits consulting firm was brought on board to assess our plan. Changes continue to be made to the plan that offers overall savings while simultaneously transferring some of the cost to employees from the County. This fund will continue to be monitored for potential cost savings to strive to reduce the deficit in the fund balance.

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. 2019 begins with a \$225,000 fund balance. Total expenditures for 2019 are budgeted at \$956,900 with revenues to be the same. This leaves the projected 2019 ending net assets for this fund at approximately \$225,000.

ACCOMPLISHMENTS FOR 2018

Demand for general government services, court services, law enforcement and other government services continued to steadily increase at a pace much faster than the revenue increases experienced by the County. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. Even with factors beyond anyone's control such as the cost of fuel, homes values, etc. the 2018 expenditures are estimated to be at least two percent under budget. Douglas County continued in 2018 to improve on services offered to its citizens.



Budget Message

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. The Rideshare department began the process of identifying which of the eighteen recommendations can be implemented on short-term, medium, and long range schedules. And in 2017 four busses were purchased for a total of \$249,000 as the first step of implementation. In 2018, Board of Commissioner approval was secured to implement a fixed route bus service and four routes were developed. Preliminary approval was obtained from the Atlanta Regional Commission for a \$6 million federal grant to fund the first three years of the bus service. They also, officially rebranded "Rideshare" to "Connect Douglas" and launched an intensive campaign to promote the rebranding.

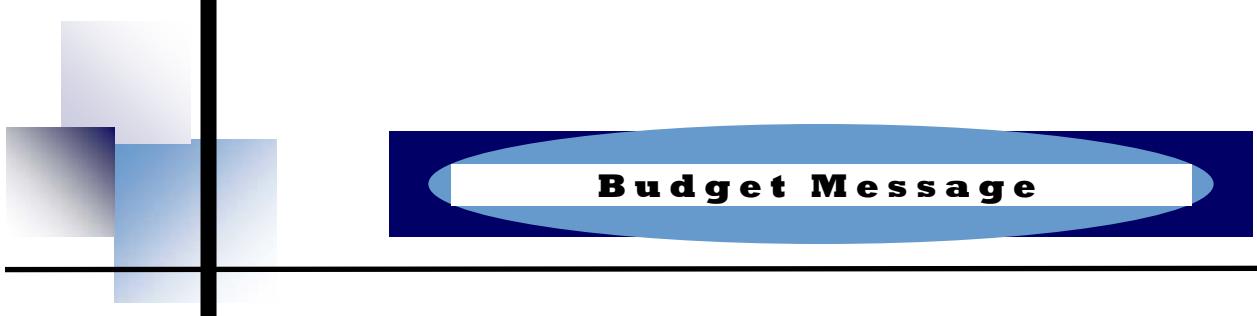
The Voucher program that assists senior adults and disabled individuals with purchasing and arranging transportation was expanded. At the beginning of 2017 there were 80 clients in the program. The year ended with 90 seniors and disabled being served. In 2018 a Voucher Clerk was hired to assist with reaching the milestone of 110 clients in the mobility programs for these senior adults and individuals with disabilities.

The Geographical Information Systems/Mapping department completed two addressing projects. The first was to rename and readdress approximately 500 addresses along a highway that had multiple names and street numbers in non-sequential order through the County that included stretches of highway in three cities. This was the Veterans Memorial Highway project and it was completed in late October 2018. One major benefit derived from this project will be faster response times by first responders in emergency situations. Following the completion of this project, coordination with Global Positioning System vendors, Waze, Apple, Tom Tom, OpenStreet Map, Here, Garmin and Google was done to update their maps. The second project was a coordinated effort with the Atlanta Regional Commissioner to verify all Douglas County addresses against the Verified Census.

The Douglas County Extension Services addressed the increasing number of request for help in food production, storage, and use by establishing The Garden Mentors program. Ten garden mentors have assisted in the crating five garden programs in the community. One garden is the Sanctuary Farm, a rehabilitation garden provided by the County's Felony Drug Court. This educational garden is for people transitioning away from drug addiction.

Educating youth on the importance of developing positive and healthy relationships was a priority in 2018. Relationship Smarts was taught to 50 students in the County. They learned about self-esteem, maturity, and healthy relationship behaviors. Upon completing the program, eighty-seven percent felt they were more confident than before the program. A local coalition is being developed that will be dedicated to teaching your and preventing risky behaviors such as teen pregnancy, dating violence, and substance abuse.

Douglas County Development Services completed the five year update to the County's comprehensive plan (highlighted at the end of this document). They added the Livable Centers Initiative LCI component to the County's current Sweetwater Master Plan and the Lee Road corridor study to the existing Lee Road small area study and project that is now completed. They are currently leading the Complete Count Committee for Census 2020.



Budget Message

Improved General Government Operations:

For Voter Registration and Elections, the number of voters registered in Douglas County reached over 100,000 in 2018. This was aided in part by hosting community outreach initiatives and informational session as every large event in the County. And 2018 saw the largest election year for the County, with record numbers of people casting ballots across five elections. In an effort to increase civic engagement across all age ranges, the Douglas County Student Ambassador Program was launched.

Many County departments service other departments. While their operations are not seen by the public, their efforts affect the budget and accomplishments in operations and budget savings do impact the citizens of Douglas County. As the County grows, government operations grow. With this growth comes an increasing number of documents that need to be stored. With demising space options, our Records Department faces many challenges. To continue to provide quality record storage and retrieval methods, a new imaging software that will allow the County to maintain existing digital records and to continue to process imaging projects for ease of access for County departments and the public was chosen. To increase efficiencies a large format scanner was purchased to image oversize documents such as blueprints and maps for easy access. Prior to this, there were no onsite options for such imaging.

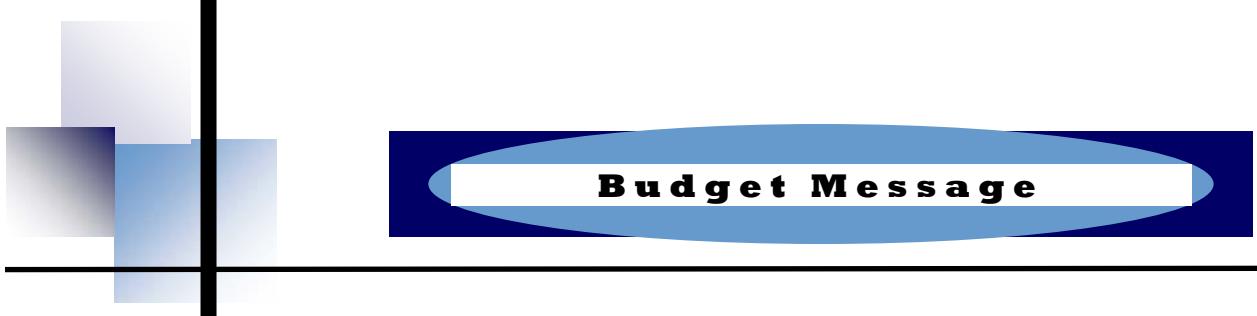
Risk and Safety managed insurance claims in 2018 that resulted in collections of \$190,000 in deductibles, insurance settlements, and other receivables. In addition to their normal duties of investigating incidents, inspecting County facilities, conducting insurance contract reviews, and overall managing claims, Risk and Safety made exhaustive efforts to reduce the number and severity of claims. They conducted 157 training classes, actively engaged the County's Safety Board through regular meetings, and completed a 30 chapter safety manual.

In recent years the overall energy usage of the County was reviewed by both County staff and outside consultants. Needed major improvements were agreed on, and the County began to make simple changes that will yield significant savings such as \$52,000 was invested as the Courthouse lights were replaced. This change over will continue until all facilities are fully utilizing LED lighting. The 2019 budget includes \$2 million for other improvements that are guaranteed to cover the cost with energy savings.

It is vital for the citizens to be informed and in 2018 the Communications and Community Relations Department enhanced the many avenues County information is disseminated. New and more informative programs on dctv23 such as "SPLOST Up to the Minute Updates," and "This is Douglas County!" showcased how the SPLOST dollars are being utilized and the services offered by the County. A total of \$13,275 was donated to Communities in Schools Charity from funds raised at the September Saturdays Festival held at the County Courthouse. Other public events hosted continue to grow. Trick or Treat at the Courthouse, the Veterans Day Lighted Parade, and Holiday Concerts at the Courthouse are just a few. Three time Olympic Medalist, Elana Meyers Taylor was welcomed home with ceremonies planned and broadcast by the Communications Department.

Improved Judicial Services:

During the five years from 2013 to 2017, the Superior Court of Douglas County had an average of 2,108 case filings per judge per year. It is the third busiest superior court circuit in the State of Georgia, and in the past year disposed of 4,445 criminal and civil cases--several hundred more than were filed in the same time period.



Budget Message

In October of 2018, Governor Nathan Deal came to Douglas County to talk criminal justice reform. During his drive, the Governor said that he received a telephone call from President Donald Trump, who was aboard Air Force One. President Trump offered any assistance that the Governor and the State needed to handle the effects of Hurricane Michael. He then asked where the Governor was traveling, and he responded to Douglas County to see the State's leader in accountability courts. The Governor had previously spoken about this in a recent trip to Washington. President Trump said to tell Douglas County how proud he was of their criminal justice reforms.

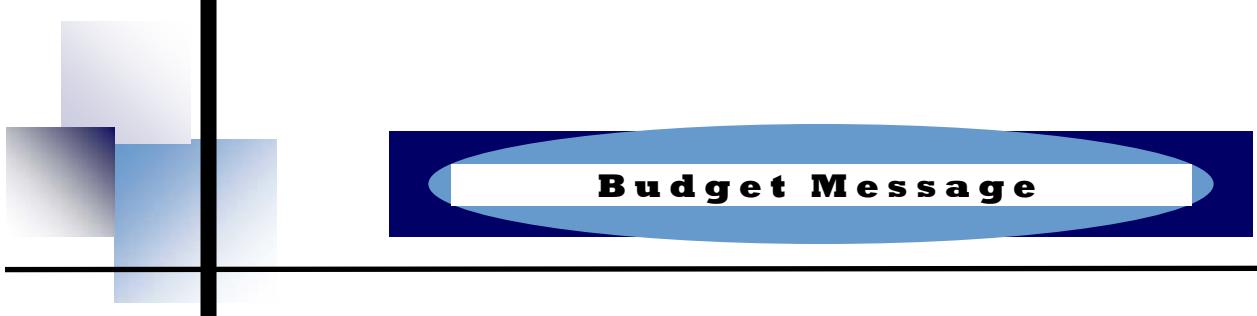
That conversation between Georgia's Governor and the President is emblematic of the progress Douglas County has made in criminal justice reform since Judge William H. "Beau" McClain started its first Felony Drug Court in 2015 with an inaugural class of four participants. Since then, the court has added a Mental Health Court presided over by Judge Cynthia Adams, and both courts have grown to a current participant census of 99 after graduating a record 22 members in 2018. The court also responded head-on to the opiate epidemic in 2018 by being one of few in Georgia that offers medically assisted treatment-providing naltrexone to participants by monthly injection or daily pill that blocks opiate effects and prevents overdoses.

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

Douglas doubled the number of transitional homeless beds available to the County's Felony Drug Court in 2018. The program increased to 97 participants. There were 26 graduates of the accountability courts, six obtained their GED and three drug free babies were born to participants in the program. A full time case manager was hired for the Mental Health Court and medically assisted treatment was secured through a partnership with St. Jude's Recovery Center. As mentioned earlier, the Douglas County Extension Services addressed the increasing number of request for help in food production, storage, and use by establishing The Garden Mentors program. One garden is the Sanctuary Farm, a rehabilitation garden provided by the County's Felony Drug Court. This educational garden, "Grounds for Change," is for people transitioning away from drug addiction and produced 1,300 lbs of produce donated to local community food banks.

The Clerk of Superior Court continued to prioritize the safekeeping and ease of retrieval of records, by converting 1,102 microfilm rolls that contained an approximate 2.2 million total images to digital PDF files, separated and indexed each case according to the case number, stored a copy of converted images to a removable storage device, established E-filing in the record room for both Superior and State Court Civil, scanned and saved approximately 50 Minute Books, and entered and scanned ALL DD-214's on a software program. All these measures will result in not only the safeguarding of vital documents, but will result in tremendous efficiencies gained in the area of document retrieval.

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



Budget Message

Juvenile Programs also received \$1,144,161 in grant funding for 2018, from Bureau of Justice Statistics, Criminal Justice Coordinating Council and the Office of Juvenile Justice and Delinquency Prevention.

Improved Public Safety:

Safety of our citizens remained a priority in 2018. As the County grows, so does the need for safety enhancements. Douglas County emergency personnel stepped forward with improvements such as additional Sheriff Deputies, replacement of Sheriff Department traffic enforcement thermal print equipment, Sheriff replacement vehicles and improvements to local emergency operations plan.

During July of 2018 the County's public safety agencies (Sheriff, Fire & EMS, E-911, Emergency Management), with City public safety, Well-Star Hospital and the Douglas County Board of Education participated in an active shooter drill at a local middle school. There were approximately 200 participants. This event provided an opportunity for participating agencies to see what areas to focus on in future training as well as to see the successes of previous training. It also allowed the different groups to work together in a high stress environment. This helped build professional relationships and provided insight into other participants' goals.

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

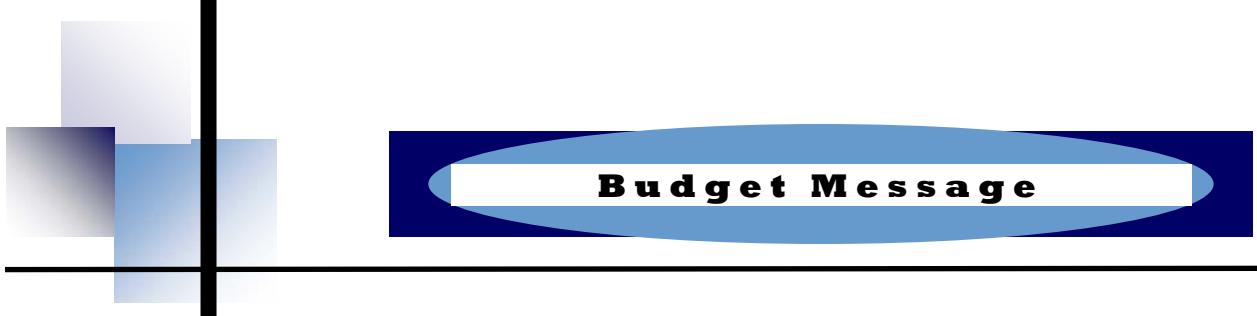
The E-911 Director was sworn in on the Governors Emergency Communications Authority. The County continued partnerships with other jurisdictions such as the Georgia State Patrol's installation of a new GINLINK (interoperation) radio system in the 911 center and planning with Fulton County E-911 for them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

Improved Public Works:

The 2018 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 in 2016 and funds were secured for such projects as a flex bus route system to be implemented in 2019.

In 2018 the Douglas County Department of Transportation paved 13.8 miles of roads with funding from the LMIG program. An additional 12.6 miles were paved through the SPLOST resurfacing program.

Fleet management relocated to a new facility more centrally located to other government operations and those utilizing automotive maintenance, repairs, and fueling. This relocation included the installation of repair equipment and construction/installation of a new fueling facility.



Budget Message

Improved Health and Welfare:

The Solid Waste Management increased security measures, for their thousand acre facility, with the purchase of two all-terrain vehicles to be able to cover the property and ensure people are not coming on to the facility.

Senior Services met all contract standards as required by terms of the 2018 Aging Services Contract with the Atlanta Regional Commission. This ensured that the senior citizens of the County were provided quality programming that met their needs.

Improved Parks, Recreation, and Culture:

A number of improvements to our parks have begun with the 2016 SPLOST being the funding source. A design has been selected for a recreation center, design is complete for a concession stand/press box at one park, and designs are in the works for concession stands with adjoining restrooms at two parks, tennis courts, and lighting. A Department of Natural Resource Grant was awarded and a trailhead will be developed with the \$75,000 at Clinton Nature Preserve.

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

Offerings to the public were enriched with outdoor fitness equipment installations around a park walking track, a friends of the parks volunteer organization was approved, and handicap-accessible picnic tables were installed.

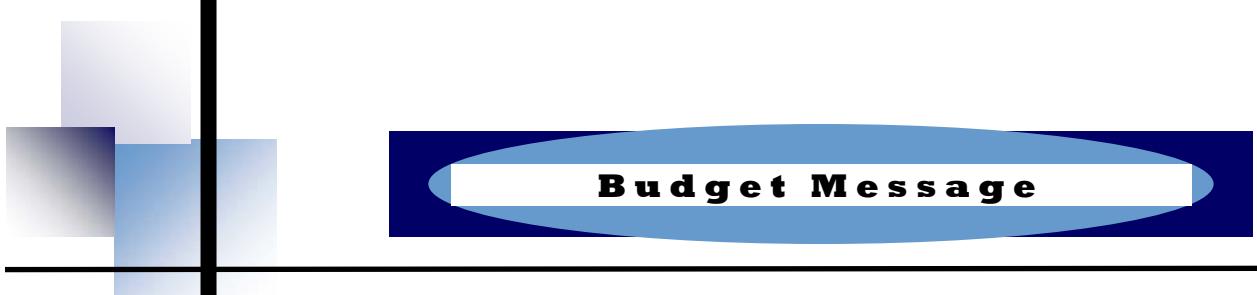
In addition to 52,407 miles being patrolled by park security, additional security cameras were installed to keep our parks safe.

Our growing athletic programs saw teams placing second in the national flag football tournament. And community programs and events such as the annual Fair Princess Ball, and Project Fun Summer Camp were at maximum capacity.

There were over 2,000 participation visits for 2018 Therapeutic programs. Programs hosted: movie nights, game nights, ice cream social, bingo nights, seasonal dances, dinners, arts and crafts. Other department sponsored programs included the September Bocce/Softball Invitational, a car, truck, and bike show, and Camp DOUG Special Needs Summer Camp.

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

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



Budget Message

PRIORITIES FOR 2019

Economic development is vital to the long-term success of Douglas County. We have a lot to offer with a reliable water supply, a good school system, a well maintained transportation system, relatively low taxes, a competitive fiber grid, and a capable work force. Partnering with the Development Authority, the County will continue to actively provide opportunities for companies to locate here and create new jobs in the future. Quality of life is an issue that is addressed with these offerings. New jobs reduce unemployment and provide local jobs for residents who are currently spending time and resources leaving the county to work. In recent years we've become home to ResMed, Coloplast, and Google. Looking ahead data centers such as SWITCH and T5 are coming to the County. Businesses like these help attract other businesses. These companies also attract persons wanting to relocate to our community which strengthens our housing market. An additional \$148,000 was appropriated in the 2019 budget for the Tourism and Economic Development department to work closely with the Authority in the area of tourism. This additional funding comes from the Hotel/Motel Tax revenue to be generated by new hotels opening in the County.

The 2019 budget shows a strong commitment to our infrastructure and alternative transportation. Six fixed route cutaway busses are included in the budget for a total of \$372,000. This new program will have an operational cost of \$2 million that is included in the County's operational budget for 2019. The 2016 SPLOST funds will be used to extend the resurfaced miles, and a total of \$3 million is expected to be spent on the County road resurfacing. The SPLOST has a total of \$15 million intersection improvements, five of which are currently underway with two of these to be completed in 2019. To ensure the SPLOST transportation projects meet the highest standards, a Project Engineer will be utilized 2019 and forward, to also be funded from the SPLOST.

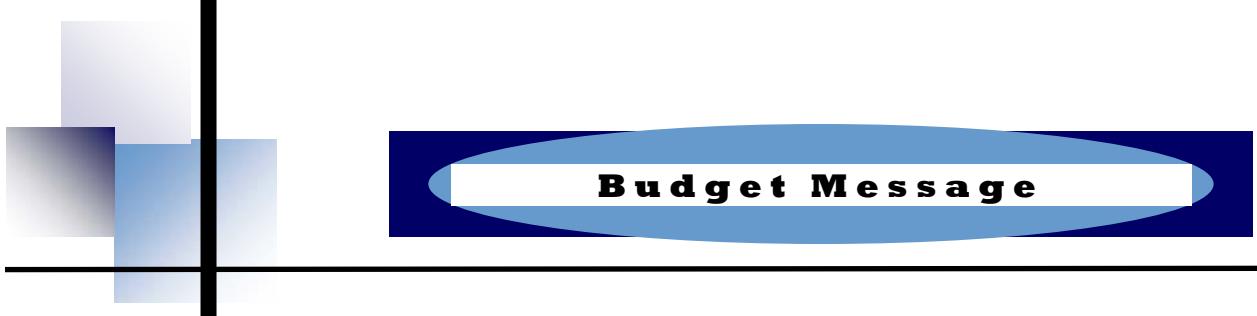
While ensuring that we are fiscally responsible with tax dollars is paramount, we cannot continue to absorb budget cuts to an already restrictive budget without detrimental effects to programs and services. The County's tax digest and property tax revenues that had been significantly declining since 2008 have just begun to show an increase. A slight increase to the 2013 millage rate showed the Board's commitment to infrastructure improvements necessary to the sustainability of this community. This increase was necessary to meet the continued increased demands for services. There have been no increases since that time and the 2019 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.

The County's 2019 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 2019 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 2019. Funding for the Development Authority, tourism, infrastructure, transportation alternatives and public safety will help promote Douglas County to businesses and industries looking for a great place to locate.



Budget Message

Improved Commitment to Citizens:

The County will operate within the 2019 budget with no planned increase in taxes, and a steadfast assurance to continue to offer quality services to our citizens and to continue to address issues that had been deferred due to the decline in the economy. Operations will remain relatively the same. The results of a Comprehensive Plan funded with the 2017 budget, were received in October 2018. As the County begins to implement this plan, it will serve as our guide for living, growing, and prospering as a community.

Improved Public Safety:

Public Safety is our highest priority and receives 41.29% (a nominal increase of 1.52%) of the General Fund's operating budget, with a total of \$58.8 million across funds being planned for areas of public safety. Funding for additional staff (hydrant techs, animal control kennel technicians and E-911 employees), vehicles (11 new Sheriff vehicles), and equipment as well as a secure window for the Sheriff's Office record room, upgrades to computers and body cameras, along with E-911 technology enhancements, and backup equipment are included.

Improved Judicial Process:

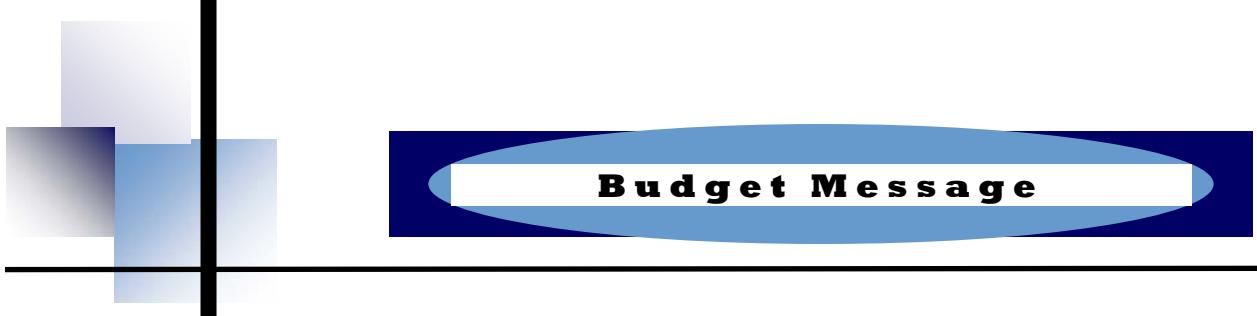
Our accountability courts have seen great success in recent years with their treatment programs in three areas – misdemeanor drugs, DUI, and felony drug cases. These programs have served well in removing more drunk drivers and offering offenders a chance to make better life choices as well as ultimately prevent them from causing harm to themselves or others. All these programs keep people out of jail, and put them back into their families and community with tools to become successful and productive contributors to both. Grant funding was the initial source for these programs and these dollars are still coming in to help cover a significant portion of these programs. Participant fees, and County funds are also utilized to cover the cost of operations. For the 2019 budget year, additional commitments are made to these programs. Funding is included for accountability mental health, children's mental health, and expansion of the Felony Drug Court housing and services and security camera upgrades at the courts' location.

With filing fees up in State and Superior Courts, an increasing number of cases are being filed in the Magistrate Courts. To continue to process these claims/cases in an efficient manner, three new clerk position are included in the 2019 budget.

Improved Facilities:

The 2019 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 2018 budget included funds that were used to complete the renovations, and provide security for this building to house three non-judicial functions. The 2019 budget includes funding to renovate the courthouse to relocate judicial departments and provide additional security required. 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 Government Annex facility will better serve the public with adequate parking and reduced time required to conduct business with the tax or tag offices. Included in the 2019 budget are operational expense to cover maintenance and utilities for this new facility.

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



Budget Message

Improved Transportation:

SPLOST proceeds are planned for use in many needed areas of transportation, with the County's portion projected to be at least \$51 million. The County's Department of Transportation will continue to leverage Federal and State grants for roadway and transportation projects that will allow us to continue to make progress on much needed projects. For 2019 the funding over and above the SPLOST dollars allows for projects across the County. An anticipated 10.6 miles of road will be paved as part of the LMIG program, and an additional 11.4 miles through the SPLOST resurfacing program.

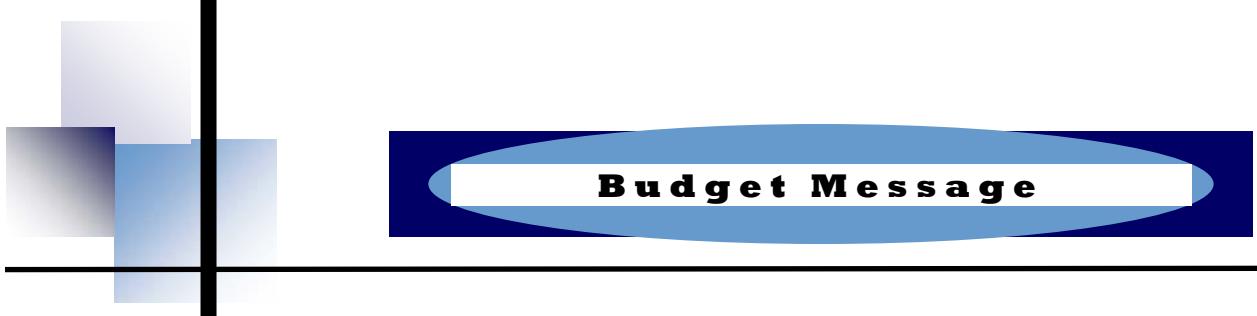
Work continues on approximately \$5 million in projects with funding from the Atlanta Regional Commission and local funds. The County's Intelligent Transportation System continues to be augmented with two projects which will extend fiber optic interconnect cables along major corridors such as Highway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

Improved Responsibility

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

Healthcare costs have continued to rise during the recession of recent years. The County has not been immune to these increases. Our Healthcare and Workers Comp Funds are self-insured and while claims have been paid timely, the funding of the healthcare internal service fund has not kept pace with the rising cost. A substantial financial commitment to reducing the negative fund balances in recent years resulted in the Workers Comp Fund ending 2014 with a positive fund balance that increased in 2015, 2016, and again in 2017. This fund balance remained positive in 2018 and a contribution was made from the Workers Comp fund to help reduce the deficit in the Healthcare Fund. The result of a benefits study in 2015 was implemented in 2016. Each year following the County takes another step forward in containing these costs. Healthcare cost reduction efforts continue to be made to reduce and eventually eliminate deficits in this fund and create a sustainable healthcare fund that is paid for each year with current dollars while still providing employees with attractive benefits. To further protect the human and financial resources of the County, the Risk and Safety department control and mitigate risks and losses in a number of ways. They train staff to prevent incidents and accidents in the areas of transportation and general public safety. They strive to ensure injured employees receive superior medical treatment, recovery motivation and monitoring and are returned to work as soon as possible at maximum medical improvement.

The County begins 2019 with the long-term debt for the debt service associated with the Special Purpose Local Option Sales Tax and debt being utilized to implement the results of an energy savings audit conducted in 2017. The most fiscally responsible way to handle the projects to be funded by the new Special Purpose Local Option Sales Tax was the issuance of bonds for some of the projects. The energy efficient equipment to be financed will result in utility savings sufficient to cover this debt. So even with these types of debt, the County is still in a good financial position. Maintaining reserves of at least 10% of the General Fund budget is a policy that we take seriously and have been able to continue to do for 2019, with planned reserves of approximately 10.06%.



Budget Message

COMPREHENSIVE PLAN FOR DOUGLAS COUNTY

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

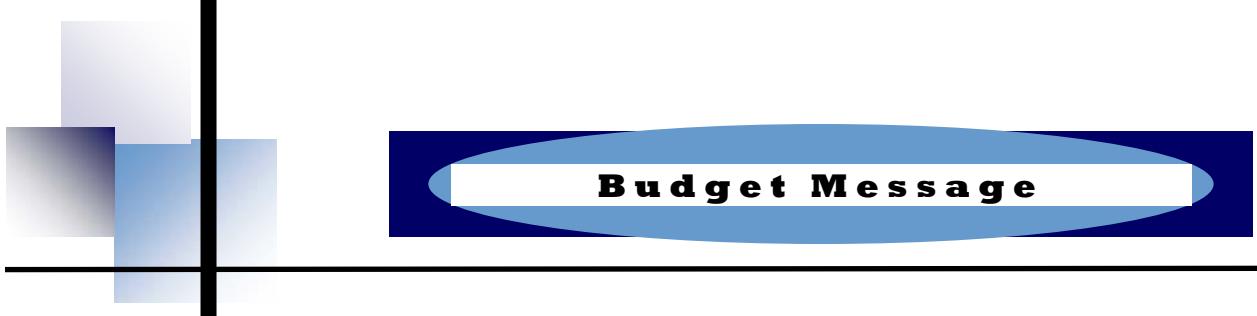
Douglas County is a place of history, heritage and diversity that values family, culture and education. Responsible, transparent and accountable government maintains public facilities and programs through a solid and reasonable tax base. Communications with citizens, governments, and community partners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

Assets and Challenges

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

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

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



Budget Message

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

Community Vision and Goals

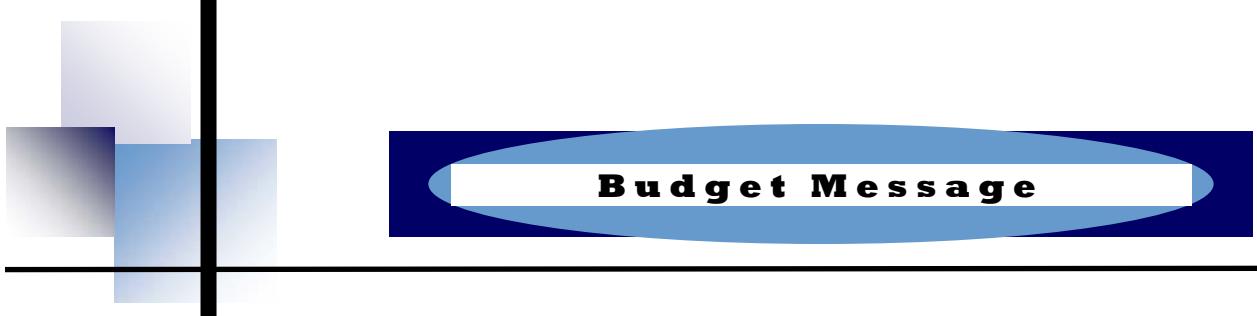
Much of Douglas County's identity is tied to its rural and small town heritage. Although large-scale farms are not a major use within the County, many smaller homestead and "estate farms" still exist. Two major farms have been identified in the south end of the County, and are included in this category.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

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

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

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

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



Budget Message

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

Community Work Program

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

Transportation

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

Goal: enhance safety and mobility for all travelers

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

Objective: Incorporate multimodal facilities into transportation planning

Objective: Provide safe, accessible, and efficient transportation facilities

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

Goal: Preserve and protect neighborhood integrity

Objective: Preserve existing neighborhood characteristics and aesthetics

Objective: Maintain consistency with comprehensive land use plans

Objective: Implement density appropriate facilities Goal: Preserve the environment

Objective: Incorporate connectivity to greenways

Objective: Identify priority environmental resources

Objective: Sustain water quality

Objective: Support alternative modes that reduce negative air quality impacts

Goal: Promote economic development

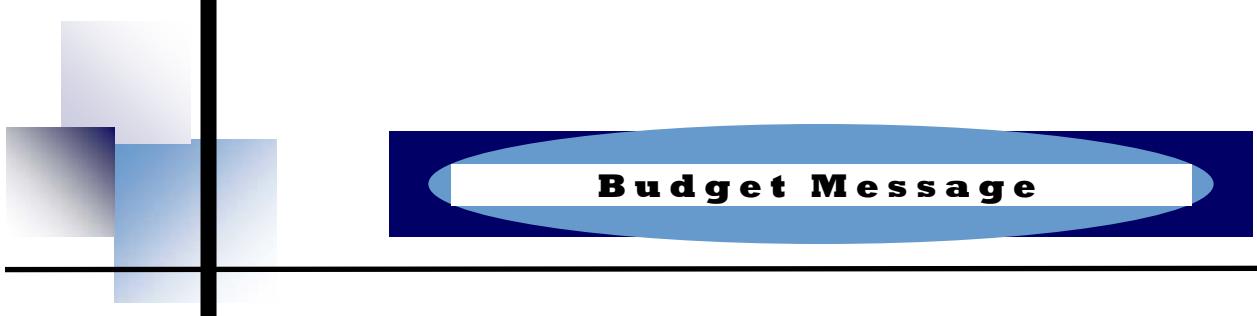
Objective: Focus new developments in economically depressed areas

Objective: Locate transportation facilities near economic development activities

Goal: Encourage public involvement

Objective: Provide updated information through various media in accessible locations

Objective: Offer multiple opportunities for participation



Budget Message

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

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

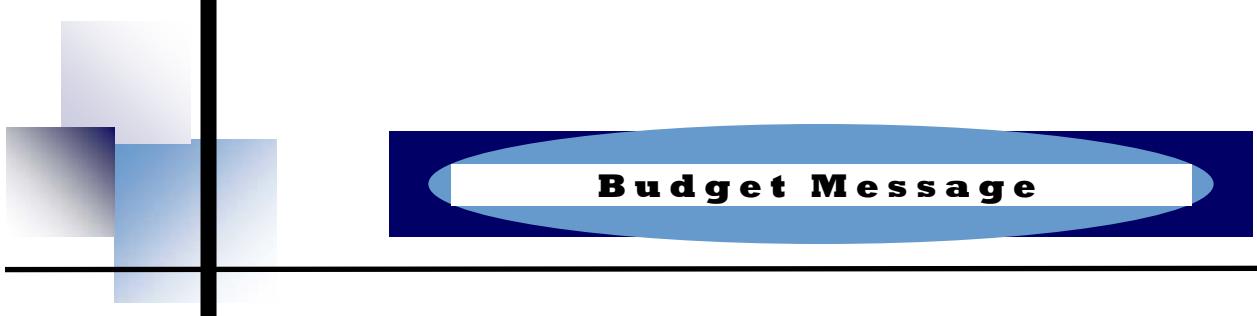
- I. Celebrate the Community: Douglas County celebrates its unique assets and shares its story with the world.
- II. Invest with Intention: Douglas County makes purposeful investments that align with the community's vision, values, and targets.
- III. Cultivate Talent: Douglas County nurtures its strong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

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

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

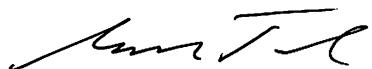
A close look was taken at the County's community and economic development strategy to addresses brand development of what is the County's local identity, and how does the County differ from its competitors in a meaningful way. The results - Douglas County needs focus on who its primary target audiences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

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



Budget Message

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



Mark Teal, P. E.
County Administrator

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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 33,675

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 33,675 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 68,825 Douglas County's unemployment rate of 4.9% is slightly lower than the State's rate of 4.7%. Median household income of Douglas County residents is estimated at \$59,333 which is higher than the average for the State's 159 counties of \$52,977.

Douglas County's unemployment rate of 4.9% is slightly higher than the State's rate of 4.7%.

POPULATION

According to the latest information available from the U.S. Census, Douglas County's estimated population is 143,882 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 8.7% since 2010. The average household size is 2.87 with a median value of owner-occupied housing of \$140,100.



DESCRIPTION

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

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

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

Law enforcement is provided through an elected Sheriff.

Tax collection is provided through an elected Tax Commissioner.

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

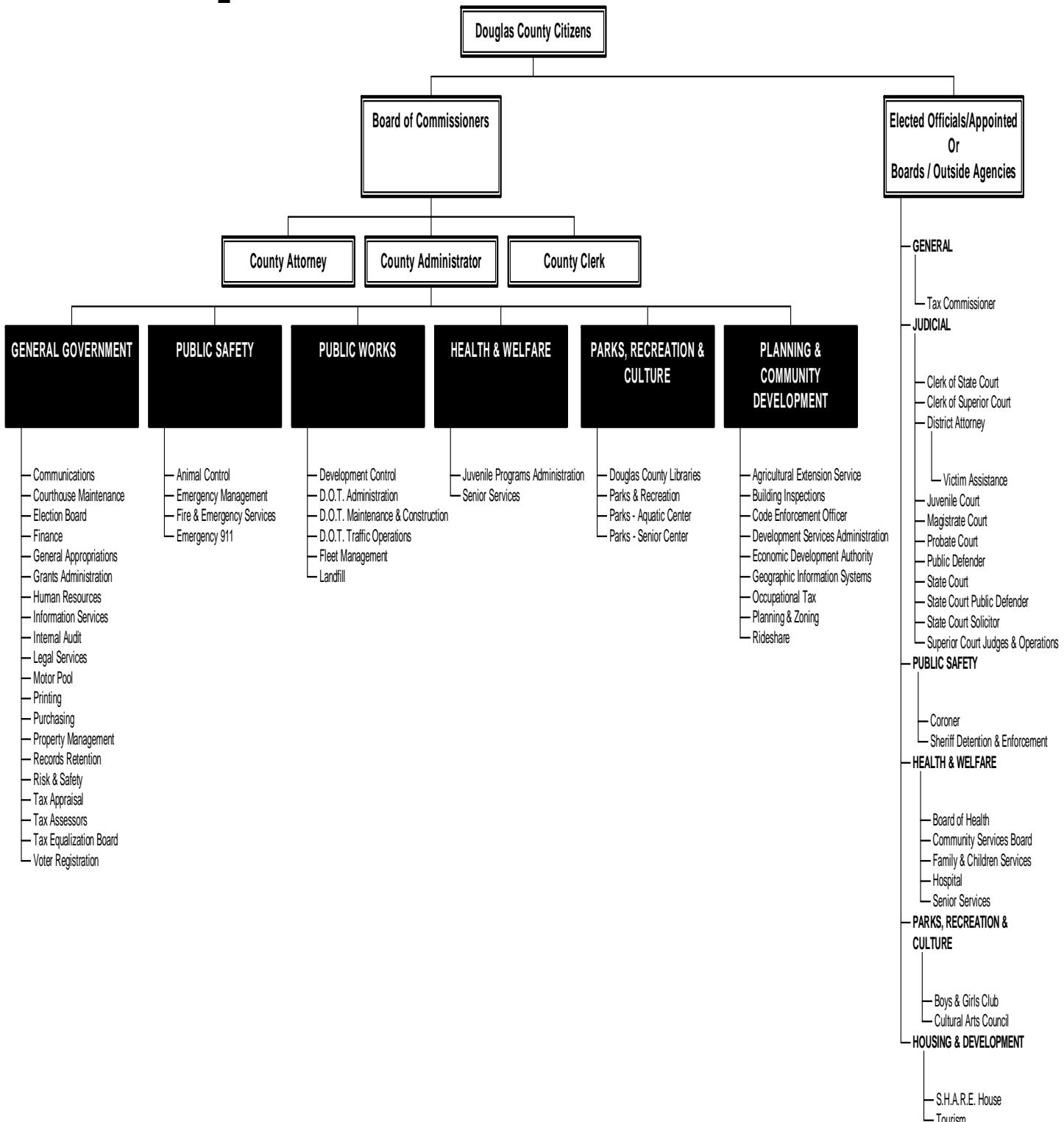
Douglas County protects the health of County residents by supporting a Board of Health that establishes health guidelines, regulations, procedures and activities for the County. In addition, Douglas County supplements social and welfare services provided by a Georgia State Agency of the Department of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

Douglas County also provides the following urban services:

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



Organizational Chart



Budget Process

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

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

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

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

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

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



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

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

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

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

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

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



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

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

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

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

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

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

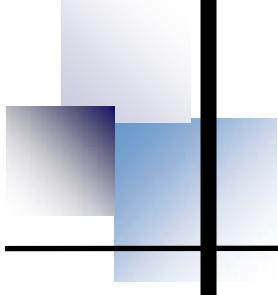


Budget Process

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

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





Budget Calendar

POLICIES & PROCEDURES

Douglas County Board of Commissioners 2019 Budget Calendar

July 12, 2018	Budget is initialized in the system and opened for entry by Elected Officials and Department Heads.
Aug 14, 2018	Budget is due from all Departments.
Aug 15 — Sept 17, 2018	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
Sept 18 — 28, 2018	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Sept 29 — Nov 13, 2018	County Administrator, Finance Director & Financial Analyst finalize and prepare recommended budget summary documents.
Nov 14 — Nov 15, 2018	Proposed budget is presented to Board of Commissioners at Budget Workshop.
Nov 24, 2018	Advertise for public hearing to review the budget.
Dec 4, 2018	Public hearing to review the budget.
Dec 18, 2018	Board of Commissioners adopts the 2018 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 \$22,850,654. Therefore, with an expenditure budget of \$89,614,800 there would be a 25% reserve. Of the \$22.8 million Fund Balance, the Undesignated Unreserved Fund Balance is \$8,549,444 which is approximately 10% of the General Fund budget.

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

REVENUE ADMINISTRATION POLICIES

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

ACCOUNTING, AUDITING AND FINANCIAL REPORTING

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

INVESTMENT POLICIES

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

PURCHASING POLICIES

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

DEBT POLICIES

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

2. 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	\$ 4,405,863,441
Debt Limit – 10% of Assessed Value	\$ 440,586,344
Less General Obligation Bonds Outstanding	\$ 9,844,250
Legal Debt Margin	\$ 430,742,094

Douglas County just recently issued General Obligation Bonds in 2017 to begin working on projects that will be paid off with the 2016 S.P.L.O.S.T. The calculation above shows that we have a legal debt margin of \$430,742,094.

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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, 2019

	PROJECTED REVENUE	TRANSFERS FROM RESERVES	TRANSFERS IN	BOND PROCEEDS	TOTAL FUNDING SOURCES
BUDGETED FUNDS					
Governmental Fund:					
General Fund	<u>85,004,789</u>	<u>4,583,403</u>	<u>27,633</u>	<u>-</u>	<u>89,615,825</u>
Special Revenue Funds:					
District Atty Confiscated Funds	342,000	(16,886)	-	-	325,114
Drug Abuse Treatment	200,400	(81,400)	-	-	119,000
E-911	2,650,000	775,591	-	-	3,425,591
Hotel-Motel Tax Fund	876,000	99,578	-	-	975,578
Law Library	-	590,882	-	-	590,882
Sheriff Inmate Commissary	-	361,767	-	-	361,767
Sheriff Confiscated Funds	-	2,440,794	-	-	2,440,794
Sheriff Other	-	47,700	-	-	47,700
Sidewalk Fund	50	-	-	-	50
Neighborhood Stabilization Prog	250,501	-	-	-	250,501
Victim Assistance	192,000	33,088	-	-	225,088
Uninc. Area Special District	10,243,760	4,509,876	328,500	-	15,082,136
Fire Protection Services	4,445,500	660,000	10,449,054	-	15,554,554
Animal Control Services	<u>392,051</u>	<u>-</u>	<u>1,260,604</u>	<u>-</u>	<u>1,652,655</u>
Total Special Revenue Fund	<u>19,592,262</u>	<u>9,420,990</u>	<u>12,038,158</u>	<u>-</u>	<u>41,051,410</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>2,154,840</u>	<u>508,190</u>	<u>-</u>	<u>-</u>	<u>2,663,030</u>
Total Enterprise Funds	<u>2,154,840</u>	<u>508,190</u>	<u>-</u>	<u>-</u>	<u>2,663,030</u>
Internal Service Funds:					
Employee Benefit	9,560,510	-	5,830,000	-	15,390,510
Worker's Compensation	<u>956,900</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>956,900</u>
Total Internal Service	<u>10,517,410</u>	<u>-</u>	<u>5,830,000</u>	<u>-</u>	<u>16,347,410</u>
Capital Project Funds:					
2016 SPLOST Capital Project	<u>17,294,250</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>17,294,250</u>
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Capital Project Funds	<u>17,294,250</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>17,294,250</u>
Debt Service Funds					
2016 SPLOST Debt Service	<u>-</u>	<u>-</u>	<u>17,294,250</u>	<u>-</u>	<u>17,294,250</u>
Total Debt Service Funds	<u>-</u>	<u>-</u>	<u>17,294,250</u>	<u>-</u>	<u>17,294,250</u>
Total of All Budgeted Funds	<u>134,563,551</u>	<u>14,512,583</u>	<u>35,190,041</u>	<u>-</u>	<u>184,266,175</u>

Appropriations

BUDGET SUMMARIES

**DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF APPROPRIATIONS
YEAR ENDED DECEMBER 31, 2019**

	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<u>BUDGETED FUNDS</u>			
Governmental Fund:			
General Fund	<u>84,916,546</u>	<u>4,699,279</u>	<u>89,615,825</u>
Special Revenue Funds:			
District Atty Confiscated Funds	325,114	-	325,114
Drug Abuse Treatment	119,000	-	119,000
E-911 Dispatch	3,425,591	-	3,425,591
Hotel-Motel Tax Fund	647,078	328,500	975,578
Law Library	590,882	-	590,882
Sheriff Inmate Commissary	361,767	-	361,767
Sheriff Confiscated Funds	2,440,794	-	2,440,794
Sheriff Other	47,700	-	47,700
Sidewalk Fund	50	-	50
Neighborhood Stabilization Prog	250,501	-	250,501
Victim Assistance	197,455	27,633	225,088
Uninc. Area Special District	1,871,755	13,210,381	15,082,136
Fire Protection Services	15,554,554	-	15,554,554
Animal Control Services	<u>1,652,655</u>	-	<u>1,652,655</u>
Total Special Revenue Fund	27,484,896	13,566,514	41,051,410
Enterprise Funds:			
Landfill Enterprise Fund	<u>2,663,030</u>	-	<u>2,663,030</u>
Total Enterprise Funds	2,663,030	-	2,663,030
Internal Service Funds:			
Employee Benefit	15,390,510	-	15,390,510
Worker's Compensation	<u>956,900</u>	-	<u>956,900</u>
Total Internal Service	16,347,410	-	16,347,410
Capital Project Funds:			
2016 SPLOST Capital Project	-	17,294,250	17,294,250
Capital Transportation Fund	<u>-</u>	<u>-</u>	<u>-</u>
Total Capital Project Funds	-	17,294,250	17,294,250
Debt Service Funds			
2016 SPLOST Debt Service	<u>17,294,250</u>	-	<u>17,294,250</u>
Total Debt Service Funds	17,294,250	-	17,294,250
Total of All Budgeted Funds	<u>148,706,132</u>	<u>35,560,043</u>	<u>184,266,175</u>

Financing Sources by Type

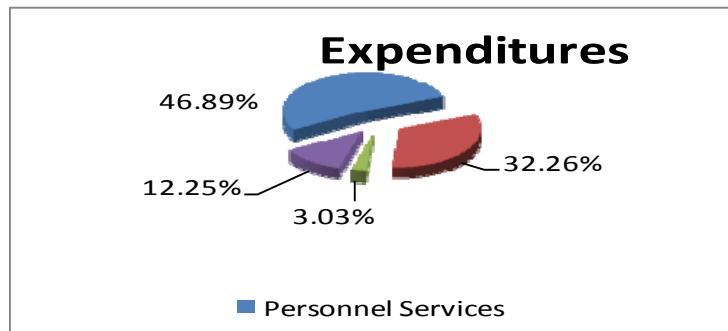
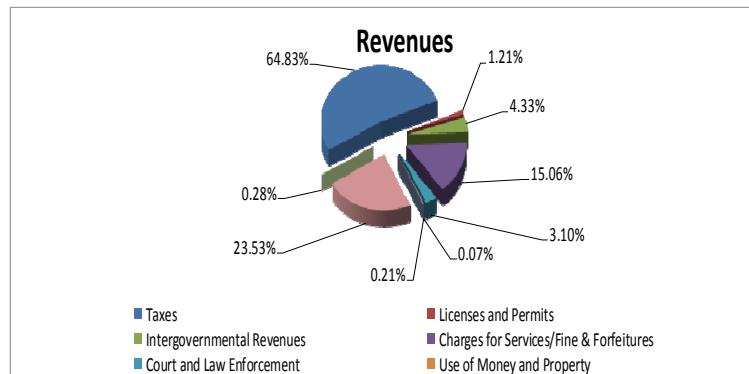
	SPECIAL REVENUE FUNDS									
	TOTAL	GENERAL FUND	D.A.	CONFISCATED FUNDS	DRUG	E911 DISPATCH	HOTEL -	LAW LIBRARY	NEIGHBORHOOD	SHERIFF
			CONFISCATED FUNDS		ABUSE		MOTEL TAXES		STABILIZATION	INMATE
Revenues										
Taxes										
Real and Personal Property	44,538,240	\$ 44,538,240	\$		\$		\$		\$	\$
TAVT	4,587,400	4,587,400								
Sales and Use	19,196,600	16,800,000								
Insurance Premium	6,544,660	0								
Other Taxes / Penalties	21,327,824	3,157,574					876,000			
Licenses and Permits										
Permits/Zoning Fees	2,152,759	1,003,259								
Inspection Fees	1,000									
Alcohol License	75,000									
Intergovernmental	7,983,911	5,501,859		145,000					1	
Charges for Services/Fines										
Telephone	2,650,000					2,650,000				
Landfill	2,154,840									
Tax Commissions	780,000	780,000								
Ambulance Charges	2,423,000									
Sheriff's Fees	630,000	630,000								
Streetlights	900,000	900,000								
Rideshare Fees	217,200	217,200								
Parks & Rec Fees	614,340	614,340								
Other Charges	17,389,510	897,600								
Courts and Law Enforcement										
Superior Court	803,000	803,000								
State Court	2,245,200	2,245,200								
Probate Court	425,100	425,100								
Magistrate Court	684,000	684,000								
Juvenile Court	2,500	2,500								
Surcharges	410,000	410,000								
Fees and Fines	946,200	553,800		200,400						
Confiscated/Commissary	197,000		197,000							
Use of Property and Money	120,575	120,025							500	
Miscellaneous	393,692	133,692							250,000	
Other Financing Sources										
Bond Proceeds										
Sale of Assets										
Transfers	29,360,041	27,633								
Appropriated Fund Balance	14,512,583	4,583,403	(16,886)	(81,400)	775,591	99,578	590,882		361,767	
Total Revenues & Other Financing Sources	\$ 184,266,175	\$ 89,615,825	\$ 325,114	\$ 119,000	\$ 3,425,591	\$ 975,578	\$ 590,882	\$ 250,501	\$ 361,767	

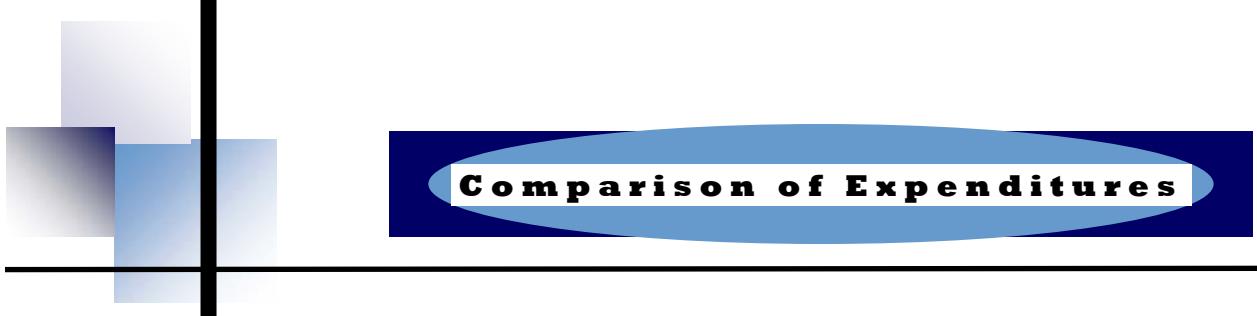
Financing Sources by Type

BUDGET SUMMARIES

Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
Revenues							
Taxes							
Real & Personal Property Taxes	44,538,240	44,538,240	-	-	-	-	-
TAVT	4,587,400	4,587,400	-	-	-	-	-
Sales and Use Taxes	19,196,600	16,800,000	2,396,600	-	-	-	-
Insurance Premium Taxes	6,544,660	-	6,544,660	-	-	-	-
Other Taxes / Penalties	21,327,824	3,157,574	876,000	-	-	17,294,250	-
Licenses and Permits	2,228,759	1,003,259	1,225,500	-	-	-	-
Intergovernmental Revenues	7,983,911	5,501,859	2,482,052	-	-	-	-
Charges for Services/Fine & Forfeitures	27,758,890	4,039,140	5,217,500	2,154,840	16,347,410	-	-
Court and Law Enforcement	5,713,000	5,123,600	589,400	-	-	-	-
Use of Money and Property	120,575	120,025	550	-	-	-	-
Miscellaneous	393,692	133,692	260,000	-	-	-	-
Other Revenues and Sources	43,364,434	4,611,036	21,459,148	-	-	-	17,294,250
Reserves	508,190	-	-	508,190	-	-	-
	<u>184,266,175</u>	<u>89,615,825</u>	<u>41,051,410</u>	<u>2,663,030</u>	<u>16,347,410</u>	<u>17,294,250</u>	<u>17,294,250</u>
Expenditures							
Personnel Services	78,025,773	58,645,053	18,516,497	864,223	-	-	-
Operating Expenses	47,965,531	21,749,780	8,429,534	1,438,807	16,347,410	-	-
Capital Outlay	4,498,954	3,697,446	441,508	360,000	-	-	-
Debt Service	18,215,874	824,267	97,357	-	-	-	17,294,250
Transfers Out	35,560,043	4,699,279	13,566,514	-	-	17,294,250	-
	<u>184,266,175</u>	<u>89,615,825</u>	<u>41,051,410</u>	<u>2,663,030</u>	<u>16,347,410</u>	<u>17,294,250</u>	<u>17,294,250</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 \$868,216 over the prior year adopted budget. This decrease among this function is due to a decrease in budget improvement requests compared to the prior year. The one notable increase was that in the Courthouse Maintenance department. This increase amounts to \$613,559 and is due to the courthouse re-constructing its front entrance to make the entire building secure.
- **Judicial** despite the growing courts this function decreased a minimal amount of \$39,495. This equates to less than 1% of the \$15.5 M budget. The most notable increase took place in the Clerk of Superior Court department. It had a decrease of \$255,015 due to less other professional services needed compared to the previous year.
- **Public Safety** decreased \$789,539 compared to the prior year adopted budget. All departments within the Public Safety function showed a decrease, with the exception of the Coroner which increased \$67,142 compared to last year. The largest decrease among the departments was in Sheriff Detention. They showed a decrease of \$668,873. This is attributed to less budget improve requests compared to last year.
- **Public Works** shows an increase of \$392,492 compared to the prior year adopted budget. This is mostly due to the large increase in the DOT Maintenance and Construction department. The largest increase is attributed to road maintenance. The Board has shown a dedication to road maintenance by allocating funds to this through the General Fund on top of 2016 SPLOST projects dedicated to roads.

- Health and Welfare increased \$509,098. This was attributed to three department changes in their budget compared to the prior year. Community Services Board, Public Welfare, and the Senior Center. Public Welfare is a new department established by the County. This was to remove certain court costs that benefited the public and track those specific costs more closely. As always, the Board's commitment to serve the needs of the County's aging population continues to be a priority. This is reflected by the \$166,738 increase. 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.
- Culture and Recreation decreased \$172,137 compared to the prior years adopted budget. Each department within this function showed a decrease in their respective budget. A large part of this decrease is due to the projects that will be completed under the 2016 SPLOST. The Cultural Arts Council is now handled outside of the County. That is why we show no budget for 2019.
- Planning and Community Development increased \$1,203,830 compared to the 2018 budget. This is almost solely due to Rideshare. The main increase among expenses is due to a large increase in their capital outlay. The fixed route bus system grant was secured. Majority of this is funded through grants. The voucher system program to help disabled individuals and senior adults also needs more funding with increasing number of participants.
- Special Revenue Funds these funds increased significantly at \$6,653,331 compared to the prior year adopted budget. The largest increase was in Unincorporated Special Area District fund. This fund increased \$4,518,184. This increase was due to additional transfers out. Another fund that increased significantly is the Hotel Motel Tax Fund. This fund increased \$490,882. With the County's growing economy and increasing number of hotels this fund has increased significantly over the years.

Comparison of Expenditures

- Enterprise Fund only increased \$114,159 as compared to the prior year. This increase was mostly due to salary increases.
- Internal Service Funds increased by \$265,499. The County is self-insured and pays claims on a timely basis, but the funding of the Health Care and Workers Compensation funds has not kept pace with the rising costs. The County will continue to implement cost savings measures and additional funding to reduce and eventually eliminate the deficits. The benefits and coverage in this Fund are revised annually in an effort to keep costs down while still providing employees with quality coverage. Rising healthcare costs will be offset by the fact that administrative fees have come down in recent years and better management of claims in these past years have helped keep the increases to a minimum. Despite this and the help of a Benefits Consultant healthcare costs continue to rise. This fund will likely continue to increase, but measures will continue to mitigate the increases.
- Capital Funds will increase by more than \$4.5 million. This is mainly attributed to a new SPLOST that passed in 2016. Bonds were issued so projects could begin immediately. With the new SPLOST projects there was nothing budgeted towards the Capital Transportation Fund in 2019.
- Debt Service Funds increased by \$7,450,000. This is the total amount of the fund. The increase in this fund is due to an increasing payment that goes towards the principal of the debt service that was issued solely to utilize the 2016 SPLOST funds.

BUDGET SUMMARIES

Comparison of Expenditures by Function

	2017 ACTUAL	2018 BUDGET	2019 APPROVED	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND				
General Government				
Board of Commissioners	1,046,865	936,114	913,675	(22,439)
Communications	515,679	371,246	444,410	73,164
Courthouse Maintenance	997,615	968,797	1,582,356	613,559
Election Board	251,769	548,870	369,077	(179,793)
Finance	784,417	834,123	826,806	(7,317)
General Appropriations	15,521,684	11,559,630	9,432,837	(2,126,793)
Human Resources	398,671	374,161	350,744	(23,417)
Information Services	1,152,771	1,173,899	1,557,049	383,150
Legal Services	497,872	698,465	710,016	11,551
Motor Pool	(10,473)	1,793	1,830	37
Printing	130,537	139,921	137,858	(2,063)
Property Management	494,562	507,677	742,426	234,749
Purchasing	323,363	367,809	328,905	(38,904)
Records Retention	137,281	155,606	187,545	31,939
Risk & Safety	219,453	234,016	244,566	10,550
Tax Appraisal	1,037,448	1,033,215	1,009,265	(23,950)
Tax Assessor	129,028	159,059	160,140	1,081
Tax Commissioner	1,405,009	1,526,134	1,672,663	146,529
Tax Equalization Board	43,366	77,897	77,024	(873)
External Affairs Department	-	154,339	205,363	51,024
TOTAL GENERAL GOVERNMENT	25,076,918	21,822,771	20,954,555	(868,216)

BUDGET SUMMARIES

Comparison of Expenditures by Function

				INCREASE/ DECREASE
	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>	<u>FM PRIORITY YEAR</u>
Judicial				
Clerk of State Court	496,073	534,101	499,174	(34,927)
Clerk of Superior Court	1,873,115	2,220,540	1,965,525	(255,015)
District Attorney	2,733,747	2,914,974	3,000,730	85,756
State DUI Court	257,629	273,121	326,873	53,752
Juvenile Court	1,442,453	1,670,394	1,627,032	(43,362)
Juvenile Programs Administration	1,063,688	1,012,881	978,532	(34,349)
Superior Court Felony Drug Court	479,166	551,922	614,075	62,153
Magistrate Court	718,679	768,270	850,615	82,345
Probate Court	440,457	462,274	441,031	(21,243)
Public Defender	2,152,615	2,314,648	2,301,942	(12,706)
State Court Judges	723,860	789,187	810,814	21,627
State Court Solicitor	1,376,937	1,517,762	1,566,897	49,135
Superior Court Judges	508,241	579,890	587,229	7,339
TOTAL JUDICIAL	<u>14,266,660</u>	<u>15,609,964</u>	<u>15,570,469</u>	<u>(39,495)</u>
Public Safety				
Coroner	216,364	145,565	212,707	67,142
Emergency Management	277,013	274,890	264,196	(10,694)
Sheriff Detention	16,550,783	18,231,228	17,562,355	(668,873)
Sheriff Enforcement	14,823,467	16,333,542	16,159,428	(174,114)
TOTAL PUBLIC SAFETY	<u>31,867,626</u>	<u>34,985,225</u>	<u>34,198,686</u>	<u>(786,539)</u>
Public Works				
D.O.T. Administration	513,350	726,740	821,342	94,602
D.O.T. Maintenance & Construction	2,695,111	2,503,004	2,829,446	326,442
D.O.T. Traffic Operations	800,093	1,074,542	1,117,149	42,607
Fleet Management	1,190,267	1,279,857	1,208,698	(71,159)
TOTAL PUBLIC WORKS	<u>5,198,821</u>	<u>5,584,143</u>	<u>5,976,635</u>	<u>392,492</u>

BUDGET SUMMARIES

Comparison of Expenditures by Function

				INCREASE/ DECREASE
	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>	<u>FM PRIORITY YEAR</u>
Health and Welfare				
Board of Health	410,000	401,800	401,800	-
Boys & Girls Club	15,000	14,700	14,700	-
Community Services Board and Public Welfare	126,000	123,480	465,840	342,360
Family and Children Services	84,600	82,908	82,908	-
Senior Center	<u>1,135,610</u>	<u>1,230,814</u>	<u>1,397,552</u>	<u>166,738</u>
TOTAL HEALTH AND WELFARE	<u>1,771,210</u>	<u>1,853,702</u>	<u>2,362,800</u>	<u>509,098</u>
Culture/Recreation				
Cultural Arts Council	53,877	52,799	-	(52,799)
Douglas County Library	1,732,189	1,815,812	1,750,409	(65,403)
Parks and Recreation	2,888,253	2,944,843	2,927,738	(17,105)
Parks and Recreation Aquatic Center	831,740	843,538	828,740	(14,798)
Parks and Recreation Senior Center	<u>374,894</u>	<u>393,296</u>	<u>371,264</u>	<u>(22,032)</u>
TOTAL CULTURE/RECREATION	<u>5,880,953</u>	<u>6,050,288</u>	<u>5,878,151</u>	<u>(172,137)</u>
Planning and Community Development				
Cooperative Extension	116,485	134,120	135,640	1,520
Economic Development	350,000	343,000	343,000	-
Geographic Information Systems	214,997	211,229	241,180	29,951
Rideshare Program	1,172,567	2,773,530	3,945,889	1,172,359
S.H.A.R.E. House	9,000	8,820	8,820	-
TOTAL PLANNING AND COMMUNITY DEVELOPMENT	<u>1,863,049</u>	<u>3,470,699</u>	<u>4,674,529</u>	<u>1,203,830</u>
TOTAL GENERAL FUND	<u>85,925,238</u>	<u>89,376,792</u>	<u>89,615,825</u>	<u>239,033</u>

BUDGET SUMMARIES

Comparison of Expenditures by Function

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
SPECIAL REVENUE FUNDS				
District Attorney Confiscated Funds	84,685	298,070	325,114	27,044
Drug Abuse Treatment	115,500	211,200	119,000	(92,200)
E-911 & Wireless	2,462,201	2,899,174	3,425,591	526,417
Hotel-Motel Tax Fund	686,789	552,867	975,578	422,711
Law Library	124,037	100,000	590,882	490,882
Sheriff Confiscated Funds	322,714	2,281,125	2,440,794	159,669
Sheriff Inmate Commissary	67,826	231,876	361,767	129,891
Sheriff Other Programs	51,984	45,285	47,700	2,415
Sidewalk	-	13,365	50	(13,315)
Neighborhood Stabilization Program	608,279	200,201	250,501	50,300
Victim Assistance	214,345	226,238	225,088	(1,150)
Uninc. Area Special District	11,372,365	10,563,952	15,082,136	4,518,184
Fire Protection Services & EMS	15,039,638	15,284,459	15,554,554	270,095
Animal Control Services	3,127,955	1,490,267	1,652,655	162,388
TOTAL SPECIAL REVENUE	34,278,318	34,398,079	41,051,410	6,653,331
ENTERPRISE FUND				
Landfill	3,973,492	2,548,871	2,663,030	114,159
TOTAL ENTERPRISE	3,973,492	2,548,871	2,663,030	114,159
INTERNAL SERVICE FUNDS				
Health and Employee Benefits	13,206,323	15,342,411	15,390,510	48,099
Worker's Compensation	204,935	739,500	956,900	217,400
TOTAL INTERNAL SERVICE	13,411,258	16,081,911	16,347,410	265,499
DEBT SERVICE FUND				
2016 SPLOST Debt Service	18,108,351	9,844,250	17,294,250	7,450,000
TOTAL DEBT SERVICE FUND	18,108,351	9,844,250	17,294,250	7,450,000
CAPITAL FUND				
GRTA Capital Project Fund	737,095	-	-	-
2016 SPLOST Capital Project Fund	18,108,351	9,844,250	17,294,250	7,450,000
Capital Transportation Fund	1,655,614	2,865,819	-	(2,865,819)
TOTAL CAPITAL FUND	20,501,060	12,710,069	17,294,250	4,584,181
TOTAL ALL FUNDS	176,197,717	164,959,972	184,266,175	19,306,203

BUDGET SUMMARIES

Three-Year Comparison of Revenue

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>
General Fund			
Taxes			
Real & Personal Property	43,472,025	44,639,050	44,538,240
TAVT	3,460,534	3,706,000	4,587,400
Sales and Use Taxes	15,636,220	15,600,000	16,800,000
Insurance Premium Taxes	-	-	-
Other Taxes / Penalties	3,668,937	3,962,160	3,157,574
Licenses and Permits	101,596	45,000	1,003,259
Intergovernmental	3,459,063	4,088,219	5,501,859
Charges for Services/Fines & Forfeitures	4,047,533	3,761,160	4,039,140
Courts and Law Enforcement	4,844,053	4,946,200	5,123,600
Use of Money and Property	15,957	15,150	120,025
Other Financing Sources	3,256,710	3,025,168	27,633
Miscellaneous	153,715	5,588,685	4,717,095
TOTAL REVENUES	82,116,343	89,376,792	89,615,825
Special Revenue Funds			
District Attorney Confiscated Funds			
Courts and Law Enforcement	2,864	10,000	197,000
Use of Money and Property	443	500	0
Intergovernmental	0	0	145,000
Miscellaneous	17,971	361,477	(16,886)
TOTAL REVENUES	21,278	371,977	325,114
Drug Abuse Treatment Fund			
Courts and Law Enforcement	202,067	211,200	200,400
Interest	-	-	-
Miscellaneous	-	-	(81,400)
TOTAL REVENUES	202,067	211,200	119,000
E-911 and Wireless Fund			
Wireless Charges	2,648,638	1,600,000	1,700,000
User Fees	-	1,300,000	950,000
Intergovernmental	-	-	-
Taxes	-	-	-
Investment Earnings	-	-	-
Miscellaneous	1,539	(826)	775,591
Other Financing Sources	-	-	-
TOTAL REVENUES	2,650,177	2,899,174	3,425,591
Hotel-Motel Tax Fund			
Hotel-Motel Taxes	687,312	636,000	975,578
TOTAL REVENUES	687,312	636,000	975,578
Law Library			
Courts and Law Enforcement	111,819	100,000	590,882
Use of Money and Property	-	-	-
TOTAL REVENUES	111,819	100,000	590,882
Sheriff Confiscated Assets Fund			
Fines and Forfeitures	477,784	2,281,125	2,440,794
Investment Earnings	4,599	-	-
TOTAL REVENUES	482,383	2,281,125	2,440,794
Sheriff Inmate Commissary			
Intergovernmental	-	-	-
Use of Money and Property	-	-	-
Miscellaneous	197,717	231,876	361,767
TOTAL REVENUES	197,717	231,876	361,767

BUDGET SUMMARIES

Three-Year Comparison of Revenue

		2017 ACTUAL	2018 BUDGET	2019 APPROVED
Sheriff Other Programs				
Charges for Service		-	-	-
Miscellaneous		54,399	45,285	47,700
TOTAL REVENUES		54,399	45,285	47,700
Sidewalk Fund				
Fees		-	-	-
Use of Property & Money		-	13,365	50
TOTAL REVENUES		-	13,365	50
Neighborhood Stabilization Program Fund				
Intergovernmental		210,682	1	1
Investment Earnings		351	200	500
Other		208,311	200,000	250,000
TOTAL REVENUES		419,344	200,201	250,501
Victim Assistance Fund				
Victim Assistance Fines		198,281	175,000	192,000
Investment Earnings		-	-	-
Interest		-	51,238	33,088
TOTAL REVENUES		198,281	226,238	225,088
Uninc. Area Special District				
Taxes		8,124,555	8,082,596	8,941,260
Licenses and Permits		1,287,864	1,202,000	1,223,000
Charges for Services		86,894	65,650	69,500
Miscellaneous		9,092	975,206	4,519,876
Other Financing Sources		257,219	238,500	328,500
TOTAL REVENUES		9,765,623	10,563,952	15,082,136
Fire Protection Services				
Licenses and Permits		2,500	2,500	2,500
Intergovernmental		2,002,797	1,950,000	2,020,000
Charges for Services		2,495,247	2,422,000	2,423,000
Miscellaneous		26,362	(77,269)	660,000
Other Financing Sources		10,434,758	10,987,228	10,449,054
TOTAL REVENUES		14,961,664	15,284,459	15,554,554
Animal Control Services				
Intergovernmental		317,012	310,607	317,051
Charges for Services		70,877	50,100	75,000
Courts and Law Enforcement		(595)	-	-
Miscellaneous		74,468	14,131	-
Other Financing Sources		1,126,372	1,115,430	1,260,604
TOTAL REVENUES		1,588,134	1,490,268	1,652,655
Enterprise Funds				
Landfill Fund				
Transfer Fees		991,850	781,200	781,200
C & D Fees		1,102,796	756,000	756,000
Camp Road Transfer Fees		46,536	114,240	114,240
Investments		138	-	-
Insurance Claims		-	-	-
Recycling Sales		363,138	503,400	503,400
Charges b/w Funds		900	-	-
Intergovernmental		-	-	-
Other		-	508,190	508,190
TOTAL REVENUES		2,505,358	2,663,030	2,663,030
Internal Service Funds				
Health and Employee Benefit Fund				
Charges for Services		13,555,195	15,342,411	9,190,510
Interest		-	-	-
Miscellaneous		-	-	-
Transfer In		-	-	6,200,000
TOTAL REVENUES		13,555,195	15,342,411	15,390,510
Worker's Compensation Fund				
Charges for Services		799,335	739,500	956,900
Interest Earned		-	-	-
Transfers In		-	-	-
TOTAL REVENUES		799,335	739,500	956,900
Debt Service Funds				
2016 SPLOST Debt Service				
Investment Earnings		40,979	164,117	-
Other Financing Sources		9,918,608	17,669,250	17,294,250
TOTAL REVENUES		9,959,588	17,833,367	17,294,250
Capital Fund				
Capital Transportation Fund				
Miscellaneous		-	1,211,275	1,000,000
Intergovernmental		1,365,998	-	1,306,073
Transfers In		1,019,118	1,019,118	559,746
TOTAL REVENUES		2,385,116	2,230,393	2,865,819
GRTA				
Intergovernmental		46,405	-	-
Investment Earnings		-	-	-
Transfers In		1,379,101	-	-
TOTAL REVENUES		1,425,506	-	-
2016 SPLOST Capital Project				
Taxes		17,652,602	22,956,985	17,294,250
Intergovernmental		100,619	3,332,165	-
Investment Earnings		478,582	1,151,026	-
Miscellaneous		-	-	-
Other Financing Sources		66,530,688	60,235	-
TOTAL REVENUES		84,762,491	27,500,412	17,294,250

BUDGET SUMMARIES

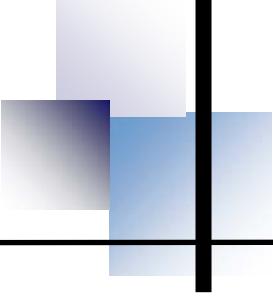
Three-Year Comparison of Expenditures

		2017 ACTUAL	2018 BUDGET	2019 APPROVED
General Fund				
General Government	25,076,918	21,822,771	20,954,555	
Judicial System	14,266,661	15,609,964	15,570,469	
Public Safety	31,867,626	34,985,225	34,198,686	
Public Works	5,198,821	5,584,143	5,976,635	
Health and Welfare	1,771,210	1,853,702	2,362,800	
Parks, Recreation and Culture	5,880,953	6,050,288	5,878,151	
Planning and Community Development	1,863,049	3,470,699	4,674,529	
TOTAL EXPENDITURES	85,925,239	89,376,792	89,615,825	
Special Revenue Funds				
District Attorney Confiscated Funds				
Operating	84,685	371,977	325,114	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	84,685	371,977	325,114	
Drug Abuse Treatment Fund				
Other Professional Services	115,500	110,831	102,500	
Supplies	-	8,000	16,500	
Training	-	-	-	
Budget Improvement Requests	-	92,369	-	
Minor Equip and Improvements	-	-	-	
TOTAL EXPENDITURES	115,500	118,831	119,000	
E-911 and Wireless Fund				
Salaries and Related Costs	2,462,201	1,794,702	2,193,735	
Other Expenses	-	974,159	1,101,543	
Capital Outlay	-	130,313	130,313	
Transfers Out	-	-	-	
TOTAL EXPENDITURES	2,462,201	2,899,174	3,425,591	
Hotel-Motel Tax Fund				
Salaries and Related Costs	0	60,886	76,247	
Other Professional Services	429,570	253,481	570,831	
Transfers Out	257,219	238,500	328,500	
TOTAL EXPENDITURES	686,789	552,867	975,578	
Law Library				
Operating	124,037	100,000	590,882	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	124,037	100,000	590,882	
Sheriff Confiscated Assets Fund				
Operating	322,714	2,281,125	2,440,794	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	322,714	2,281,125	2,440,794	
Sheriff Inmate Commissary				
Operating	67,826	231,876	361,767	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	67,826	231,876	361,767	
Sheriff Other Programs				
Operating	51,984	45,285	47,700	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	51,984	45,285	47,700	
Sidewalk Fund				
Operating	-	-	-	
Capital Outlay	-	13,365	50	
Miscellaneous	-	-	-	
TOTAL EXPENDITURES	-	13,365	50	
Neighborhood Stabilization Program Fund				
Other Professional Services	608,279	200,201	250,501	
Transfers Out	-	-	-	
TOTAL EXPENDITURES	608,279	200,201	250,501	
Victim Assistance Fund				
Salaries and Related Costs	189,177	190,927	186,903	
Other Expenses	-	10,143	10,552	
Transfers Out	25,168	25,168	27,633	
Capital Outlay	-	-	-	
TOTAL EXPENDITURES	214,345	226,238	225,088	

BUDGET SUMMARIES

Three-Year Comparison of Expenditures

		2017 ACTUAL	2018 BUDGET	2019 APPROVED
Uninc. Area Special District	Salary and Wages	870,003	902,793	1,047,316
	Benefits	397,311	415,681	519,171
	Advertising	1,440	3,300	3,300
	Vehicle Expense	17,159	30,062	35,879
	Dues and Subscriptions	1,591	3,250	4,250
	Maintenance Charges	2,013	2,880	2,940
	Supplies	11,824	25,082	30,604
	Professional Services	12,190	16,125	17,125
	Utilities	3,317	4,980	5,934
	Travel & Training	6,816	18,760	19,754
	Minor Equipment & Impr.	645	7,251	-
	Capital Outlay	-	20,000	137,600
	Other Financing Sources	10,045,505	8,839,794	13,210,381
	Uniforms and Clothing	2,541	4,048	4,698
	Other	-	-	-
	Budget Improvement Request	-	269,946	43,184
	TOTAL EXPENDITURES	11,372,365	10,563,952	15,082,136
Fire Protection and EMS	Salary and Wages	9,395,807	9,093,636	8,966,364
	Benefits	3,888,020	3,664,040	4,416,258
	Advertising	7,871	16,050	18,050
	Vehicle Expense	435,858	408,000	401,000
	Dues and Subscriptions	3,946	7,065	7,065
	Equipment Rental	18,900	18,900	18,900
	Maintenance Charges	90,556	113,400	111,200
	Supplies	277,428	276,500	301,500
	Professional Services	277,864	251,152	280,000
	Utilities	255,049	279,200	282,020
	Travel & Training	52,391	21,070	61,000
	Minor Equipment & Impr.	56,966	-	-
	Capital Outlay	29,983	-	-
	Other Financing Sources	-	-	-
	Debt Service	171,418	171,419	97,357
	Uniforms and Clothing	77,581	108,000	158,000
	Other	-	125,000	125,000
	Budget Improvement Request	-	731,027	310,840
	TOTAL EXPENDITURES	15,039,638	15,284,459	15,554,554
Animal Control Services	Salary and Wages	622,032	629,981	706,110
	Benefits	325,556	329,891	404,393
	Advertising	2,008	2,500	2,500
	Vehicle Expense	33,641	27,500	26,500
	Dues and Subscriptions	400	660	400
	Maintenance Charges	5,090	6,000	11,867
	Supplies	114,010	104,500	115,500
	Professional Services	99,690	60,000	89,510
	Utilities	45,610	61,000	56,900
	Travel & Training	3,058	5,200	3,200
	Minor Equipment & Impr.	14,539	-	-
	Capital Outlay	1,859,217	-	38,241
	Uniforms and Clothing	3,104	8,000	8,000
	Other	-	125,000	125,000
	Budget Improvement Request	-	130,035	64,534
	TOTAL EXPENDITURES	3,127,955	1,490,267	1,652,655
Enterprise Funds				
Landfill Fund	Salary and Benefits	757,657	759,821	864,223
	Operating Expenses	3,182,658	1,626,596	1,384,697
	Capital Outlay	-	108,344	360,000
	Depreciation	33,178	54,110	54,110
	TOTAL EXPENDITURES	3,973,492	2,548,871	2,663,030
Internal Service Funds				
Health and Employee Benefit Fund	Claims	12,446,727	13,964,125	14,049,376
	Administrative	759,596	1,378,286	1,341,134
	TOTAL EXPENDITURES	13,206,323	15,342,411	15,390,510
Worker's Compensation Fund	Claims	153,501	685,000	897,400
	Administrative	51,434	54,500	59,500
	Transfer Out	-	-	-
	TOTAL EXPENDITURES	204,935	739,500	956,900
Debt Service Funds				
2016 SPLOST Debt Service	Other Financing Sources	-	-	-
	Debt Service	-	2,844,250	2,844,250
	Other	-	7,000,000	7,000,000
	TOTAL EXPENDITURES	-	9,844,250	9,844,250
Capital Fund				
GRTA	Capital Outlay	531,505	-	-
	Road Maintenance	205,590	-	-
	TOTAL EXPENDITURES	737,095	0	0
2016 SPLOST Capital Project Fund	Audit and Legal	577,869	-	-
	Professional Services	562,388	-	-
	Capital Outlay	3,543,600	-	-
	Other Financing Sources	9,918,608	9,844,250	17,294,250
	Road Maintenance	8,117	-	-
	Other	3,497,768	-	-
	TOTAL EXPENDITURES	18,108,351	9,844,250	17,294,250
Capital Transportation Fund	Advertising	-	-	-
	Capital Outlay	-	-	-
	Transfers Out	303,401	1,000,000	-
	Road Maintenance	1,352,213	1,865,819	-
	TOTAL EXPENDITURES	1,655,614	2,865,819	0



Appropriation Class Comparison

BUDGET SUMMARIES

<u>APPROPRIATION CLASSIFICATION</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Salary and Wages	50,531,823	51,051,131	53,665,162
Benefits	21,803,527	20,812,246	24,360,611
Advertising	144,177	356,835	347,536
Audit and Legal	1,887,769	1,711,470	1,606,660
Vehicle Expenses	2,108,147	2,602,766	2,971,036
Dues and Subscriptions	297,080	338,991	378,285
Equipment Rental	25,867	46,059	45,306
Rentals	21,437	21,438	22,479
Maintenance Charges	1,647,009	1,828,374	2,038,578
Supplies	4,970,559	8,893,833	9,465,738
Professional Services	9,331,823	8,112,760	11,421,601
Utilities	4,380,892	5,047,452	4,875,802
Travel and Training	417,165	487,700	709,740
Minor Equipment and Improvements	420,138	7,251	158,450
Capital Outlay	10,309,928	3,859,466	4,498,954
Interfund / Interdepartment Charges	11,949,411	14,558,625	14,861,276
Other	1,809,150	1,890,004	2,155,025
Other Financing Sources	27,160,344	25,770,322	35,560,043
Debt Service	1,992,625	3,127,719	3,215,874
Uniforms and Clothing	416,260	474,187	544,809
Road Maintenance	1,571,218	2,000,971	136,000
Grants	195,098	77,450	168,420
Closure and Post Closure	2,039,680	164,230	164,230
Other	3,501,217	7,751,000	15,751,000
Budget Improvement Requests	882	4,544,700	4,856,439
 TOTAL	 <u>\$ 158,933,226</u>	 <u>\$ 165,536,980</u>	 <u>\$ 193,979,054</u>

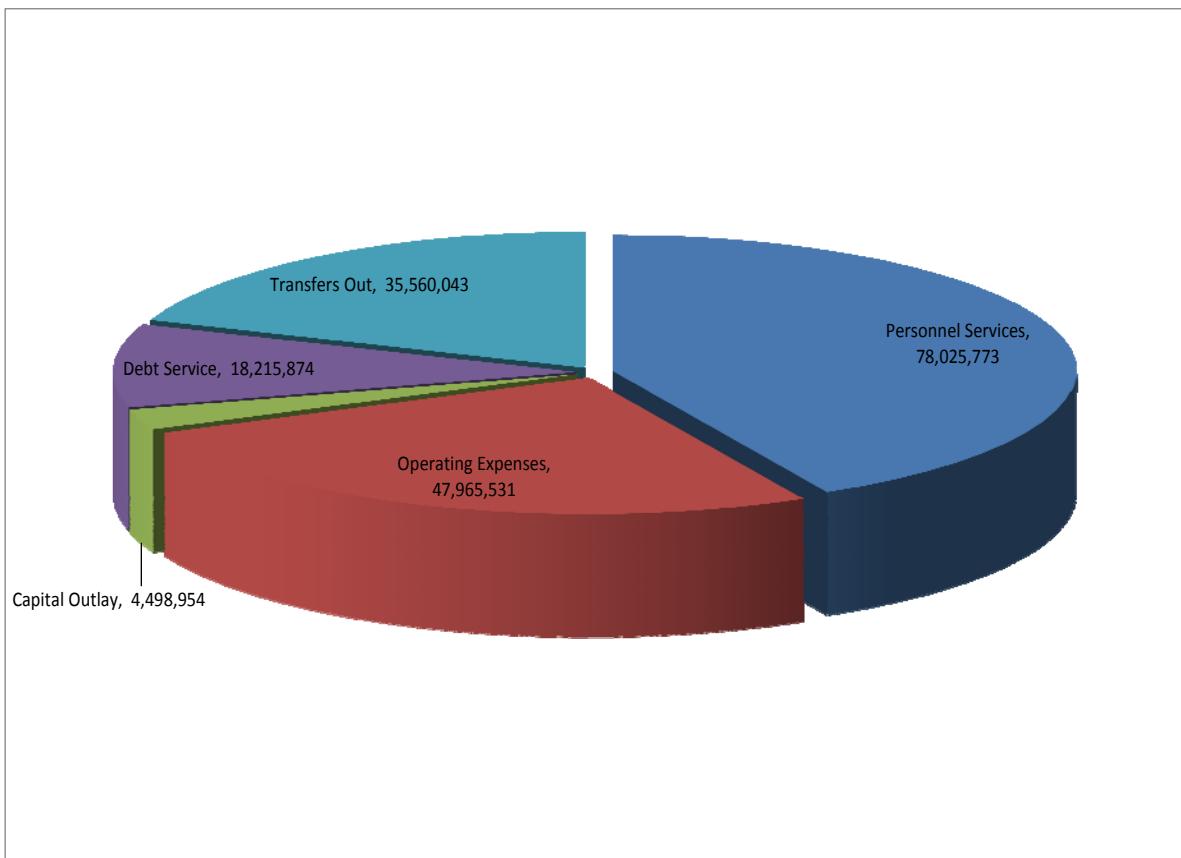
BUDGET SUMMARIES

Appropriations by Type

	Personnel Services	Operating Expenses	Capital Outlay	Debt Service	Transfers Out	Total
General Fund	58,645,053	21,749,780	3,697,446	824,267	4,699,279	89,615,825
Special Revenue Funds:						
District Atty Confiscated Funds	-	325,114	-	-	-	325,114
Drug Abuse Treatment	-	119,000	-	-	-	119,000
E-911	2,193,735	1,054,456	177,400	-	-	3,425,591
Hotel-Motel Tax Fund	76,247	482,614	88,217	-	328,500	975,578
Law Library	-	590,882	-	-	-	590,882
Sheriff Inmate Commissary	-	361,767	-	-	-	361,767
Sheriff Confiscated Funds	-	2,440,794	-	-	-	2,440,794
Sheriff Other	-	47,700	-	-	-	47,700
Sidewalk Fund	-	-	50	-	-	50
Neighborhood Stabilization Prog	-	250,501	-	-	-	250,501
Victim Assistance	186,903	10,552	-	-	27,633	225,088
Uninc. Area Special District	1,566,487	167,668	137,600	-	13,210,381	15,082,136
Fire Protection and EMS	13,382,622	2,074,575	-	97,357	-	15,554,554
Animal Control Services	1,110,503	503,911	38,241	-	-	1,652,655
Enterprise Funds:						
Landfill Enterprise Fund	864,223	1,438,807	360,000	-	-	2,663,030
Internal Service Funds:						
Employee Benefit	-	15,390,510	-	-	-	15,390,510
Worker's Compensation	-	956,900	-	-	-	956,900
Capital Fund						
2016 SPLOST Capital Project	-	-	-	-	17,294,250	17,294,250
Capital Transportation Fund	-	-	-	-	-	-
Debt Service Fund						
2016 SPLOST Debt Service	-	-	-	17,294,250	-	17,294,250
Total Appropriations	78,025,773	47,965,531	4,498,954	18,215,874	35,560,043	184,266,175

Appropriation by Type

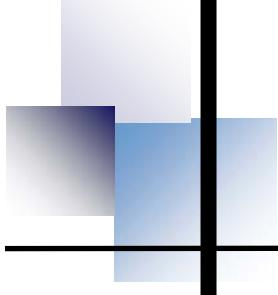
BUDGET SUMMARIES



BUDGET SUMMARIES

Fund Balance Summary

	2019 BEGINNING FUND BALANCE	2019 APPROVED REVENUES	2019 APPROVED EXPENDITURES	2019 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
BUDGETED FUNDS					
Governmental Fund:					
General Fund	<u>22,850,654</u>	<u>89,615,825</u>	<u>89,615,825</u>	<u>22,850,654</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	308,651	325,114	325,114	308,651	0.00%
Drug Abuse Treatment	930,937	119,000	119,000	930,937	0.00%
E-911	3,281,264	3,425,591	3,425,591	3,281,264	0.00%
Hotel-Motel Tax Fund	982,664	975,578	975,578	982,664	0.00%
Law Library	590,882	590,882	590,882	590,882	0.00%
Sheriff Confiscated Funds	2,440,794	2,440,794	2,440,794	2,440,794	0.00%
Sheriff Inmate Commissary	361,767	361,767	361,767	361,767	0.00%
Sheriff Other	47,700	47,700	47,700	47,700	0.00%
Sidewalk Fund	13,365	50	50	13,365	0.00%
Neighborhood Stabilization Prog	390,080	250,501	250,501	390,080	0.00%
Victim Assistance	334,652	225,088	225,088	334,652	0.00%
Uninc. Area Special District	4,048,558	15,082,136	15,082,136	4,048,558	0.00%
Fire Protection and EMS	506,181	15,554,554	15,554,554	506,181	0.00%
Animal Control Services	511,048	1,652,655	1,652,655	511,048	0.00%
Total Special Revenue Fund	<u>14,748,542</u>	<u>41,051,410</u>	<u>41,051,410</u>	<u>14,748,542</u>	<u>0.00%</u>
Enterprise Funds:					
Landfill Enterprise Fund	<u>(1,091,637)</u>	<u>2,663,030</u>	<u>2,663,030</u>	<u>(1,091,637)</u>	<u>0.00%</u>
Total Enterprise Funds	<u>(1,091,637)</u>	<u>2,663,030</u>	<u>2,663,030</u>	<u>(1,091,637)</u>	<u>0.00%</u>
Internal Service Funds:					
Employee Benefit	<u>(1,452,799)</u>	<u>15,390,510</u>	<u>15,390,510</u>	<u>(1,452,799)</u>	<u>0.00%</u>
Worker's Compensation	<u>332,987</u>	<u>956,900</u>	<u>956,900</u>	<u>332,987</u>	<u>0.00%</u>
Total Internal Service	<u>(1,119,812)</u>	<u>16,347,410</u>	<u>16,347,410</u>	<u>(1,119,812)</u>	<u>0.00%</u>
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	<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 of All Budgeted Funds	<u>37,325,553</u>	<u>151,908,068</u>	<u>151,908,068</u>	<u>37,325,553</u>	<u>0.00%</u>



Summary of Staffing Changes

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

The Public Safety function is the largest employer of the Douglas County full-time workforce with 32.26% of the total. They also have 18.52% of the total part-time County employees, which is the third largest in part-time.

Special Revenue funds are the second largest for full-time and fourth largest for part-time with 23.66% and 18.51%, respectively.

The Judicial function is the third largest employer of the Douglas County Government full-time workforce with 17.93%. Also, .93% of the total part-time employees belongs to the Judicial function.

The General Government has 9.52% of the full-time workforce. Also, this function makes up 18.97% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 6.38% of the total full-time workforce. This function encompasses 36.18% 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	Percentage	Increase (Decrease)	Increase (Decrease)
	Of Total Full-Time	Of Total Part-Time	In Full-Time Positions	In Part-Time Positions
General Government	9.52%	18.97%	1	5
Judicial	17.93%	0.93%	9	-1
Public Safety	32.26%	18.52%	8	16
Public Works	6.47%	0.00%	7	0
Health & Welfare	1.29%	4.17%	1	0
Recreation	6.38%	36.18%	-2	16
Planning & Community Development	1.29%	1.85%	0	0
Special Revenue	23.66%	18.51%	26	11
Enterprise Funds	1.20%	0.93%	1	0

BUDGET SUMMARIES

Full-Time Personnel

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>	2019 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	5	6	6	0.56%	-
Communications & Community Relations	3	3	3	0.28%	-
Courthouse Maintenance	7	7	7	0.65%	-
Election Board	4	4	4	0.37%	-
External Affairs	1	1	1	0.09%	-
Finance	10	10	10	0.92%	-
Human Resources	5	5	5	0.46%	-
Information Services	10	10	10	0.92%	-
Legal Services	1	1	1	0.09%	-
Printing & Mail	2	2	2	0.19%	-
Property Management	6	6	6	0.56%	-
Purchasing	5	5	5	0.46%	-
Records Retention	2	2	2	0.19%	-
Risk & Safety	3	3	3	0.28%	-
Tax Appraisal	17	16	16	1.48%	-
Tax Commissioner	21	21	22	2.03%	1
TOTAL GENERAL GOVERNMENT	102	102	103	9.52%	1
<i>Judicial</i>					
District Attorney	53	44	47	4.34%	3
Juvenile Court	8	8	10	0.92%	2
Juvenile Programs Administration	13	13	14	1.29%	1
Magistrate Court	10	10	10	0.92%	-
Probate Court	7	7	7	0.65%	-
Public Defender	23	23	23	2.13%	-
State Court Clerk of Court	11	11	11	1.02%	-
State Court DUI & Misdemeanor Courts	3	3	3	0.28%	-
State Court Judges	5	5	5	0.46%	-
State Court Solicitor	20	20	21	1.94%	1
Superior Court Clerk of Court	33	33	33	3.05%	-
Superior Court Felony Drug Court	1	1	3	0.28%	2
Superior Court Judges	7	7	7	0.65%	-
TOTAL JUDICIAL	194	185	194	17.93%	9

BUDGET SUMMARIES

Full-Time Personnel

	2017 ACTUAL	2018 BUDGET	2019 APPROVED	PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd)					
<i>Public Safety</i>					
Coroner	1	1	1	0.09%	-
Emergency Management	2	2	2	0.19%	-
Sheriff Detention	169	169	170	15.71%	1
Sheriff Enforcement	169	169	176	16.27%	7
TOTAL PUBLIC SAFETY	341	341	349	32.26%	8
<i>Public Works</i>					
D.O.T - Administration	6	6	8	0.74%	2
D.O.T - Maintenance & Construction	29	29	33	3.05%	4
D.O.T - Traffic Operations	10	10	11	1.02%	1
Fleet Management	18	18	18	1.66%	-
TOTAL PUBLIC WORKS	63	63	70	6.47%	7
<i>Health and Welfare</i>					
Senior Services	13	13	14	1.29%	1
TOTAL HEALTH AND WELFARE	13	13	14	1.29%	1
<i>Parks, Recreation and Culture</i>					
Douglas County Library	25	25	25	2.31%	-
Parks and Recreation	37	37	35	3.24%	(2)
Aquatic Center	5	5	5	0.46%	-
Senior Center	4	4	4	0.37%	-
TOTAL CULTURE/RECREATION	71	71	69	6.38%	(2)
<i>Planning and Community Development</i>					
Cooperative Extension	5	5	5	0.46%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.28%	-
Rideshare	6	6	6	0.56%	-
TOTAL HOUSING AND DEVELOPMENT	14	14	14	1.29%	-
TOTAL GENERAL FUND	798	789	813	75.14%	24

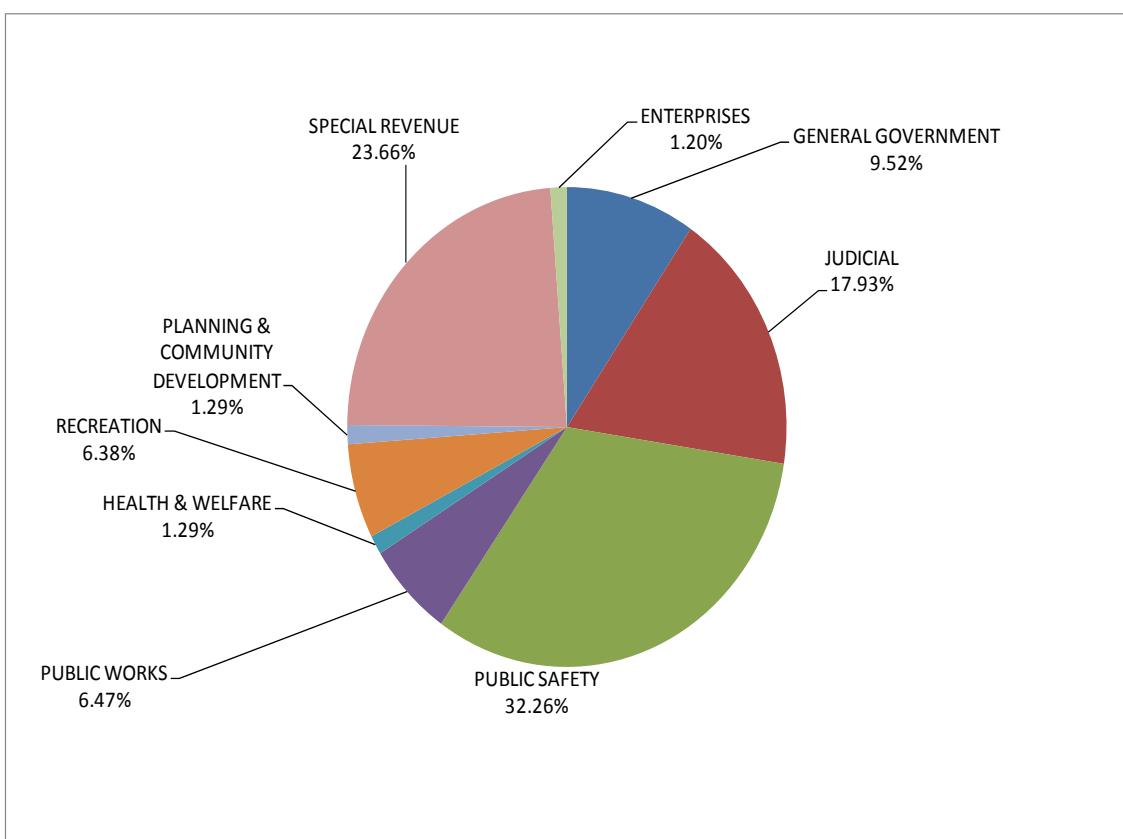
BUDGET SUMMARIES

Full-Time Personnel

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>	2019 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
SPECIAL REVENUE FUNDS					
<i>Animal Control Services</i>	21	21	21	1.94%	-
<i>E-911</i>	31	31	32	2.96%	1
<i>Fire Services and EMS</i>	154	154	178	16.45%	24
<i>Unincorporated Area Special Services District:</i>					
<i>Building Inspections</i>	6	6	6	0.56%	-
<i>Code Enforcement</i>	5	5	5	0.46%	-
<i>Development Control</i>	3	3	3	0.28%	-
<i>Development Services Administration</i>	1	1	1	0.09%	-
<i>Occupational Tax</i>	2	2	2	0.19%	-
<i>Planning and Zoning</i>	4	4	5	0.46%	1
<i>Victim Assistance</i>	3	3	3	0.28%	-
TOTAL SPECIAL REVENUE	230	230	256	23.66%	26
ENTERPRISE FUNDS					
<i>Landfill</i>	12	12	13	1.20%	1
TOTAL ENTERPRISES	12	12	13	1.20%	1
TOTAL ALL FUNDS	1,040	1,031	1,082	100.00%	51

Full-Time Personnel

BUDGET SUMMARIES



BUDGET SUMMARIES

Part-Time Personnel

	2017 ACTUAL	2018 BUDGET	2019 APPROVED	2019 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	6	6	2.78%	-
Communications	-	-	1	0.46%	1
Election Board	5	5	5	2.31%	-
Human Resources	3	3	4	1.85%	1
Tax Appraisal	-	-	-	0.00%	-
Tax Assessor	5	5	5	2.31%	-
Tax Commissioner	4	4	7	3.24%	3
Tax Equalization Board	13	13	13	6.02%	-
TOTAL GENERAL GOVERNMENT	36	36	41	18.97%	5
<i>Judicial</i>					
District Attorney	3	1	-	0.00%	(1)
Juvenile Programs Administration	-	-	-	0.00%	-
Magistrate Court	2	2	2	0.93%	-
Superior Court Clerk of Court	-	-	-	0.00%	-
TOTAL JUDICIAL	5	3	2	0.93%	(1)
<i>Public Safety</i>					
Sheriff Detention	23	23	38	17.59%	15
Sheriff Enforcement	1	1	2	0.93%	1
TOTAL PUBLIC SAFETY	24	24	40	18.52%	16
<i>Health and Welfare</i>					
Senior Services	9	9	9	4.17%	-
TOTAL HEALTH AND WELFARE	9	9	9	4.17%	-
<i>Parks, Recreation and Culture</i>					
Douglas County Library	12	12	12	5.56%	-
Parks & Recreation	14	14	27	12.50%	13
Parks & Recreation Aquatic Center	36	36	39	18.12%	3
TOTAL CULTURE/RECREATION	62	62	78	36.18%	16

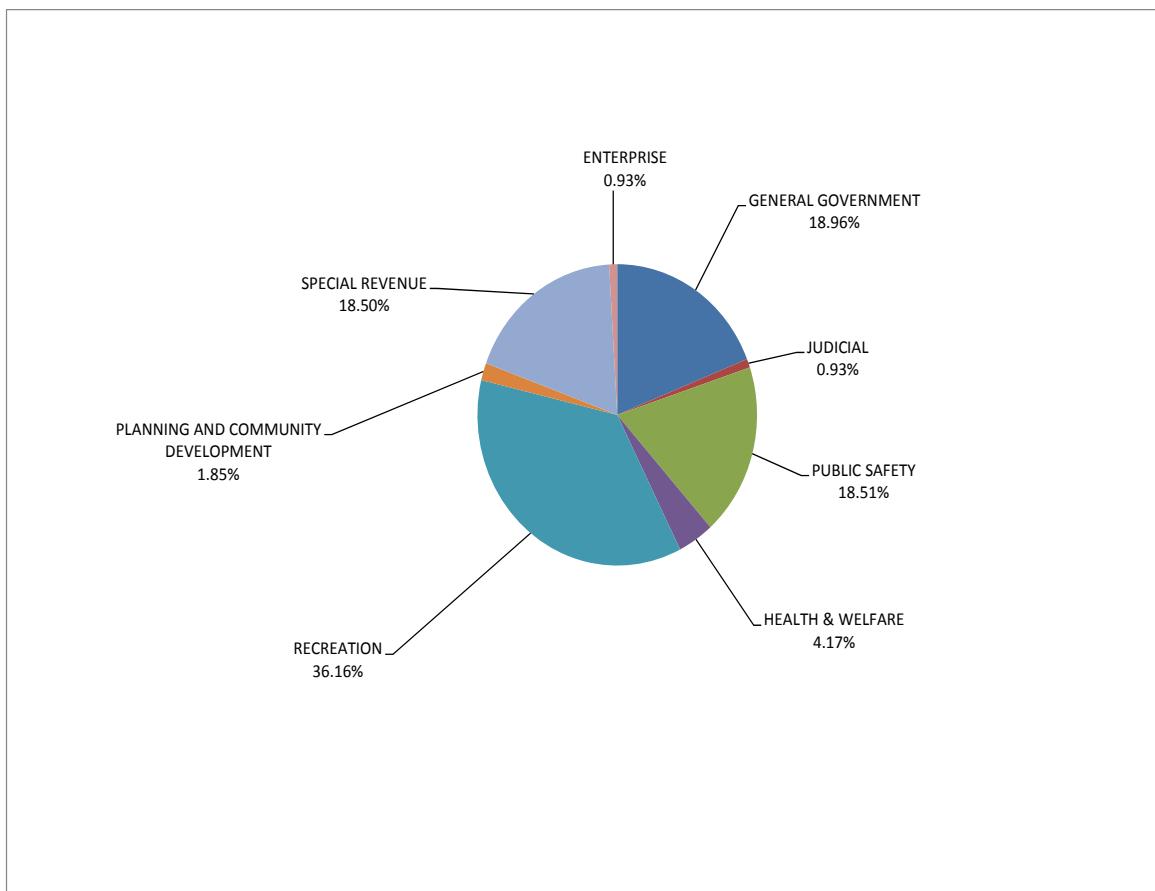
Part-Time Personnel

BUDGET SUMMARIES

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>	2019 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd.)					
<i>Planning and Community Development</i>					
Cooperative Extension	1	1	1	0.46%	-
Rideshare	2	2	3	1.39%	1
TOTAL PLANNING AND DEVELOPMENT	3	3	4	1.85%	-
TOTAL GENERAL FUND	139	137	174	80.62%	36
 <i>SPECIAL REVENUE FUNDS</i>					
<i>E-911</i>	-	-	1	0.46%	1
<i>Fire Services and EMS</i>	21	21	31	14.35%	10
<i>Tourism & History Commission</i>	1	1	1	0.46%	-
<i>Unincorporated Area Special Services District:</i>					
<i>Development Control</i>	-	-	-	0.00%	-
<i>Planning and Zoning</i>	7	7	7	3.24%	-
TOTAL SPECIAL REVENUE	29	29	40	18.51%	11
 <i>ENTERPRISE FUND</i>					
<i>Landfill</i>	2	2	2	0.93%	-
TOTAL ENTERPRISE	2	2	2	0.93%	-
TOTAL ALL FUNDS	170	168	216	100.06%	47

Part-Time Personnel

BUDGET SUMMARIES



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General Fund

GENERAL FUND REVENUES

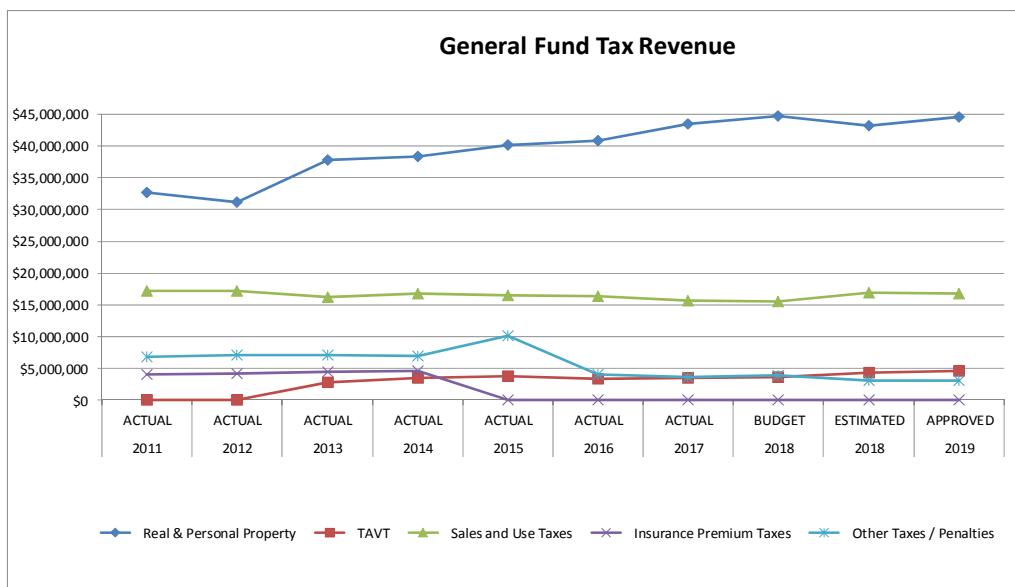
Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 68.45% of all General Fund revenues. The remaining 31.55% are from other revenue sources. Over all, the 2019 budgeted General Fund Revenue increased \$239,033 compared to 2018 budgeted. This is mainly due to intergovernmental revenues. The Service Delivery Agreement from 2014 moved several departments to a Special Revenue Fund which moved all Insurance Premiums, Licenses and Permits, Ambulance Fees, and Animal Control fees out of the General Fund and into Special Revenue Funds. With the loss of this general fund revenue now more transfers in have to be completed to cover additional general fund expenses.

OVERVIEW OF TAX REVENUE

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

Below is a chart showing the trends for each of these since 2011. 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 2011 and 2019.

TRENDS

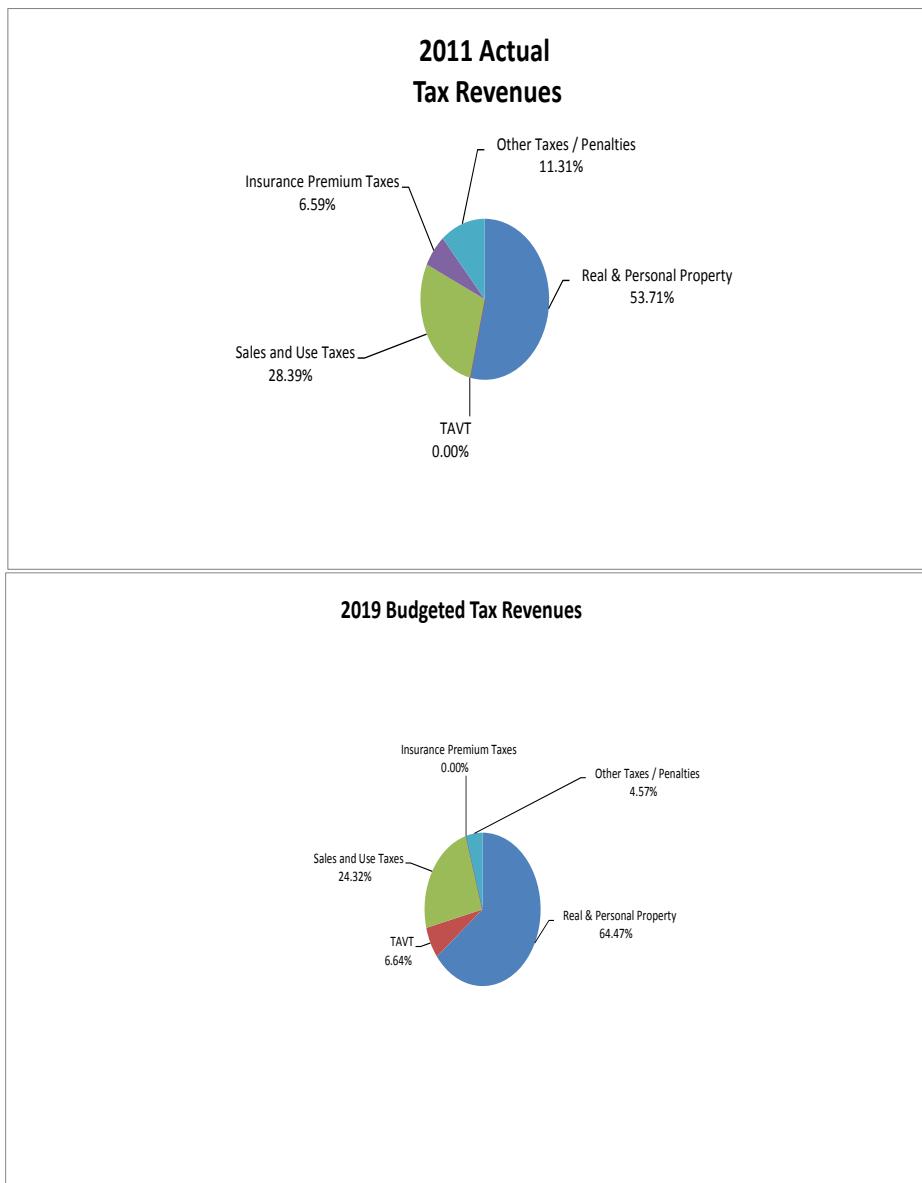


General Fund

Real and Personal Property Taxes:

The trend in the digest, usually an upward trend, is used to calculate real and personal property tax revenue. Average growth rate of the digest is 3% - 5% a year. Usually, historical averages are the best measurement for future estimates. 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 2019.

TRENDS



General Fund

CURRENT 2018 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY						
COUNTY WIDE	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Real & Personal	3,530,367	3,598,154	3,833,246	4,083,860	4,589,256	5,079,175
Motor Vehicles	288,899	246,036	176,874	131,023	97,157	72,347
Mobile Homes	7,234	6,764	6,644	6,613	6,923	7,452
Timber-100%	243	53	24	578	297	162
Heavy Duty Equipment	27	-	163	67	320	515
 Gross Digest	 3,826,770	 3,851,007	 4,016,951	 4,222,141	 4,693,953	 5,159,651
Less M & O Exemptions	(369,536)	(414,164)	(455,136)	(494,885)	(577,654)	(754,364)
Net M & O Digest	3,457,234	3,436,843	3,561,815	3,727,574	4,116,299	4,405,287
State of Georgia Forest Land Assistance Grant Value	0	309	314	318	562	576
Adjusted Net M & O Digest	3,457,234	3,437,152	3,562,129	3,727,574	4,116,861	4,405,863
 Gross M & O Millage Rate	 17.285	 16.884	 16.453	 15.755	 14.752	 13.758
Less Millage Rate Rollbacks	(5.035)	(4.731)	(4.644)	(4.888)	(3.984)	(3.545)
Net M & O Millage Rate	12.250	12.153	11.809	11.267	10.768	10.213
Net Taxes \$ Levied	42,351,117	41,771,708	42,065,181	41,998,576	44,330,359	44,997,079
 Net Taxes \$ Increase	 7,613,479	 (579,408)	 293,473	 (66,605)	 2,331,783	 666,720
Net Taxes % Increase	21.92%	-1.37%	0.70%	-0.16%	5.55%	1.50%

TRENDS

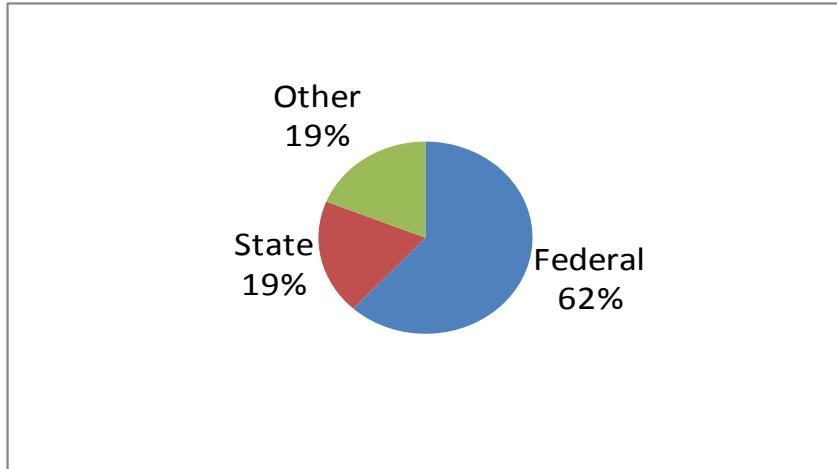
Sales and Use Taxes:

This source of income is projected at **16,800,000** (18.75% of total revenue) which is slightly lower than the prior year estimated. Fiscal year 2018 is estimated to be \$1,286,428 higher than 2017's actual of \$15,636,220. This revenue is very volatile to the economic condition and travels parallel with the economy. Therefore, this revenue is estimated based on historical averages as well as acknowledging that economic conditions have declined in recent years and is just now beginning to recover. It is forecasted that the economic condition for the new budget year will decrease slightly compared to estimated 2018 projections. The chart to the right shows the percentage change (increase or decrease) from one year to the next.

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

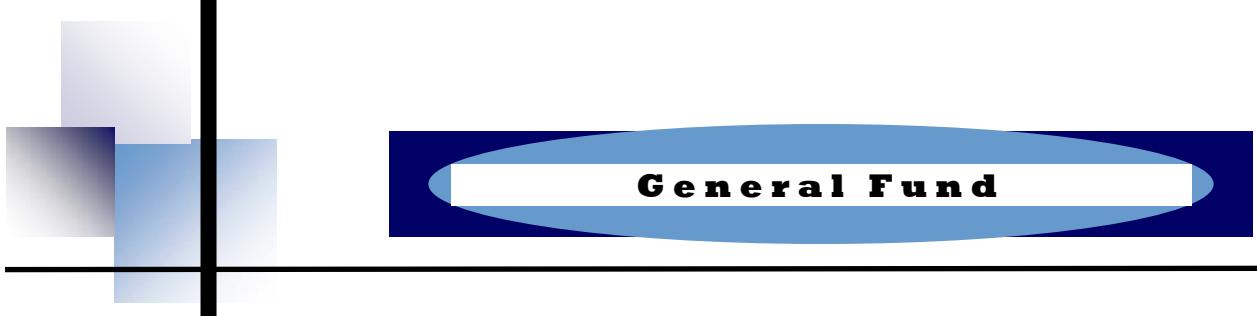
*Estimated

TRENDS



Charges for Services:

These revenues are estimated at \$4 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 almost \$1.7 million of the 2019 total. Boarding fees are another large source of this revenue and are budgeted at \$380,000. Historical trend data is most commonly used to estimate this revenue source.



General Fund

Court and Law Enforcement:

These revenues consist of approximately 5.72% of the current year's budgeted revenues. About 43.82% 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
\$3,897,000	\$2,496,895	\$2,423,246	\$2,580,789	\$2,666,286	\$2,448,711	\$2,133,999	\$2,190,600	\$2,245,200

TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2019, \$612,000 is estimated which includes both civil and criminal fines & forfeitures. Based on prior year trends, this revenue is budgeted to be slightly higher than the 2018 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
\$649,331	\$661,443	\$639,279	\$621,941	\$572,520	\$614,986	\$634,180	\$612,000	\$684,000

Use of Money & Property:

This revenue is projected to be slightly higher than the 2018 budget. Regular investments (interest earnings) comprise \$120,000 of the \$120,025 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

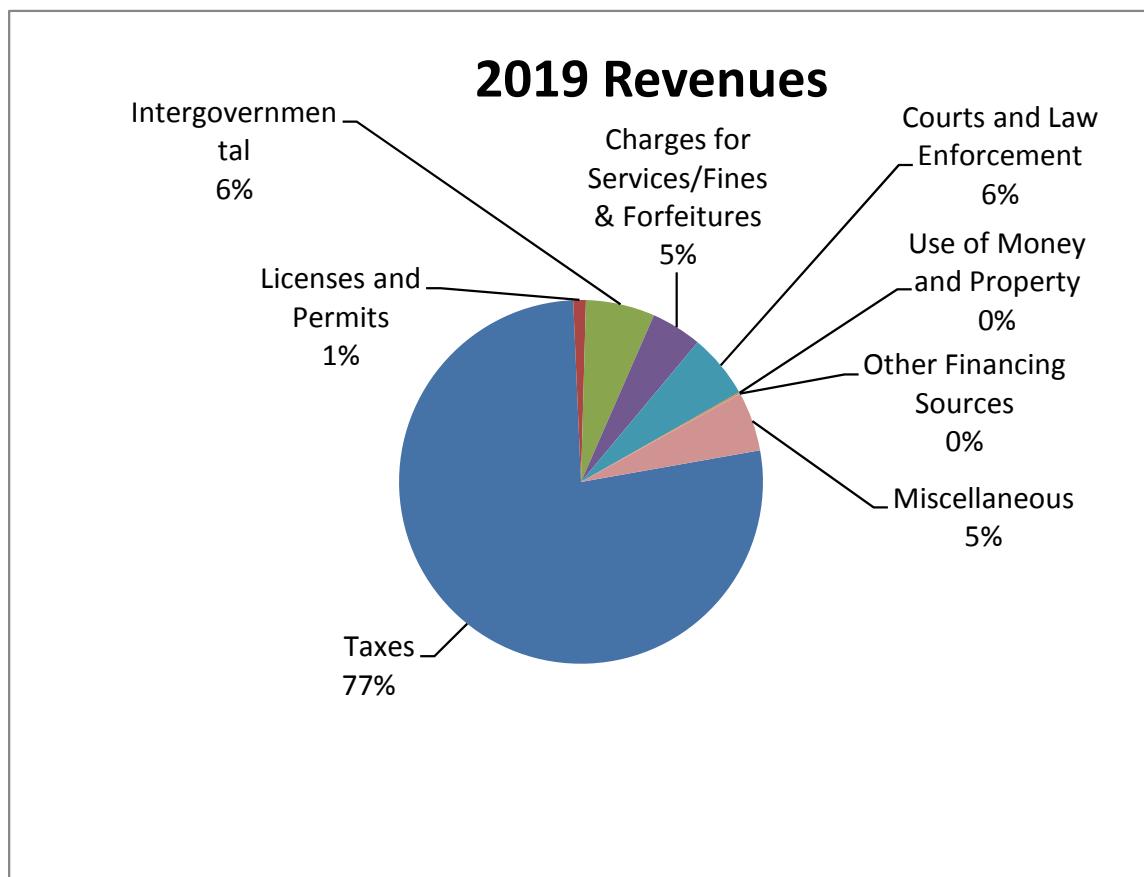
General Fund

Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect 5.29% (\$4,744,728) of the total budgeted revenues for 2019. The major revenue source is transfers in and funds generated from fund balance. This has increased drastically due to the service delivery that created the Fire and EMS Fund, Animal Control Fund, and the Unincorporated Fund.

Below is a summary of 2019 General Fund Budgeted Revenues:

T R E N D S



General Fund

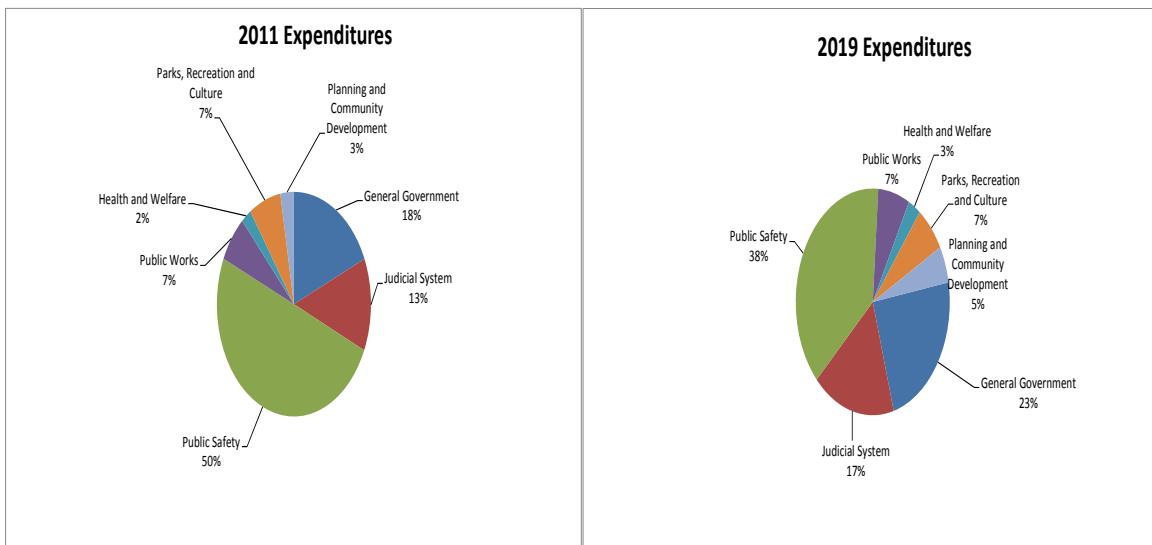
EXPENDITURES

The approved 2019 General Fund expenditures are \$89,615,825 which amounts to \$2,352,568 more than the 2018 estimated budget of \$87,263,257. Per the estimated expenditures and revenues that actually occurred in 2018 the County operated \$1,796,730 over budget.

The 2019 operating budget is 239,033 more than that of 2018. This is a reflection of a tight budget.

FUND BALANCE

The estimated beginning Fund Balance for 2019 is \$22,850,654. 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 2018.



General Fund

REVENUES

Taxes

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>
BEGINNING FUND BALANCE	8,481,460	11,567,926	13,983,952	22,052,612
TOTAL REVENUES	77,477,246	75,113,574	88,874,875	87,125,732

TRENDS

EXPENDITURES

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>
General Government	13,688,734	10,902,202	12,797,386	14,666,756
Judicial System	9,924,914	10,298,374	11,081,994	11,664,333
Public Safety	37,102,448	37,650,088	40,450,681	43,057,419
Public Works	4,973,542	5,189,087	7,025,109	7,178,802
Health and Welfare	1,597,425	1,535,898	1,617,265	1,615,839
Parks, Recreation and Culture	5,006,588	5,059,537	5,186,340	5,534,717
Planning and Community Development	2,097,129	2,062,362	2,647,440	2,223,052
TOTAL EXPENDITURES	74,390,780	72,697,548	80,806,215	85,940,918
ENDING FUND BALANCE *	11,567,926	13,983,952	22,052,612	23,237,426

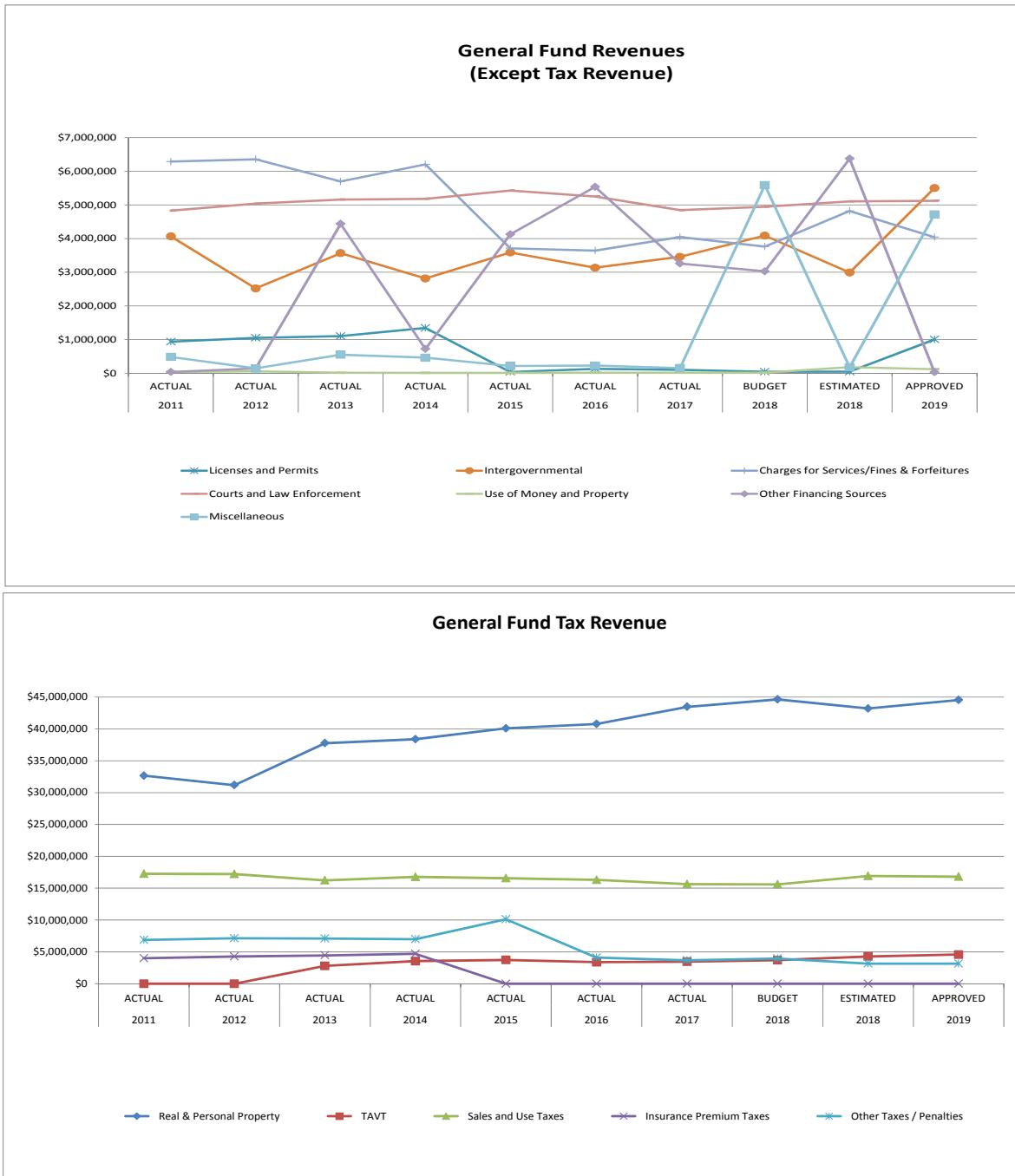
General Fund

<u>2015 ACTUAL</u>	<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATED</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>23,237,426</u>	<u>32,708,086</u>	<u>28,456,279</u>	<u>24,647,383</u>	<u>24,647,383</u>	<u>22,850,654</u>	<u>100.00%</u>
40,091,866	40,778,629	43,472,025	44,639,050	43,199,330	44,538,240	49.70%
3,730,767	3,388,320	3,460,534	3,706,000	4,283,299	4,587,400	5.12%
16,565,785	16,305,508	15,636,220	15,600,000	16,922,648	16,800,000	18.75%
-	-	-	-	-	-	0.00%
10,119,830	4,116,063	3,668,937	3,962,160	3,169,542	3,157,574	3.52%
37,309	131,250	101,596	45,000	46,573	1,003,259	1.12%
3,587,677	3,132,888	3,459,063	4,088,219	2,991,165	5,501,859	6.14%
3,709,729	3,641,436	4,047,533	3,761,160	4,817,999	4,039,140	4.51%
5,426,003	5,250,168	4,844,053	4,946,200	5,103,450	5,123,600	5.72%
9,608	14,200	15,957	15,150	180,841	120,025	0.13%
4,124,456	5,533,806	3,256,710	3,025,168	6,372,529	27,633	0.03%
213,866	226,735	153,715	5,588,685	175,880	4,717,095	5.26%
87,616,895	82,519,003	82,116,343	89,376,792	87,263,257	89,615,825	100%
20,015,431	27,666,195	25,076,918	21,822,771	24,584,512	20,954,555	23.38%
13,192,840	13,741,775	14,266,661	15,609,964	15,444,816	15,570,469	17.37%
29,727,088	30,853,920	31,867,626	34,985,225	33,505,122	34,198,686	38.16%
5,246,407	5,143,156	5,198,821	5,584,143	6,167,101	5,976,635	6.67%
1,949,630	1,775,360	1,771,210	1,853,702	1,824,235	2,362,800	2.64%
5,958,739	5,960,737	5,880,953	6,050,288	5,641,333	5,878,151	6.56%
2,056,100	1,629,666	1,863,049	3,470,699	1,892,868	4,674,529	5.22%
78,146,235	86,770,809	85,925,239	89,376,792	89,059,987	89,615,825	100%
32,708,086	28,456,279	24,647,383	24,647,383	22,850,654	22,850,654	100%

General Fund

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

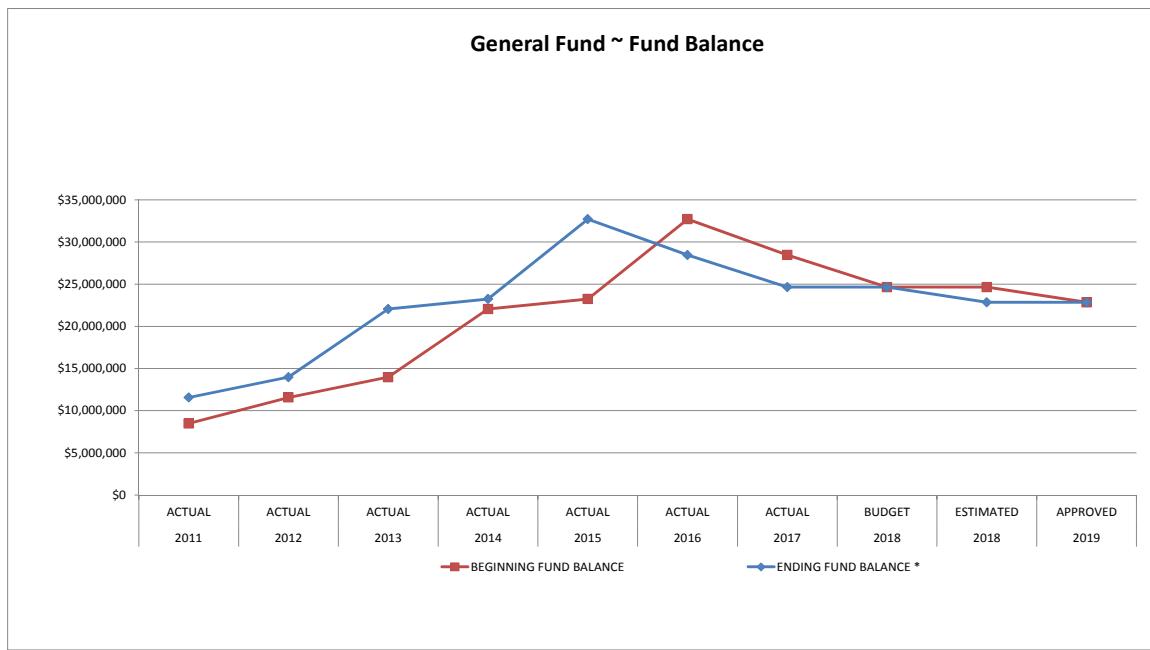
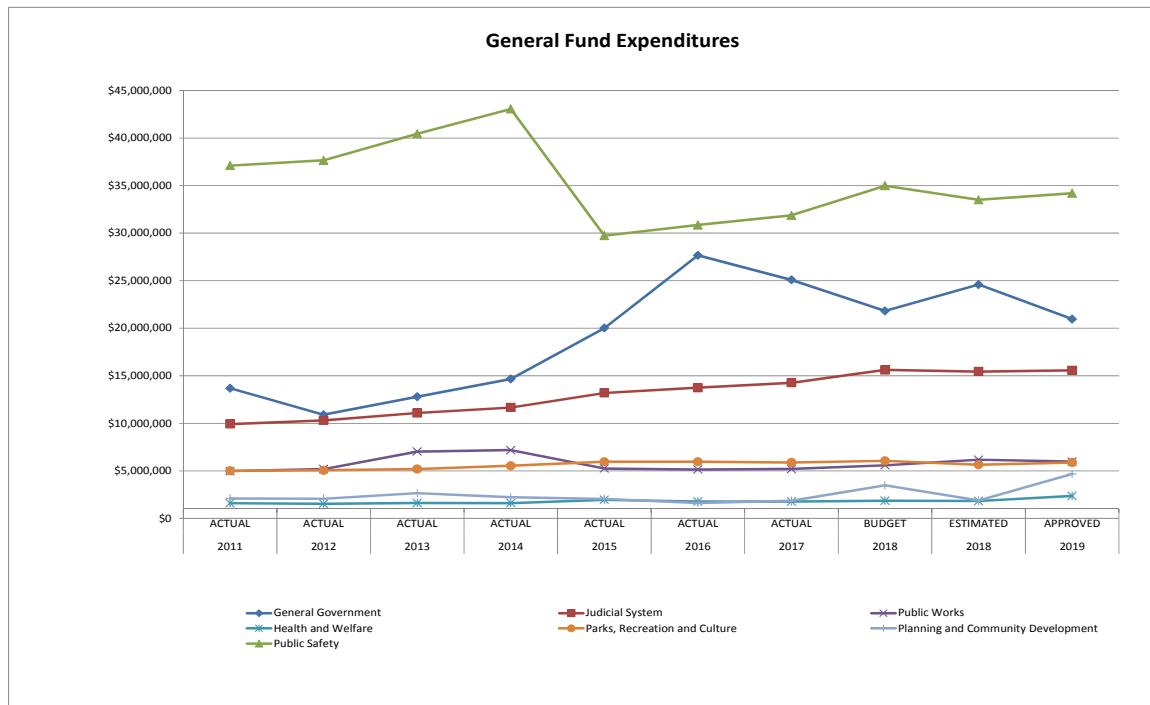
TRENDS



General Fund

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

TRENDS



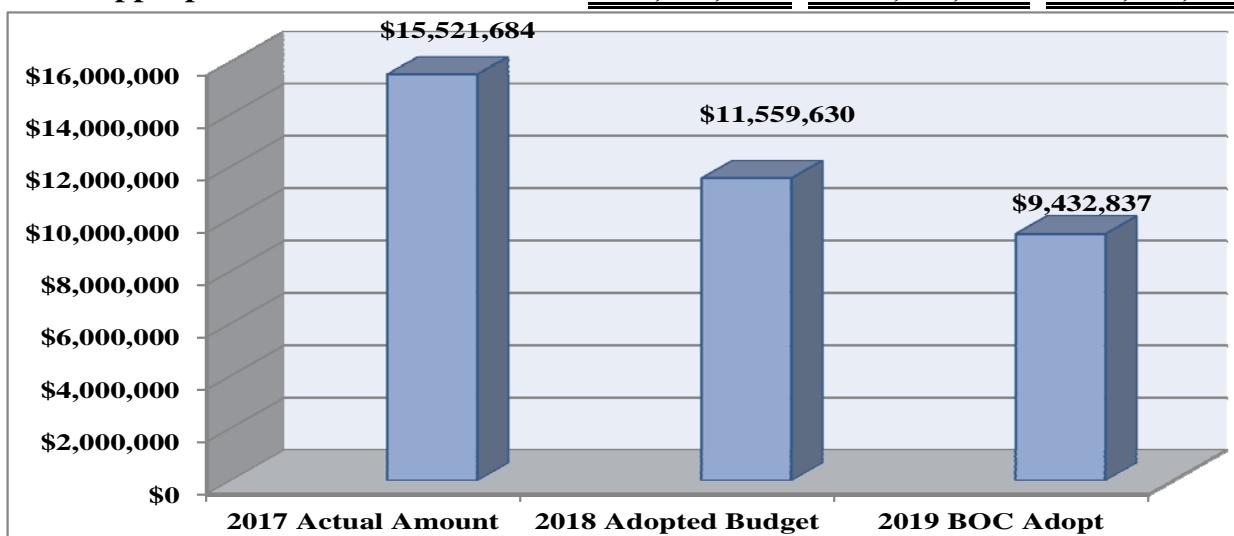
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Appropriations (General)

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>15,521,684</u>	<u>11,559,630</u>	<u>9,432,837</u>
Total Funding Sources	<u>15,521,684</u>	<u>11,559,630</u>	<u>9,432,837</u>
APPROPRIATIONS:			
Salary and Wages	0	0	0
Benefits	1,936,559	0	0
Advertising	9,920	120,000	109,200
Audit and Legal	100,474	95,000	90,000
Vehicle Expense	11,360	0	0
Dues and Subscriptions	160,031	160,500	175,380
Maintenance Charges	0	0	0
Supplies	26,751	5,500	5,500
Professional Services	2,875,883	2,252,802	3,119,164
Utilities	903,200	843,213	904,200
Travel & Training	1,597	0	0
Minor Equipment and Improvements	11,843	0	0
Capital Outlay	2,461,832	0	150,000
Other	44,857	53,856	54,228
Other Financing Sources	6,913,844	5,822,610	4,699,279
Debt Service	63,467	30,000	200,000
Grants	65	0	0
Other	0	500,000	500,000
Budget Improvement Request	0	1,676,149	(574,114)
Total Appropriations	<u>15,521,684</u>	<u>11,559,630</u>	<u>9,432,837</u>



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 Pumkintown Property.
- 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.

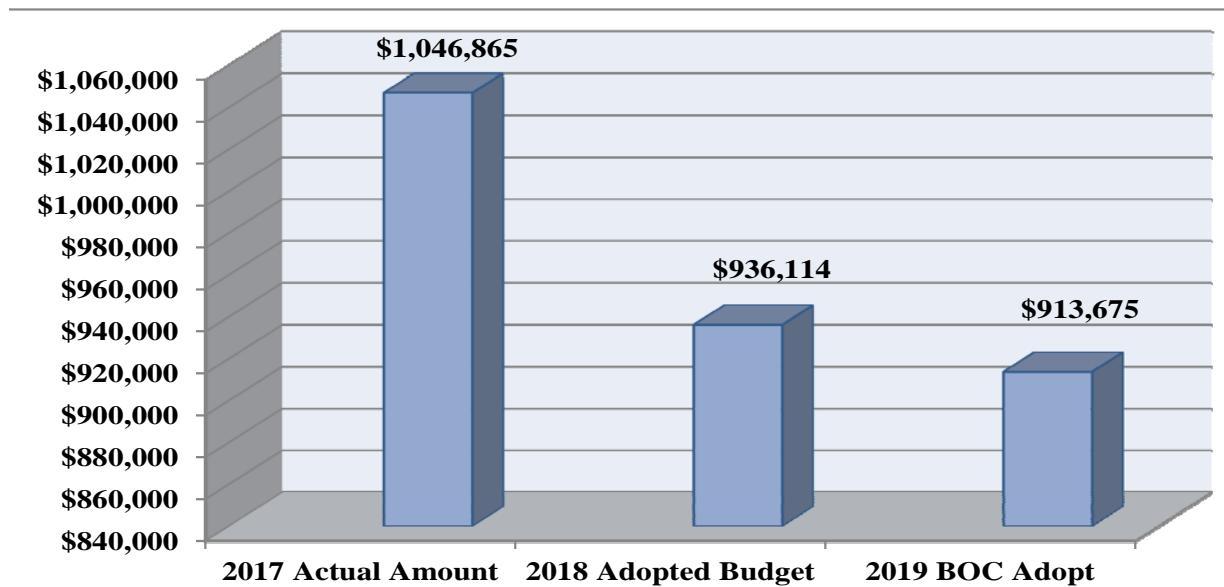
Encourage Economic Development

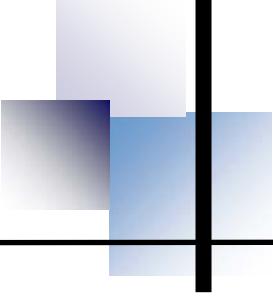
- Support the Development Authority.
- Provide business friendly incentive programs for job creating industry.
- Develop a business environment to encourage new business investment.
- Continue to develop plans for major economic development areas.

Board of Commissioners

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,046,865</u>	<u>936,114</u>	<u>913,675</u>
Total Funding Sources	<u>1,046,865</u>	<u>936,114</u>	<u>913,675</u>
APPROPRIATIONS:			
Salary and Wage	642,954	590,658	603,169
Benefits	262,200	234,022	274,957
Advertising	29,654	10,000	16,450
Vehicle Expense	1,788	3,800	4,800
Dues and Subscriptions	7,710	12,372	16,000
Maintenance Charges	1,722	800	2,500
Supplies	11,711	13,650	13,650
Professional Services	10,463	10,020	15,000
Utilities	1,362	4,000	900
Travel & Training	49,778	42,000	46,900
Minor Equipment and Improvements	1,143	0	0
Capital Outlay	26,381	0	0
Uniforms and Clothing	0	400	400
Budget Improvement Request	0	14,392	(81,051)
Total Appropriations	<u>1,046,865</u>	<u>936,114</u>	<u>913,675</u>






Board of Commissioners

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
ZONING MEETINGS	4	9	6
WORK SESSIONS	24	24	24
PUBLIC HEARINGS	8	10	10
SPECIAL MEETINGS	1	1	3
COMMISSION MEETINGS	24	24	24

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Commission Chairman	UNC	1	1	1
Commissioner	UNC PT	4	4	4
County Clerk	UNC	1	1	1
County Administrator	UNC	1	1	1
Executive Secretary	FT	1	1	1
Senior Secretary	FT	1	1	1
Administrative Assistant	FT	1	1	1
Bailiff	PT	2	2	2
TOTAL FULL TIME		5	6	6
TOTAL PART TIME		6	6	6

MISSION

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

FUNCTIONS

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

GOALS

- To bring citizens together and to increase spirit and pride in Douglas County through the use of such public events as September Saturdays, Penny McHenry Hydrangea Festival, County Government Weekend Exhibits, and School Concerts at the Courthouse.
- To keep the citizens informed of their government and its actions and programs, through mass communications such as Douglas County Happenings E-mail Newsletter, Happenings on Facebook, State of the County Address, and First Call Emergency Notification Program, in addition to the County's website and original programming on dctv23.
- Program support to other County departments and programs, and work to create a sense of caring among County employees.



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

BUDGET SUMMARY

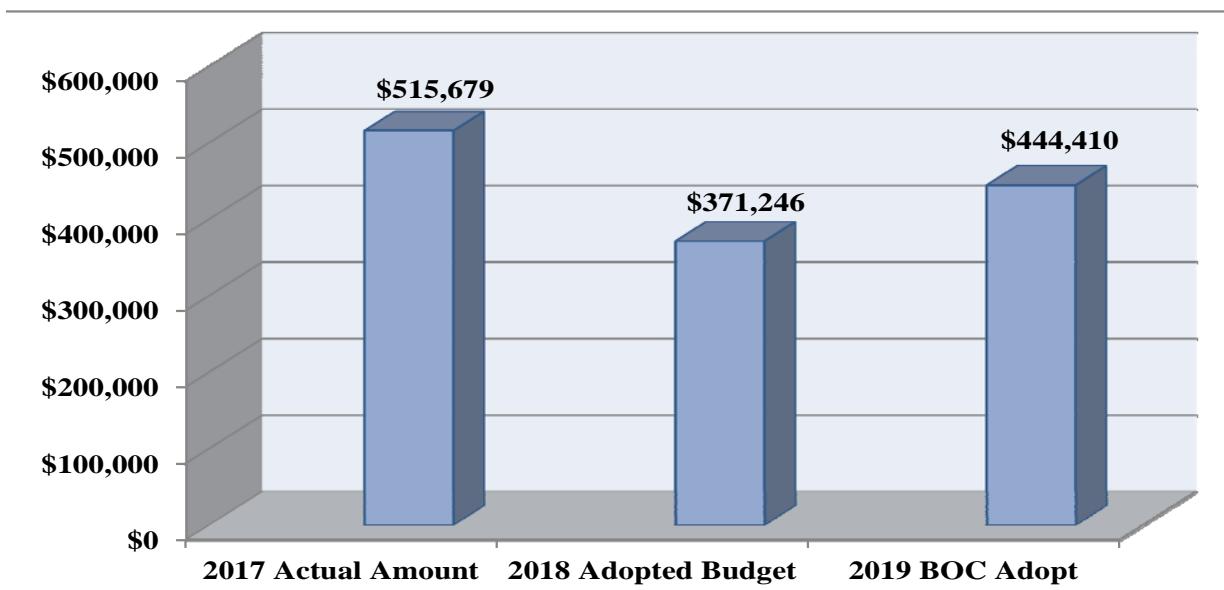
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

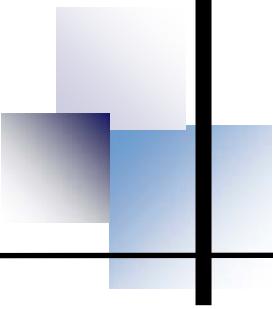
FUNDING SOURCES:

General Fund Contribution	515,679	371,246	444,410
Total Funding Sources	515,679	371,246	444,410

APPROPRIATIONS:

Salary and Wage	328,742	197,147	250,682
Benefits	71,018	63,498	123,881
Advertising	25,735	22,950	33,750
Vehicle Expense	285	200	778
Dues and Subscriptions	5,690	5,452	7,294
Maintenance Charges	0	0	0
Supplies	15,494	25,420	27,045
Professional Services	49,565	45,841	51,210
Utilities	1,625	1,835	2,100
Travel & Training	832	100	3,500
Minor Equipment and Improvements	0	0	0
Capital Outlay	15,169	0	0
Other	1,523	4,000	4,000
Uniforms and Clothing	0	0	360
Budget Improvement Request	0	4,803	(60,190)
Total Appropriations	515,679	371,246	444,410






Communications

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
COMMUNITY INITIATIVES & EVENTS	70	70	70
GROWTH IN SUBSCRIPTIONS			
TO HAPPENINGS	9,600	9,600	10,500
PROGRAMMING ON DCTV23	134	139	87

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director	FT	1	1	1
Assistant Director	FT	1	1	1
Asst Tech Director	FT	1	1	1
Production Assistant	PT	0	0	1
TOTAL FULL TIME		3	3	3
TOTAL PART TIME		0	0	1

MISSION

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

FUNCTIONS

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

GOALS

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

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

Keeping utility costs at a minimum by:

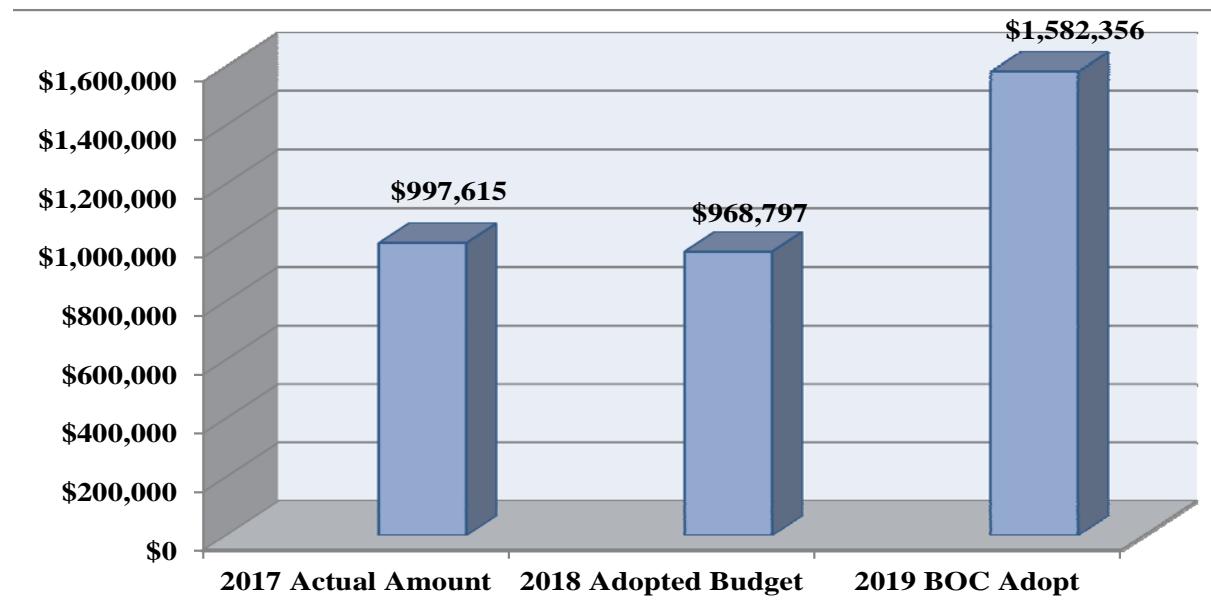
- Monitoring HVAC schedules with tighter after hours restrictions.
- Maintain HVAC equipment for optimum efficiency.
- Perform preventive maintenance on restrooms and plumbing fixtures to reduce unnecessary water usage.
- Thermal testing of all electrical starters and breakers for excessive heat loss.



Courthouse Maintenance

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>997,615</u>	<u>968,797</u>	<u>1,582,356</u>
Total Funding Sources	<u>997,615</u>	<u>968,797</u>	<u>1,582,356</u>
APPROPRIATIONS:			
Salary and Wage	280,139	274,037	282,499
Benefits	132,024	126,238	139,714
Advertising	110	300	300
Vehicle Expense	0	600	600
Maintenance Charges	65,290	70,480	70,480
Supplies	46,071	51,780	52,273
Professional Services	194,376	188,531	198,892
Utilities	191,648	248,100	248,200
Minor Equipment and Improvements	2,556	0	0
Capital Outlay	83,911	0	646,537
Uniforms and Clothing	1,491	2,200	2,200
Budget Improvement Request	0	6,531	(59,339)
Total Appropriations	<u>997,615</u>	<u>968,797</u>	<u>1,582,356</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
SPECIAL PROJECTS	15	14	12
PREVENTATIVE MAINTENANCE SERVICES	422	422	422
SERVICE CALL RESPONSES WITHIN 8 HOURS	1,453	1,459	1,280
SERVICE WORK ORDERS	1,420	1,459	1,480

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Building Maintenance Director	UNC	1	1	1
Assistant Facilities Manager	FT	1	1	1
Lead Engineer	FT	1	1	1
Custodian	FT	4	4	4
TOTAL FULL TIME		7	7	7

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

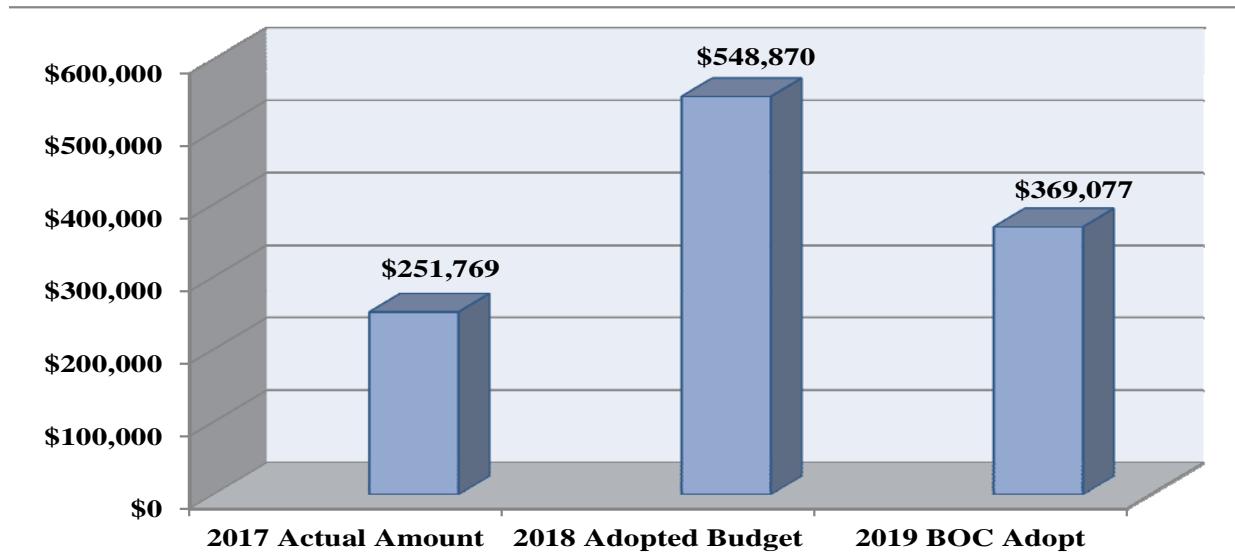
- **Work with the State of Georgia to conduct a pilot program of the new elections equipment that will be used in the state.**
- **Conduct any Special or Municipal Elections as requested/required. To include in-person advance voting, absentee by mail and Election Day voting.**
- **Relocation of the Colonial Hills voting precinct.**
- **Conduct at least two out of office voter registration drives a month at various locations across the county.**
- **Attend training sessions related to Elections when offered by the Office of the Secretary of State.**
- **Continue visibility in the Douglas County community with registration booth at all county wide events.**
- **Conduct voter education events at all Douglas County High Schools.**

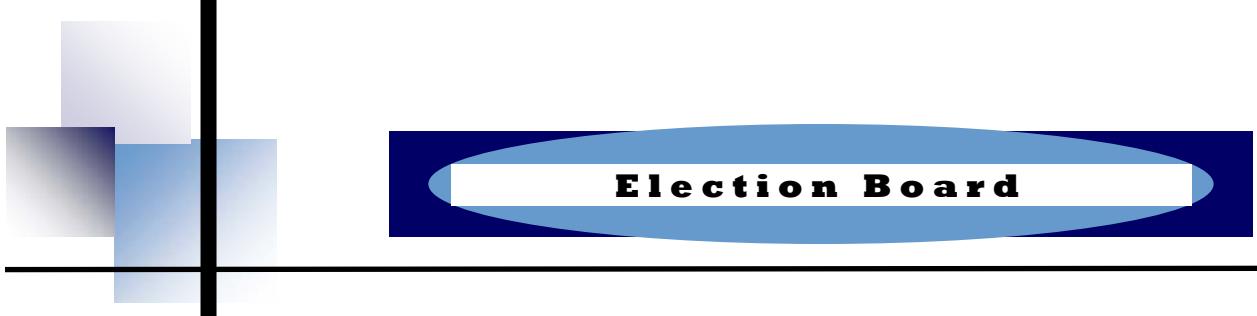


Election Board

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>251,769</u>	<u>548,870</u>	<u>369,077</u>
Total Funding Sources	<u>251,769</u>	<u>548,870</u>	<u>369,077</u>
APPROPRIATIONS:			
Salary and Wage	173,422	417,023	248,533
Benefits	51,872	78,377	97,297
Advertising	410	3,200	4,000
Vehicle Expense	0	425	600
Dues and Subscriptions	148	230	400
Equipment Rental	0	1,614	1,500
Maintenance Charges	2,961	4,576	5,000
Supplies	17,071	26,650	40,718
Professional Services	0	267	1,500
Utilities	0	0	470
Travel & Training	3,989	6,347	10,600
Minor Equipment and Improvements	1,895	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>10,161</u>	<u>(41,541)</u>
Total Appropriations	<u>251,769</u>	<u>548,870</u>	<u>369,077</u>





Election Board

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2017 <u>ACT</u>	2018 <u>PROJ</u>	2019 <u>PROJ</u>
REGISTERED VOTERS	93,130	100,031	105,032

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	FT	1	1	1
Voter Registration/Election Associate	FT	1	1	1
Deputy Elections Supervisor	FT	1	1	1
Board Member	UNC PT	5	5	5
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		5	5	5

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

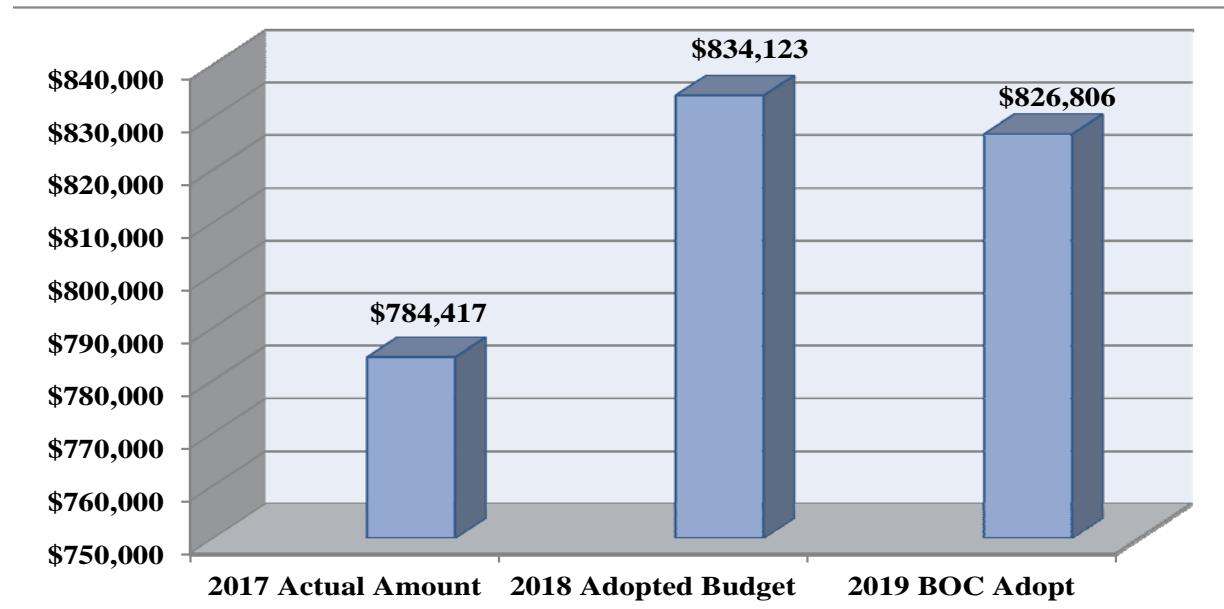
- **Continue to submit our Budget Document and Financial Statements to the Government Finance Officers Association award programs.**
- **Continue the Certified Public Finance Officer Program.**
- **Continue monitoring revenues and expenditures and issue quarterly reports.**
- **Continue monitoring and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

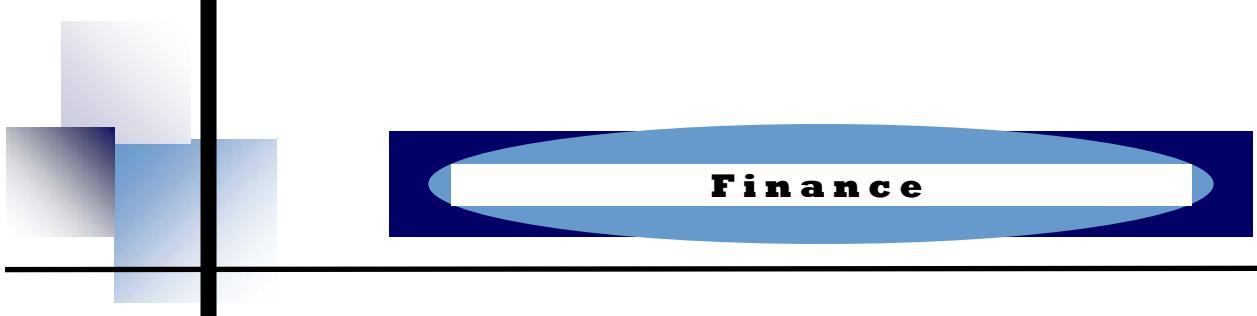


Finance

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>784,417</u>	<u>834,123</u>	<u>826,806</u>
Total Funding Sources	<u>784,417</u>	<u>834,123</u>	<u>826,806</u>
APPROPRIATIONS:			
Salary and Wage	556,273	556,094	580,741
Benefits	201,832	233,811	256,581
Dues and Subscriptions	1,681	1,565	1,700
Maintenance Charges	775	1,580	1,280
Supplies	20,463	21,000	22,400
Professional Services	280	3,374	4,000
Utilities	0	0	0
Travel & Training	3,113	3,150	9,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>13,549</u>	<u>(49,396)</u>
Total Appropriations	<u>784,417</u>	<u>834,123</u>	<u>826,806</u>





Finance

WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
MANUAL CHECKS PRODUCED	6,050	5,327	5,401
INVOICES PAID	24,902	26,143	26,228
RECEIPTS KEYED	11,423	8,924	10,172
NEW ASSETS RECORDED	103	120	110

PERSONNEL SUMMARY

	<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director		UNC	1	1	1
Financial Analyst		FT	1	1	1
Senior Accountant		FT	1	1	1
Accountnat		FT	1	1	1
Accounting Supervisor		FT	1	1	1
Payroll Administrator		FT	1	1	1
Accounting Assistant II		FT	4	4	4
TOTAL FULL TIME			10	10	10

MISSION

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

FUNCTIONS

- Manage day-to-day activities in area of Recruitment and Selection, Employee Relations, Compensation, Position Classifications, Employee Records, Organizational Development, Benefit's and Administration.
- Support the Office of Risk & Safety.
- Assist in resolving personnel related issues, grievances and complaints.
- Facilitate and oversee the county grievance & appeals process.
- 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 variety of management issues.

GOALS

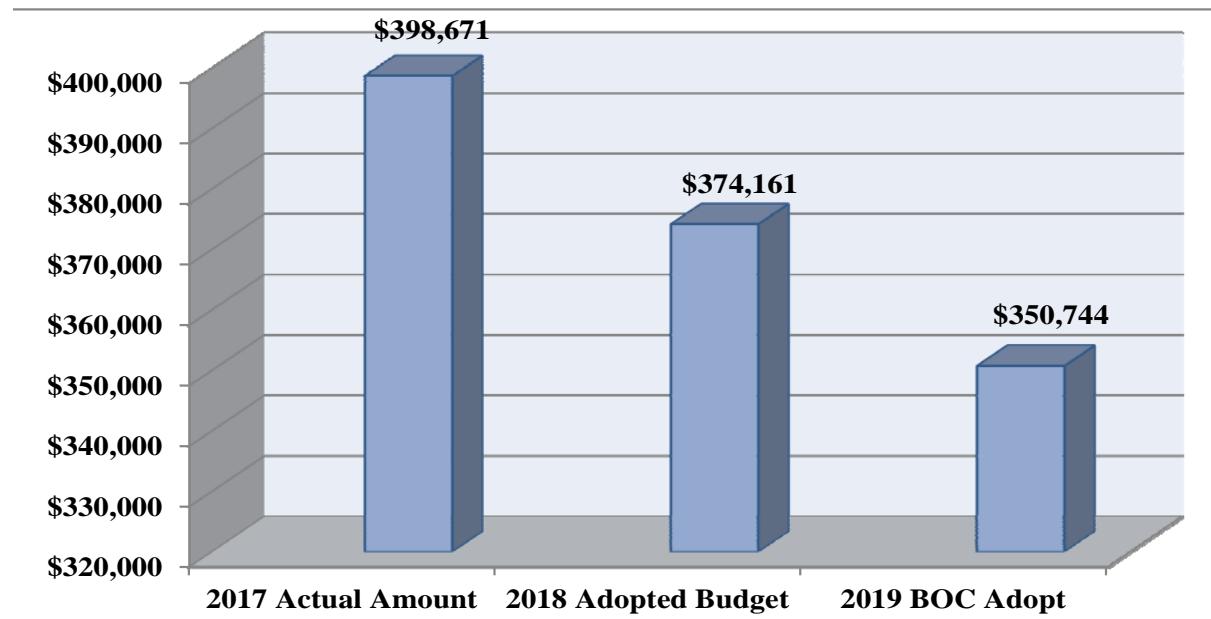
- Development and compliance of policies and procedures including the Merit System Rules and Regulations, Human Resources management policies, federal and state employment and labor laws and all other policies deemed appropriate and necessary by the County Administrator and Board of Commissioners.
-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

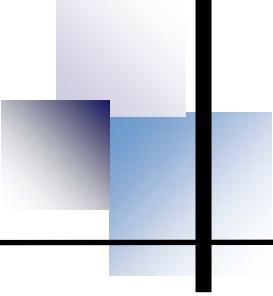


Human Resources

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>398,671</u>	<u>374,161</u>	<u>350,744</u>
Total Funding Sources	<u>398,671</u>	<u>374,161</u>	<u>350,744</u>
APPROPRIATIONS:			
Salary and Wage	227,270	242,368	259,683
Benefits	102,501	93,568	114,732
Advertising	9,740	10,000	10,000
Dues and Subscriptions	146	920	1,300
Maintenance Charges	480	480	600
Supplies	3,202	4,280	4,340
Professional Services	43,163	6,340	7,500
Utilities	0	0	0
Travel & Training	11,474	10,300	12,500
Minor Equipment and Improvements	695	0	0
Budget Improvement Request	0	<u>5,905</u>	<u>(59,911)</u>
Total Appropriations	<u>398,671</u>	<u>374,161</u>	<u>350,744</u>





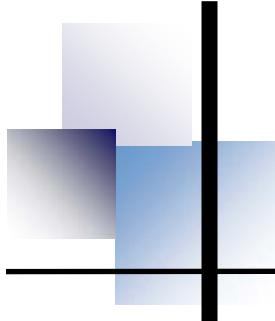

Human Resources

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
TURNOVER RATE	11.75%	11.40%	11.50%
NEW HIRES	172	88	90
JOB ADVERTISEMENTS PLACED	212	88	90
PHYSICALS SCHEDULED	126	56	60
APPLICATIONS RECEIVED	2,033	975	991

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Director	UNC	1	1	1
Senior Human Resources Generalist	FT	1	1	1
Administrative Assistant	FT	1	1	1
Employee Benefits Assistant	FT	1	1	1
Personnel Assistant	FT	1	1	1
Human Resources Assistant	PT	0	0	1
Personnel Review Board	PT	3	3	3
TOTAL FULL TIME		5	5	5
TOTAL PART TIME		3	3	4



MISSION

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

FUNCTIONS

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

GOALS

- Provide 99.9% uptime across all business impacting applications and technology services provided by the Information Systems Department.
- Build standardization and process flows into IS department for hardware requisitioning, support requests, and inventory. Enhance compliance with Open Record legislation regarding electronic records focusing on email retention and tracking of open records requests.
- 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

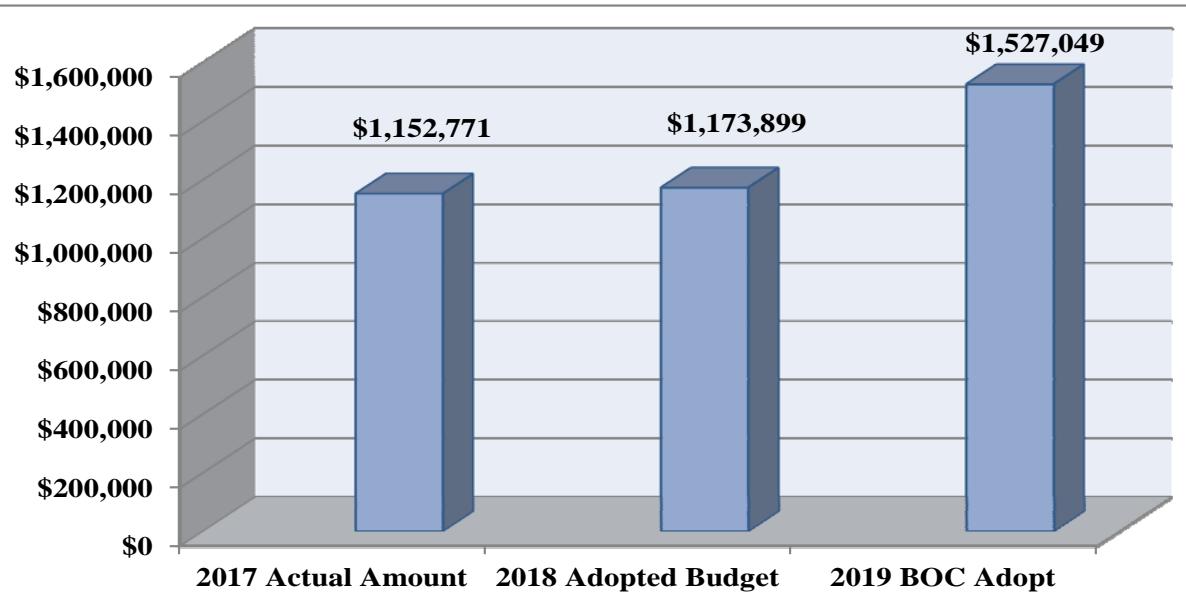
BUDGET SUMMARY		
2017 Actual	2018 Adopted	2019 BOC
Amount	Budget	Adopt

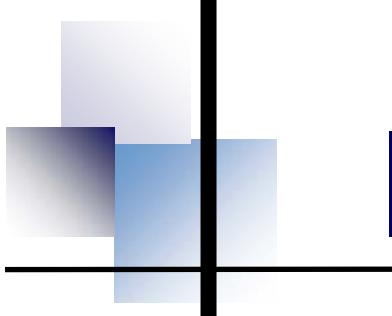
FUNDING SOURCES:

General Fund Contribution	1,152,771	1,173,899	1,527,049
Total Funding Sources	1,152,771	1,173,899	1,527,049

APPROPRIATIONS:

Salary and Wage	530,293	557,867	558,179
Benefits	181,600	212,742	224,841
Advertising	0	50	0
Vehicle Expense	494	1,750	1,350
Dues and Subscriptions	200	300	300
Maintenance Charges	252,854	300,000	323,810
Supplies	5,169	4,050	4,030
Professional Services	11,664	12,045	12,000
Utilities	60,316	58,500	60,000
Travel & Training	18,981	13,075	20,990
Minor Equipment and Improvements	11,747	0	152,200
Capital Outlay	72,705	0	185,500
Debt Service	6,749	0	52,800
Budget Improvement Request	0	13,520	(68,951)
Total Appropriations	1,152,771	1,173,899	1,527,049





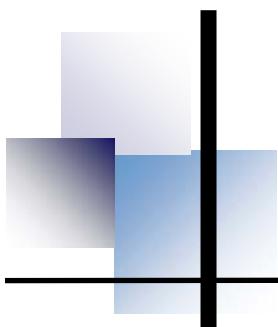
Information Services

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
SERVER AVAILABILITY	98%	99%	99%
TOTAL NUMBER OF IS SERVICE REQ.	1,500	4,800	4,800
HELP DESK CALLS	650	725	732
TOTAL NUMBER OF CALLS	21,457	46,000	46,000
INTERNET / NETWORK AVAILABILITY	98%	99%	99%
AVG. ISSUE/ RESOLUTION TIME	1.25 HR	1.5 HR	1.50 HR

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Director	UNC	1	1	1
Systems Security Manager	FT	1	1	1
Network Administrator	FT	1	1	1
Senior Program Analyst	FT	1	1	1
System Administrator	FT	1	1	1
Senior System Network Administrator	FT	1	1	1
PC Support Specialist	FT	3	3	3
Switchboard Operator	FT	1	1	1
TOTAL FULL TIME		10	10	10



MISSION

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

FUNCTIONS

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

GOALS

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

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Paralegal	UNC	1	1	1
TOTAL FULL TIME		1	1	1

Legal Services

BUDGET SUMMARY

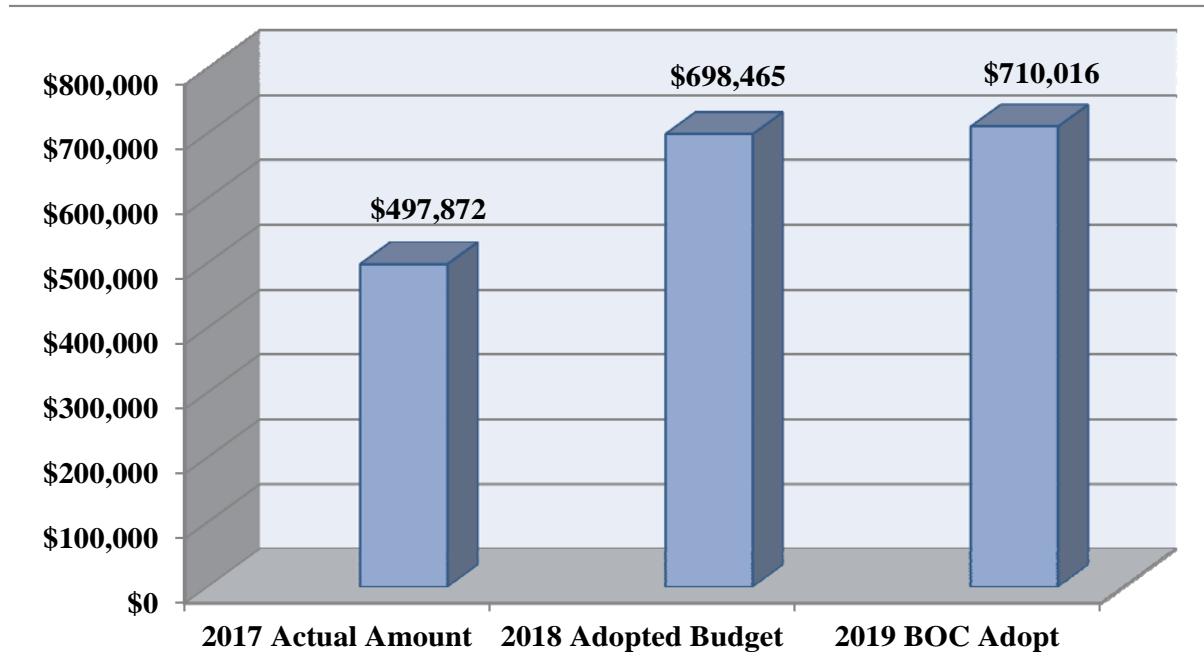
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	497,872	698,465	710,016
Total Funding Sources	497,872	698,465	710,016

APPROPRIATIONS:

Salary and Wage	58,022	57,914	68,668
Benefits	20,782	23,336	28,409
Audit and Legal	132,773	384,970	366,000
Dues and Subscriptions	6,519	7,039	7,200
Supplies	480	788	788
Professional Services	276,925	221,946	234,513
Utilities	572	611	640
Travel & Training	1,800	450	1,950
Budget Improvement Request	0	1,411	1,848
Total Appropriations	497,872	698,465	710,016



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

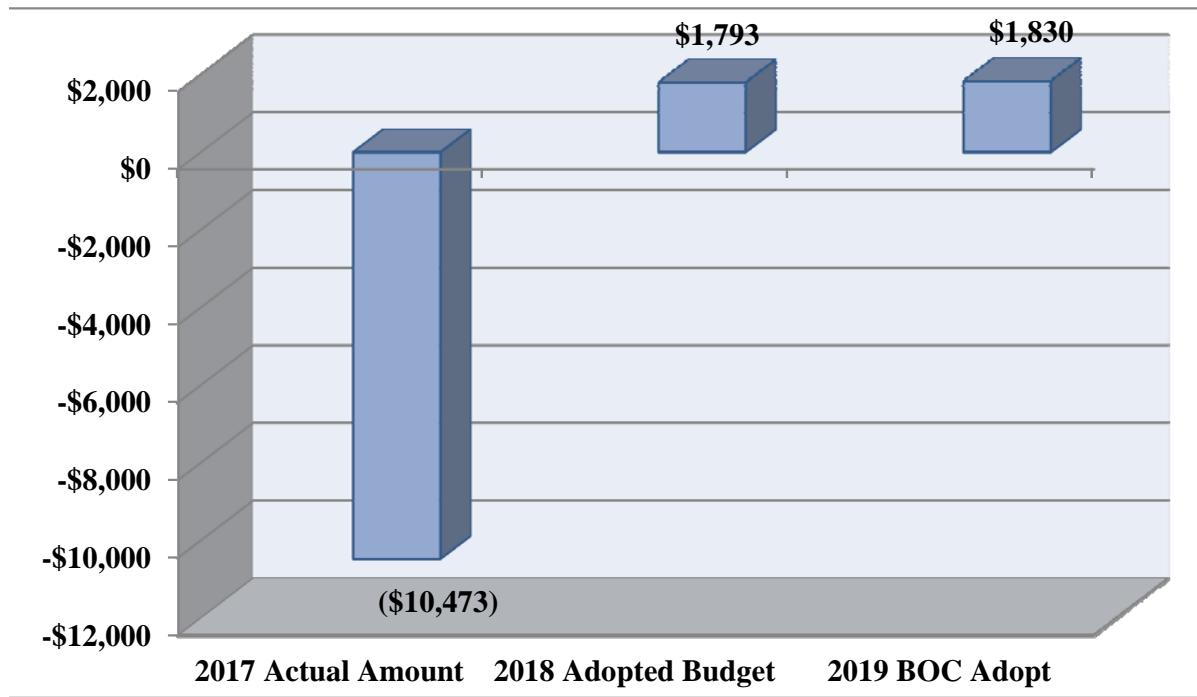
- Continue to enhance motor pool usage through the addition of new and used dependable vehicles in order to provide efficient centralized transportation for departments requiring occasional vehicle use.
- Determine usage needs through accurate record keeping and reporting for the purpose of determining 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.



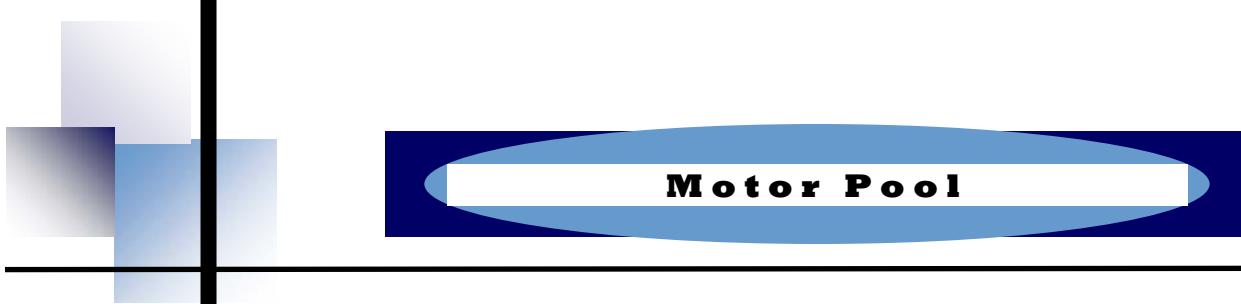
Motor Pool

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u><u>(10,473)</u></u>	<u><u>1,793</u></u>	<u><u>1,830</u></u>
Total Funding Sources	<u><u>(10,473)</u></u>	<u><u>1,793</u></u>	<u><u>1,830</u></u>
APPROPRIATIONS:			
Vehicle Expense	(10,473)	1,580	1,580
Supplies	0	213	250
Capital Outlay	0	0	0
Budget Improvement Request	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>
Total Appropriations	<u><u>(10,473)</u></u>	<u><u>1,793</u></u>	<u><u>1,830</u></u>



WORKLOAD INDICATORS



	2017 <u>ACT</u>	2018 <u>PROJ</u>	2019 <u>PROJ</u>
DEPARTMENT REQUESTS	165	170	175
MILES UTILIZED	19,000	21,000	21,000
REVENUE GENERATED	8,500	12,000	12,000

PERSONNEL

Administered by the Fleet Management Department and Government Services

MISSION

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

FUNCTIONS

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

GOALS

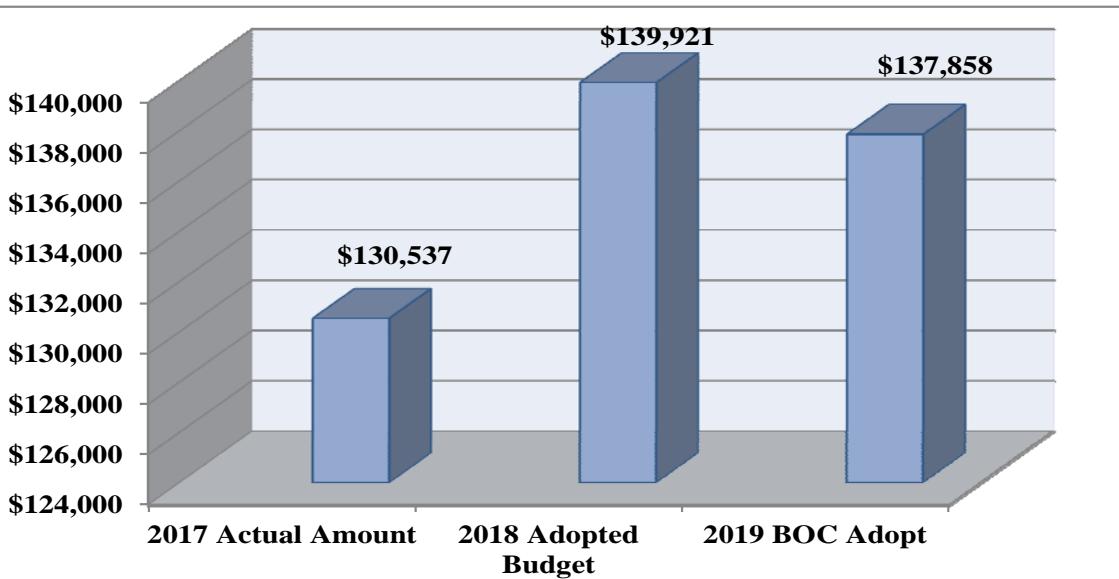
- Continue to improve the quality of work for all departments by acquiring new technology for improve imaging appearance.
- Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity.
- Continue to encourage communications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

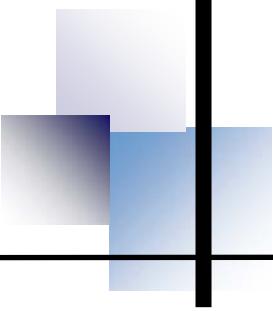


Printing & Mail

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>130,537</u>	<u>139,921</u>	<u>137,858</u>
Total Funding Sources			
	<u>130,537</u>	<u>139,921</u>	<u>137,858</u>
APPROPRIATIONS:			
Salary and Wage	86,915	86,699	88,980
Benefits	32,072	37,062	29,955
Advertising	0	0	0
Vehicle Expense	1,993	1,052	1,259
Equipment Rental	506	1,020	1,020
Maintenance Charges	6,034	6,713	7,685
Supplies	3,017	5,263	6,565
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,112</u>	<u>2,394</u>
Total Appropriations	<u>130,537</u>	<u>139,921</u>	<u>137,858</u>





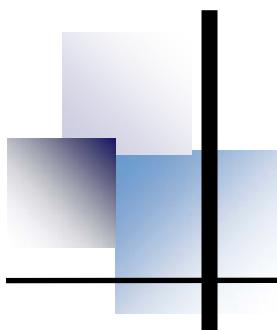
Printing & Mail

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
PIECES OF MAIL PROCESSED	215,000	200,000	220,000
PAPER REQUEST TOTAL SHEETS	5,82,000	5,500,000	5,600,000
PRINTING IMPRESSIONS	575,000	510,000	550,000
PAPER REQUESTS	230	220	225
WORK ORDER	200	205	205

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Supervisor	FT	1	1	1
Mail Clerk	FT	1	1	1
TOTAL FULL TIME		2	2	2



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

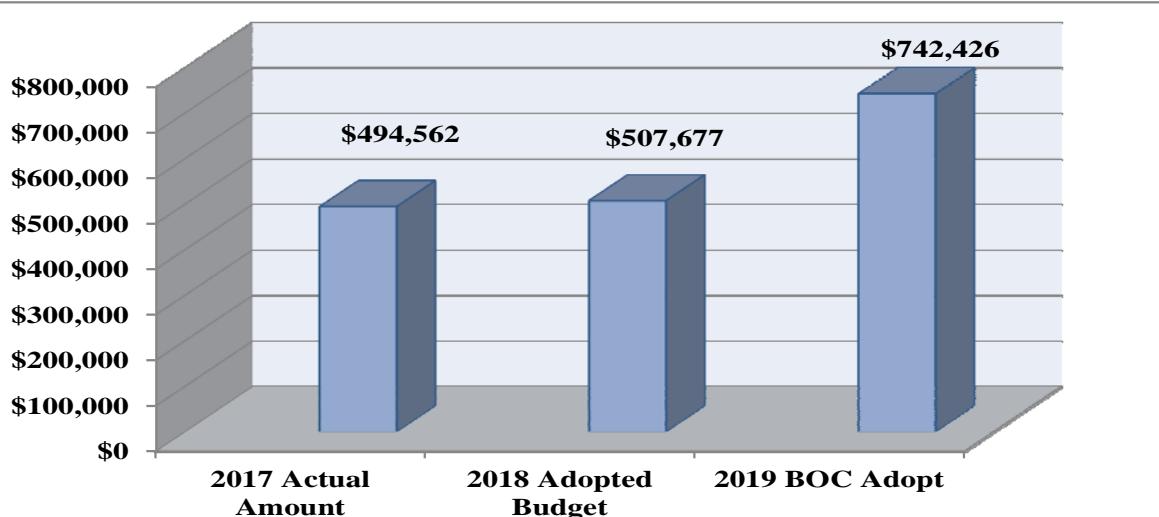
- **To Serve, Satisfy and Support each department within the Douglas County Board of Commissioners with a “Standard of Maintenance” for all buildings maintained by Property Management.**
- **Efficiently and effectively maintain County properties by reducing costs while seeking the lowest prices for maintenance 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.**

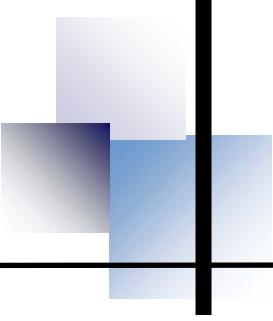


Property Management

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>494,562</u>	<u>507,677</u>	<u>742,426</u>
Total Funding Sources			
	<u>494,562</u>	<u>507,677</u>	<u>742,426</u>
APPROPRIATIONS:			
Salary and Wage	210,368	215,209	222,761
Benefits	105,229	120,189	129,781
Advertising	0	0	0
Vehicle Expense	9,669	18,540	26,766
Dues and Subscriptions	510	1,000	1,350
Equipment Rental	327	1,140	900
Maintenance Charges	30,677	75,750	140,750
Supplies	483	2,048	2,548
Professional Services	33,578	24,191	51,650
Utilities	29,070	40,366	32,446
Travel & Training	345	2,500	2,500
Minor Equipment and Improvements	19,358	0	0
Capital Outlay	53,754	0	0
Debt Service	0	0	186,177
Uniforms and Clothing	1,196	1,500	2,500
Budget Improvement Request	0	<u>5,244</u>	<u>(57,703)</u>
Total Appropriations	<u>494,562</u>	<u>507,677</u>	<u>742,426</u>






Property Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
HOURS ON NEW PROJECTS	5,000	5,800	0
CONSTRUCTION PROJECTS	20	26	40
MAINTENANCE SQ. FT.	673,278	659,278	699,278
WORK ORDERS	7,000	7,000	7,200
HOURS SPENT ON MAINTENANCE	14,800	15,000	15,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>POSITION</u>	<u>GRADE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Electrician	FT	1	1	1
HVAC Technician	FT	1	1	1
Maintenance Technician I	FT	3	3	3
Project Coordinator	FT	1	1	1
TOTAL FULL TIME		6	6	6

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

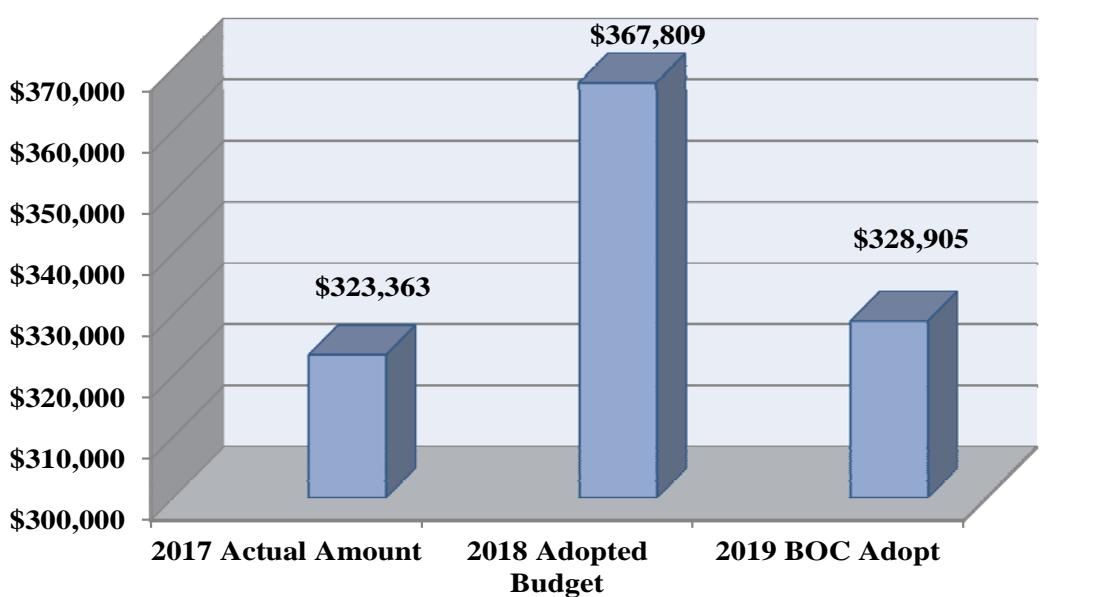
- To efficiently and effectively handle Special Purpose Local Option Sales Tax (SPLOST) purchases; Fire Station, E911/EMO Center, Adult Detention Center and Law Enforcement Center, and Road and Bridge Projects.
- To modify/improve existing Purchasing Process to meet the needs of all County Departments.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

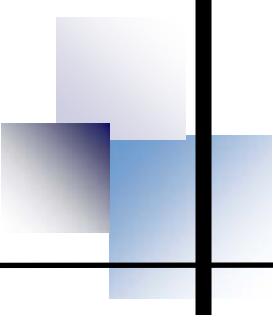


Purchasing

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>323,363</u>	<u>367,809</u>	<u>328,905</u>
Total Funding Sources	<u>323,363</u>	<u>367,809</u>	<u>328,905</u>
APPROPRIATIONS:			
Salary and Wage	222,341	238,980	247,387
Benefits	90,961	110,575	122,811
Advertising	0	300	300
Dues and Subscriptions	154	1,285	1,285
Maintenance Charges	492	680	680
Supplies	7,101	7,000	7,000
Professional Services	0	496	750
Utilities	419	470	650
Travel & Training	0	2,200	2,700
Minor Equipment and Improvements	1,895	0	0
Budget Improvement Request	<u>0</u>	<u>5,823</u>	<u>(54,658)</u>
Total Appropriations	<u>323,363</u>	<u>367,809</u>	<u>328,905</u>






Purchasing

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
TOTAL PURCHASE ORDERS	8,093	10,861	11,038
REQUISITIONS PROCESSED	10,000	10,000	10,000
STANDARD PURCHASE ORDERS	8,412	10,000	10,000
BLANKET PURCHASE ORDERS	801	800	905
STANDARD SPLOST PURCHASE ORDERS	12	10	50
BLANKET SPLOST PURCHASE ORDERS	1	1	0
GRTA PURCHASE ORDERS	10	12	11

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director	UNC	1	1	1
Deputy Purchasing Director	FT	1	1	1
Contract Analyst	FT	1	1	1
Buyer I / Purchasing Asst.	FT	2	2	2
Assistant Manager - Contracts	FT	0	0	0
TOTAL FULL TIME		5	5	5

MISSION

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

FUNCTIONS

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

GOALS

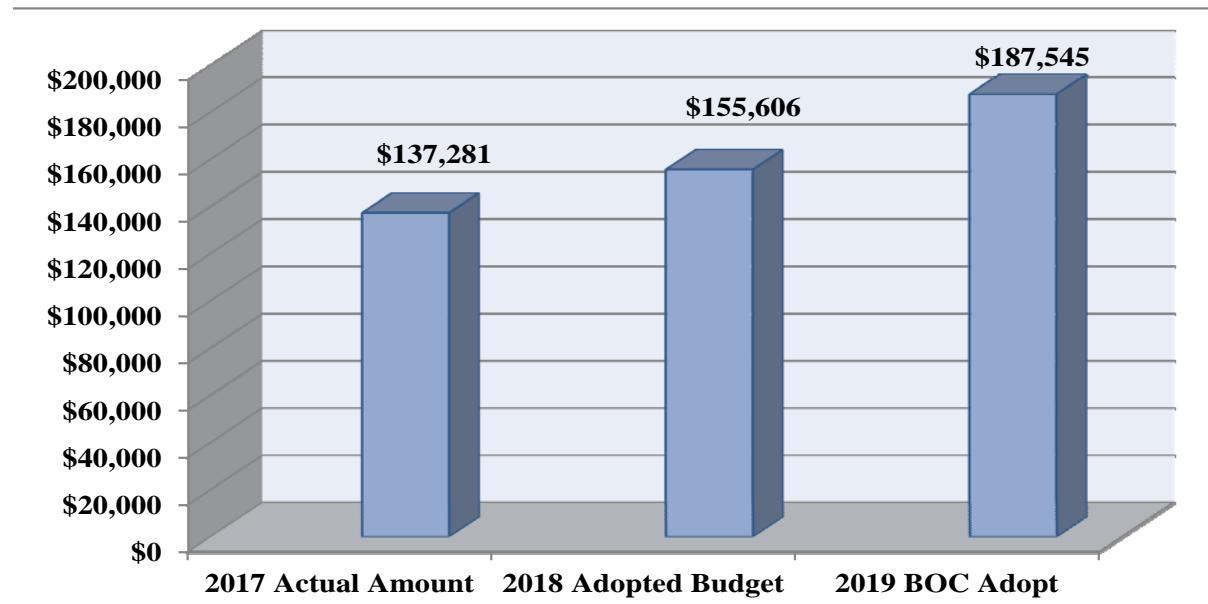
- Implement new imaging software. New imaging software was approved in the 2018 budget, and we are currently in the purchasing/proposal phase of obtaining the new software. Once the vendor is selected and approved, and the new software installed, we will once again have supported imaging software and can commence migration of existing data and identify and begin new imaging projects.
- Image oversize building plans. Approval was also received to purchase an oversize scanner—which will be completed once the imaging software is installed. Once both are functional, we will be able to image the existing 130+ boxes of oversize plans for access which will allow us to better preserve the originals.
- Evaluate boxes for damage and continue reboxing project for preservation records. We have identified approximately 300 boxes that need to be reboxed to preserve the records. Though we have started the process, there is still a great deal to be done, as it is a very time consuming, and necessary project.
- Complete box inventory of existing Records Center holdings. The Records Center is home to approximately 14,000 boxes of archived material. We have begun and hope to complete a thorough inventory by June of 2019.



Records Retention

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>137,281</u>	<u>155,606</u>	<u>187,545</u>
Total Funding Sources	<u>137,281</u>	<u>155,606</u>	<u>187,545</u>
APPROPRIATIONS:			
Salary and Wage	77,536	77,319	80,045
Benefits	25,100	28,393	26,272
Vehicle Expense	223	950	700
Dues and Subscriptions	40	40	40
Maintenance Charges	0	0	500
Supplies	3,520	5,500	5,175
Professional Services	2,080	7,020	10,000
Utilities	27,664	32,500	30,650
Travel & Training	1,117	2,000	2,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	30,009
Budget Improvement Request	<u>0</u>	<u>1,884</u>	<u>2,154</u>
Total Appropriations	<u>137,281</u>	<u>155,606</u>	<u>187,545</u>





Records Retention

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
DOCUMENTS FILED	3,472	4,680	5,021
CUBIC FEET DESTROYED	586	580	592
CUBIC FEET TRANSMITTED	1,126	1,300	1,450
OPEN RECORDS REQUESTED	800	1050	1,100
DOCUMENTS SCANNED & INDEXED	33,392	36,000	37,500

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Information Coordinator	ft	1	1	1
TOTAL FULL TIME		2	2	2

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

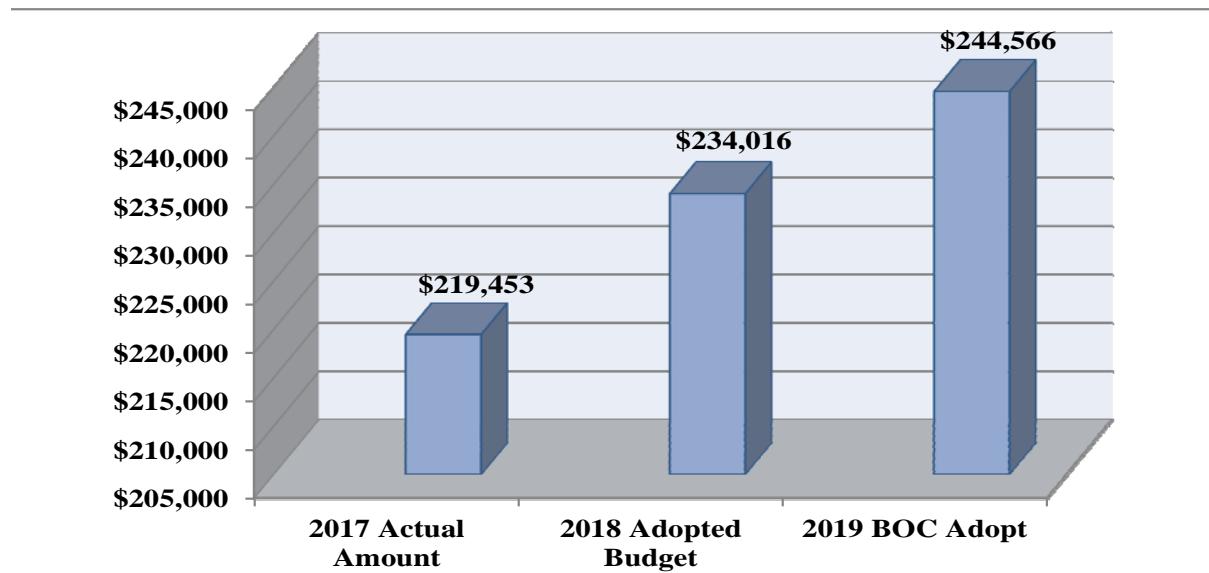
- Print Safety Manual and distribute to all employees.
- Build, set up and relocate the Office of Risk & Safety to its new Safety Division facility.
- Bid, contract, implement and integrate a Risk Management Information System.
- Train ORS staff .
- Conduct safety inspections of all playgrounds, parks and facilities.
- Reduce motor vehicle accidents.
- Decrease workplace injury rate.
- Provide superior claims management and support services to operational departments.
- Finish construction of Risk & Safety web page.
- Continue developing and training Safety Coordinator.
- Market and provide CPR certifications to departments as needed.
- Purchase trailer for CDL workshop & conduct one Class A class w/5th wheel course.

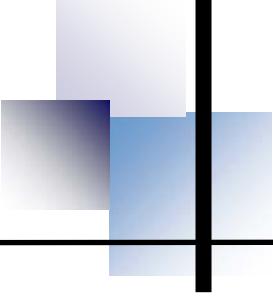


Risk & Safety

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>219,453</u>	<u>234,016</u>	<u>244,566</u>
Total Funding Sources	<u>219,453</u>	<u>234,016</u>	<u>244,566</u>
APPROPRIATIONS:			
Salary and Wage	150,435	152,228	155,456
Benefits	55,704	62,678	69,035
Advertising	170	0	0
Vehicle Expense	1,983	2,375	3,300
Dues and Subscriptions	50	1,488	1,488
Maintenance Charges	480	480	480
Supplies	4,587	7,300	3,750
Professional Services	0	0	0
Utilities	669	680	800
Travel & Training	3,035	3,000	3,000
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	85	125	125
Grants	2,255	0	3,000
Budget Improvement Request	0	3,662	4,132
Total Appropriations	<u>219,453</u>	<u>234,016</u>	<u>244,566</u>





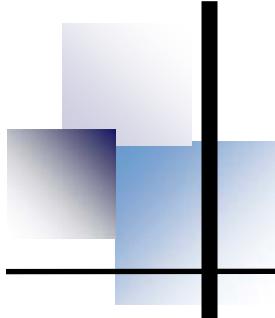

Risk & Safety

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
MOTOR VEHICLE ACCIDENT CLAIMS	124	110	110
ON-THE-JOB INJURY CLAIMS	123	100	100
SAFETY COURSES CONDUCTED	78	125	125
SAFETY INSPECTIONS	34	50	50
NON-EMPLOYEE INJURY REPORTS	85	70	70

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Manager	UNC	1	1	1
Workers' Comp Safety Coordinator	FT	1	1	1
Claims Administrator	FT	1	1	1
TOTAL FULL TIME		3	3	3



GENERAL GOVERNMENT

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

FUNCTIONS

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

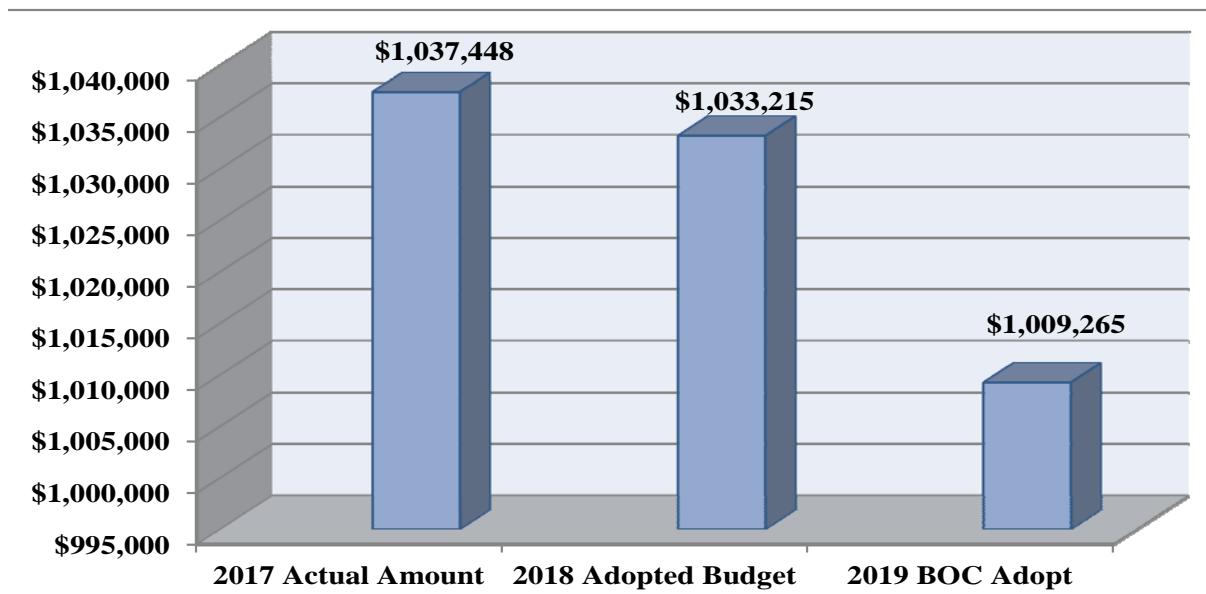
GOALS

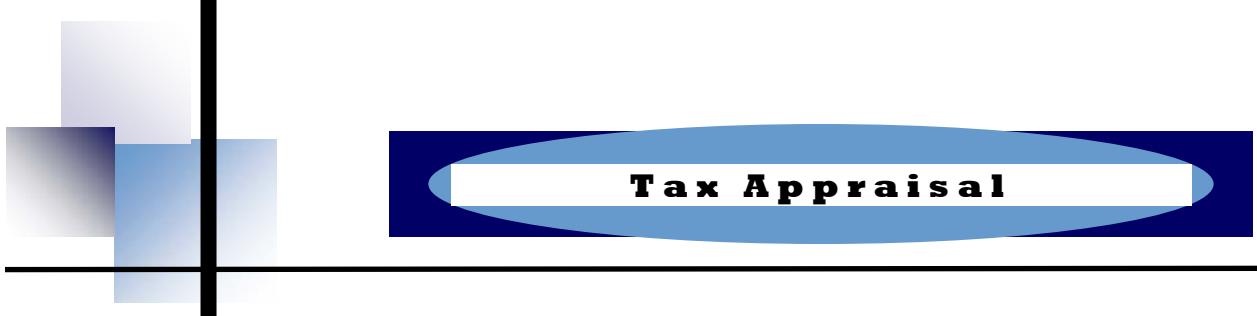
- Complete updates necessary to reach and maintain fair market value; maintain cost, income, and land value data bases.
- Continue Personal Property Audit Program.
- Continue to establish better communication and work relations with public officials, property owners, citizens, and media.
- Continue to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



Tax Appraisal

	BUDGET SUMMARY	2017 Actual	2018 Adopted	2019 BOC
		Amount	Budget	Adopt
FUNDING SOURCES:				
General Fund Contribution		<u>1,037,448</u>	<u>1,033,215</u>	<u>1,009,265</u>
Total Funding Sources		<u>1,037,448</u>	<u>1,033,215</u>	<u>1,009,265</u>
APPROPRIATIONS:				
Salary and Wage		719,267	659,758	683,048
Benefits		277,900	273,628	327,886
Advertising		0	250	250
Vehicle Expense		5,213	8,700	8,700
Dues and Subscriptions		4,409	5,206	5,206
Maintenance Charges		494	282	282
Supplies		12,161	14,000	17,253
Professional Services		10,209	8,816	7,655
Utilities		3,460	40,500	63,500
Travel & Training		3,114	4,000	8,500
Minor Equipment and Improvements		1,167	0	0
Capital Outlay		0	0	0
Uniforms and Clothing		54	2,000	2,000
Budget Improvement Request		<u>0</u>	<u>16,075</u>	<u>(115,015)</u>
Total Appropriations		<u>1,037,448</u>	<u>1,033,215</u>	<u>1,009,265</u>





Tax Appraisal

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
TOTAL # OF PARCELS	54,142	54,153	54,330
PERSONAL PROPERTY ACCOUNTS	8,971	8,997	9,125
# OF PREBILL MOBILE HOMES	2,017	2,015	2,016

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	FT	2	2	2
Appraiser IV	FT	1	1	1
Appraiser III	FT	2	2	2
Appraiser II	FT	3	4	4
Appraiser I	FT	4	2	2
Senior Secretary	FT	1	1	1
Deed Specialist	FT	1	1	1
Secretary	FT	1	1	1
Appraisal Assistant	FT	1	1	1
TOTAL FULL TIME		17	16	16
TOTAL PART TIME		0	0	0

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.

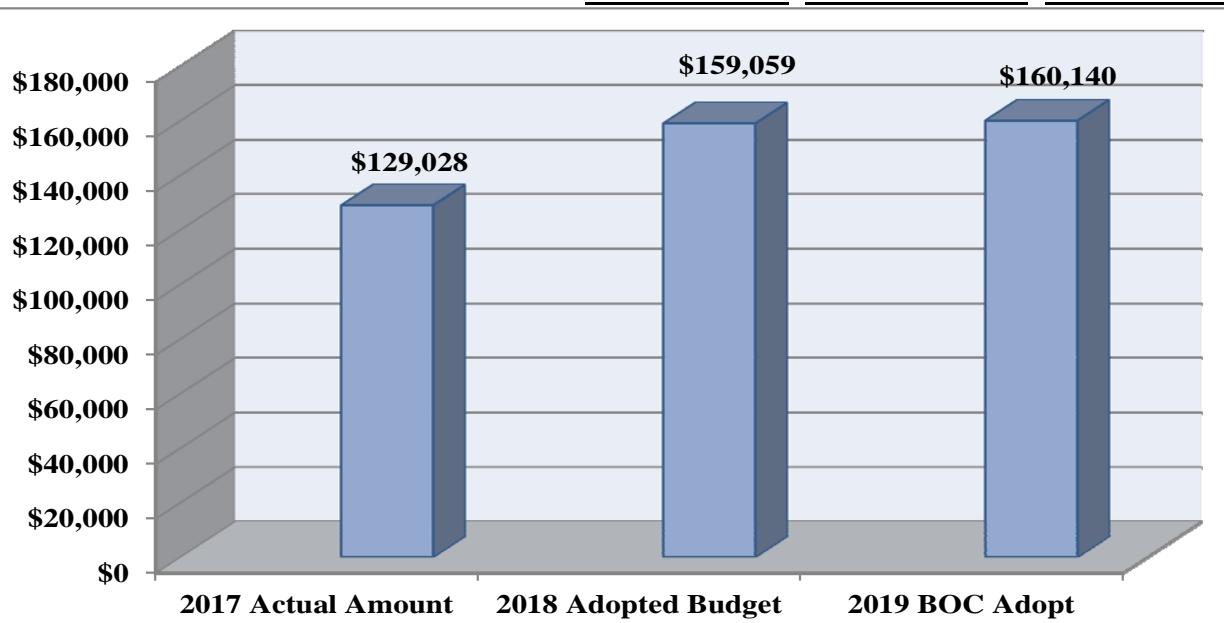
GOALS

- 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		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>129,028</u>	<u>159,059</u>	<u>160,140</u>
Total Funding Sources	<u>129,028</u>	<u>159,059</u>	<u>160,140</u>
APPROPRIATIONS:			
Salary and Wage	14,570	23,712	23,460
Benefits	1,180	1,880	1,808
Advertising	0	250	250
Audit and Legal	50,000	50,000	60,000
Dues and Subscriptions	200	6,475	8,815
Maintenance Charges	480	391	391
Supplies	26,978	42,485	28,100
Professional Services	29,519	26,788	30,500
Utilities	0	0	0
Travel & Training	6,101	6,500	6,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	578	316
Total Appropriations	<u>129,028</u>	<u>159,059</u>	<u>160,140</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
NUMBER OF PARCELS	54,142	54,153	54,330
GROSS TAX DIGEST (IN BILLIONS)	11.47	12.69	13.22
APPEALS TO BOARD OF EQUALIZATION	2,294	2,300	3,000
APPEALS TO ASSESSORS	1,746	1,500	1,600

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
TOTAL PART TIME		5	5	5

MISSION

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

FUNCTIONS

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

GOALS

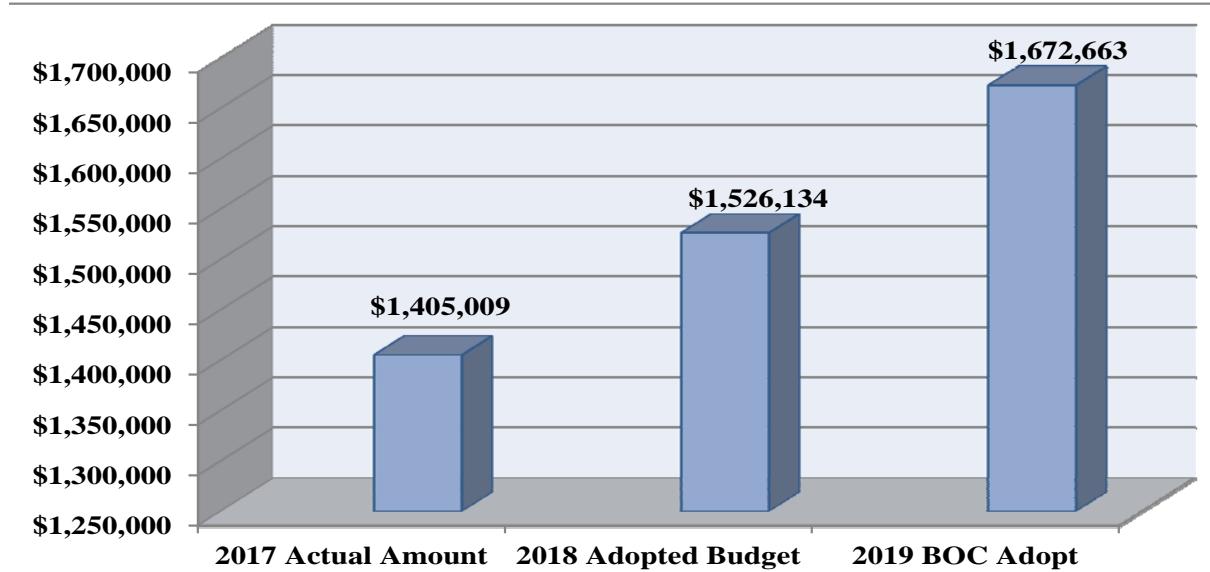
- Customer Service — continuously strive to improve.
- Maintain heightened security awareness.
- Increase collections percentages.
- Reduce wait time for customers over the phone and in the office.
- Increase efficiency in the Tag Office.
- Implement a Customer Queuing System at the new location.
- Research and successfully open a satellite office(s).
- Continue to develop partnership with Appraisal by establishing a more efficient process, minimizing digest corrections, and obtaining up-to-date addresses in order to reduce wasted postage and back-end research.

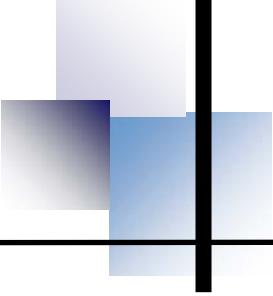


Tax Commissioner

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,405,009</u>	<u>1,526,134</u>	<u>1,672,663</u>
Total Funding Sources	<u>1,405,009</u>	<u>1,526,134</u>	<u>1,672,663</u>
APPROPRIATIONS:			
Salary and Wage	857,432	894,741	975,622
Benefits	323,673	338,796	385,090
Advertising	9,800	16,000	16,000
Vehicle Expense	1,764	3,500	3,500
Dues and Subscriptions	1,502	1,885	1,885
Maintenance Charges	1,517	3,370	5,810
Supplies	84,927	120,065	96,065
Professional Services	102,137	58,494	134,200
Utilities	1,946	4,482	600
Travel & Training	7,831	11,000	11,000
Minor Equipment and Improvements	6,387	0	0
Capital Outlay	4,995	50,000	0
Uniforms and Clothing	1,097	2,000	2,000
Budget Improvement Request	0	21,801	40,891
Total Appropriations	<u>1,405,009</u>	<u>1,526,134</u>	<u>1,672,663</u>






Tax Commissioner

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
VEHICLE TAGS SOLD	196,200	247,200	288,200
TITLES PROCESSED	29,600	34,000	35,000
TAG TRANSFERS	1,760	1,650	1,700
PROPERTY TAX BILLS	55,500	56,600	57,200
FIFAS ISSUED	2,374	2,398	2,415
INTERNET TRANSACTIONS	19,501	26,326	30,799

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Tax Administrator	FT	1	1	1
Chief Deputy Tax Commissioner	FT	1	1	1
Administrative Assistant	FT	1	1	1
Head Bookkeeper	FT	1	1	1
Tag Supervisor	FT	0	0	0
Assistant Tag Supervisor	FT	1	1	1
Assistant Tax Bookkeeper	FT	1	1	1
Senior Tax/Tag Agents	FT	6	6	6
Tax/Tag Agent	FT	7	7	8
Tax Manager	UNC	1	1	1
Tag Agent	PT	4	4	7
TOTAL FULL TIME		21	21	22
TOTAL PART TIME		4	4	7

MISSION

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

FUNCTIONS

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

GOALS

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

PERSONNEL

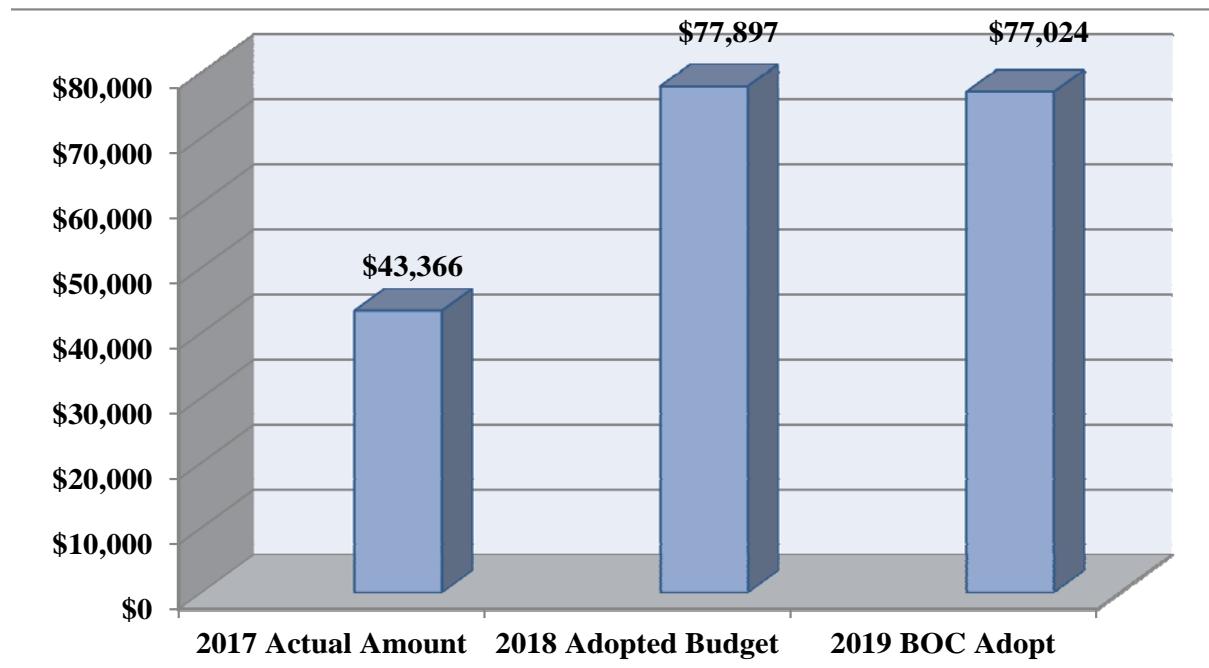
The appointed two, six-member Boards are not considered an “employee” of the County. The members are paid professional services for the meetings/hearings they attend.



Tax Equalization Board

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>43,366</u>	<u>77,897</u>	<u>77,024</u>
Total Funding Sources	<u>43,366</u>	<u>77,897</u>	<u>77,024</u>
APPROPRIATIONS:			
Salary and Wage	35,582	62,471	62,220
Benefits	2,889	4,946	4,827
Advertising	130	260	260
Supplies	2,701	4,317	4,500
Professional Services	0	0	0
Travel & Training	2,065	4,380	4,380
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	<u>1,523</u>	<u>837</u>
Total Appropriations	<u>43,366</u>	<u>77,897</u>	<u>77,024</u>





GENERAL GOVERNMENT

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

FUNCTIONS

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

PERSONNEL

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director of External Affairs	UNC	1	1	1
External Affairs Coord-Temp	PT	0	0	1
TOTAL FULL TIME		1	1	1
TOTAL PART TIME		0	0	1

External Affairs

BUDGET SUMMARY

	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	<u>0</u>	<u>154,339</u>
		<u>205,363</u>

Total Funding Sources

<u>0</u>	<u>154,339</u>	<u>205,363</u>
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APPROPRIATIONS:

Salary and Wage	0	85,000	97,296
Benefits	0	15,602	21,276
Advertising	0	16,600	10,000
Vehicle Expense	0	0	2,000
Dues and Subscriptions	0	0	500
Supplies	0	7,700	6,700
Professional Services	0	8,946	3,000
Utilities	0	600	650
Travel & Training	0	17,820	18,320
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,071</u>	<u>45,621</u>
Total Appropriations	<u>0</u>	<u>154,339</u>	<u>205,363</u>



DIRECTORY

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MISSION

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

FUNCTIONS

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

GOALS

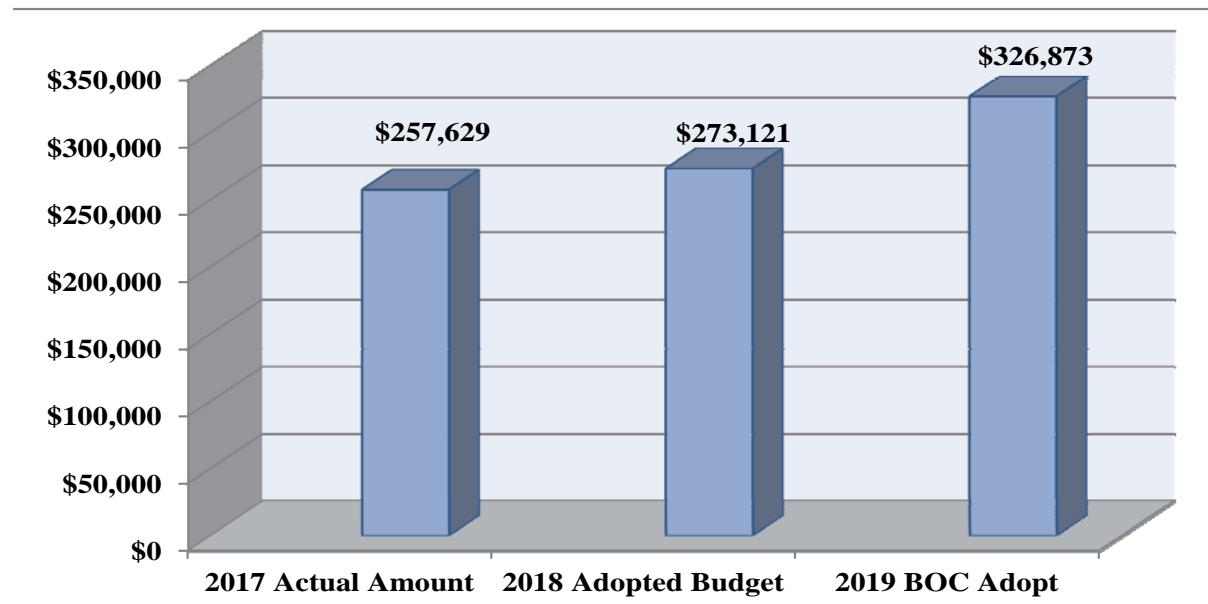
- To reduce recidivism and build stronger families in our community. With our higher risk participants we strive to help them get stable employment, medical care and other ancillary services through intensive case management while in the program. Our moderate risk participants also need guidance in these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



State DUI Court

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>257,629</u>	<u>273,121</u>	<u>326,873</u>
Total Funding Sources	<u>257,629</u>	<u>273,121</u>	<u>326,873</u>
APPROPRIATIONS:			
Salary and Wage	125,481	124,886	127,953
Benefits	51,687	58,147	64,300
Dues and Subscriptions	500	500	600
Maintenance Charges	2,081	1,980	2,780
Supplies	5,722	3,150	3,150
Professional Services	65,667	72,274	98,755
Utilities	3,614	3,141	3,215
Travel & Training	2,876	6,000	7,867
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	14,809
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	3,043	3,444
Total Appropriations	<u>257,629</u>	<u>273,121</u>	<u>326,873</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
PARTICIPANTS	85	88	100
DRUG TEST	5,700	6,000	7,500
SURVEILANCE VISITS	1,258	1,300	1,450
TREATMENT HOURS	11,825	14,360	16,290

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
DUI Court Director	UNC	1	1	1
Administrative Asst / Probation Officer	FT	1	1	1
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		3	3	3

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

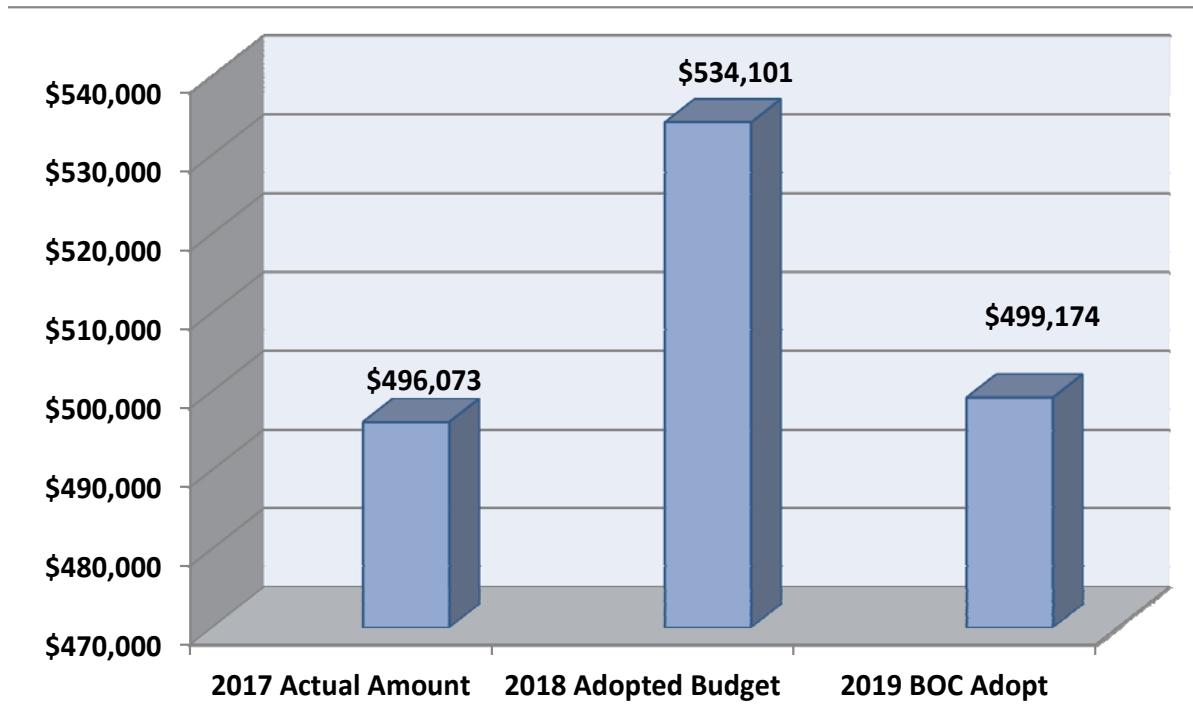
BUDGET SUMMARY
2017 Actual 2018 Adopted 2019 BOC
Amount Budget Adopt

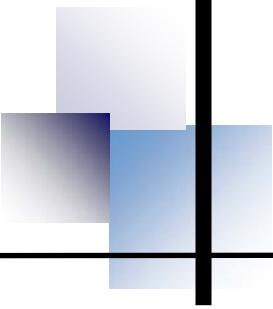
FUNDING SOURCES:

General Fund Contribution	496,073	534,101	499,174
Total Funding Sources	496,073	534,101	499,174

APPROPRIATIONS:

Salary and Wage	334,504	337,923	349,836
Benefits	142,716	169,128	177,618
Maintenance Charges	810	1,200	1,200
Supplies	18,044	17,616	22,200
Professional Services	0	0	0
Minor Equipment and Improvements	(0)	0	0
Budget Improvement Request	<u>0</u>	<u>8,234</u>	<u>(51,680)</u>
Total Appropriations	496,073	534,101	499,174





Clerk of State Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
TRAFFIC SITUATIONS	9,193	8,170	10,105
CRIMINAL MISDEAMEANOR	2,105	2,064	2,099
WARRANTS FILED	1,868	1,722	1,901
CIVIL CASES FILED	524	600	648

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Deputy Court Clerk	FT	9	9	9
Office Manager	FT	1	1	1
Accounting Assistant	FT	1	1	1
Secretary	FT	0	0	0
TOTAL FULL TIME		11	11	11

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, DD214 records, etc., while providing other administrative and management support to the Court and its affiliates.

FUNCTIONS

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

GOALS

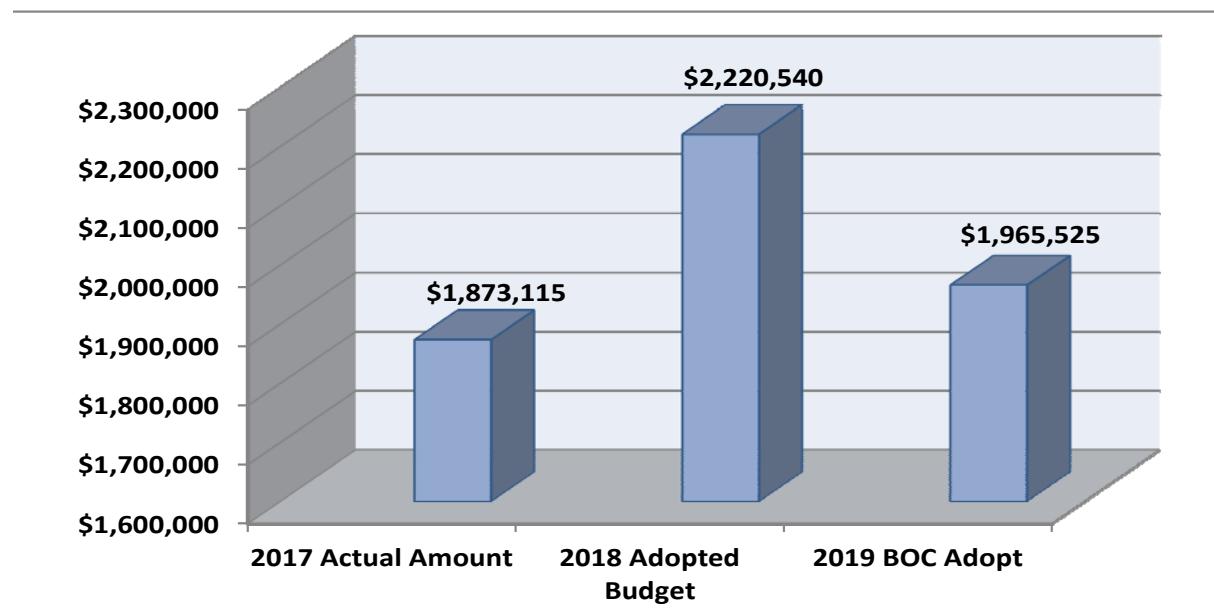
- Electronic filing of UCC's, began 7/01/2018.
- Electronically file civil, criminal and child support cases and/or documents.
- Minute Book project. Scan all Minute Books to the "G" drive so that the records will be protected in case of a disaster—ongoing.
- Criminal updates on cases prior to 1994. Create the case in ICON so we can input all criminal docket information.
- Guide and file. Working with Tyler Technologies to put a link to a website for everyone to obtain certain forms to e-file (divorces, name change, legitimation cases). To provide a kiosk computer in the lobby area in the near future—ongoing.
- Microfilm—convert 1102 rolls of microfilm (est. 2,204,000 images) to tiff or pdf and separate by case number—Project using GSCCA image money to fund—to be complete by Fall 2018.
- Guide and file. Work with Tyler Technologies to create a website link for certain e-file forms.
- Scan and index all DD-214's into a software program so that the records will be protected in case of a disaster—ongoing.

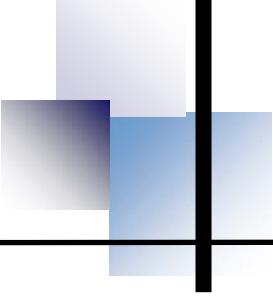


Clerk of Superior Court

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,873,115</u>	<u>2,220,540</u>	<u>1,965,525</u>
Total Funding Sources	<u>1,873,115</u>	<u>2,220,540</u>	<u>1,965,525</u>
APPROPRIATIONS:			
Salary and Wage	1,092,575	1,108,340	1,161,828
Benefits	449,481	525,024	600,726
Advertising	210	400	400
Dues and Subscriptions	3,826	1,509	1,750
Maintenance Charges	45,126	32,185	41,969
Supplies	55,494	71,136	71,616
Professional Services	155,522	452,070	302,670
Utilities	0	0	0
Travel & Training	2,950	2,870	2,953
Minor Equipment and Improvements	28,575	0	0
Capital Outlay	39,355	0	0
Budget Improvement Request	<u>0</u>	<u>27,006</u>	<u>(218,387)</u>
Total Appropriations	<u>1,873,115</u>	<u>2,220,540</u>	<u>1,965,525</u>





Clerk of Superior Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
CIVIL CASES FILED	2,650	2,286	2,451
CRIMINAL CASES FILED	1,719	1,796	1,828
WARRANTS	4,245	5,764	6,280

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	FT	1	1	1
Deputy Court Clerk	FT	18	18	18
Senior Secretary	FT	7	7	7
Evidence Tech	FT	1	1	1
Microfilm Technician	FT	0	0	0
Accounting Assistant I	FT	1	1	1
Accounting Assistant	FT	1	1	1
Deed Index Clerk	FT	0	0	0
Secretary	FT	1	1	1
Data Entry Operator	FT	0	0	0
Administrative Assistant	FT	1	1	1
Judicial Case Manager	FT	1	1	1
Microfilm Technician Asst.	FT	0	0	0
Secretary	PT	0	0	0
Data Entry Operator	PT	0	0	0
TOTAL FULL TIME		33	33	33
TOTAL PART TIME		0	0	0

FUNCTIONS

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

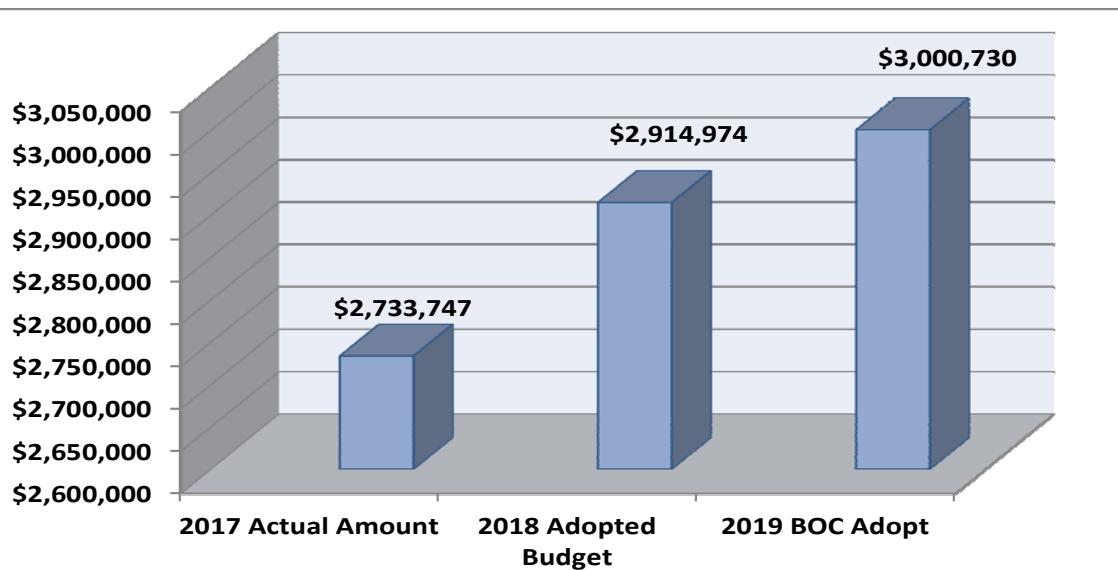
GOALS

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



District Attorney

	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,733,747</u>	<u>2,914,974</u>	<u>3,000,730</u>
Total Funding Sources	<u>2,733,747</u>	<u>2,914,974</u>	<u>3,000,730</u>
APPROPRIATIONS:			
Salary and Wage	1,957,957	2,013,851	2,188,421
Benefits	623,504	683,935	873,962
Advertising	917	4,000	15,000
Vehicle Expense	8,901	22,000	22,000
Dues and Subscriptions	24,294	25,062	25,767
Equipment Rental	0	0	0
Maintenance Charges	2,249	4,000	4,000
Supplies	54,320	59,000	59,000
Professional Services	28,831	33,567	32,000
Utilities	2,009	3,000	4,000
Travel & Training	16,988	16,611	18,950
Minor Equipment and Improvements	13,358	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	420	1,000	2,000
Budget Improvement Request	0	48,948	(244,370)
Total Appropriations	<u>2,733,747</u>	<u>2,914,974</u>	<u>3,000,730</u>



District Attorney

PERSONNEL SUMMARY & WORKLOAD INDICATORS

		<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
CASES RECEIVED		1,608	2,652	2,984
CASES FILED		1,230	1,530	1,705
JURY TRIALS		13	20	22
CASES ON APPEAL		94	100	110
CASES CLOSED		1,272	1,296	1,505
PRELIMINARY HEARINGS		565	600	620
FORFEITURES FILED		81	70	75
PERSONNEL SUMMARY				
<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	6	6	6
State Investigator	ST UNC	2	2	2
Chief Assistant District Attorney	UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Assistant District Attorney	UNC	1	1	1
Juvenile Prosecutor	UNC	0	0	0
Assistant District Attorney	FT	9	9	9
System Administrator	FT	1	1	1
Victim Advocate	FT	5	5	7
Investigator	FT	2	2	3
Administrative Assistant	FT	1	1	1
Data Management Coordinator	FT	1	1	1
Legal Staff Assistant	FT	21	12	12
Intern	PT	1	0	0
Legal Staff Assistant	PT	1	1	0
Victim Assistance Secretary	PT	1	0	0
TOTAL FULL TIME		53	44	47
TOTAL PART TIME		3	1	0

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.

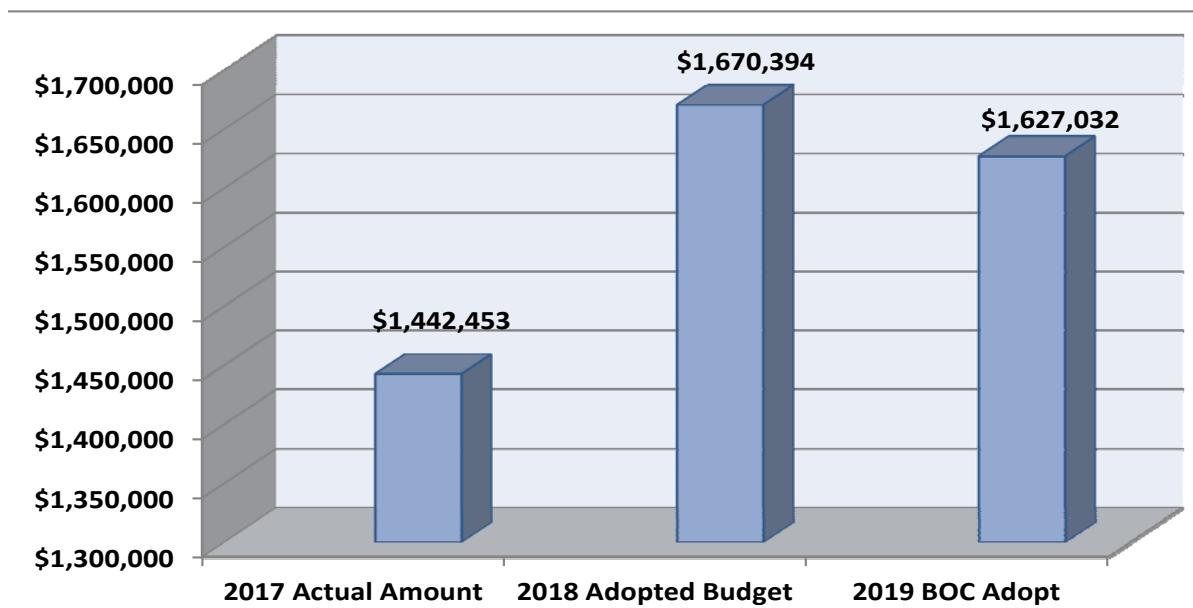
GOALS

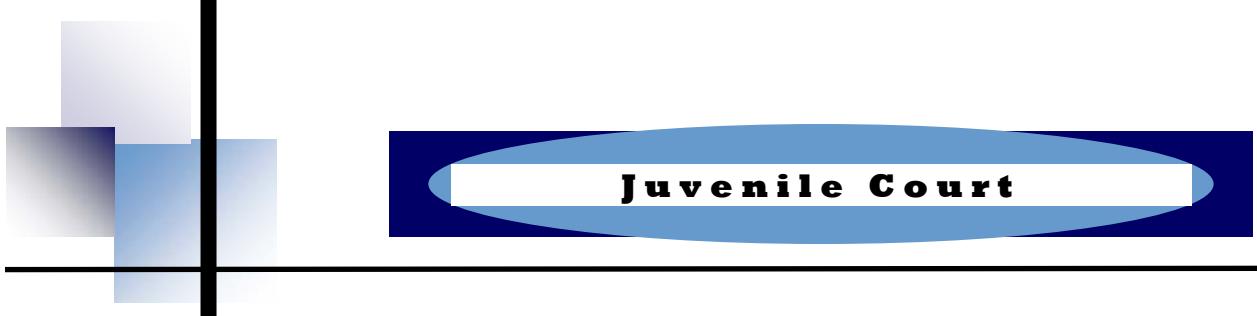
- Maintain accurate records and files on each case including all electronic data bases.
- To use contracts to control costs for indigent defense.
- To monitor orders to assure completeness of each file.
- Conduct stakeholder meetings for purposes of court improvement.
- Maintain funding for the Family Drug Treatment Program and Zero to Three.
- Develop resources to support prevention and early intervention.
- Implement CHINS protocol.
- Work with NCJFCJ on Implementation site project goals and best practices.



Juvenile Court

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,442,453</u>	<u>1,670,394</u>	<u>1,627,032</u>
Total Funding Sources	<u>1,442,453</u>	<u>1,670,394</u>	<u>1,627,032</u>
APPROPRIATIONS:			
Salary and Wage	443,960	447,718	586,194
Benefits	151,329	176,765	246,955
Advertising	0	200	200
Audit and Legal	754,961	805,840	710,000
Dues and Subscriptions	1,312	1,651	3,933
Maintenance Charges	4,015	4,502	4,393
Supplies	9,234	10,380	14,380
Professional Services	71,462	205,929	98,400
Utilities	0	0	0
Travel & Training	5,371	6,500	13,500
Minor Equipment and Improvements	810	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	10,909	(50,923)
Total Appropriations	<u>1,442,453</u>	<u>1,670,394</u>	<u>1,627,032</u>





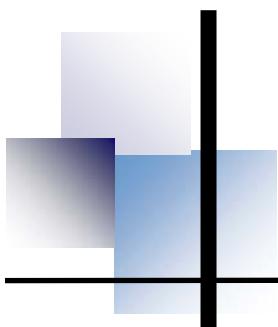
Juvenile Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
DELINQUENT CHARGES	481	568	653
UNGOVERNABLE CHARGES	360	400	425
TERMINATION CHARGES	30	50	60
DEPRIVATION CHARGES	326	325	331
TRAFFIC CHARGES	52	44	98
SPECIAL CHARGES	97	100	105
SUPERIOR COURT CASES	9	4	7

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Juvenile Public Defender	FT	0	0	1
Assistant Juvenile Public Defender	FT	0	0	1
Chief Clerk	FT	1	1	1
Child Court Coordinator	FT	1	1	1
Principal Secretary	FT	1	1	1
Senior Court Clerk / Delinquent	FT	1	1	1
Deputy Court Clerk	FT	2	2	2
TOTAL FULL TIME		8	8	10



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

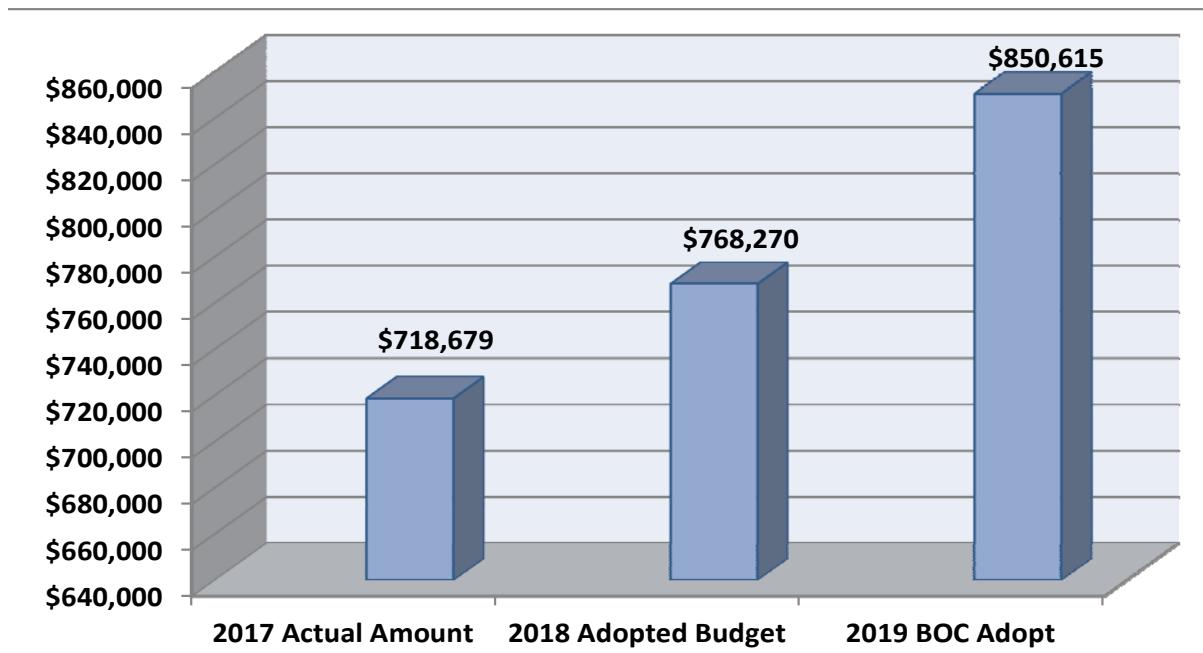
BUDGET SUMMARY			
2017 Actual	2018 Adopted	2019 BOC	
Amount	Budget	Adopt	Adopt

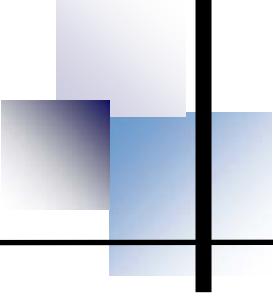
FUNDING SOURCES:

General Fund Contribution	718,679	768,270	850,615
Total Funding Sources	718,679	768,270	850,615

APPROPRIATIONS:

Salary and Wage	522,940	538,944	546,733
Benefits	165,874	188,112	197,953
Dues and Subscriptions	1,218	1,695	1,830
Maintenance Charges	1,715	2,400	2,545
Supplies	20,956	18,600	22,600
Professional Services	877	1,427	2,000
Utilities	0	0	0
Travel & Training	2,928	3,960	3,960
Minor Equipment and Improvements	2,171	0	0
Budget Improvement Request	0	13,132	72,994
Total Appropriations	718,679	768,270	850,615





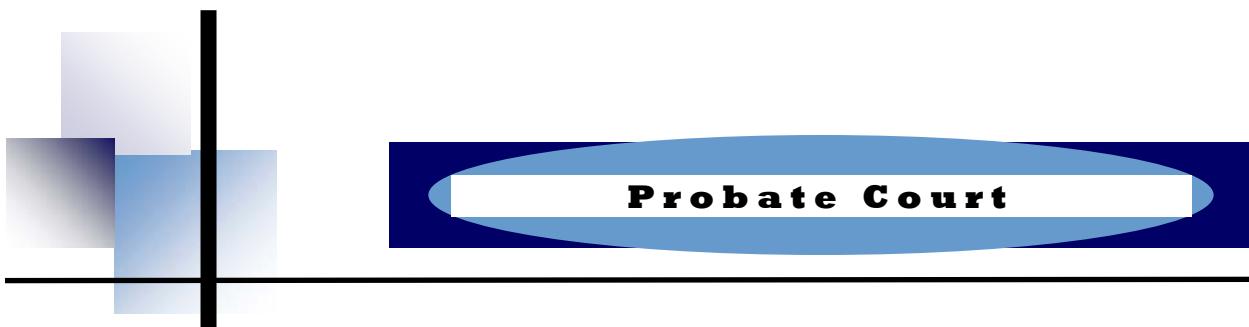
Magistrate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	2017 <u>ACT</u>	2018 <u>PROJ</u>	2019 <u>PROJ</u>
SMALL CLAIMS	9,436	9,701	9,758
BOND/1ST APPEARANCE	3,972	4,335	4,626
CRIMINAL WARRANTS ISSUED	6,840	7,105	7,211
CRIMINAL PRELIM. HEARINGS	1,052	1,110	1,199
PRE-ARREST WARRANT HEARINGS	86	99	103
ORDINANCE	168	191	202
SEARCH WARRANTS	142	154	160
FIFA'S	800	866	892
BENCH WARRANTS	134	149	153

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>
Judge	UNC	2	2	2
Chief Magistrate Clerk	FT	1	1	1
Legal Staff Assistant	FT	2	2	2
Deputy Court Clerk	FT	4	4	4
Appointed Judge	UNC	1	1	1
P.T. Deputy Court Clerk	PT	2	2	2
TOTAL FULL TIME		10	10	10
TOTAL PART TIME		2	2	2



MISSION

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

FUNCTIONS

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

GOALS

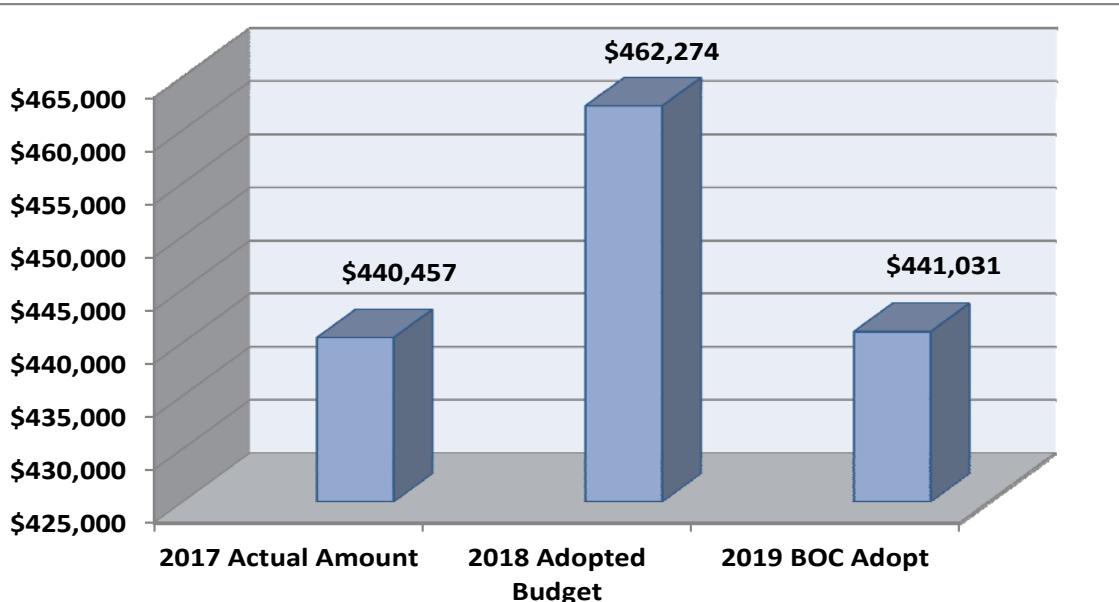
- Continue to strive to keep the records of this office protected because of confidentiality laws.
- Increase productivity and reduce waste with the new and updated equipment which will serve the citizens as well as the employees of Douglas County.
- Provide fast, efficient, and courteous service to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

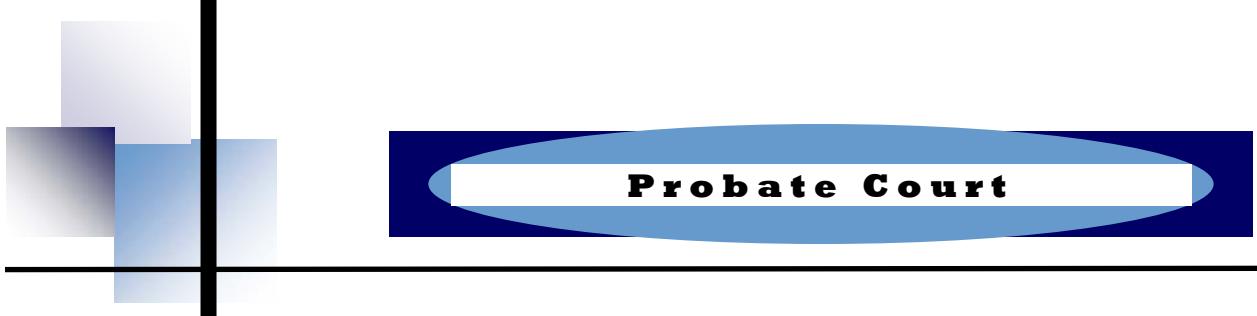


Probate Court

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>440,457</u>	<u>462,274</u>	<u>441,031</u>
Total Funding Sources	<u>440,457</u>	<u>462,274</u>	<u>441,031</u>
APPROPRIATIONS:			
Salary and Wage	290,052	289,367	317,126
Benefits	133,878	147,373	161,181
Advertising	0	0	0
Audit and Legal	0	660	660
Dues and Subscriptions	615	1,200	1,200
Maintenance Charges	1,670	1,800	1,800
Supplies	8,278	9,623	10,675
Professional Services	450	200	200
Utilities	0	0	0
Travel & Training	5,514	5,000	7,000
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	7,051	(58,811)
Total Appropriations	<u>440,457</u>	<u>462,274</u>	<u>441,031</u>





Probate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
DEATH CERTIFICATES FILED	893	861	900
BIRTH CERTIFICATES FILED	730	740	750
FIREARMS PERMITS ISSUED	3,065	3,300	3,500
ESTATE FILES	591	600	650
MARRIAGE LICENSES ISSUED	1,212	1,300	1,300

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	FT	1	1	1
Principal Secretary	FT	1	1	1
Deputy Court Clerk	FT	3	3	3
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		7	7	7

MISSION

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

FUNCTIONS

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

GOALS

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

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

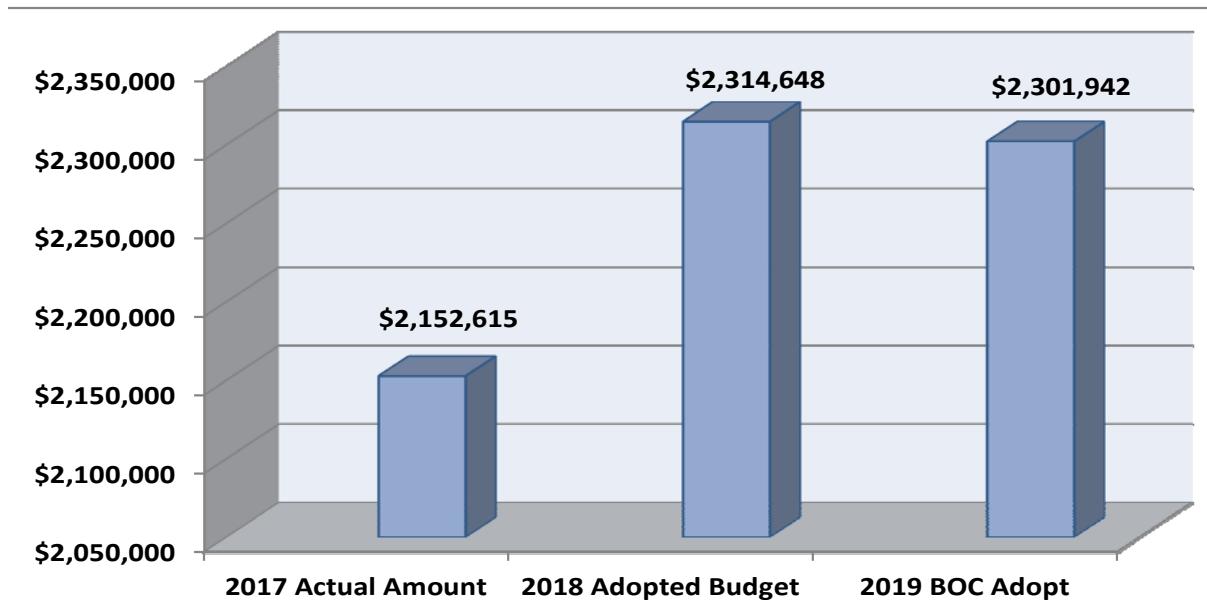
Remain in compliance with the Georgia Public Defender Standards Council Rules and Procedures for Opt Out Circuits.

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

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



	2017 Actual	2018 Adopted	2019 BOC Budget	2019 BOC Adopt
FUNDING SOURCES:				
General Fund Contribution	<u>2,152,615</u>	<u>2,314,648</u>	<u>2,301,942</u>	
Total Funding Sources	<u>2,152,615</u>	<u>2,314,648</u>	<u>2,301,942</u>	
APPROPRIATIONS:				
Salary and Wage	1,336,039	1,342,949	1,390,286	
Benefits	462,287	461,848	518,402	
Audit and Legal	271,693	375,000	380,000	
Vehicle Expense	815	5,300	6,300	
Dues and Subscriptions	17,701	19,965	23,735	
Maintenance Charges	2,055	2,200	3,000	
Supplies	14,866	18,400	22,500	
Professional Services	35,632	32,263	60,000	
Utilities	3,982	5,000	4,700	
Travel & Training	5,622	19,000	25,000	
Minor Equipment and Improvements	1,922	0	0	
Capital Outlay	0	0	0	
Budget Improvement Request	<u>0</u>	<u>32,723</u>	<u>(131,981)</u>	
Total Appropriations	<u>2,152,615</u>	<u>2,314,648</u>	<u>2,301,942</u>	



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
FELONY CASES OPENED	1,138	1,150	1,175
APPEALS OPENED	9	14	16
VIOLATION OF PROBATION OPENED	591	690	720
OTHER CASES OPENED	13	4	6
CLOSED CASES	1,603	1,725	1,750
APPEALS CLOSED	6	16	18
OTHER CASES CLOSED	11	5	6
CONFLICTS OPENED	420	455	460
CONFLICTS CLOSED	370	500	500

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	11	11	11
Investigator	FT	3	3	3
Administrative Assistant	FT	1	1	1
Legal Staff Assistant	FT	5	5	5
Office Manager	FT	1	1	1
TOTAL FULL TIME		23	23	23

MISSION

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

FUNCTIONS

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

GOALS

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



State Court-Judges

BUDGET SUMMARY

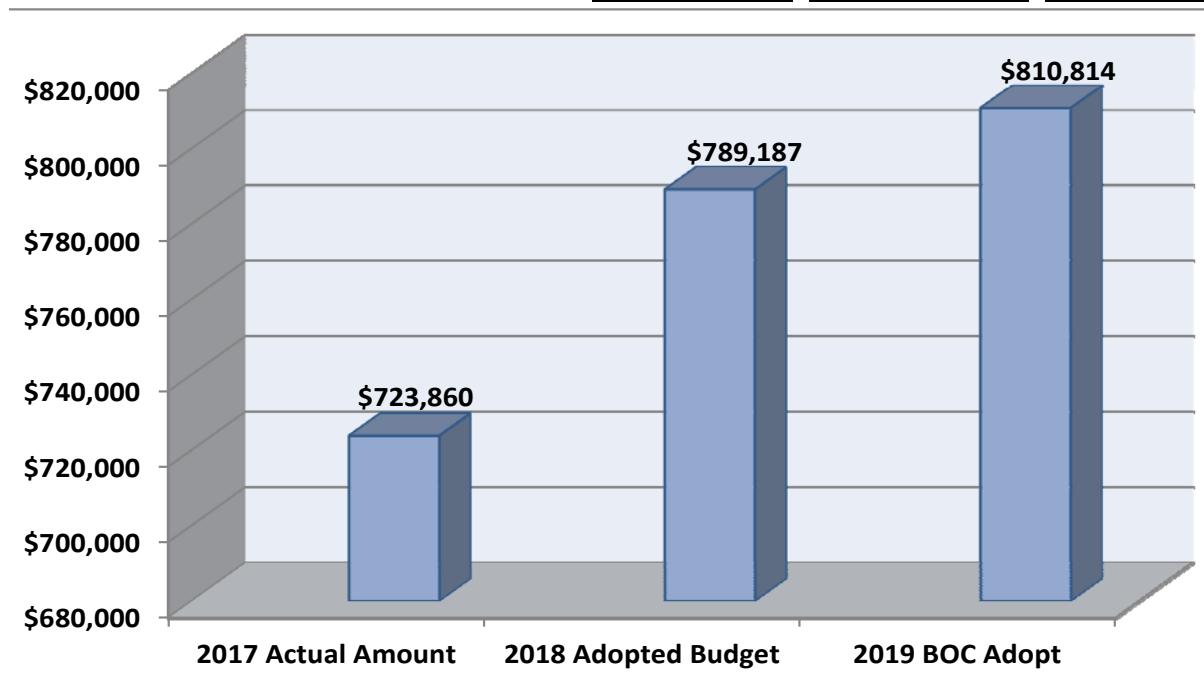
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

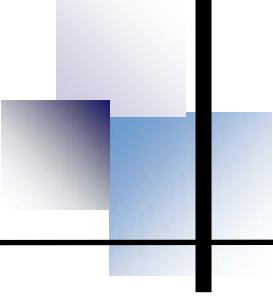
FUNDING SOURCES:

General Fund Contribution	<u>723,860</u>	<u>789,187</u>	<u>810,814</u>
Total Funding Sources	<u>723,860</u>	<u>789,187</u>	<u>810,814</u>

APPROPRIATIONS:

Salary and Wage	437,878	442,372	469,234
Benefits	146,515	164,081	198,828
Dues and Subscriptions	1,390	1,605	1,930
Maintenance Charges	1,563	1,920	1,920
Supplies	5,445	4,845	4,845
Professional Services	121,317	157,491	173,000
Utilities	418	456	912
Travel & Training	3,863	5,638	5,638
Minor Equipment and Improvements	5,471	0	0
Budget Improvement Request	<u>0</u>	<u>10,779</u>	<u>(45,493)</u>
Total Appropriations	<u>723,860</u>	<u>789,187</u>	<u>810,814</u>





State Court-Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
CIVIL CASES FILED	449	544	659
PROBATION REVOCATION	5,219	4,926	5,100
CRIMINAL MISDEMEANOR CASES	1,677	1,880	2,107
TRAFFIC CITATIONS	10,059	8,890	9,190

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
State Court Judge	UNC	2	2	2
Administrative Assistant	FT	2	2	2
Law Clerk	UNC	1	1	1
TOTAL FULL TIME		5	5	5

MISSION

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

FUNCTIONS

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

GOALS

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



State Court-Solicitor

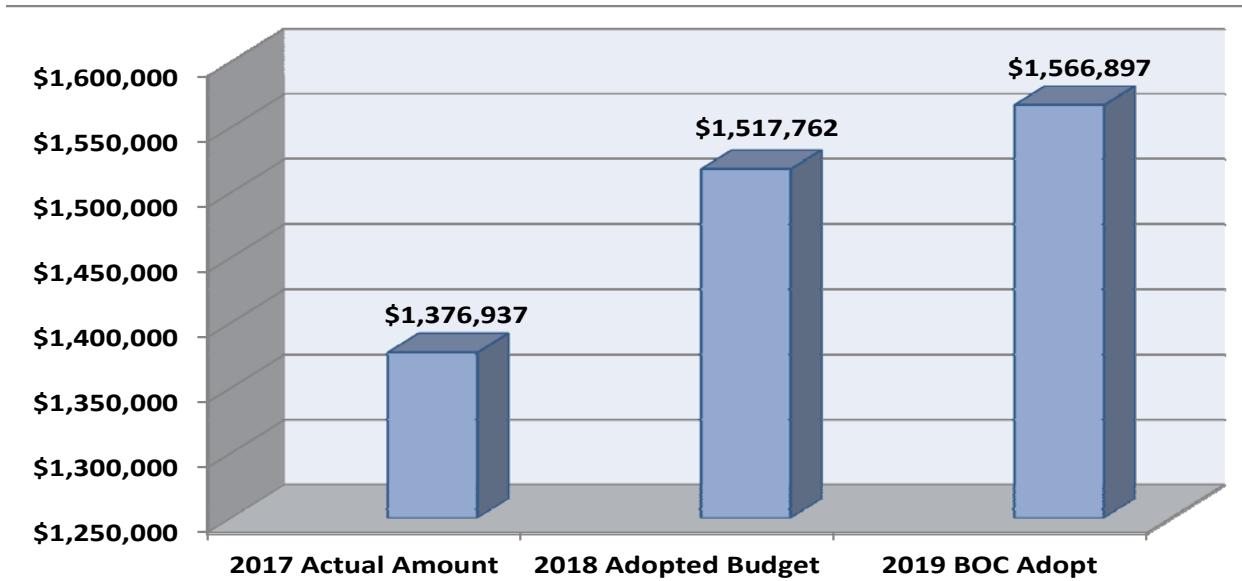
BUDGET SUMMARY			
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	1,376,937	1,517,762	1,566,897
Total Funding Sources	1,376,937	1,517,762	1,566,897

APPROPRIATIONS:

Salary and Wage	989,050	1,040,563	1,142,919
Benefits	322,538	373,341	460,471
Advertising	1,918	1,000	2,000
Vehicle Expense	4,984	14,665	8,500
Dues and Subscriptions	7,256	12,000	20,000
Maintenance Charges	2,495	3,500	3,500
Supplies	26,073	29,000	27,500
Professional Services	6,012	4,398	7,000
Utilities	768	1,140	1,300
Travel & Training	8,343	11,000	12,000
Minor Equipment and Improvements	7,500	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	1,800	2,400
Budget Improvement Request	0	25,355	(120,693)
Total Appropriations	1,376,937	1,517,762	1,566,897



WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
CRIMINAL MISDEMEANORS	3,023	3,523	3,789
MUST APPEAR TRAFFIC CASES	4,823	5,102	5,306
NON MA TRAFFIC CASES	9,625	10,032	11,350
CASES INVESTIGATED AND DISMISSED	392	400	405
CASES HANDLED THROUGH PTD	450	475	850
ACCOUNTABILITY COURT CASES	65	80	95

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	FT	1	1	1
Assistant Solicitor	FT	3	3	4
Assistant Solicitor Domestic Violence	FT	1	1	1
Victim Advocate	FT	3	3	3
Investigator	FT	2	2	2
Domestic Violence Investigator	FT	1	1	1
Administrative Assistant	FT	1	1	1
Office Manager	FT	1	1	1
Legal Staff Assistant	FT	4	4	4
Director of Victim Services	FT	1	1	1
Secretary	FT	1	1	1
TOTAL FULL TIME		20	20	21

MISSION

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

FUNCTIONS

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

GOALS

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



Superior Court Judges

BUDGET SUMMARY

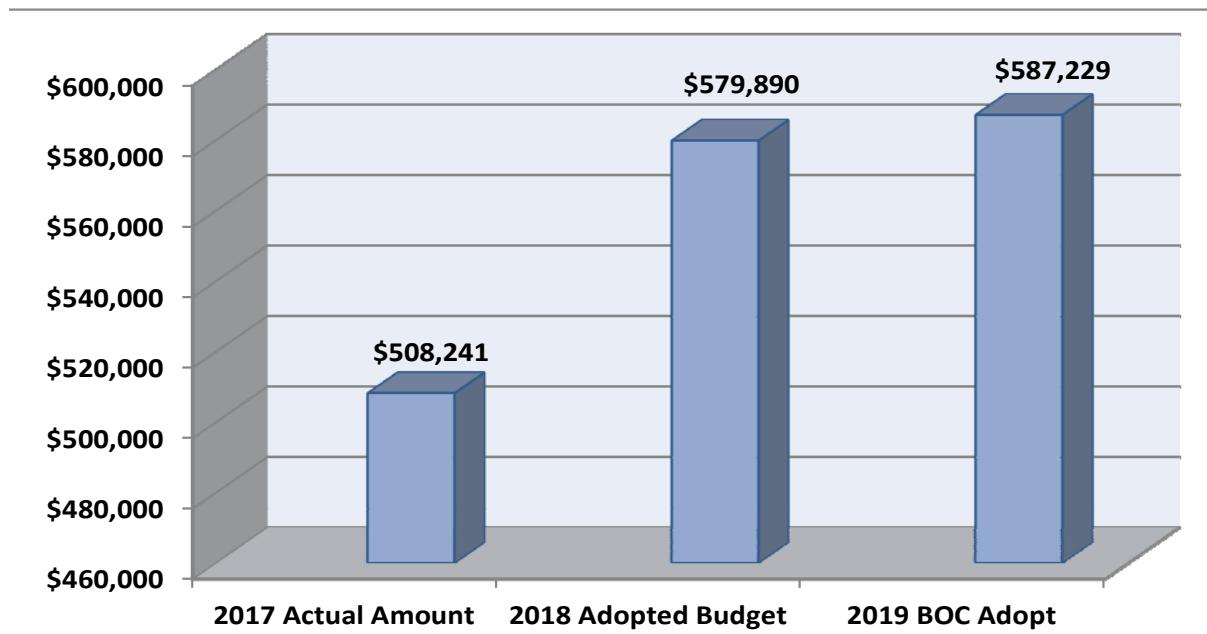
2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
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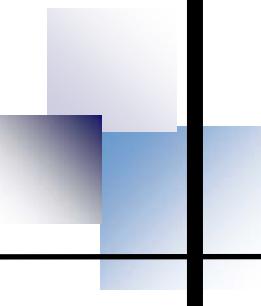
FUNDING SOURCES:

General Fund Contribution	508,241	579,890	587,229
Total Funding Sources	508,241	579,890	587,229

APPROPRIATIONS:

Salary and Wage	178,001	190,756	192,598
Benefits	28,143	33,066	42,632
Dues and Subscriptions	1,775	1,925	1,925
Maintenance Charges	50,983	50,940	50,940
Supplies	6,658	8,728	8,950
Professional Services	242,682	289,828	285,000
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	(0)	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	4,647	5,184
Total Appropriations	508,241	579,890	587,229





Superior Court Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
CIVIL FILINGS (INCLUDING ADOPTIONS)	3,300	2,874	2,348
CRIMINAL CASES	2,000	1,798	1,806

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
Law Clerk	ST UNC	1	1	1
TOTAL FULL TIME		7	7	7

MISSION

To provide quality services to juveniles and their families involved in Juvenile Court that support treatment, rehabilitation, supervision, strengthening of the family system, and reducing recidivism.

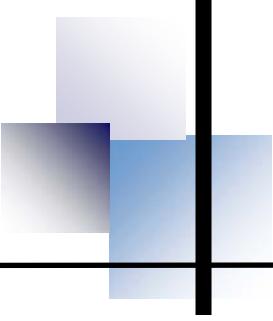
FUNCTIONS

- Fee and restitution collection and disbursement.
- Adolescent substance abuse program case management.
- Guardian-Ad-Litem case management.
- Grant writing/Administration/Management.
- Intake Program.
- Attendance/Truancy Protocol Board of Education.
- Community of Hope Project.
- Positive Action Program.
- Douglas Link/LIPT Program.
- Mental health assessment services.
- Court Improvement Initiative.
- Court Administration.

GOALS

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






Juvenile Programs Administration

	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	1,063,688	1,012,881	978,532
Total Funding Sources	1,063,688	1,012,881	978,532
APPROPRIATIONS:			
Salary and Wage	621,812	619,583	702,926
Benefits	217,393	257,017	302,284
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	0	175	0
Equipment Rental	0	0	0
Maintenance Charges	670	1,000	1,500
Supplies	12,001	21,800	26,000
Professional Services	33,718	83,747	49,800
Utilities	3,657	3,612	2,700
Travel & Training	14,531	10,850	7,801
Minor Equipment and Improvements	1,297	0	0
Other	(4,114)	0	0
Grants	162,723	0	0
Budget Improvement Request	0	15,097	(114,479)
Total Appropriations	1,063,688	1,012,881	978,532



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
FEE ACCOUNTS MAINTAINED	300	300	300
STMTS RECEIVED & RECONCILED	12/24	12/24	12/24
GRANTS RECEIVED	7	8	7
YOUTH SERVED—ASAP SCREENING	135	140	130
YOUTH SERVED—CASE MGMT	215	225	230
YOUTH/FAMILIES SERVED LIPT	65	71	77
INTAKE PROGRAM—CALLS REC'D	300	320	340
CASA—YOUTH SERVED	140	142	145

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 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	FT	1	1	1
Case Manager Specialized Services	FT	0	0	1
Prevent Child Abuse Coordinator	PT	0	0	0
TOTAL FULL TIME		13	13	14
TOTAL PART TIME		0	0	0

MISSION

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

FUNCTIONS

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

GOALS

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



PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
PARTICIPANTS—HIGH RISK	82	90	120
DRUG TEST	8,673	13,200	57,600
SURVEILLANCE VISITS	1,100	1,200	1,400
TREATMENT HOURS	10,117	12,500	18,360

PERSONNEL SUMMARY

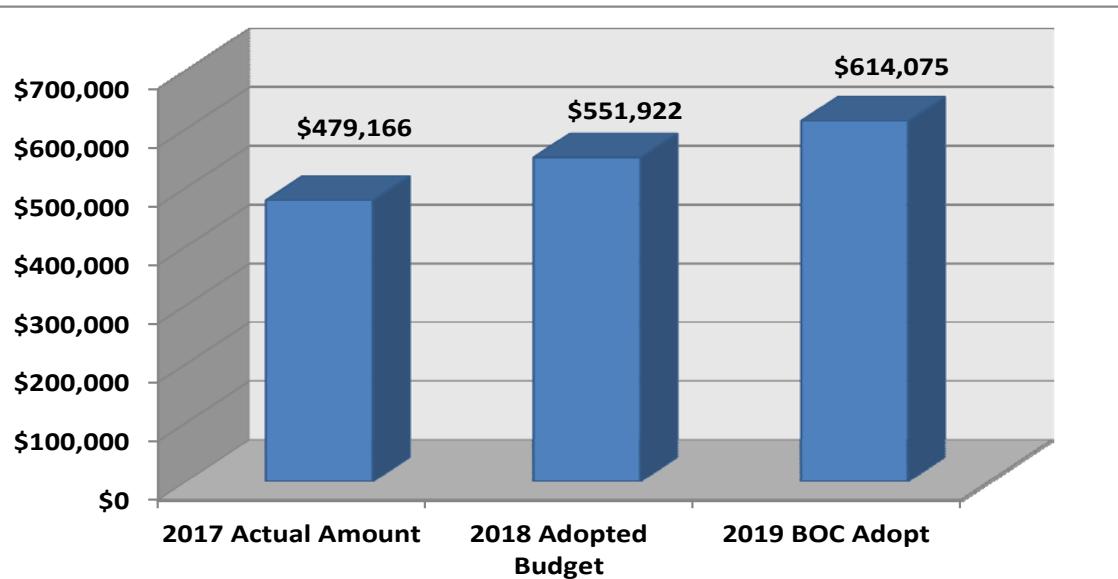
<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Felony Drug Court Administrator	UNC	1	1	1
Senior Case Manager	FT	0	0	1
Case Manager	FT	0	0	1
TOTAL FULL TIME		1	1	3



Superior Court Felony Drug Court

BUDGET SUMMARY

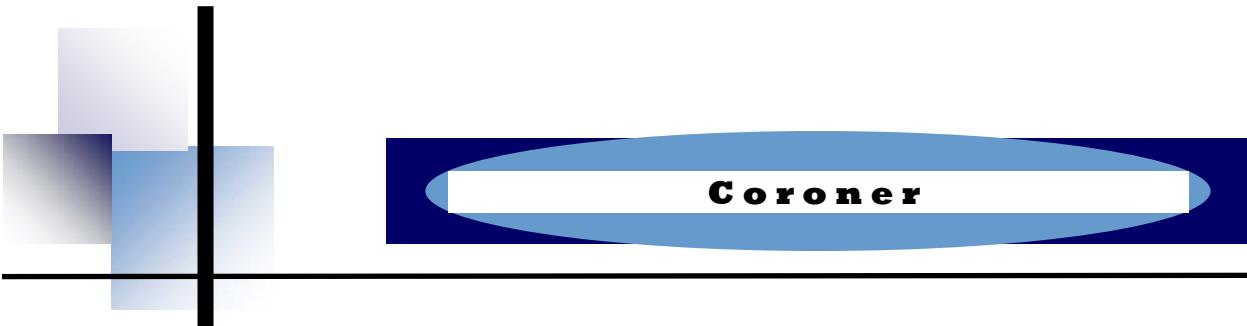
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	479,166	551,922	614,075
Total Funding Sources	479,166	551,922	614,075
APPROPRIATIONS:			
Salary and Wage	93,274	107,750	152,218
Benefits	36,139	40,767	68,329
Audit and Legal	0	0	0
Vehicle Expense	2,618	3,200	5,918
Dues and Subscriptions	1,485	1,351	1,351
Maintenance Charges	1,387		4,380
Supplies	14,182	3,939	7,334
Professional Services	296,213	368,491	335,640
Utilities	6,386	13,341	23,506
Travel and Training	19,407	10,207	9,467
Minor Equipment and Improvements	8,074	0	0
Uniform and Clothing	0	250	1,836
Budget Improvement Request	0	2,626	4,096
Total Appropriations	479,166	551,922	614,075



DIRECTORY

Coroner	160
Emergency Management.....	162
Sheriff—Detention	165
Sheriff—Enforcement.....	169

Public Safety



MISSION

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

FUNCTIONS

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

GOALS

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

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Coroner	UNC	1	1	1
Chief Deputy Coroner	PT	0	0	1
Deputy Coroner	PT	0	0	2
Administrative Assistant	PT	0	0	1
TOTAL PART TIME		0	0	4
TOTAL FULL TIME		1	1	1



Coroner

BUDGET SUMMARY

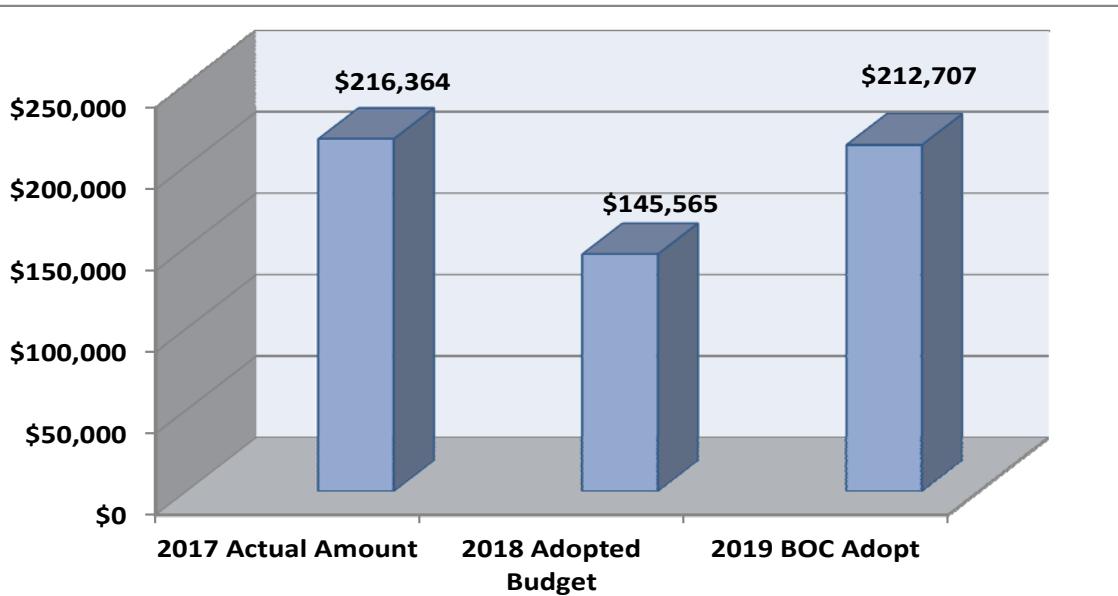
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
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FUNDING SOURCES:

General Fund Contribution	<u>216,364</u>	<u>145,565</u>	<u>212,707</u>
Total Funding Sources	<u>216,364</u>	<u>145,565</u>	<u>212,707</u>

APPROPRIATIONS:

Salary and Wage	82,354	32,599	118,925
Benefits	31,078	13,711	22,009
Vehicle Expense	6,107	6,011	9,000
Dues and Subscriptions	550	700	1,500
Maintenace Charges	0	0	480
Supplies	4,164	4,400	2,800
Professional Services	30,492	25,000	35,000
Utilities	1,097	1,200	1,500
Travel & Training	9,385	8,650	9,500
Minor Equipment and Improvements	4,975	0	2,950
Other	0	0	5,000
Uniforms and Clothing	42,056	2,500	2,000
Budget Improvement Request	<u>4,105</u>	<u>50,794</u>	<u>2,043</u>
Total Appropriations	<u>216,364</u>	<u>145,565</u>	<u>212,707</u>



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

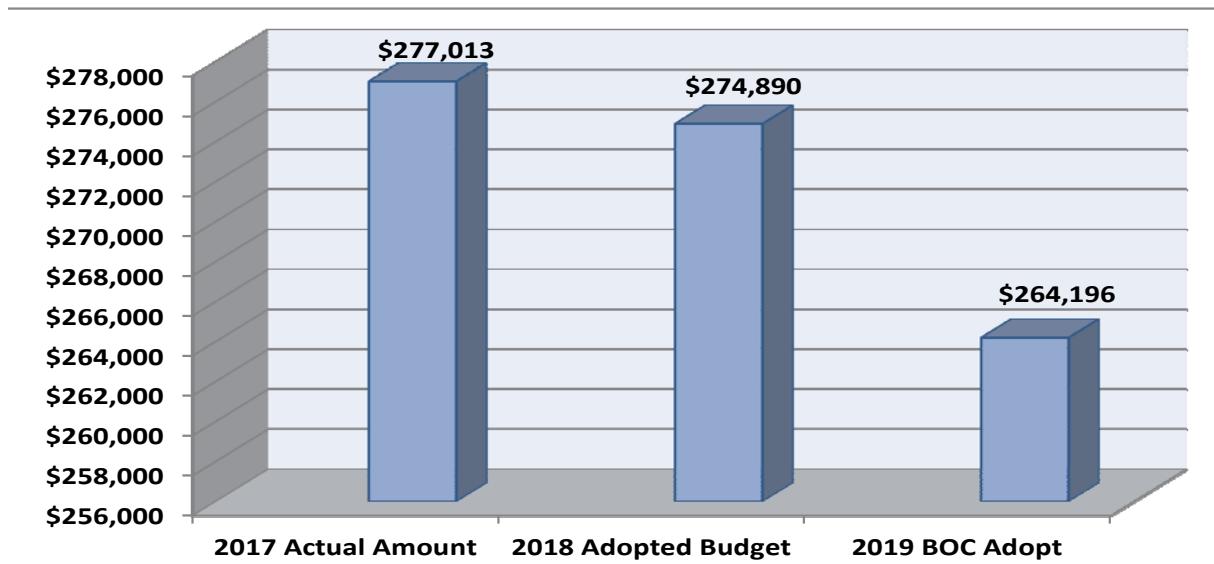
GOALS

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



Emergency Management

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>277,013</u>	<u>274,890</u>	<u>264,196</u>
Total Funding Sources	<u>277,013</u>	<u>274,890</u>	<u>264,196</u>
APPROPRIATIONS:			
Salary and Wage	114,660	115,444	119,478
Benefits	44,467	51,822	57,655
Advertising	1,585	1,000	1,000
Vehicle Expense	4,723	6,200	6,600
Dues and Subscriptions	255	250	250
Equipment Rental	0	0	0
Maintenance Charges	8,601	4,400	4,400
Supplies	3,325	3,125	3,125
Professional Services	55,730	72,860	50,000
Utilities	14,637	14,000	15,500
Travel & Training	2,579	2,500	2,500
Minor Equipment and Improvements	13,244	0	0
Capital Outlay	13,000	0	0
Uniforms and Clothing	208	500	500
Budget Improvement Request	0	2,789	3,188
Total Appropriations	<u>277,013</u>	<u>274,890</u>	<u>264,196</u>





Emergency Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS

EMERGENCY MANAGEMENT COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
DRILLS CONDUCTED	3	3	3
GRANT APPLICATIONS INITIATED	2	2	2
PLANS REVIEWED & UPDATED	2	2	2
SCHOOLS ATTENDED / HOSTED	3	5	5

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017	2018	2019
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	FT	1	1	1
TOTAL FULL TIME		2	2	2

MISSION

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

FUNCTIONS

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

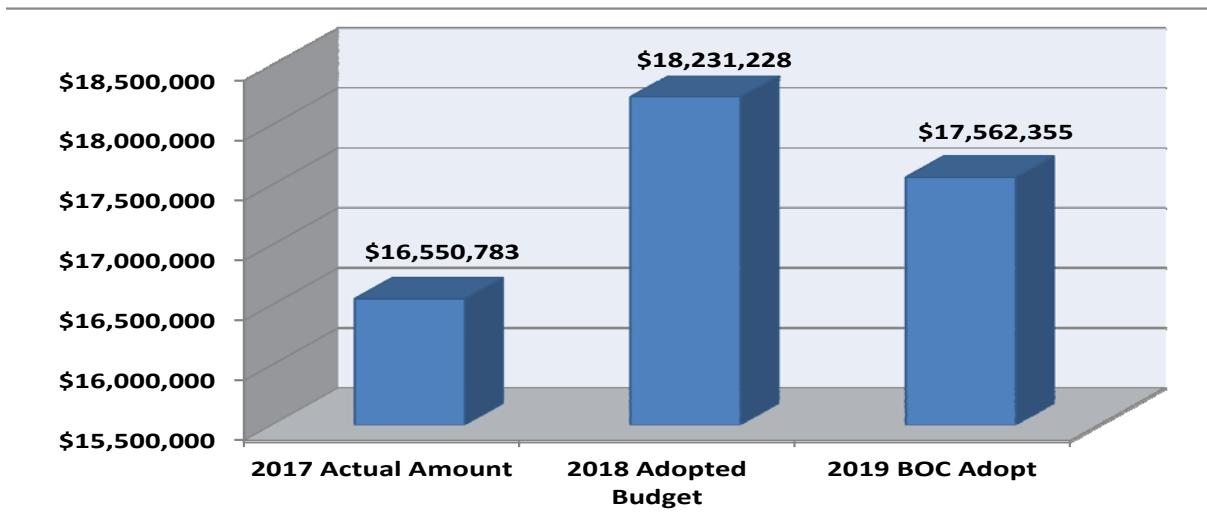
GOALS

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



Sheriff Detention

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>16,550,783</u>	<u>18,231,228</u>	<u>17,562,355</u>
Total Funding Sources	<u>16,550,783</u>	<u>18,231,228</u>	<u>17,562,355</u>
APPROPRIATIONS:			
Salary and Wage	8,443,202	8,512,393	8,807,673
Benefits	3,216,790	3,413,533	3,909,397
Advertising	0	5,000	9,508
Vehicle Expense	63,838	81,000	145,376
Dues and Subscriptions	1,049	2,685	2,685
Equipment Rental	133	0	0
Rentals	0	0	0
Maintenance Charges	566,857	505,280	520,337
Supplies	3,093,677	3,651,377	3,913,981
Professional Services	123,591	86,273	200,000
Utilities	863,679	1,064,060	1,067,840
Travel & Training	39,220	40,000	62,550
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	85,542	60,000
Other	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	134,287	201,504	148,375
Grants	4,460	0	0
Budget Improvement Request	0	582,581	(1,285,367)
Total Appropriations	<u>16,550,783</u>	<u>18,231,228</u>	<u>17,562,355</u>

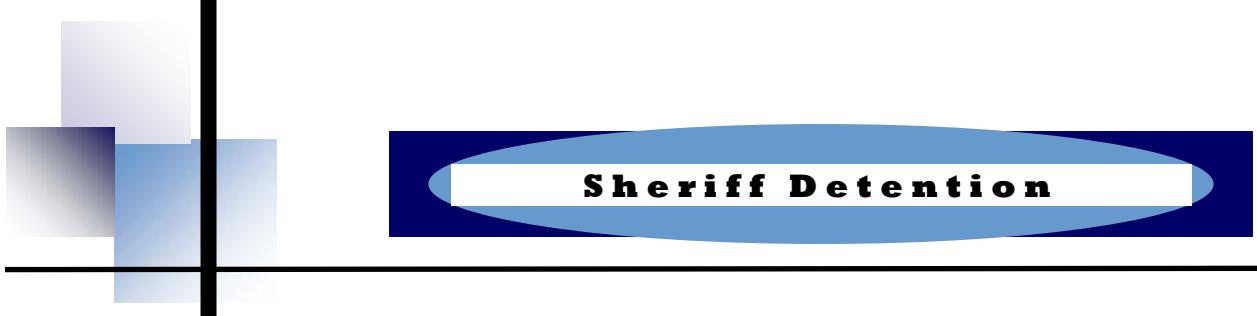


PERSONNEL SUMMARY

Sheriff Detention

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Chief Deputy	FT	1	1	1
Colonel	FT	2	2	2
Major	FT	1	1	1
Captain	FT	5	5	6
First Lieutenant	FT	1	1	1
Lieutenant	FT	9	9	10
Sergeant	FT	14	14	12
Maintenance/Security Foreman	FT	4	4	2
Corporals	FT	1	1	1
Deputy Sheriff	FT	62	62	51
Administrative Assistant	FT	4	4	4
Records Coordinator	FT	1	1	1
Facility Compliance Officer	FT	0	0	1
Communications Officer II	FT	1	1	0
Senior Records Clerk	FT	1	1	1
Jailer II	FT	38	38	43
Jailer I	FT	16	16	19
Investigator	FT	0	0	3
Investigator Lieutenant	FT	0	0	1
Investigator Sergeant	FT	0	0	2
Records Clerk	FT	8	8	8
Records Clerk	PT	0	0	0
Deputy Sheriff	PT	0	0	0
Jailer	PT	1	1	2
Bailiff	PT	22	22	36
TOTAL FULL TIME		169	169	170
TOTAL PART TIME		23	23	38



Sheriff Detention

WORKLOAD INDICATORS

SHERIFF DETENTION COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INMATE TRANSPORTS	4,486	4,700	4,850
INMATES RECEIVED	5,200	5,310	5,405
CIVIL PAPERS SERVED	17,460	17,619	17,908
WARRANTS (ON HAND)	609	675	706

MISSION

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

FUNCTIONS

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

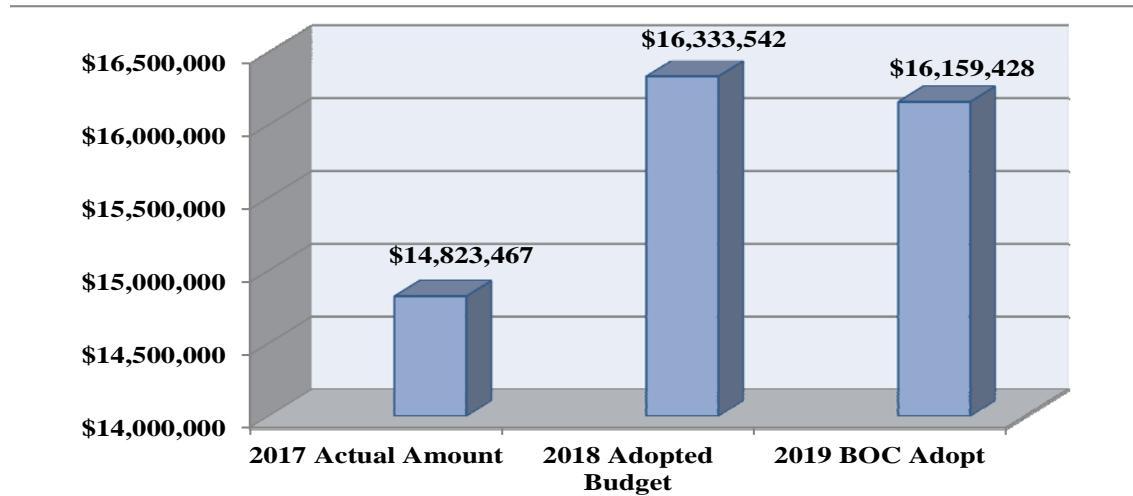
GOALS

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



Sheriff Enforcement

	BUDGET SUMMARY	2017 Actual	2018 Adopted	2019 BOC
		Amount	Budget	Adopt
FUNDING SOURCES:				
General Fund Contribution		<u>14,823,467</u>	<u>16,333,542</u>	<u>16,159,428</u>
Total Funding Sources		<u>14,823,467</u>	<u>16,333,542</u>	<u>16,159,428</u>
APPROPRIATIONS:				
Salary and Wage		9,110,199	9,129,518	9,726,082
Benefits		3,669,023	4,028,100	4,536,626
Advertising		1,932	10,000	23,018
Vehicle Expense		783,246	935,000	980,826
Dues and Subscriptions		4,390	5,000	6,700
Equipment Rental		0	0	0
Rentals		20,837	20,838	21,879
Maintenance Charges		97,806	116,688	120,658
Supplies		143,604	145,000	152,912
Professional Services		206,157	164,628	359,433
Utilities		125,775	121,532	135,300
Travel & Training		51,337	73,998	173,811
Minor Equipment and Improvements		46,461	0	0
Capital Outlay		334,709	1,060,924	791,959
Other		6,399	13,100	13,100
Debt Service		37,543	0	385,290
Uniforms and Clothing		169,666	100,000	162,845
Grants		15,264	27,450	23,000
Budget Improvement Request		(882)	381,766	(1,454,011)
Total Appropriations		<u>14,823,467</u>	<u>16,333,542</u>	<u>16,159,428</u>



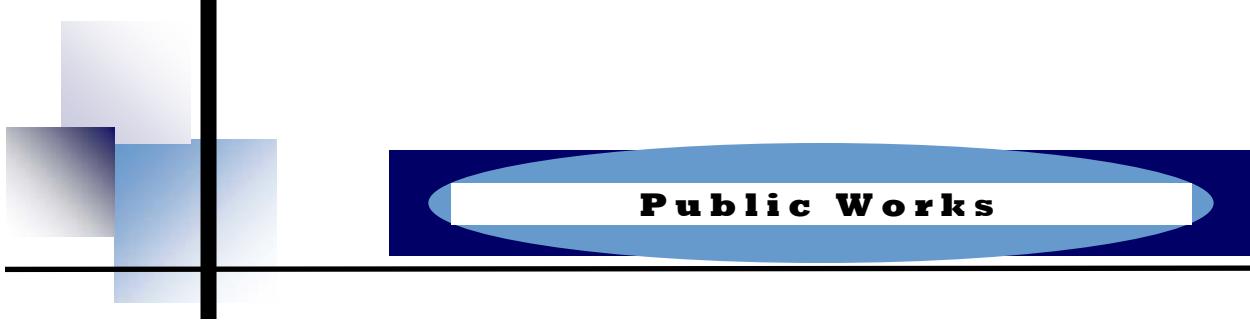
PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	FT	0	0	0
Major	FT	1	1	1
Captain	FT	3	3	0
System Administrator	FT	1	1	1
First Lieutenant	FT	1	1	1
Lieutenant Investigator	FT	3	3	3
Lieutenant	FT	7	7	6
Sergeant Investigator	FT	6	6	7
Admin. Accounting Manager/Specialist	FT	1	1	1
Sergeant	FT	12	12	11
Investigator	FT	26	26	28
CAD Coordinator	FT	1	1	1
Information Services System Analyst	FT	1	1	1
Information Services Director	FT	2	2	1
PC Support Specialist	FT	1	1	1
Deputy Sheriff	FT	85	85	93
TAC Officer	FT	0	0	1
Administrative Assistant	FT	1	1	1
Inventory Purchasing Manager	FT	1	1	1
Forensic Latent Print Examiner	FT	1	1	1
Communications Officer II	FT	10	10	12
Communications Officer I	FT	3	3	1
Communications Officer Trainee	FT	1	1	1
Senior System Network Administrator	FT	0	0	1
Communications Officer	PT	0	0	1
Mail Clerk	PT	1	1	1
TOTAL FULL TIME		169	169	176
TOTAL PART TIME		1	1	2

WORKLOAD INDICATORS

SHERIFF ENFORCEMENT COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
CALLS FOR SERVICE	101,582	91,089	96,000
TRAFFIC STOPS	20,445	16,666	20,000
INCIDENTS REPORTED	5,767	5,056	5,500
COMPLAINTS REPORTED	7,589	10,842	11,0000
CITATIONS REPORTED	17,042	13,000	15,000
INVESTIGATIONS	3,197	3,282	3,400



DIRECTORY

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MISSION

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

FUNCTIONS

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

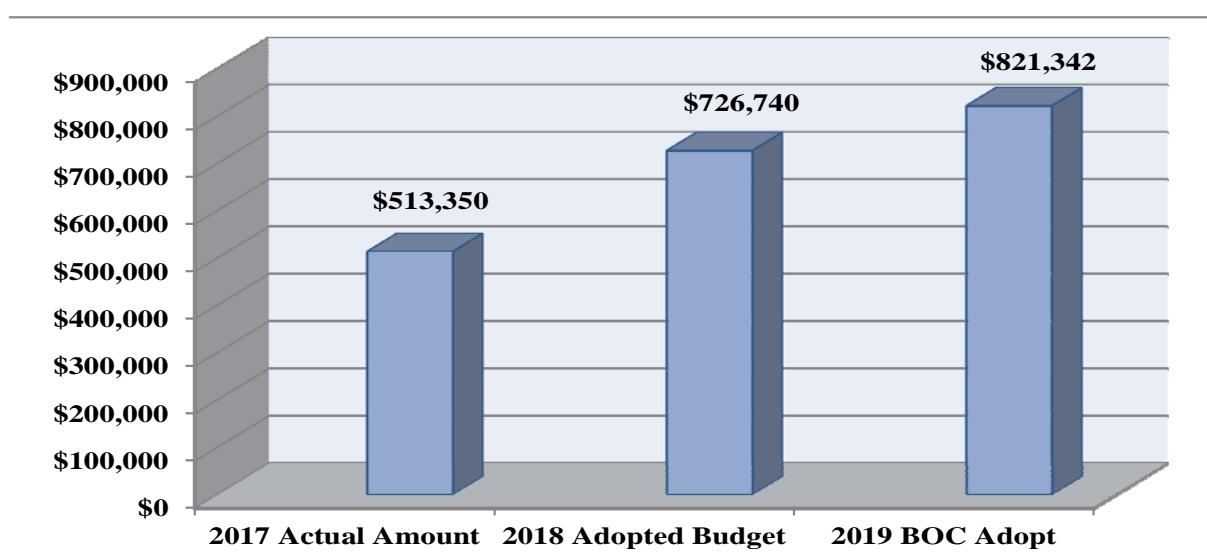
GOALS

- Maximize leveraging of limited county resources by pursuing funding federal and/or state funding opportunities to implement local transportation projects.
- Perform a county-wide assessment of pavement conditions to reflect current conditions and serve as the basis for selection of roads for maintenance and resurfacing, subject to funding availability.
- Update the county's Comprehensive Transportation Plan based on current county needs and priorities to bring the Transportation system in alignment with current travel patterns and capacity needs, and to support economic development.
- Procure necessary equipment to facilitate in-house road maintenance and construction as well as improve emergency response preparedness, subject to funding availability.



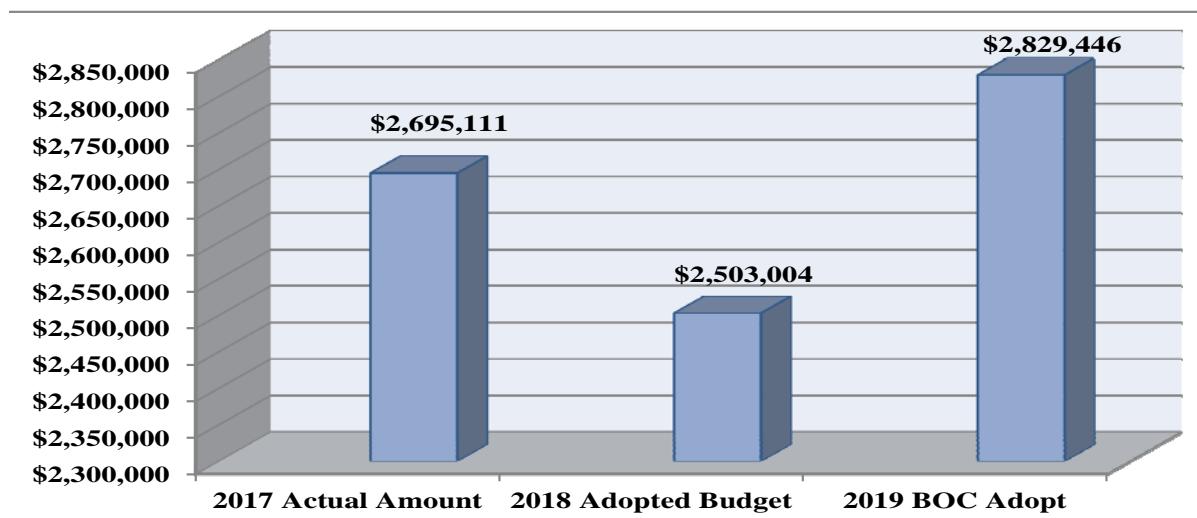
D.O.T. Administration

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>513,350</u>	<u>726,740</u>	<u>821,342</u>
Total Funding Sources	<u>513,350</u>	<u>726,740</u>	<u>821,342</u>
APPROPRIATIONS:			
Salary and Wage	371,820	501,030	585,319
Benefits	111,783	151,908	245,970
Advertising	2,110	2,500	4,000
Vehicle Expense	984	4,400	5,400
Dues and Subscriptions	12,994	15,955	13,000
Maintenance Charges	2,173	3,000	5,000
Supplies	5,972	10,600	9,000
Professional Services	1,220	313,846	12,000
Utilities	1,478	3,000	2,000
Travel & Training	2,182	3,250	8,600
Minor Equipment and Improvements	634	0	0
Capital Outlay	0	100,000	0
Budget Improvement Request	0	<u>(382,749)</u>	<u>(68,947)</u>
Total Appropriations	<u>513,350</u>	<u>726,740</u>	<u>821,342</u>



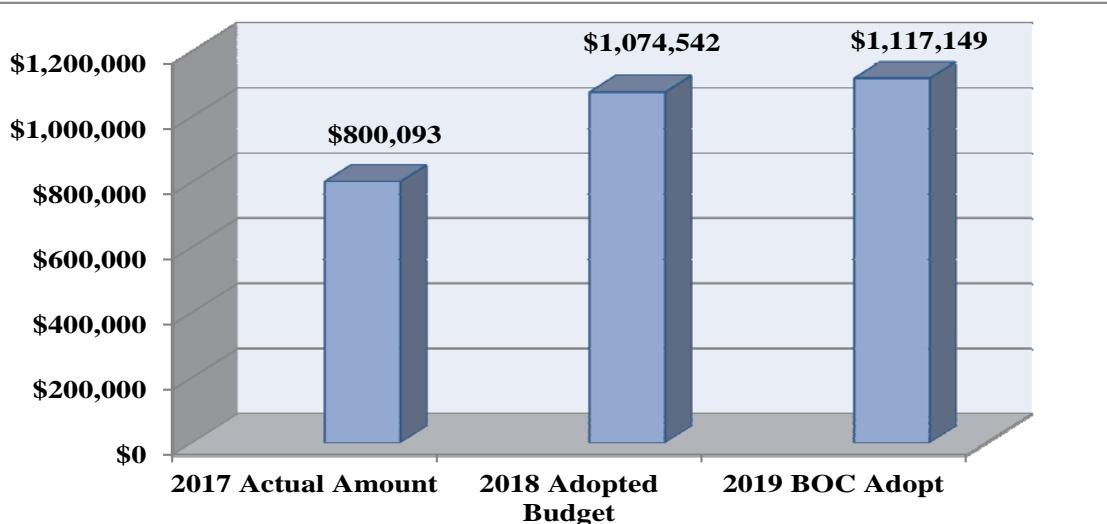
D.O.T. Maintenance & Construction

	BUDGET SUMMARY	2017 Actual	2018 Adopted	2019 BOC
		Amount	Budget	Adopt
FUNDING SOURCES:				
General Fund Contribution		<u>2,695,111</u>	<u>2,503,004</u>	<u>2,829,446</u>
Total Funding Sources		<u>2,695,111</u>	<u>2,503,004</u>	<u>2,829,446</u>
APPROPRIATIONS:				
Salary and Wage		1,015,959	1,029,459	1,137,941
Benefits		520,456	559,916	655,329
Advertising		390	600	600
Vehicle Expense		196,315	240,000	240,000
Dues and Subscriptions		130	800	1,950
Equipment Rental		0	3,600	1,000
Maintenance Charges		2,814	6,400	6,400
Supplies		10,428	40,000	21,000
Professional Services		439,936	80,430	90,750
Utilities		90,927	117,000	120,000
Travel & Training		342	5,100	5,100
Minor Equipment and Improvements		0	0	0
Capital Outlay		130,763	301,000	756,000
Debt Service		281,091	82,050	0
Uniforms and Clothing		5,561	11,760	11,760
Road Maintenance		0	0	0
Budget Improvement Request		0	24,889	(218,384)
Total Appropriations		<u>2,695,111</u>	<u>2,503,004</u>	<u>2,829,446</u>



D.O.T. Traffic Operations

	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>800,093</u>	<u>1,074,542</u>	<u>1,117,149</u>
Total Funding Sources	<u>800,093</u>	<u>1,074,542</u>	<u>1,117,149</u>
APPROPRIATIONS:			
Salary and Wage	417,775	475,182	468,721
Benefits	201,552	199,460	208,076
Advertising	370	1,500	1,700
Vehicle Expense	19,472	39,350	40,350
Dues and Subscriptions	6,840	9,157	4,117
Maintenance Charges	0	605	700
Supplies	18,100	20,000	20,000
Professional Services	57,894	29,216	46,100
Utilities	23,942	38,000	26,500
Travel & Training	1,700	8,115	6,750
Minor Equipment and Improvements	6,000	0	0
Capital Outlay	39,429	105,000	208,700
Uniforms and Clothing	1,388	2,300	3,600
Road Maintenance	5,632	135,152	136,000
Budget Improvement Request	<u>0</u>	<u>11,505</u>	<u>(54,165)</u>
Total Appropriations	<u>800,093</u>	<u>1,074,542</u>	<u>1,117,149</u>



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
<u>Administration</u>				
Director	UNC	1	1	1
Deputy Director	UNC	1	1	1
Access Management Engineer	UNC	1	1	1
Utility Engineer / Construction Inspector	FT	1	1	2
Transportation Project Analyst	FT	0	0	1
Administrative Assistant	FT	1	1	1
Land Acquit Coordinator	FT	1	1	1
<u>Traffic Operations</u>				
Traffic Operations Division Manager	UNC	1	1	1
Transportation Engineer	35	1	1	1
Traffic Engineering Tech	28	0	0	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	1	1	1
Sign/Marking Technician	16	3	3	3
<u>Maintenance & Construction</u>				
Maintenance Division Manager	FT	1	1	1
R O W Management Superintendent	FT	1	1	1
Road Maintenance Manager	FT	1	1	1
Road Maintenance Foreman	FT	1	1	1
Foreman I	FT	1	1	1
Bridge/Guardrail Superintendent	FT	1	1	1
Equipment Operator IV	FT	5	5	6
Equipment Operator III	FT	6	6	7
Secretary	FT	1	1	1
Equipment Operator II	FT	7	7	8
Equipment Operator I	FT	1	1	2
Laborer III	FT	2	2	2
Laborer II	FT	1	1	1
TOTAL FULL TIME		45	45	52

WORKLOAD INDICATORS

DEPARTMENT OF TRANSPORTATION COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SHOULDER MILES CUT	800	850	850
DEER / ANIMAL REMOVAL	135	115	120
POTHOLE REPAIRED	600	600	500
GUARDRAILS REPAIRED	600	600	500
BRIDGE JOINT REPAIRS	10	50	50
TREE REMOVALS	120	150	150

MISSION

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

FUNCTIONS

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

GOALS

Improve Departmental Processes

- Simplify vehicle maintenance and repair request using electronic or manual RFA (request for action).
- Notify Department Heads with written quotes for needed repairs and receiving approval for cost of repairs before work is done.
- New vehicles and equipment will be received by Fleet and entered into Fleet Inventory System to start history file.
- Cross train all Fleet personnel.
- Man power redistribution, rewriting certain job classifications in order to reallocate duties.
- Update and maintain all county vehicle's history.
- Parts Department will manage work orders from start to close.

Improve Fleet Managements Field Service

- Fund and expand Field service.
- Expand building, floor and roof space to accommodate major repairs.
- 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

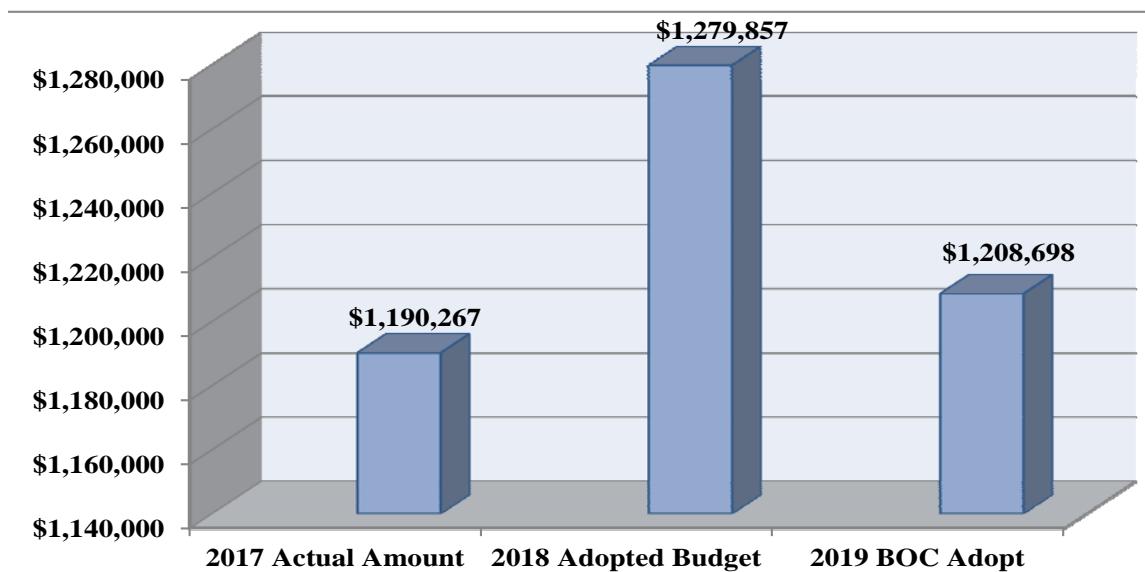
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
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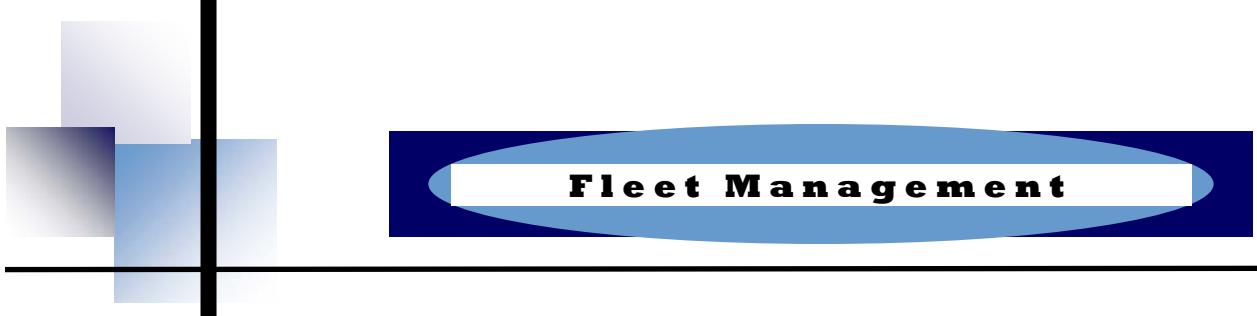
FUNDING SOURCES:

General Fund Contribution	<u>1,190,267</u>	<u>1,279,857</u>	<u>1,208,698</u>
Total Funding Sources	<u>1,190,267</u>	<u>1,279,857</u>	<u>1,208,698</u>

APPROPRIATIONS:

Salary and Wage	713,075	737,000	748,133
Benefits	372,668	371,325	434,075
Advertising	0	625	625
Vehicle Expense	16,450	39,866	53,160
Dues and Subscriptions	8,687	6,000	10,942
Equipment Rental	2,682	3,000	5,000
Maintenance Charges	35,572	35,480	35,480
Supplies	7,326	12,200	20,870
Professional Services	2,132	1,380	1,520
Utilities	14,344	44,022	45,093
Travel & Training	2,068	6,300	9,700
Minor Equipment and Improvements	10,422	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	4,841	5,400	6,600
Budget Improvement Request	0	17,259	(162,500)
Total Appropriations	<u>1,190,267</u>	<u>1,279,857</u>	<u>1,208,698</u>





Fleet Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS

FLEET MANAGEMENT COMPARISON—YEARS

	2017 <u>ACT</u>	2018 <u>PROJ</u>	2019 <u>PROJ</u>
REPAIR ORDERS PROCESSED	3,425	3,400	3,475
PREVENTATIVE MAINT. SERVICES	1,100	1,200	1,200
FUEL DELIVERED	500	700	800
ROAD CALLS COMPLETE	150	150	125
% OF REPAIRS WITHIN 24 HOURS	95	95	95
% OF REPEAT REPAIRS	1	1	1
% OF SHERIFF FLEET AVAILABLE	94	94	94
% OF FIRE / EMS FLEET AVAILABLE	93	93	93
% OF OVERALL FLEET AVIALABLE	94	94	94

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Manager	UNC	1	1	1
Field Services Superintendent	FT	1	1	1
Shop Superintendent	FT	1	1	1
Admin. Division Manager	FT	1	0	0
Fleet Management Service Writer / Parts Manager	FT	2	2	2
Mechanic III	FT	9	9	9
Mechanic II	FT	1	1	1
Mechanic I	FT	1	1	1
Parts and Inventory Clerk	FT	1	2	2
Secretary	FT	0	0	0
TOTAL FULL TIME		18	18	18



DIRECTORY

Board of Health.....	184
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MISSION

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

FUNCTIONS

- Preventative health care.
- Provide educational and counseling services.

GOALS

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

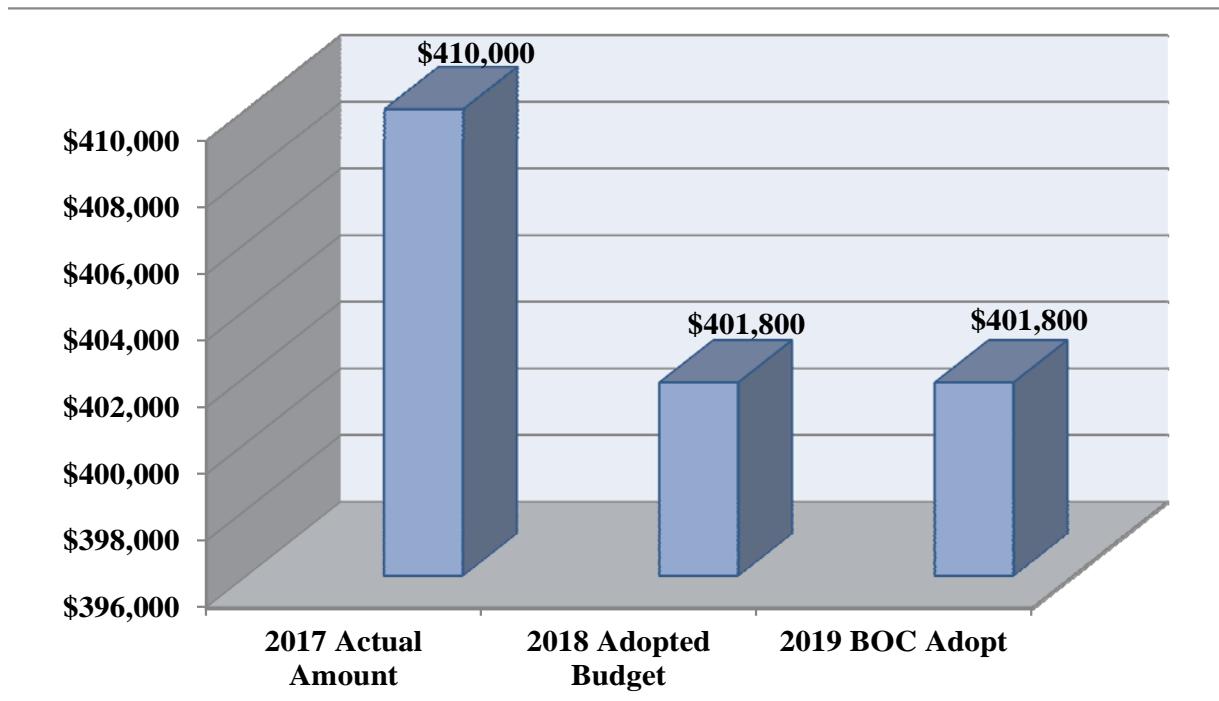
PERSONNEL

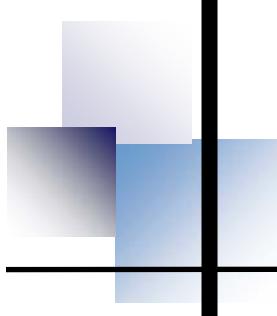
The Board of Health is a component unit of Douglas County. Therefore, the County contributes a monthly supplement to them. No County employees work directly for the Board.



Board of Health

	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>410,000</u>	<u>401,800</u>	<u>401,800</u>
Total Funding Sources	<u>410,000</u>	<u>401,800</u>	<u>401,800</u>
APPROPRIATIONS:			
Professional Services	410,000	401,800	401,800
Budget Improvement Request	0	0	0
Total Appropriations	<u>410,000</u>	<u>401,800</u>	<u>401,800</u>





MISSION

To provide treatment programs for citizens with mental health or substance abuse problems.

FUNCTIONS

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

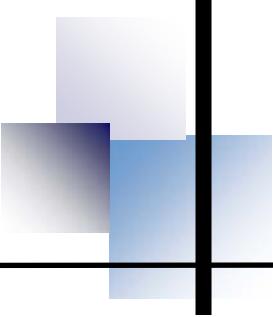
GOALS

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

PERSONNEL

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






Community Services Board

BUDGET SUMMARY

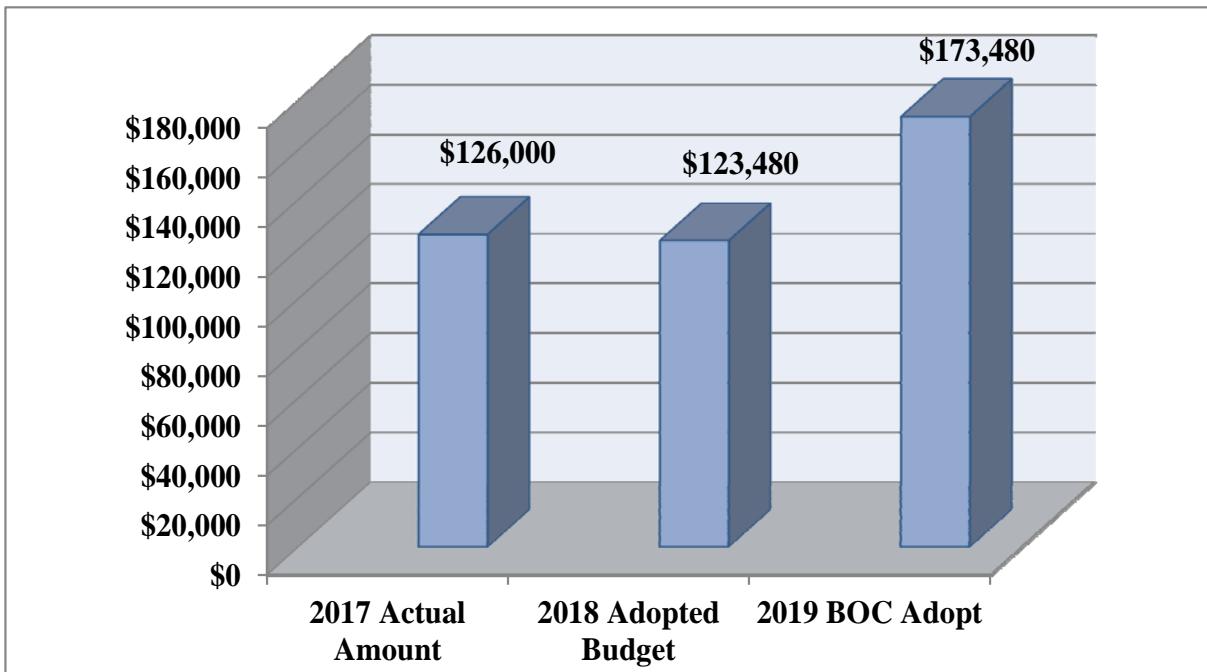
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	<u>126,000</u>	<u>123,480</u>	<u>173,480</u>
Total Funding Sources	<u>126,000</u>	<u>123,480</u>	<u>173,480</u>

APPROPRIATIONS:

Professional Services	126,000	123,480	173,480
Budget Improvement Request	0	0	0
Total Appropriations	<u>126,000</u>	<u>123,480</u>	<u>173,480</u>



MISSION

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

FUNCTIONS

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

GOALS

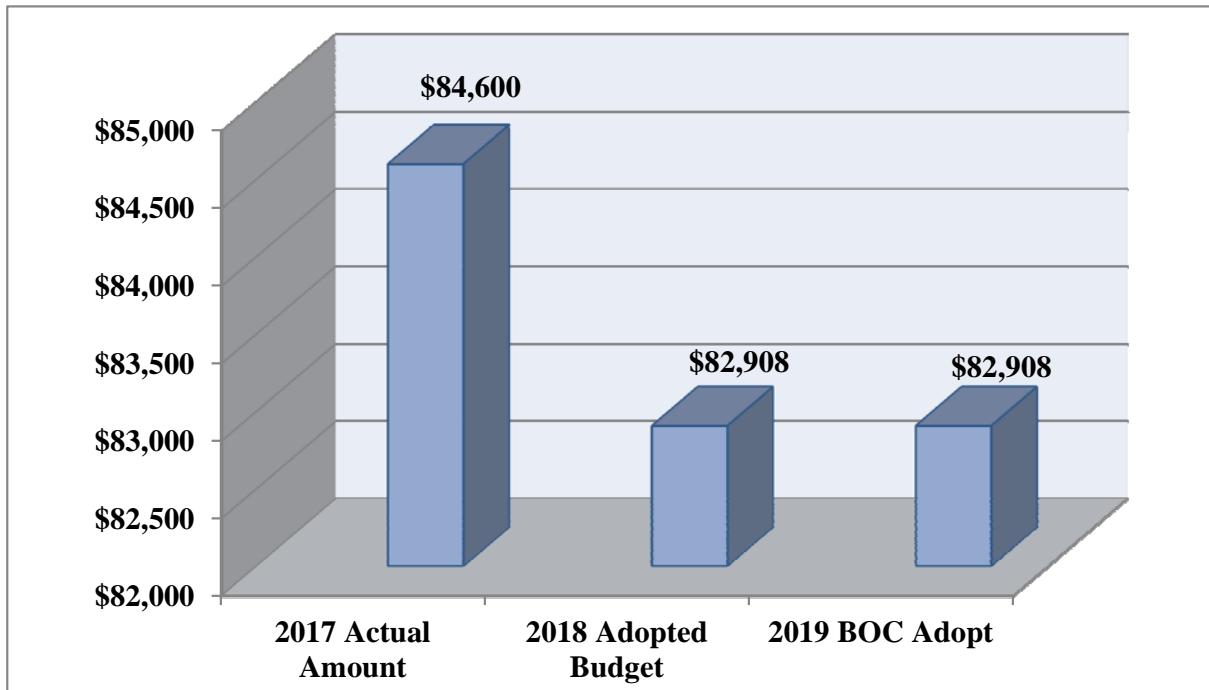
- **Assist families in becoming self-sufficient.**
- **Assist families in securing safe and stable homes.**
- **Assist families in learning how to provide and nurture their children.**
- **Help place children into foster care and adoptive homes by promoting the Foster Care Program on Channel 23—the Douglas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

PERSONNEL

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



	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>84,600</u>	<u>82,908</u>	<u>82,908</u>
Total Funding Sources	<u>84,600</u>	<u>82,908</u>	<u>82,908</u>
APPROPRIATIONS:			
Other	84,600	82,908	82,908
Other Financing Sources	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>84,600</u>	<u>82,908</u>	<u>82,908</u>



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

MISSION

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

FUNCTIONS

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

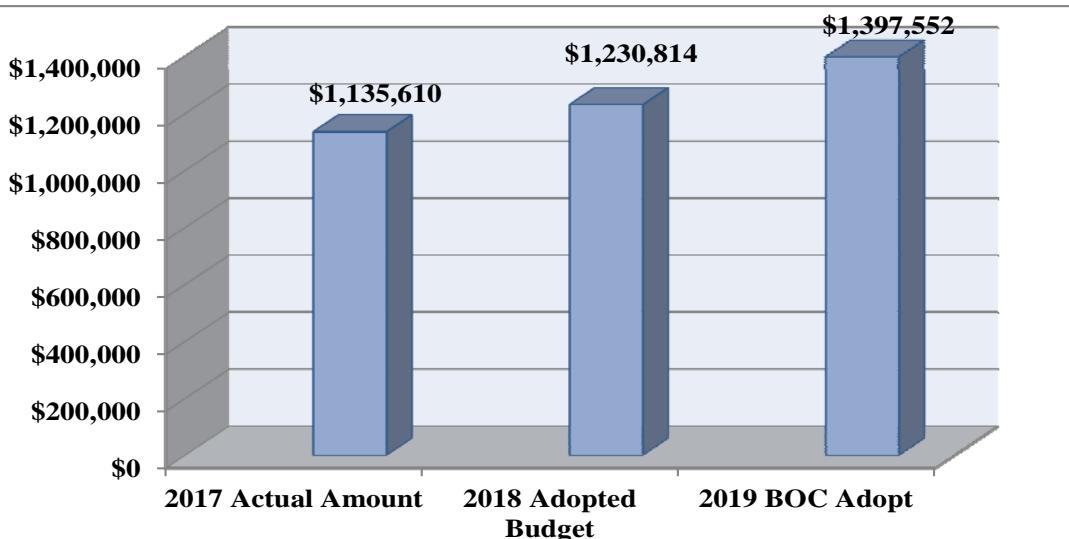
GOALS

- Evaluate and success existing Home-Delivered Meal routes to ensure maximum routing efficiency.
- Partner with Multi-Modal Division to secure additional lift-equipped van to increase availability of demand/response medical transportation.
- Evaluate evolving congregate client transportation needs and how those clients might best be served under existing system and structure.
- Continue development and implementation process for fingerprint background checks for volunteers involved in direct client contact.



Senior Services

BUDGET SUMMARY			
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,135,610</u>	<u>1,230,814</u>	<u>1,397,552</u>
Total Funding Sources	<u>1,135,610</u>	<u>1,230,814</u>	<u>1,397,552</u>
APPROPRIATIONS:			
Salary and Wage	513,155	550,171	585,867
Benefits	192,866	206,626	241,014
Advertising	0	0	0
Vehicle Expense	40,363	52,500	52,500
Dues and Subscriptions	0	300	300
Maintenance Charges	5,078	5,866	5,866
Supplies	216,588	222,000	222,000
Professional Services	26,760	14,600	14,600
Utilities	49,732	57,400	58,700
Travel & Training	326	2,000	2,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	5,815	0	84,000
Other	84,927	105,945	105,945
Budget Improvement Request	0	13,406	24,760
Total Appropriations	<u>1,135,610</u>	<u>1,230,814</u>	<u>1,397,552</u>



PERSONNEL SUMMARY & WORKLOAD INDICATORS

**SENIOR SERVICES
COMPARISON—YEARS**

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SENIORS AND HANDICAPPED SERVED	501	552	575
HOME-DELIVERED MEALS	29,096	32,691	36,000
CONGREGATE MEALS	13,201	13,800	13,800
HOMEMAKER SERVICES	3,781	3,437	3,500
RESPITE SERVICES	2,269	2,300	2,300
INFORMATION SERVICES	3,127	3,200	3,200
CASE MANAGEMENT	2,944	2,944	2,944
TRANSPORTATION	19,991	20,539	22,123

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director	UNC	1	1	1
Program Manager	FT	1	1	1
Information and Assistant Specialist	FT	1	1	1
Wellness Coordinator	FT	1	1	1
Case Manager	FT	1	1	1
Program Assistant	FT	2	2	2
Food Services Worker II	FT	1	1	1
Driver	FT	2	2	3
Meals Program Assistant	FT	2	2	1
Aide	FT	1	1	2
Program Aide	PT	1	1	0
Secretary	PT	1	1	1
Program Assistant	PT	1	1	2
Driver	PT	3	3	3
Social Services Supervisor	PT	1	1	1
Food Services Worker I	PT	2	2	2
TOTAL FULL TIME		13	13	14
TOTAL PART TIME		9	9	9

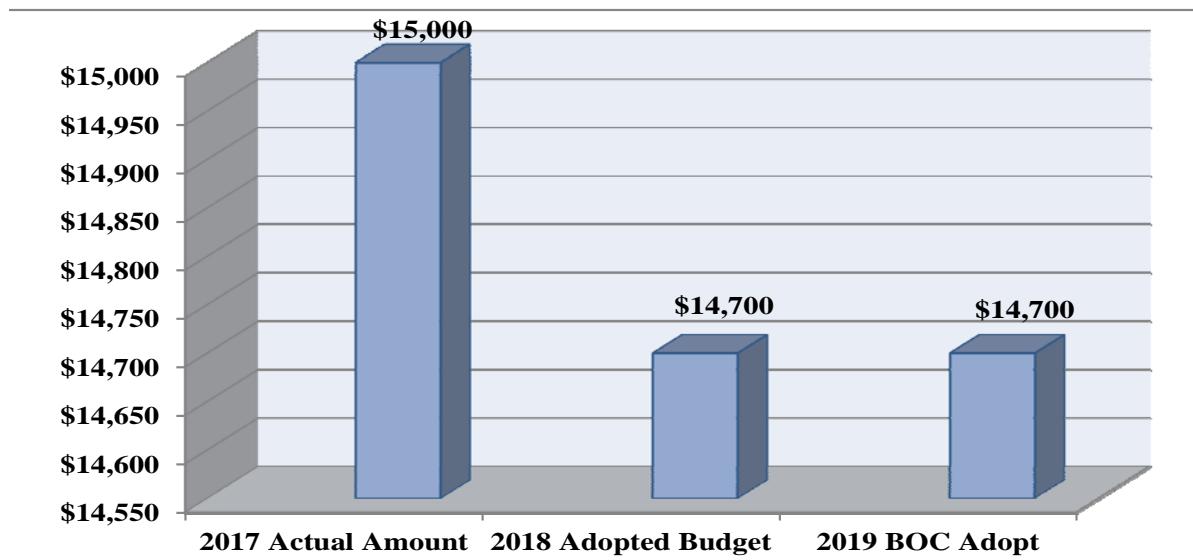
DIRECTORY

Parks, Recreation & Culture
Boys & Girls Club..... 194
Cultural Arts Council..... 195
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Parks and Recreation Aquatic Center 203
Parks and Recreation Senior Center..... 204

MISSION

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

	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	15,000	14,700	14,700
Total Funding Sources	15,000	14,700	14,700
APPROPRIATIONS:			
Professional Services	15,000	14,700	14,700
Total Appropriations	15,000	14,700	14,700



PERSONNEL

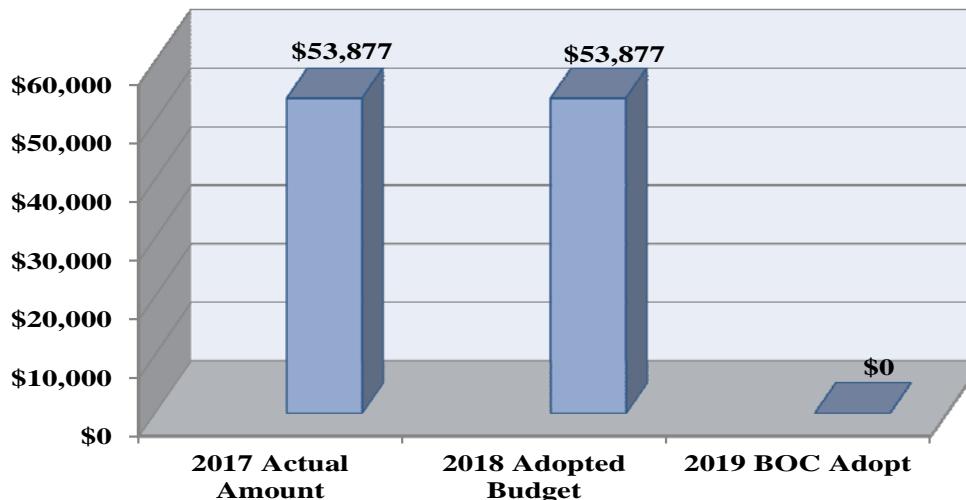
The Boys and Girls Club is a separate entity. However, the County contributes a supplement to them. No County employees work directly for this Organization.

Cultural Arts Council

MISSION

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

	2017 Actual Amount	2018 Adopted Budget	BUDGET SUMMARY 2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>53,877</u>	<u>53,877</u>	<u>0</u>
Total Funding Sources	<u>53,877</u>	<u>53,877</u>	<u>0</u>
APPROPRIATIONS:			
Other	<u>53,877</u>	<u>52,799</u>	<u>0</u>
Total Appropriations	<u>53,877</u>	<u>52,799</u>	<u>0</u>



PERSONNEL

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

MISSION

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

FUNCTIONS

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

GOALS

- To improve the appearance and functionality of the Douglas County and Lithia Springs branches through minor renovation projects in order to more effectively serve and represent 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 expanding our outreach services and activities. To achieve this goal, we plan to offer 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.



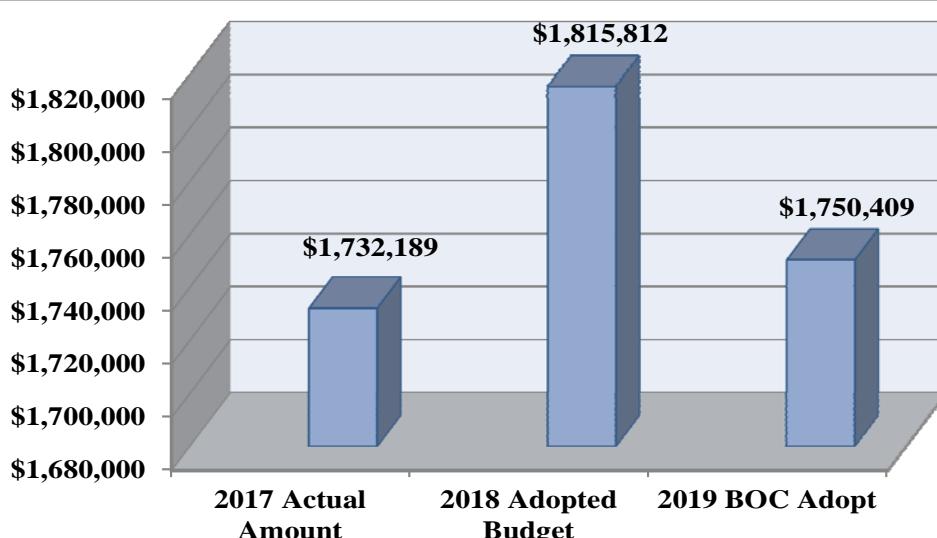
BUDGET SUMMARY
2017 Actual 2018 Adopted 2019 BOC
Amount Budget Adopt

FUNDING SOURCES:

General Fund Contribution	1,732,189	1,815,812	1,750,409
Total Funding Sources	1,732,189	1,815,812	1,750,409

APPROPRIATIONS:

Salary and Wage	860,259	869,884	886,196
Benefits	322,337	342,199	392,081
Advertising	15,655	23,550	18,300
Dues and Subscriptions	263	420	665
Equipment Rental	190	585	585
Maintenance Charges	17,331	28,900	30,549
Supplies	385,032	378,172	360,060
Professional Services	14,353	16,695	43,144
Utilities	106,857	128,512	116,980
Travel & Training	4,669	4,500	8,000
Minor Equipment and Improvements	4,639	0	3,300
Capital Outlay	0	0	0
Uniforms and Clothing	605	1,200	2,000
Budget Improvement Request	0	21,195	(111,451)
Total Appropriations	1,732,189	1,815,812	1,750,409



PERSONNEL SUMMARY & WORKLOAD INDICATORS

DOUGLAS COUNTY LIBRARIES COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
REFERENCE TRANSACTIONS	15,578	16,801	17,025
LIBRARY CARD REGISTRATIONS	5,478	5,950	6,229
PATRON COUNT	319,668	322,508	325,221
CIRCULATION	583,794	602,128	614,551
PC USAGE AND WIFI PASSES	70,552	75,621	78,055
PROGRAMS CONDUCTED	890	979	999

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
County Librarian	FT	1	1	1
Librarian	FT	1	1	1
Library Manager	FT	2	2	2
Reference Associate	FT	1	1	1
Library Associate	FT	5	5	5
Senior Secretary	FT	1	1	1
Library Assistant II	FT	14	14	14
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	0	0	0
Library Assistant I	PT	8	8	8
Custodian	PT	3	3	3
TOTAL FULL TIME		25	25	25
TOTAL PART TIME		12	12	12

MISSION

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

FUNCTIONS

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

GOALS

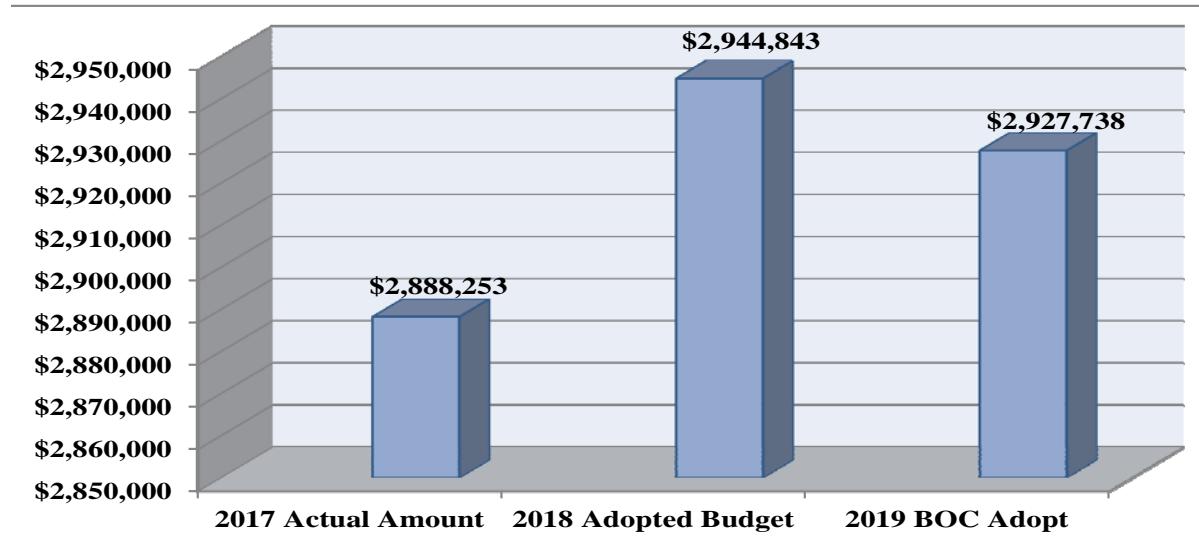
- Continue to enhance existing programs, events and other offerings with new themes and ideas.
- Continue to work with instructors, vendors and internal staff to create a positive place for people to gather.
- Begin to work on new community center programs, outline potential users, and build long term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



Parks & Recreation

BUDGET SUMMARY

	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,888,253</u>	<u>2,944,843</u>	<u>2,927,738</u>
Total Funding Sources	<u>2,888,253</u>	<u>2,944,843</u>	<u>2,927,738</u>
APPROPRIATIONS:			
Salary and Wage	1,341,011	1,370,917	1,425,368
Benefits	555,557	598,376	651,958
Advertising	16,457	15,000	21,075
Vehicle Expense	88,384	117,000	151,000
Dues and Subscriptions	2,157	2,907	2,602
Equipment Rental	2,683	4,000	4,000
Maintenance Charges	128,460	141,500	151,500
Supplies	58,661	66,300	66,320
Professional Services	141,709	130,771	146,000
Utilities	332,644	449,000	400,000
Travel & Training	8,871	10,224	10,724
Minor Equipment and Improvements	14,732	0	0
Capital Outlay	169,331	0	0
Other Financing Sources	0	0	0
Debt Service	23,374	0	0
Uniforms and Clothing	4,220	5,500	5,500
Budget Improvement Request	0	33,348	(108,309)
Total Appropriations	<u>2,888,253</u>	<u>2,944,843</u>	<u>2,927,738</u>



PERSONNEL SUMMARY

Parks & Recreation

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director	FT	1	1	1
Manager BW Park	FT	1	1	1
Recreation Superintendent	FT	2	2	2
Office Manager	FT	1	1	1
Program Coordinator	FT	4	4	4
Foreman I	FT	2	2	2
Maintenance Tech II	FT	4	4	4
Maintenance Tech I	FT	1	1	1
Park Security Coordinator	FT	1	1	1
Program Assistant	FT	1	1	1
Parks Beautification Coordinator	FT	1	1	1
Park Security Lead Officer	FT	1	1	1
Park Security Officer	FT	3	3	3
Equipment Operator II	FT	5	5	5
Equipment Operator I	FT	1	1	1
Program Aide Guest Services	FT	1	1	1
Laborer III	FT	2	2	2
Laborer I	FT	3	3	3
Secretary	FT	2	2	0
Security Officer	PT	2	2	2
Program Aides	PT	10	10	22
Program Aide Guest Services	PT	2	2	1
Secretary	PT	0	0	2
Laborer I	PT	0	0	0
Laborer III	PT	0	0	0
TOTAL FULL TIME		37	37	35
TOTAL PART TIME		14	14	27

AQUATIC CENTER

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

SENIOR CENTER

Program Coordinator	UNC	1	1	1
Program Assistant	FT	1	1	1
Senior Secretary	FT	1	1	1
Secretary	FT	1	1	1
TOTAL FULL TIME		4	4	4

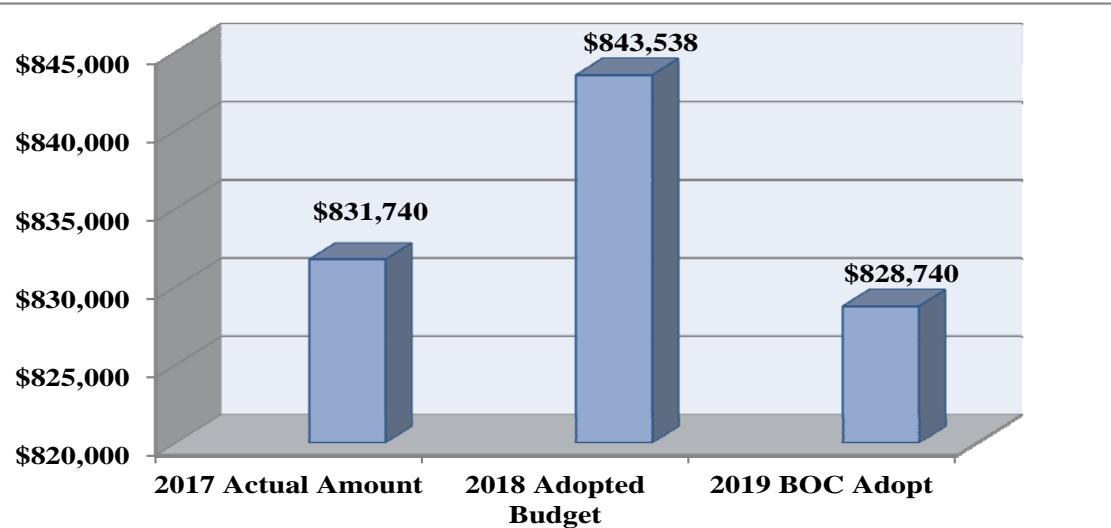
WORKLOAD INDICATORS

PARKS & RECREATION COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
THERAPEUTIC PARTICIPANTS	5,675	5,700	5,600
ADULT RECREATION PARTICIPANTS	4,095	4,200	4,000
YOUTH RECREATION PARTICIPANTS	5,725	5,800	5,650
AQUATIC PARTICIPANTS	52,500	70,000	72,000

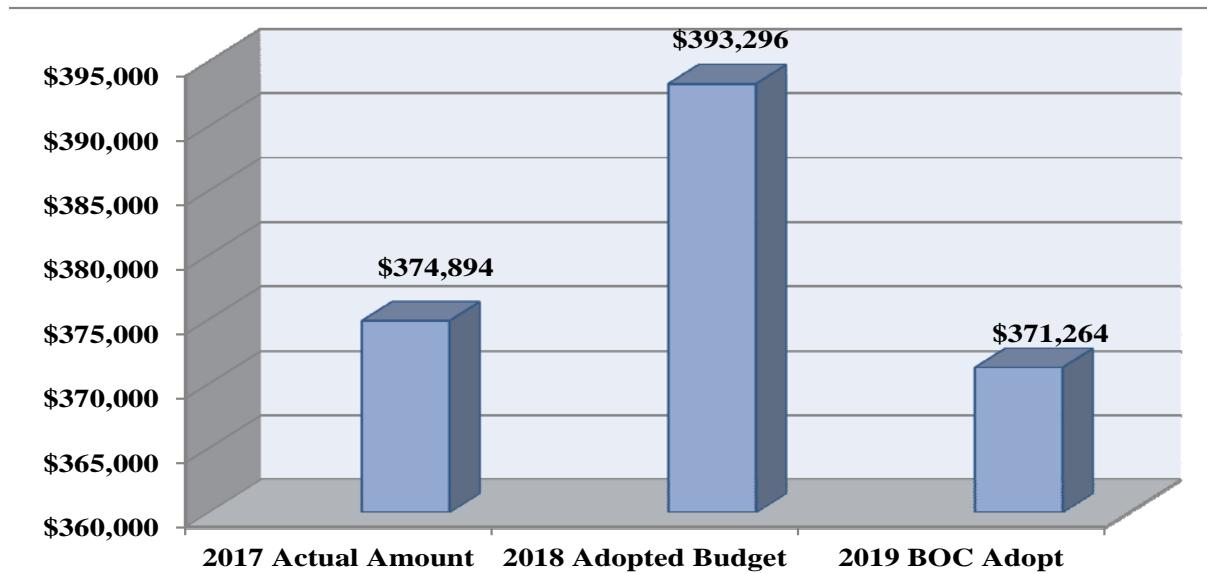
Parks & Recreation Aquatic Center

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>831,740</u>	<u>843,538</u>	<u>828,740</u>
Total Funding Sources	<u>831,740</u>	<u>843,538</u>	<u>828,740</u>
APPROPRIATIONS:			
Salary and Wage	435,741	430,545	436,989
Benefits	111,303	112,133	132,823
Advertising	414	600	750
Vehicle Expense	0	4,320	4,740
Dues and Subscriptions	231	125	145
Equipment Rental	48,981	1,500	1,700
Maintenance Charges	22,578	76,000	73,900
Supplies	29,078	32,150	34,500
Professional Services	136,716	29,073	43,850
Utilities	397	142,200	135,300
Travel & Training	29,317	1,525	1,675
Minor Equipment and Improvements	15,250	0	0
Capital Outlay	1,734	0	0
Uniforms and Clothing	0	2,925	2,925
Budget Improvement Request	0	10,442	(40,557)
Total Appropriations	<u>831,740</u>	<u>843,538</u>	<u>828,740</u>



Parks & Recreation Senior Center

	BUDGET SUMMARY	2017 Actual	2018 Adopted	2019 BOC
		Amount	Budget	Adopt
FUNDING SOURCES:				
General Fund Contribution		<u>374,894</u>	<u>393,296</u>	<u>371,264</u>
Total Funding Sources		<u>374,894</u>	<u>393,296</u>	<u>371,264</u>
APPROPRIATIONS:				
Salary and Wage		122,821	122,280	126,590
Benefits		63,915	71,717	77,002
Advertising		285	1,150	850
Vehicle Expense		677	3,000	3,000
Dues and Subscriptions		752	767	1,100
Equipment Rental		126	200	200
Maintenance Charges		30,836	38,600	39,326
Supplies		16,264	15,750	18,556
Professional Services		97,258	93,993	112,000
Utilities		37,969	41,560	35,483
Travel & Training		592	1,000	2,000
Minor Equipment and Improvements		2,872	0	0
Uniforms and Clothing		528	300	450
Budget Improvement Request		<u>0</u>	<u>2,979</u>	<u>(45,293)</u>
Total Appropriations		<u>374,894</u>	<u>393,296</u>	<u>371,264</u>



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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.

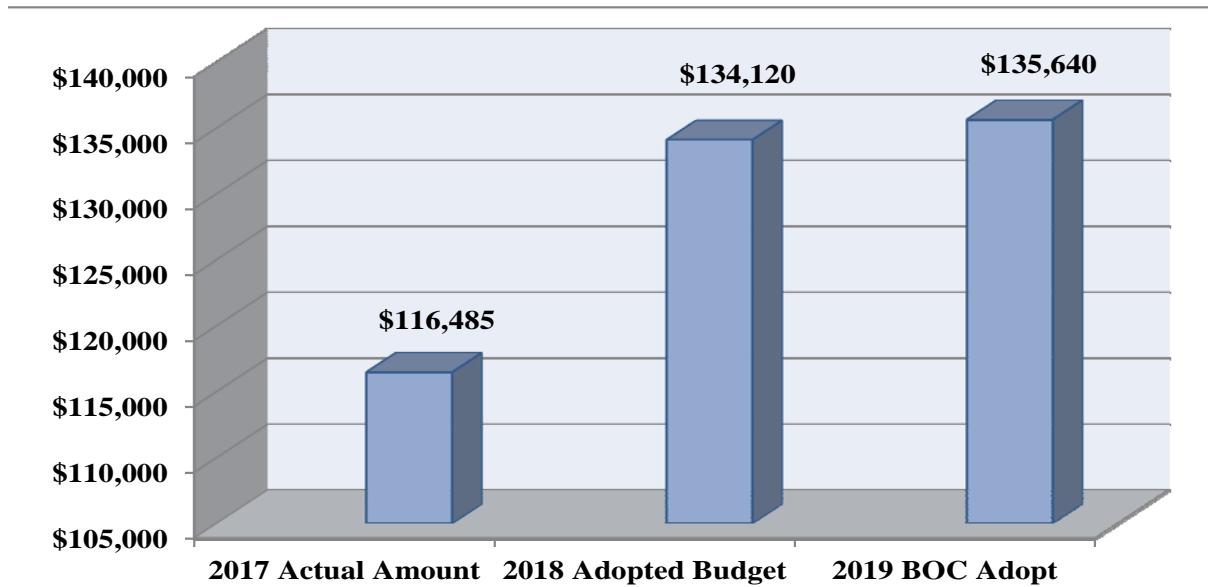
GOALS

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



Cooperative Extension

	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	116,485	134,120	135,640
Total Funding Sources	116,485	134,120	135,640
APPROPRIATIONS:			
Salary and Wage	80,177	96,184	95,617
Benefits	6,170	7,394	7,347
Advertising	0	0	0
Vehicle Expense	360	2,100	2,100
Dues and Subscriptions	672	500	855
Equipment Rental	0	0	0
Maintenance Charges	1,533	1,400	2,200
Supplies	5,528	4,575	6,100
Professional Services	2,905	0	3,700
Utilities	16,723	17,124	12,600
Travel & Training	2,417	2,500	2,500
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	0	210
Budget Improvement Request	0	2,343	2,411
Total Appropriations	116,485	134,120	135,640



PERSONNEL SUMMARY & WORKLOAD INDICATORS

**COOPERATIVE EXTENSION
COMPARISON—YEARS**

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
4-H SUMMER PARTICIPANTS	750	750	850
4-H'ers IN COMPETITION	145	145	150
VOLUNTEER HOURS	7,500	7,700	7,900
4-H PROGRAMS	260	325	325
4-H MEMBERS	1,750	1,750	1,500
MATERIALS REQUESTED	4,540	4,700	4,700
CLIENT CONTACTS	15,000	15,450	15,450

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017	2018	2019
	<u>GRADE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
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
TOTAL FULL TIME		5	5	5
TOTAL PART TIME		1	1	1

MISSION

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

FUNCTIONS

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

GOALS

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

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

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

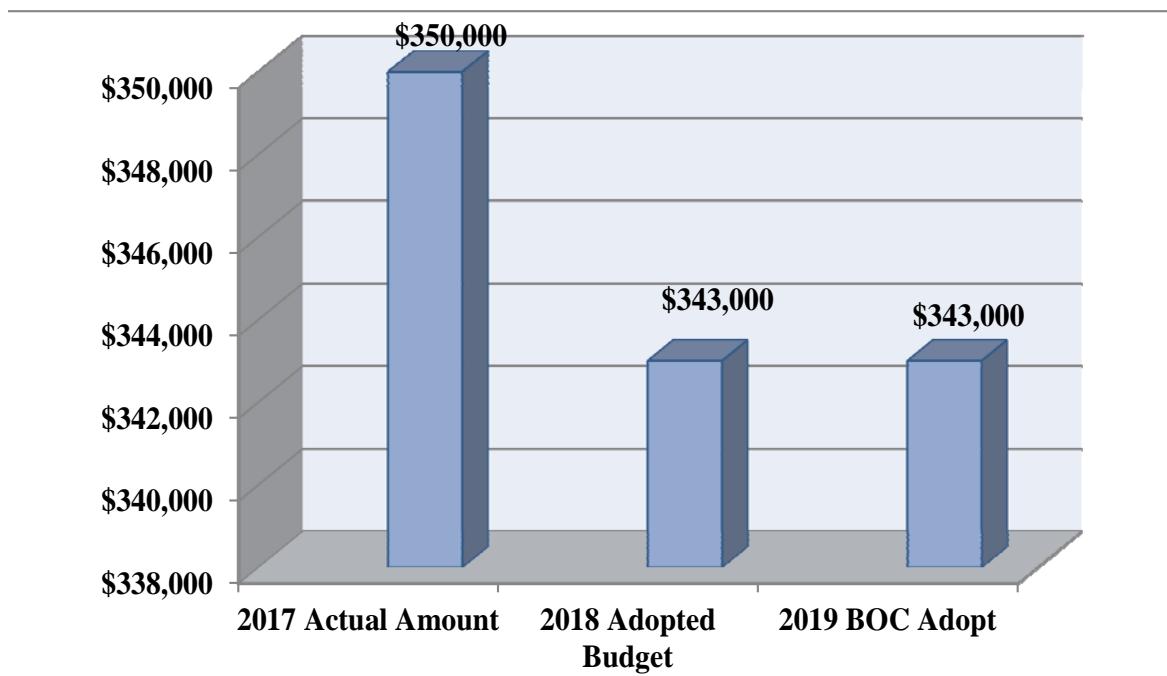
- Participating in regional events and associations such as Red Carpet Tour, Georgia Economic Developers Association and Regional Business Coalition.
- Strengthening relationships with key stakeholders such as developers, state-level officials and elected officials.
- Enhancing quality of life factors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

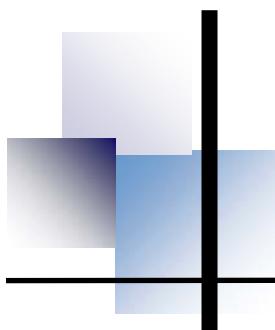
Leverage benefits of Joint Development Authority with Paulding County.

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



	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>350,000</u>	<u>343,000</u>	<u>343,000</u>
Total Funding Sources	<u>350,000</u>	<u>343,000</u>	<u>343,000</u>
APPROPRIATIONS:			
Professional Services	<u>350,000</u>	<u>343,000</u>	<u>343,000</u>
Total Appropriations	<u>350,000</u>	<u>343,000</u>	<u>343,000</u>





GIS / Mapping

GENERAL GOVERNMENT

Support all County Departments in the development of geographic data.

FUNCTIONS

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

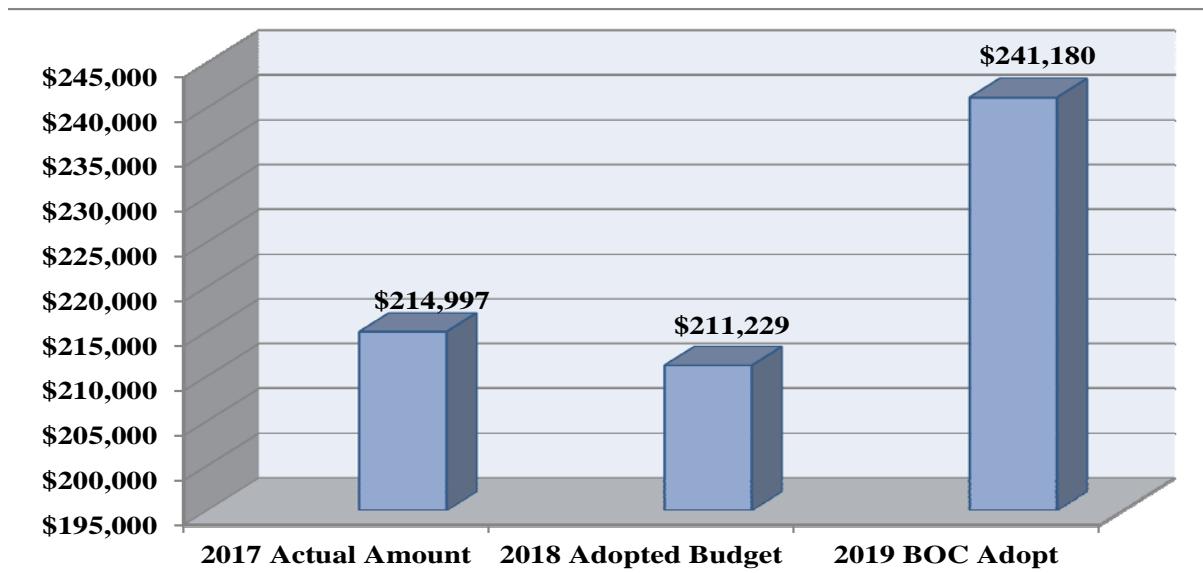
GOALS

- **Create additional web applications. Develop mapping applications to assist various county departments with collecting/tracking assets, aid in decision making and increase productivity.**
- **Complete readdressing of Bankhead Hwy project.**
- **Upgrade our Geodatabase.**
- **Map the trails in various parks using a GPS unit.**



GIS / Mapping

	BUDGET SUMMARY	2017 Actual	2018 Adopted	2019 BOC
		Amount	Budget	Adopt
FUNDING SOURCES:				
General Fund Contribution		<u>214,997</u>	<u>211,229</u>	<u>241,180</u>
Total Funding Sources		<u>214,997</u>	<u>211,229</u>	<u>241,180</u>
APPROPRIATIONS:				
Salary and Wage		136,405	139,850	144,779
Benefits		45,007	32,965	53,481
Advertising		0	0	0
Vehicle Expense		0	0	0
Dues and Subscriptions		120	225	120
Maintenance Charges		21,844	22,986	23,700
Supplies		4,382	5,040	1,204
Professional Services		85	0	0
Utilities		456	456	0
Travel & Training		3,468	6,000	14,000
Minor Equipment and Improvements		3,025	0	0
Capital Outlay		0	0	0
Uniforms and Clothing		205	300	0
Budget Improvement Request		<u>0</u>	<u>3,407</u>	<u>3,896</u>
Total Appropriations		<u>214,997</u>	<u>211,229</u>	<u>241,180</u>





GIS / Mapping

PERSONNEL SUMMARY & WORKLOAD INDICATORS

GIS / MAPPING COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
TOTAL PARCELS IN COUNTY	54,145	54,250	54,500
PROPERTY INFO WEBSITE VISITS	156,180	160,000	160,500
ADDRESS ASSIGNMENTS, ETC.	152	1,000	1,000
MAP AND DATA SALES	1,254	1,500	1,650
DIGITAL DATA REQUEST	25	25	25
MAPS PRODUCED	125	150	150
ARCREADER USERS	85	85	85

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	FT	1	1	1
GIS Analyst II	FT	1	1	1
TOTAL FULL TIME		3	3	3

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

- Implement fixed route bus service during first quarter.
- Identify property for two new park and ride lots.
- Implement on-going marketing/advertising campaign for services.
- Have net gain of five vanpool routes by the end of the year.
- Replace 10 oldest vehicles in the vanpool fleet.
- Secure additional funding for Voucher Program.
- Install benches, shelters and trash receptacles on bus routes.
- Begin planning implementation of Dial-A-Ride service.



Rideshare

BUDGET SUMMARY

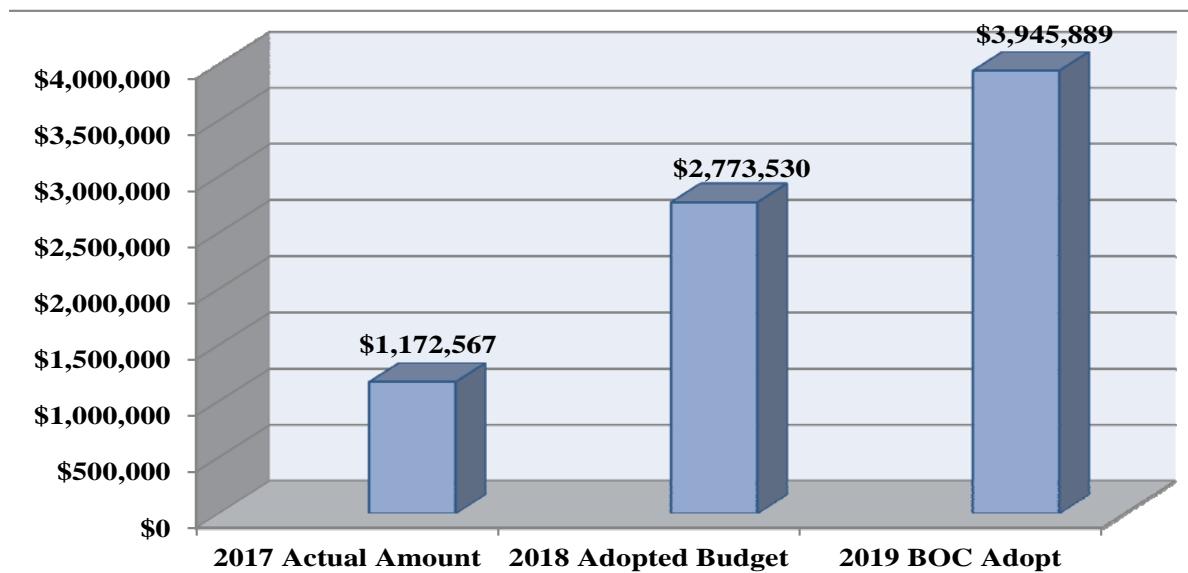
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

FUNDING SOURCES:

General Fund Contribution	<u>1,172,567</u>	<u>2,773,530</u>	<u>3,945,889</u>
Total Funding Sources	<u>1,172,567</u>	<u>2,773,530</u>	<u>3,945,889</u>

APPROPRIATIONS:

Salary and Wage	243,508	296,271	319,694
Benefits	97,882	118,935	147,343
Advertising	4,408	4,900	21,100
Vehicle Expense	130,021	238,920	406,054
Dues and Subscriptions	391	650	675
Maintenance Charges	39,436	43,480	50,000
Supplies	7,901	11,200	11,200
Professional Services	104,506	129,397	2,121,975
Utilities	31,352	36,780	37,100
Travel & Training	383	400	400
Minor Equipment and Improvements	974	0	0
Capital Outlay	511,625	1,884,978	769,932
Uniforms and Clothing	178	400	600
Budget Improvement Request	0	7,219	59,816
Total Appropriations	<u>1,172,567</u>	<u>2,773,530</u>	<u>3,945,889</u>



RIDEShare COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
VANPOOL PASSENGER'S FARES	229,233	226,000	227,000
PEAK # OF VANPOOLS OPERATING	100	115	115
PEAK # OF RIDERS	350	400	400
ONE—WAY PASSENGER TRIPS	80,767	78,000	100,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017	2018	2019
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Transit Service Manager	UNC	1	1	1
Rideshare Assistant	FT	1	1	1
Senior Customer Service Rep.	FT	1	1	0
Multi-Modal Trans Admin Assistant	FT	0	0	1
Operations Assistant	FT	1	1	1
Mobility Coordinator	FT	1	1	1
Secretary	PT	0	0	0
Customer Service Assistant	PT	2	2	2
Voucher Clerk	PT	0	0	1
TOTAL FULL TIME		6	6	6
TOTAL PART TIME		2	2	3

MISSION

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

FUNCTIONS

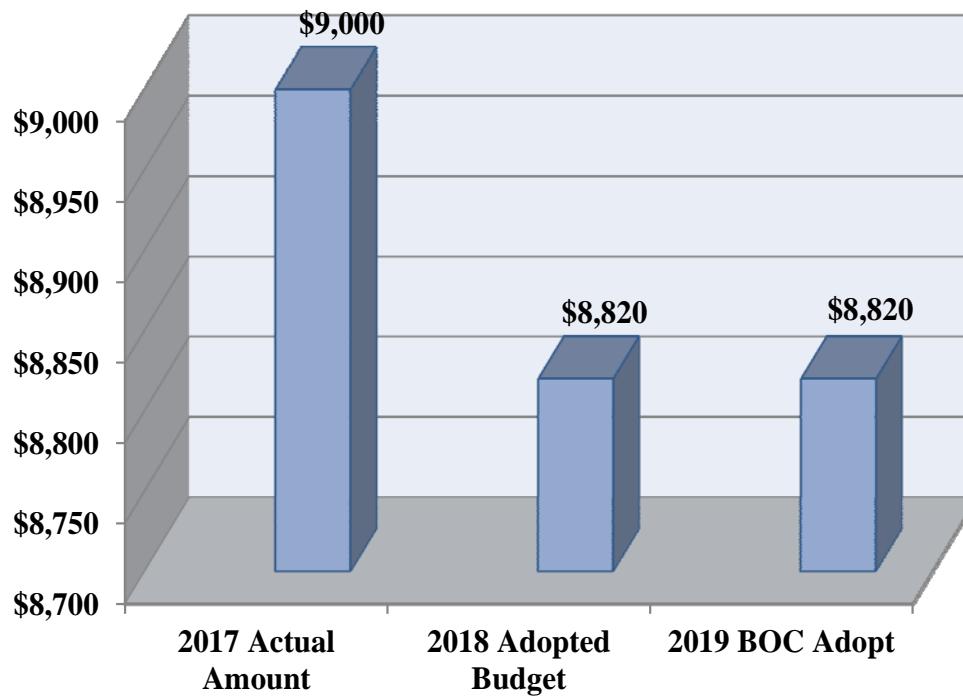
- Provide services for battered and homeless women and children.
- Provide shelter for battered and homeless women and children.

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.



	BUDGET SUMMARY		
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>9,000</u>	<u>8,820</u>	<u>8,820</u>
Total Funding Sources	<u>9,000</u>	<u>8,820</u>	<u>8,820</u>
APPROPRIATIONS:			
Professional Services	9,000	8,820	8,820
Capital Outlay	0	0	0
Total Appropriations	<u>9,000</u>	<u>8,820</u>	<u>8,820</u>



Special Revenue Funds

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District Attorney Confiscated Funds

SPECIAL REVENUE TRENDS

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>118,415</u>	<u>208,272</u>	<u>107,556</u>	<u>74,459</u>	<u>329,602</u>
REVENUES					
Courts and Law Enforcement	251,516	20,848	10,249	258,006	61,652
Use of Money and Property	8,986	1,714	793	969	120
Intergovernmental	-	-	-	-	-
Miscellaneous	-	-	-	-	-
TOTAL REVENUES	<u>260,502</u>	<u>22,562</u>	<u>11,042</u>	<u>258,975</u>	<u>61,772</u>
EXPENDITURES					
Operating	170,645	123,278	44,139	3,832	45,085
Capital Outlay	-	-	-	-	-
OTHER FINANCING SOURCES					
Transfers Out	-	-	-	-	-
TOTAL EXPENDITURES	<u>170,645</u>	<u>123,278</u>	<u>44,139</u>	<u>3,832</u>	<u>45,085</u>
ENDING FUND BALANCE	<u>208,272</u>	<u>107,556</u>	<u>74,459</u>	<u>329,602</u>	<u>346,289</u>

TRENDS FOR THE YEAR ENDED December 31, 2019

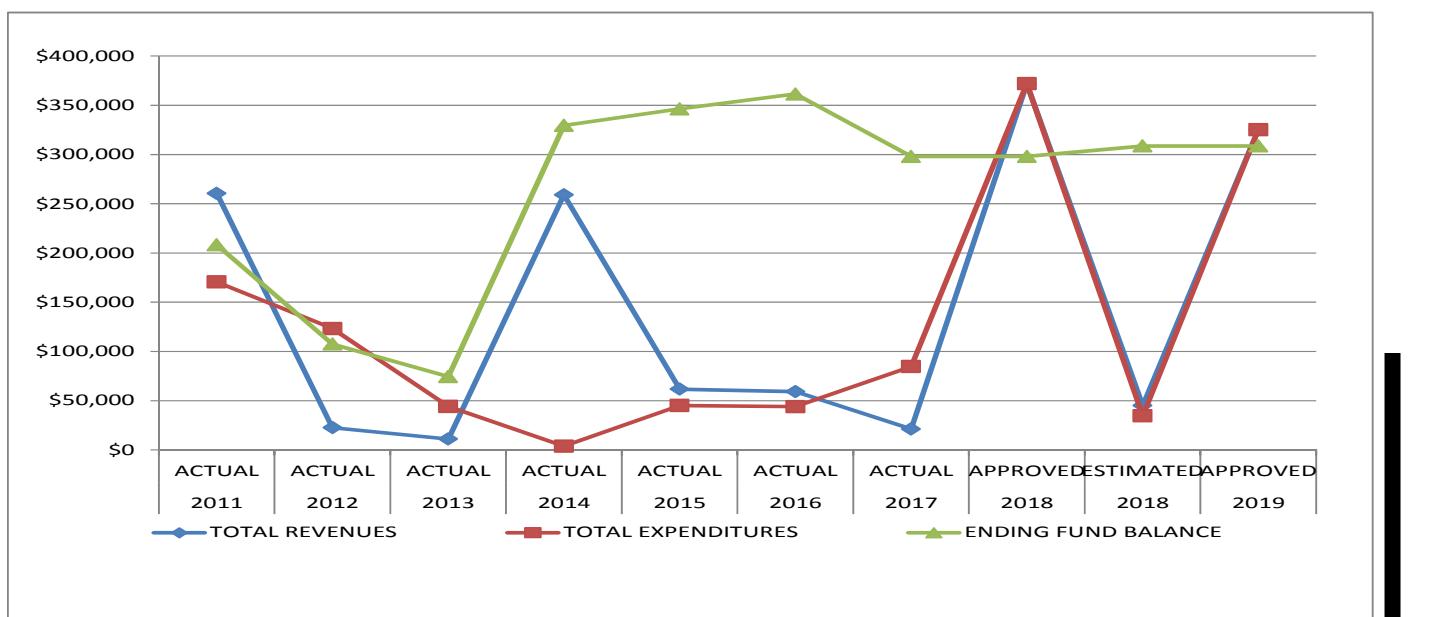
REVENUES: This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2019 is projected to decrease \$46,868 compared to what was budgeted in 2018.

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 12.60% decrease from 2018 budgeted expenditures.

FUND BALANCE: Projected 2019 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

District Attorney Confiscated Funds

2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>APPROVED</u>	2018 <u>ESTIMATED</u>	2019 <u>APPROVED</u>	2019 <u>PERCENT OF TOTAL</u>
<u>346,289</u>	<u>361,477</u>	<u>298,070</u>	<u>298,070</u>	<u>308,651</u>	<u>100%</u>
58,650	2,864	10,000	464	197,000	61%
522	443	500	521	-	0%
-	-	-	-	145,000	
-	17,971	361,477	44,109	(16,886)	-5%
59,172	21,278	371,977	45,094	325,114	55%
43,984	84,685	371,977	17,100	325,114	100%
-	-	-	17,413	-	0%
-	-	-	-	-	0%
43,984	84,685	371,977	34,513	325,114	100%
<u>361,477</u>	<u>298,070</u>	<u>298,070</u>	<u>308,651</u>	<u>308,651</u>	<u>100%</u>



Drug Abuse Treatment

SPECIAL REVENUE TRENDS

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	322,789	321,321	343,833	401,806	562,873
REVENUES					
Courts and Law Enforcement	104,454	130,796	192,096	220,301	190,732
Interest	452	234	199	236	154
Miscellaneous	-	-	-	-	-
TOTAL REVENUES	104,906	131,030	192,295	220,537	190,886
EXPENDITURES					
Other Professional Services	106,374	108,518	134,322	57,720	41,742
Supplies	-	-	-	1,750	-
Training	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
Capital Outlay	-	-	-	-	-
OTHER FINANCING SOURCES					
Transfers Out	-	-	-	-	6,250
TOTAL EXPENDITURES	106,374	108,518	134,322	59,470	47,992
ENDING FUND BALANCE	321,321	343,833	401,806	562,873	705,767

TRENDS FOR THE YEAR ENDED December 31, 2019

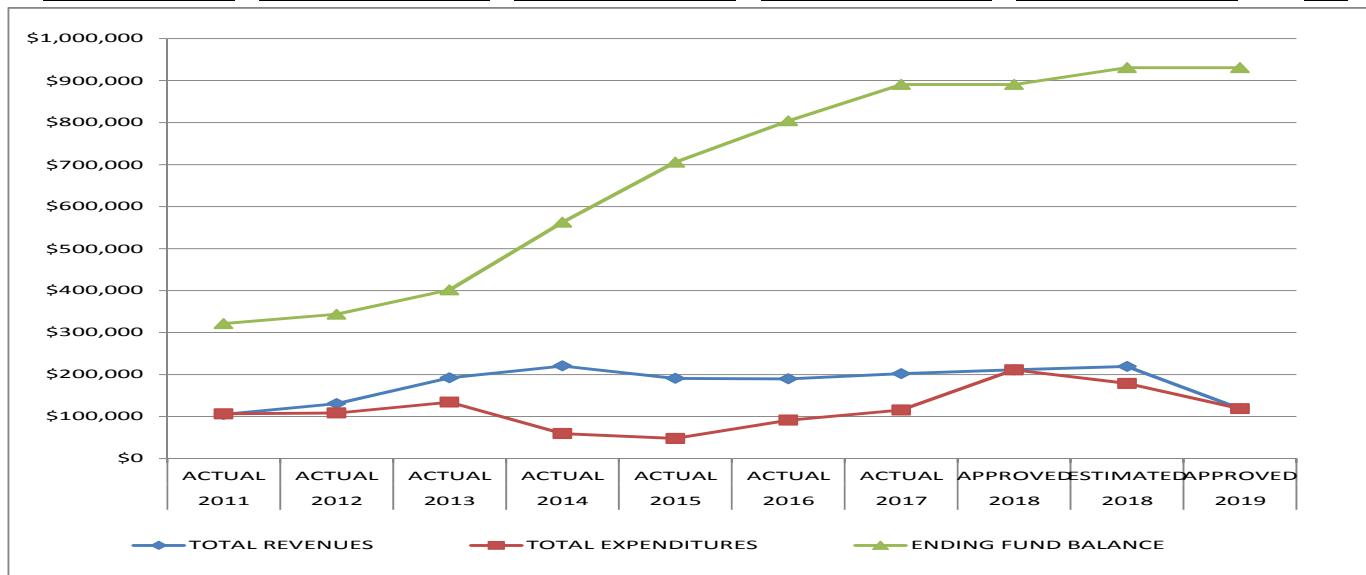
REVENUES: 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2019 Revenues are anticipated to increase 44% from those of 2018. 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 2019 expenditures are expected to increase \$100,266 from that of 2018.

FUND BALANCE: Projected 2019 Ending Fund Balance is expected to be \$930,937. An increase of \$40,254 from that budgeted in 2018.

Drug Abuse Treatment

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGETED</u>	<u>2018 ESTIMATED</u>	<u>2019 APPROVED</u>	2019 PERCENT OF TOTAL
<u>705,767</u>	<u>804,116</u>	<u>890,683</u>	<u>890,683</u>	<u>930,937</u>	<u>100%</u>
189,872	202,067	211,200	219,266	200,400	168% 0%
-	-	-	-	(81,400)	-68%
189,872	202,067	211,200	219,266	119,000	168%
91,523	115,500	110,831 8,000	71,934	102,500	86%
-	-	-	10,477	16,500	14%
-	-	92,369	-	-	0%
-	-	-	96,601	-	0%
-	-	-	-	-	0%
91,523	115,500	211,200	179,012	119,000	100%
<u>804,116</u>	<u>890,683</u>	<u>890,683</u>	<u>930,937</u>	<u>930,937</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

- Advance the E-911 center from being in disaster recovery mode to continuity of operations mode in the event of primary generator failure. The current plan will take over two hours to implement, we only have 30 minutes of UPS and this would make the switch over almost instant instead of two hours longer. We can do this by installing a 45 KW generator to be in place with wiring and transfer switches pre-connected.
- Improve employee clock in and clock out procedures and administrative record retention by purchasing the ADP BIO Time Keeping System.
- Give the call taker a better location of the caller by implementing the Carbyne C Lite Next Generation Plug addition to our current AT&T Viper equipment.
- Complete a fiber installation between the old E-911 building and old courthouse to improve connection for the continuity of E-911 operations.
- Compensate E-911 dispatchers that have been placed on call for emergency shift coverage.
- Continue to improve staffing levels in the E-911 center. Request two new Communications Operator Trainee positions.
- Improve the backup E-911 center by replacing the old Life Line system with the Stand By AT&T Viper system.



E-911 and Wireless

PERSONNEL SUMMARY & WORKLOAD INDICATORS

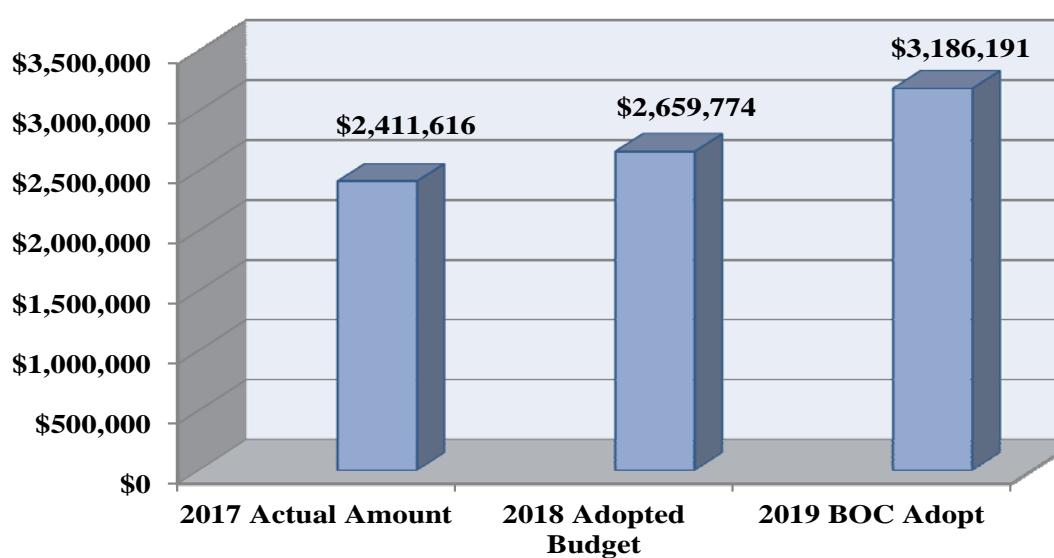
	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
CALLS TURNED OVER TO SHERIFF	236	300	325
FIRE/EMS CALLS DISPATCHED	17,311	17,311	17,500
EMERGENCY MEDICAL DISPATCHED PERFORMED	11,819	12,028	12,532
CALLS TURNED OVER TO STATE PATROL	139	141	148
POLICE CASE NUMBERS ISSUED	15,876	16,100	16,300
911 CALLS RECEIVED	110,828	114,631	117,525
ALL CALLS	241,298	245,000	248,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Director	FT	1	1	1
Database Coordinator	FT	1	1	1
Training Coordinator	FT	1	1	1
Supervisor	FT	4	4	5
Operator II	FT	11	11	6
Operator I	FT	4	4	3
Operator Trainee	FT	8	8	14
Records Administrator	FT	1	1	1
Operator Trainee	PT	0	0	1
TOTAL FULL TIME		31	31	32
TOTAL PART TIME		0	0	1

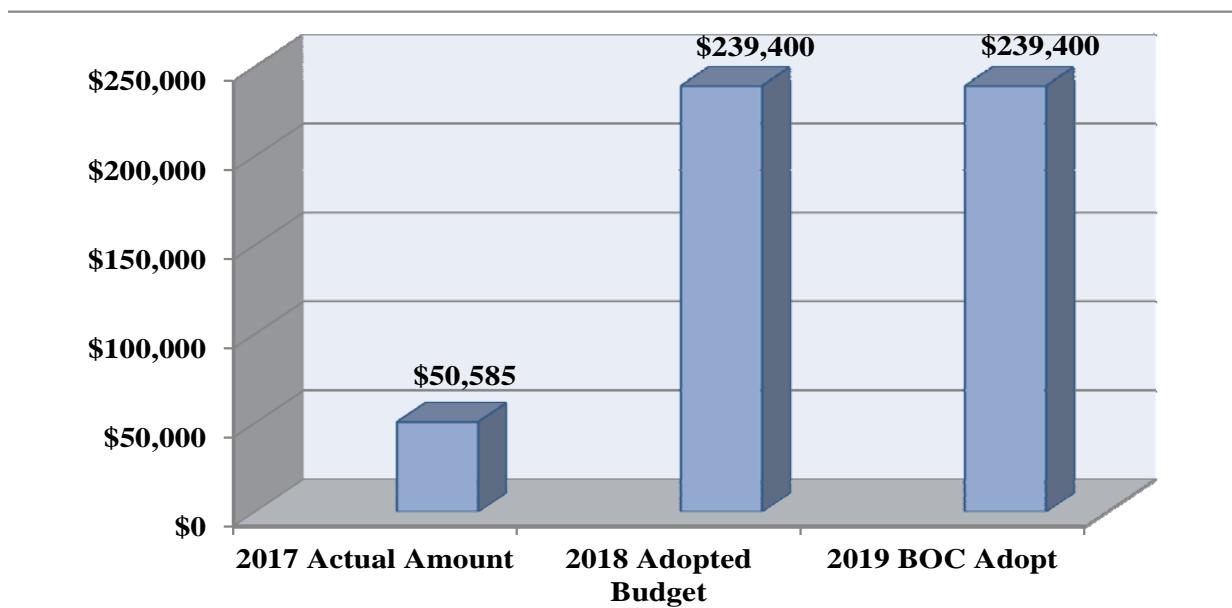
E-911 Wireline

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,411,616</u>	<u>2,659,774</u>	<u>3,186,191</u>
Total Funding Sources	<u>2,411,616</u>	<u>2,659,774</u>	<u>3,186,191</u>
APPROPRIATIONS:			
Salary and Wage	1,363,720	1,322,084	1,593,221
Benefits	497,275	472,618	600,514
Advertising	539	700	700
Vehicle Expense	3,315	3,000	3,900
Dues and Subscriptions	853	1,600	1,600
Equipment Rental	0	0	0
Maintenance Charges	20,707	49,400	57,000
Supplies	11,647	8,000	12,400
Professional Services	90,751	144,313	170,000
Utilities	334,586	342,160	426,700
Travel & Training	10,152	5,650	15,500
Minor Equipment and Improvements	63,270	0	0
Capital Outlay	14,596	130,313	177,400
Other Financing Sources	0	0	0
Uniforms and Clothing	206	3,500	5,500
Budget Improvement Request	0	176,436	121,756
Total Appropriations	<u>2,411,616</u>	<u>2,659,774</u>	<u>3,186,191</u>



E-911 Wireless

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>50,585</u>	<u>239,400</u>	<u>239,400</u>
Total Funding Sources	<u>50,585</u>	<u>239,400</u>	<u>239,400</u>
APPROPRIATIONS:			
Professional Services	<u>50,585</u>	<u>239,400</u>	<u>239,400</u>
Total Appropriations	<u>50,585</u>	<u>239,400</u>	<u>239,400</u>



E - 9 1 1 and Wireless

SPECIAL REVENUE TRENDS

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	3,076,337	2,039,792	2,343,147	1,608,300	2,198,130
REVENUES					
Wireless Charges	2,340,543	1,369,674	2,578,882	2,673,377	2,831,133
User Fees	-	965,444	-	-	-
Intergovernmental	93,592	-	-	-	-
Taxes	-	-	-	-	-
Investment Earnings	3,748	1,378	568	826	543
Miscellaneous	1,087	796	991	1,062	1,103
Other Financing Sources	-	-	-	-	1,739
TOTAL REVENUES	2,438,970	2,337,292	2,580,441	2,675,265	2,834,518
EXPENDITURES					
Salaries and Related Costs	1,283,830	1,986,010	2,091,913	2,085,435	2,065,118
Other Expenses	1,106,832	47,927	-	-	-
Capital Outlay	1,084,853	-	-	-	216,302
OTHER FINANCING SOURCES					
Transfers Out	-	-	1,223,375	-	-
TOTAL EXPENDITURES	3,475,515	2,033,937	3,315,288	2,085,435	2,281,419
ENDING FUND BALANCE	2,039,792	2,343,147	1,608,300	2,198,130	2,751,228

TRENDS FOR THE YEAR ENDED December 31, 2019

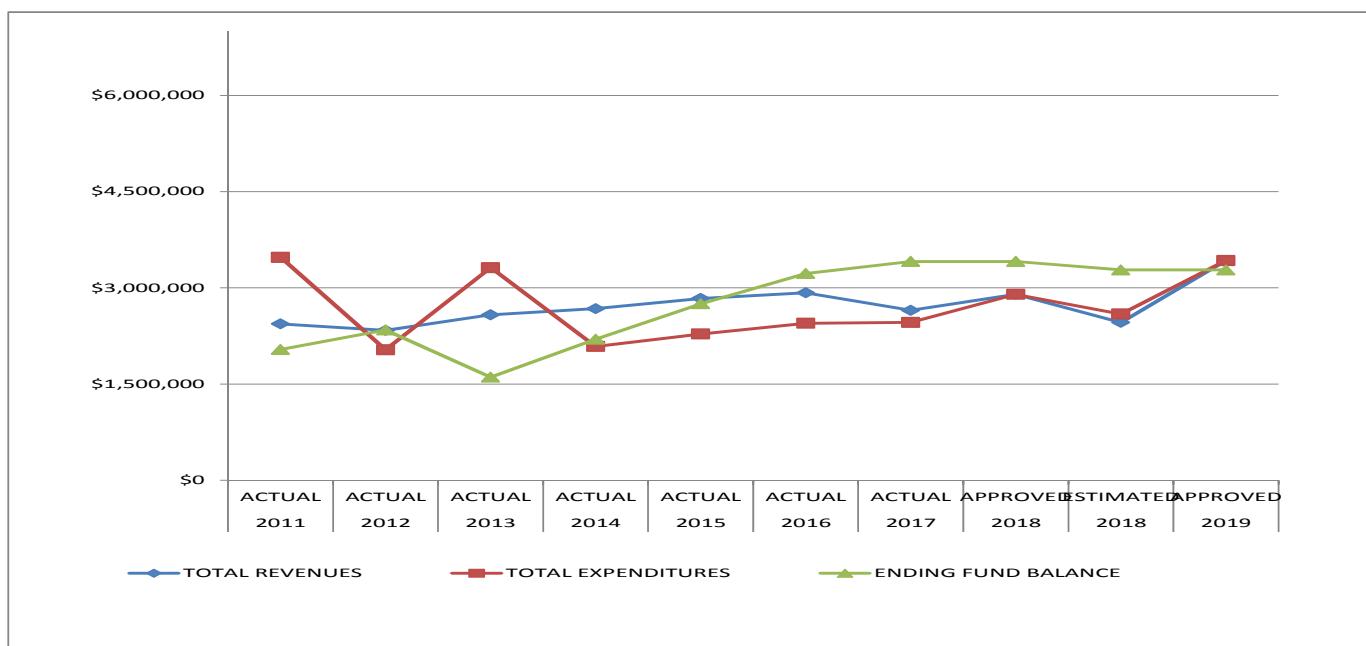
REVENUES: Wireless fess and wireline fees have become increasingly difficult to tract. It is no longer mandated by law for these revenues to be separated out when submitted to the County. However, it appears that wireless charges will continue to increase as does the popularity of cell phones versus home phones increases. Revenues are projected to increase by 18% as compared to what was budgeted for 2018.

EXPENDITURES: Expenditures are projected to be \$262,531 more than that of 2018.

FUND BALANCE: The 2018 Fund Balance is projected to increase by \$526,417 from that budgeted in 2018, leaving a Fund Balance of \$3,281,264.

E-911 and Wireless

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 BUDGET</u>	<u>2019 PERCENT OF TOTAL</u>
<u>2,751,228</u>	<u>3,224,480</u>	<u>3,412,456</u>	<u>3,412,456</u>	<u>3,281,264</u>	<u>100%</u>
2,921,324	2,648,638	1,600,000	1,348,964	1,700,000	50%
-	-	1,300,000	1,109,162	950,000	28%
-	-	-	-	-	0%
-	-	-	1,037	-	
1,192	1,539	(826)	1,543	775,591	
-	-	-	-	-	0%
2,922,516	2,650,177	2,899,174	2,460,706	3,425,591	77%
2,449,264	2,462,201	1,794,702	2,000,851	2,193,735	64%
-	-	974,159	554,567	1,101,543	32%
-	-	130,313	36,480	130,313	4%
-	-	-	-	-	
2,449,264	2,462,201	2,899,174	2,591,898	3,425,591	100%
<u>3,224,480</u>	<u>3,412,456</u>	<u>3,412,456</u>	<u>3,281,264</u>	<u>3,281,264</u>	<u>100%</u>



SPECIAL REVENUE FUND

MISSION

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

FUNCTIONS

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

GOALS

Continue to distribute all materials throughout the community.

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

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

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

ENTITIES

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

- Chamber of Commerce
- Tourism & History Commission

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Events Director	UNC	0	0	0
Welcome Center & Tourism Director	UNC	1	1	1
Museum Director	UNC	0	0	0
Museum Associate	UNC	0	0	0
TOTAL PART TIME		1	1	1

Tourism & Chamber of Commerce

BUDGET SUMMARY

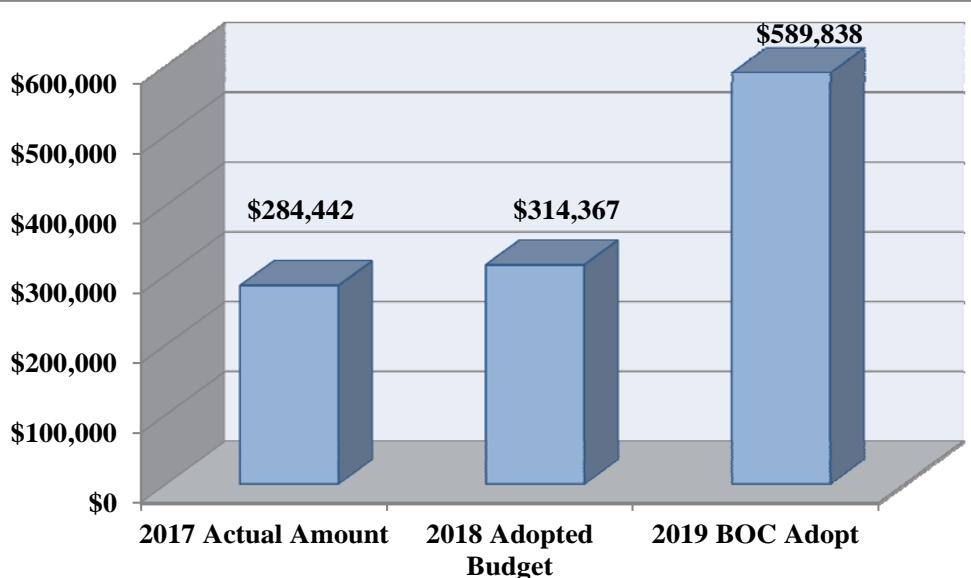
	2017 Actual	2018 Adopted	2019 BOC
	Amount	Budget	Adopt

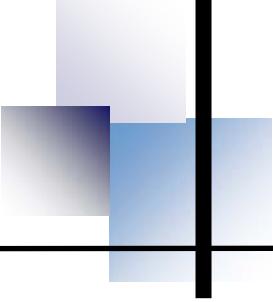
FUNDING SOURCES:

General Fund Contribution	<u>284,442</u>	<u>314,367</u>	<u>589,838</u>
Total Funding Sources	<u>284,442</u>	<u>314,367</u>	<u>589,838</u>

APPROPRIATIONS:

Salary and Wages	43,883	42,154	53,171
Benefits	18,267	18,732	23,076
Advertising	0	60,000	0
Vehicle Expense	872	900	0
Dues and Subscriptions	0	2,380	0
Maintenance Charges	0	0	0
Supplies	2	3,000	0
Professional Services	214,914	183,174	312,000
Utilities	191	0	0
Travel & Training	0	3,000	0
Minor Equipment and Improvements	6,314	0	0
Capital Outlay	0	0	88,217
Budget Improvement Request	<u>0</u>	<u>1,027</u>	<u>113,374</u>
 Total Appropriations	 <u>284,442</u>	 <u>314,367</u>	 <u>589,838</u>





Hotel/Motel Tax Fund

SPECIAL REVENUE TRENDS

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

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-	-
REVENUES					
Hotel-Motel Taxes	153,481	167,810	196,999	326,625	489,610
TOTAL REVENUES	153,481	167,810	196,999	326,625	489,610
EXPENDITURES					
Salaries and Related Cost	-	-	-	-	-
Other Expenses	-	-	-	-	192,654
Transfers Out	153,481	167,810	196,999	326,625	183,604
TOTAL EXPENDITURES	153,481	167,810	196,999	326,625	376,258
ENDING FUND BALANCE	-	-	-	-	113,352

TRENDS FOR THE YEAR ENDED December 31, 2019

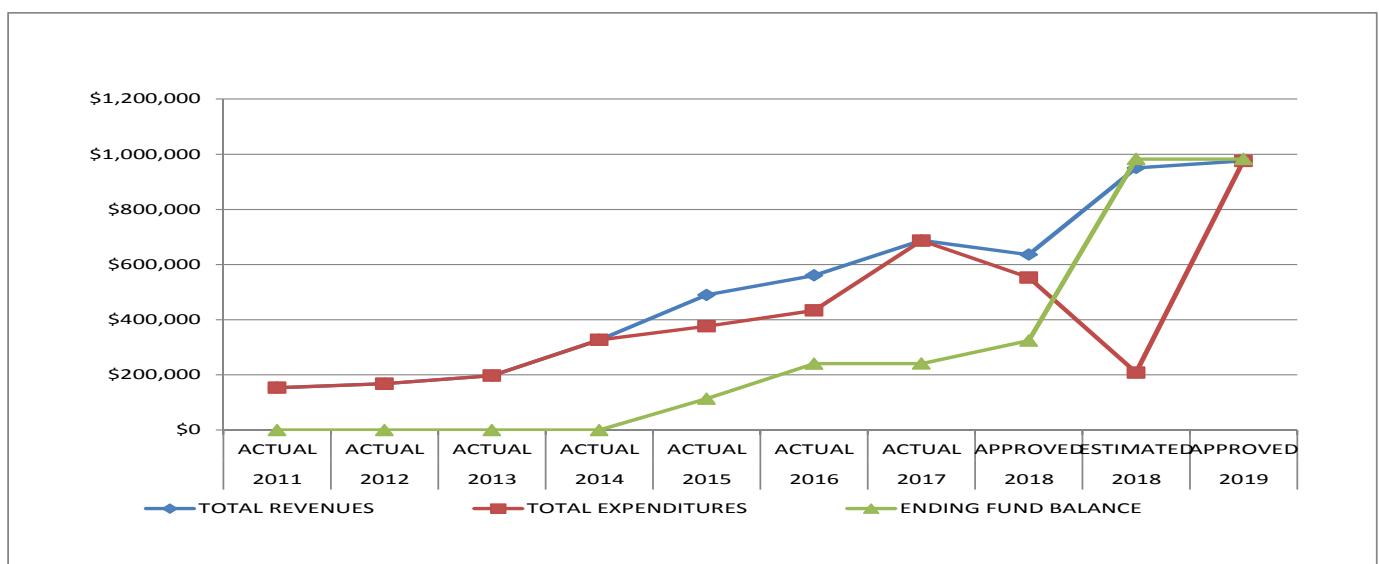
REVENUES: The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have fluctuated over this ten year period. This is due to the number of hotels in the area. In 2015 the large jump in revenues is attributed to the tax going from 5% to 8%. Total projected revenues for 2019 are \$975,578.

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 2019 Ending Fund Balance is projected to end at \$982,664. 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>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>113,352</u>	<u>240,409</u>	<u>240,932</u>	<u>240,932</u>	<u>982,664</u>	<u>0%</u>
<u>560,682</u>	<u>687,312</u>	<u>636,000</u>	<u>949,916</u>	<u>975,578</u>	<u>100%</u>
<u>560,682</u>	<u>687,312</u>	<u>636,000</u>	<u>949,916</u>	<u>975,578</u>	<u>100%</u>
<u>223,369</u>	<u>429,570</u>	<u>253,481</u>	<u>23,715</u>	<u>570,831</u>	
<u>210,256</u>	<u>257,219</u>	<u>238,500</u>	<u>113,818</u>	<u>328,500</u>	<u>34%</u>
<u>433,625</u>	<u>686,789</u>	<u>552,867</u>	<u>208,184</u>	<u>975,578</u>	<u>34%</u>
<u>240,409</u>	<u>240,932</u>	<u>324,065</u>	<u>982,664</u>	<u>982,664</u>	<u>0%</u>



SPECIAL REVENUE TRENDS

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	453,461	482,212	537,724	535,544	567,999
REVENUES					
Courts and Law Enforcement	123,330	133,564	127,292	120,941	124,571
Use of Money and Property	1,177	2,101	1,798	1,219	2,817
TOTAL REVENUES	124,507	135,665	129,090	122,160	127,388
EXPENDITURES					
Operating	95,756	80,153	131,270	89,705	96,924
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	95,756	80,153	131,270	89,705	96,924
ENDING FUND BALANCE	482,212	537,724	535,544	567,999	598,463

TRENDS FOR THE YEAR ENDED December 31, 2019

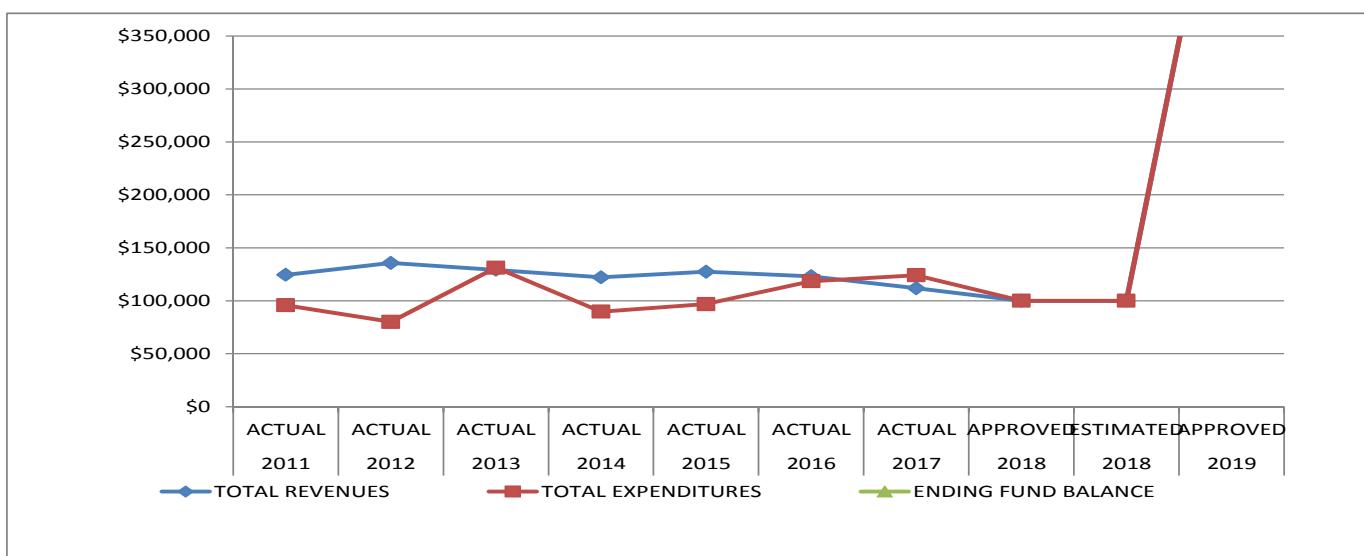
REVENUES: Revenues for this Fund are received from State Court, Superior Court, Magistrate Court, and Probate Court. Certain fees imposed such as criminal fees or filing fees include a Law Library fee. Because these fees vary, the Law Library Revenue varies from year to year. The variation in Revenues over the years has ranged from a negative 46% to positive 40%. For 2019 Revenues are projected to be the same as 2018.

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, with the exception of 2017. In 2019 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2019 Ending Fund Balance of \$590,882.

Law Library

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATED</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>598,463</u>	<u>603,100</u>	<u>590,882</u>	<u>590,882</u>	<u>590,882</u>	<u>100%</u>
120,596 2,451	111,819	100,000	100,000	590,882	100% 0%
123,047	111,819	100,000	100,000	590,882	100%
118,410 -	124,037	100,000 -	100,000 -	590,882	100% 0%
118,410	124,037	100,000	100,000	590,882	100%
<u>603,100</u>	<u>590,882</u>	<u>590,882</u>	<u>590,882</u>	<u>590,882</u>	<u>100%</u>



Sheriff Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	<u>4,651,048</u>	<u>4,915,575</u>	<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>
REVENUES					
Fines and Forfeitures	943,986	149,357	496,091	288,943	320,139
Investment Earnings	<u>39,885</u>	<u>26,246</u>	<u>14,049</u>	<u>7,601</u>	<u>4,397</u>
TOTAL REVENUES	<u>983,871</u>	<u>175,603</u>	<u>510,140</u>	<u>296,544</u>	<u>324,536</u>
EXPENDITURES					
Operating	719,344	1,055,875	1,620,685	1,455,628	145,858
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	<u>719,344</u>	<u>1,055,875</u>	<u>1,620,685</u>	<u>1,455,628</u>	<u>145,858</u>
ENDING FUND BALANCE	<u>4,915,575</u>	<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,944,352</u>

TRENDS FOR THE YEAR ENDED December 31, 2019

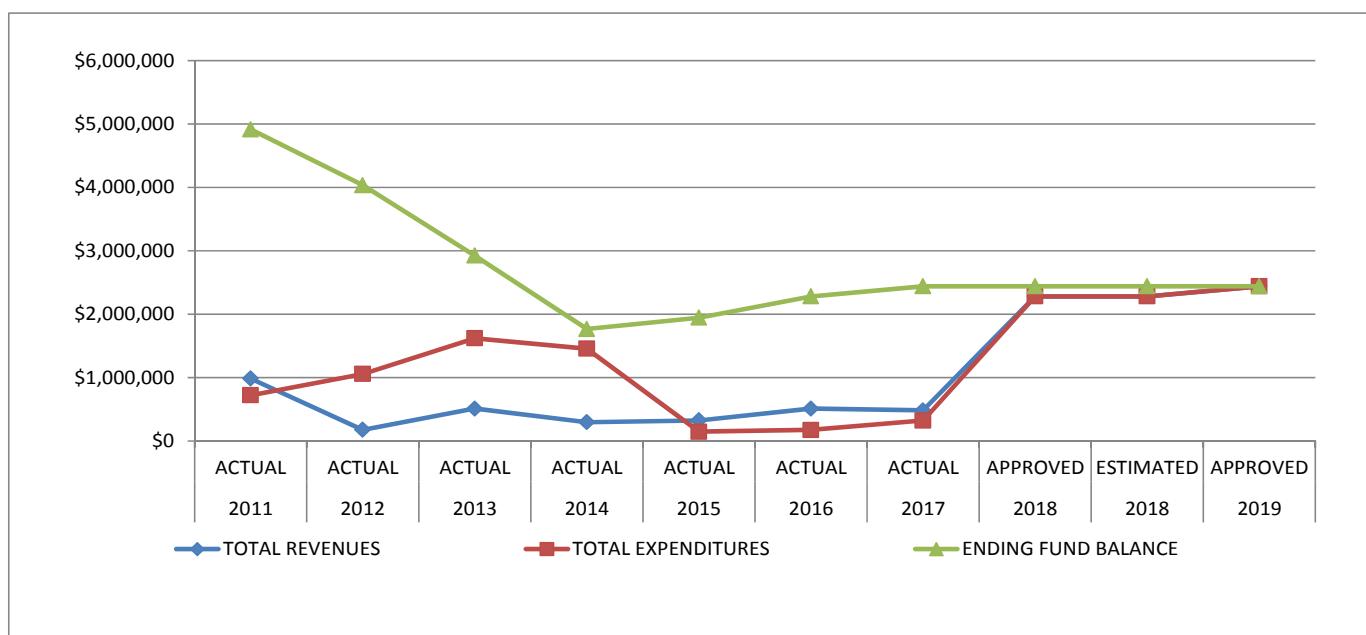
REVENUES: This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues have increased from that projected in 2018. These revenues can be difficult to forecast. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high at 812% in 2018.

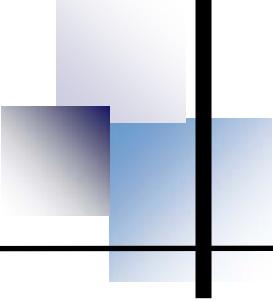
EXPENDITURES: Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2019 Expenditures are budgeted to be \$2,440,794.

FUND BALANCE: The Ending Fund Balance for 2019 is projected at \$2,440,794. The Fund Balance in this fund has fluctuated each year. This year it is projected to stay the same compared to the 2018 Estimated Ending Fund Balance. The Fund Balance still remains strong and stable.

Sheriff Confiscated Funds

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 APPROVED</u>	<u>2018 ESTIMATED</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>1,944,352</u>	<u>2,281,125</u>	<u>2,440,794</u>	<u>2,440,794</u>	<u>2,440,794</u>	<u>100%</u>
<u>505,405</u> <u>5,009</u>	<u>477,784</u> <u>4,599</u>	<u>2,281,125</u> <u>-</u>	<u>2,281,125</u> <u>-</u>	<u>2,440,794</u> <u>-</u>	<u>100%</u> <u>0%</u>
<u>510,414</u>	<u>482,383</u>	<u>2,281,125</u>	<u>2,281,125</u>	<u>2,440,794</u>	<u>100%</u>
<u>173,641</u> <u>-</u>	<u>322,714</u> <u>-</u>	<u>2,281,125</u> <u>-</u>	<u>2,281,125</u> <u>-</u>	<u>2,440,794</u> <u>-</u>	<u>100%</u> <u>0%</u>
<u>173,641</u>	<u>322,714</u>	<u>2,281,125</u>	<u>2,281,125</u>	<u>2,440,794</u>	<u>100%</u>
<u>2,281,125</u>	<u>2,440,794</u>	<u>2,440,794</u>	<u>2,440,794</u>	<u>2,440,794</u>	<u>100%</u>





Sheriff Inmate Commissary

SPECIAL REVENUE TRENDS

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	310,888	297,315	135,047	142,364	74,398
REVENUES					
Intergovernmental	-	-	-	-	-
Use of Money and Property	-	-	-	-	-
Miscellaneous	105,236	74,738	72,253	150,242	115,332
TOTAL REVENUES	105,236	74,738	72,253	150,242	115,332
EXPENDITURES					
Operating	118,809	237,006	64,936	218,208	65,496
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	118,809	237,006	64,936	218,208	65,496
ENDING FUND BALANCE	<u>297,315</u>	<u>135,047</u>	<u>142,364</u>	<u>74,398</u>	<u>124,234</u>

TRENDS FOR THE YEAR ENDED December 31, 2019

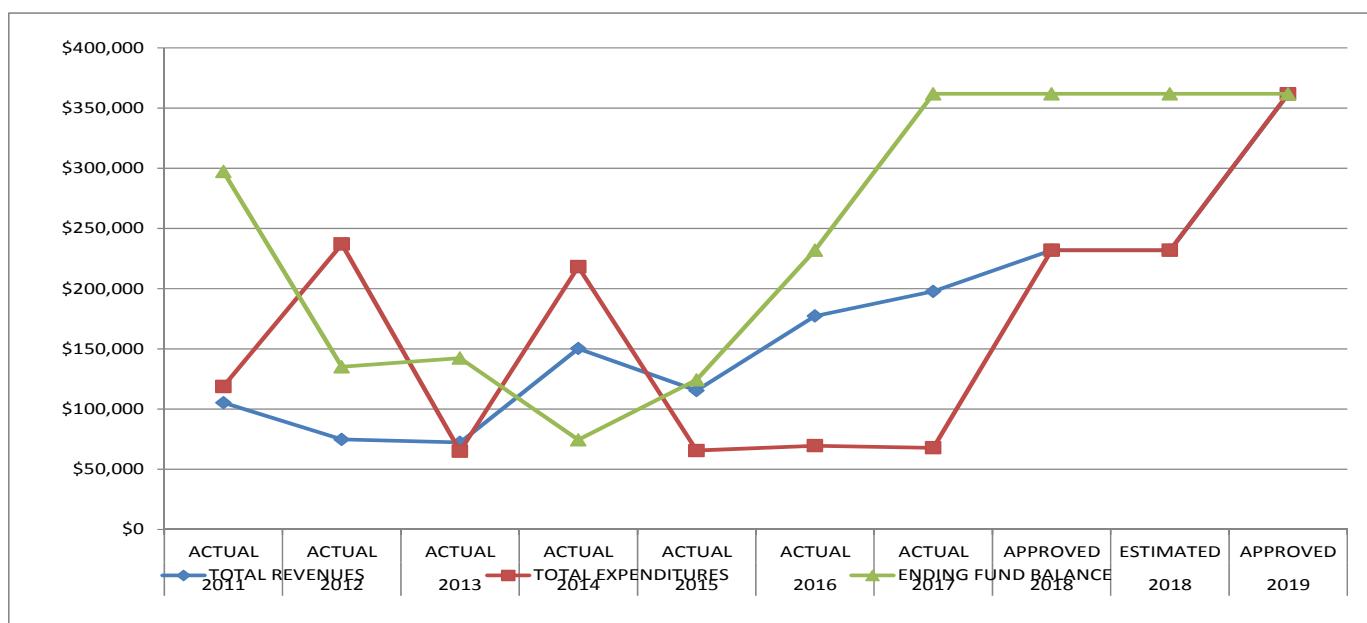
REVENUES: Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2019 Revenues are projected to increase significantly as compared to 2018's estimate. Revenues fluctuate from year to year as the inmate population 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: 2019 Expenditures are projected to increase \$129,891 as the 2018 budget. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$361,767 for 2019 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 2018. The Ending Fund Balance remains the same from 2018 to 2019 at \$361,767.

Sheriff Inmate Commissary

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>124,234</u>	<u>231,876</u>	<u>361,767</u>	<u>361,767</u>	<u>361,767</u>	<u>100%</u>
-	-	-	-	-	0%
<u>177,228</u>	<u>197,717</u>	<u>231,876</u>	<u>231,876</u>	<u>361,767</u>	<u>100%</u>
177,228	197,717	231,876	231,876	361,767	100%
69,586	67,826	231,876	231,876	361,767	100%
-	-	-	-	-	0%
69,586	67,826	231,876	231,876	361,767	100%
<u>231,876</u>	<u>361,767</u>	<u>361,767</u>	<u>361,767</u>	<u>361,767</u>	<u>100%</u>



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

SPECIAL REVENUE TRENDS

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	<u>71,820</u>	<u>78,474</u>	<u>42,105</u>	<u>53,150</u>	<u>53,779</u>
REVENUES					
Investment Earnings	11	11	13	14	9
Miscellaneous	<u>58,334</u>	<u>41,892</u>	<u>65,465</u>	<u>33,856</u>	<u>36,809</u>
TOTAL REVENUES	58,345	41,903	65,478	33,870	36,818
EXPENDITURES					
Operating	51,691	78,272	54,433	33,241	46,763
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	51,691	78,272	54,433	33,241	46,763
ENDING FUND BALANCE	<u>78,474</u>	<u>42,105</u>	<u>53,150</u>	<u>53,779</u>	<u>43,834</u>

TRENDS FOR THE YEAR ENDED December 31, 2019

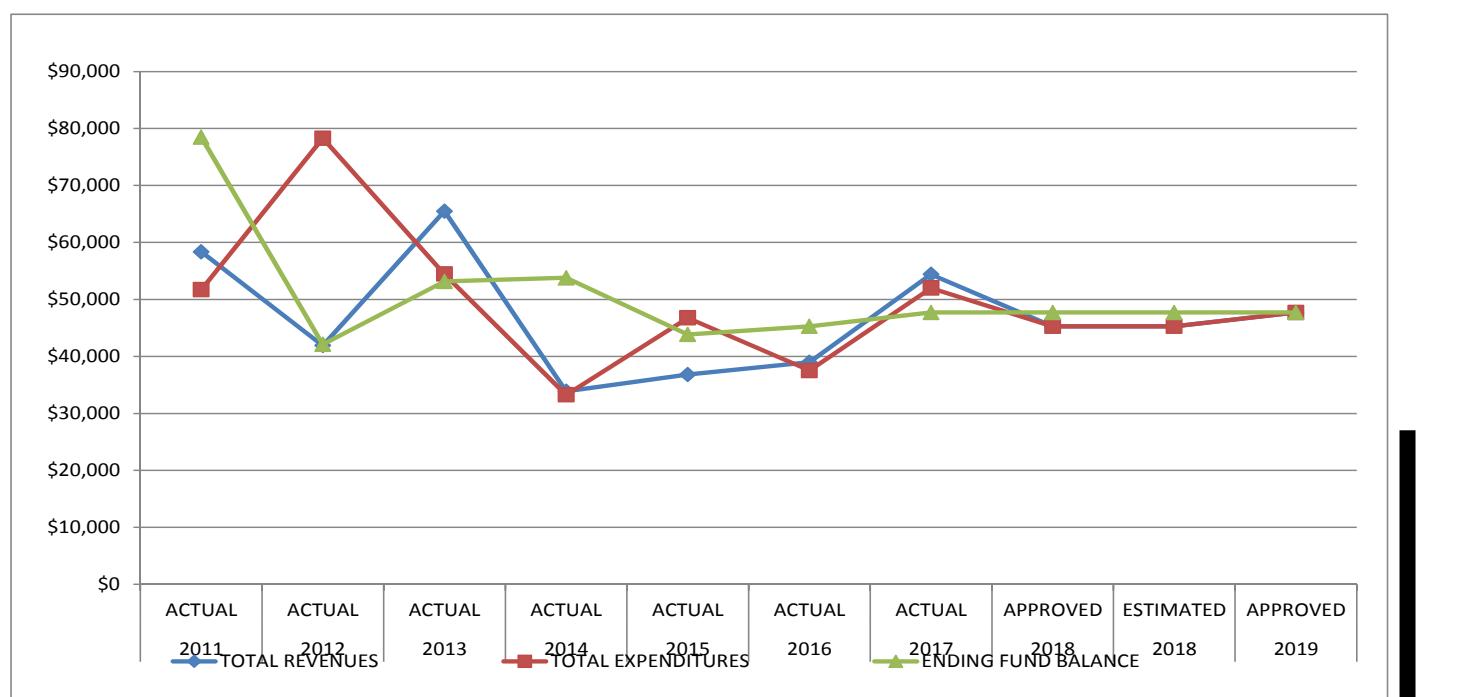
REVENUES: Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2019 are estimated to be \$47,700. This is a increase of \$2,415 from the 2018 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. 2010 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 \$47,700.

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

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>43,834</u>	<u>45,285</u>	<u>47,700</u>	<u>47,700</u>	<u>47,700</u>	<u>100%</u>
<u>7</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0% 100%</u>
<u>38,965</u>	<u>54,399</u>	<u>45,285</u>	<u>45,285</u>	<u>47,700</u>	<u>100%</u>
<u>38,972</u>	<u>54,399</u>	<u>45,285</u>	<u>45,285</u>	<u>47,700</u>	<u>100%</u>
<u>37,521</u>	<u>51,984</u>	<u>45,285</u>	<u>45,285</u>	<u>47,700</u>	<u>100% 0%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<u>37,521</u>	<u>51,984</u>	<u>45,285</u>	<u>45,285</u>	<u>47,700</u>	<u>100%</u>
<u>45,285</u>	<u>47,700</u>	<u>47,700</u>	<u>47,700</u>	<u>47,700</u>	<u>100%</u>



SPECIAL REVENUE TRENDS

Sidewalk Fund

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>33,349</u>	<u>169,207</u>	<u>13,346</u>	<u>13,354</u>	<u>13,361</u>
REVENUES					
Fees	162,900	-	-	-	-
Use of Property & Money	<u>174</u>	<u>74</u>	<u>8</u>	<u>7</u>	<u>4</u>
TOTAL REVENUES	<u>163,074</u>	<u>74</u>	<u>8</u>	<u>7</u>	<u>4</u>
EXPENDITURES					
Operating	-	-	-	-	-
Capital Outlay	<u>27,216</u>	<u>155,935</u>	-	-	-
Miscellaneous	-	-	-	-	-
TOTAL EXPENDITURES	<u>27,216</u>	<u>155,935</u>	-	-	-
ENDING FUND BALANCE	<u>169,207</u>	<u>13,346</u>	<u>13,354</u>	<u>13,361</u>	<u>13,365</u>

TRENDS FOR THE YEAR ENDED December 31, 2019

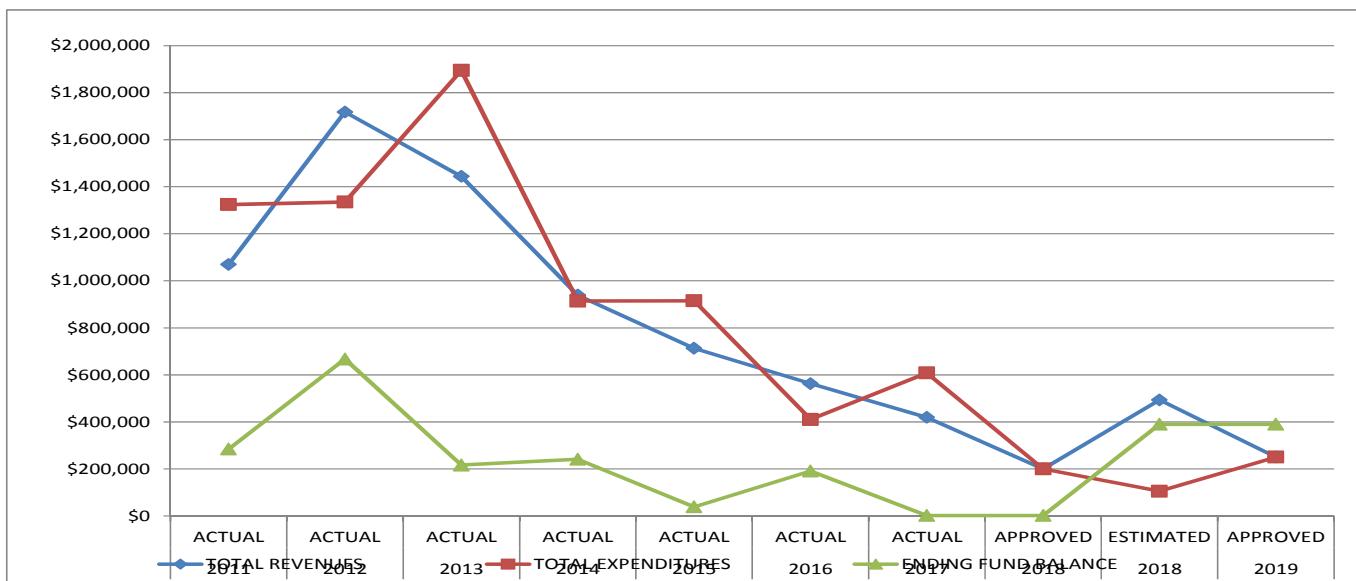
REVENUES: Funds are for future sidewalk construction as mandated by the County's zoning and subdivision ordinances. Revenues are totally received by developers/builders. No Revenue other than interest was budgeted for 2019.

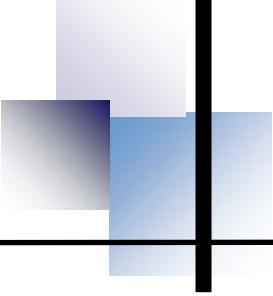
EXPENDITURES: Only \$50 of expenditures were budgeted for 2019. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

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 2019 the fund balance is projected to remain the same at \$13,365 with revenue equaling expenses.

Sidewalk Fund

2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATE</u>	2019 <u>APPROVED</u>	2019 <u>PERCENT OF TOTAL</u>
<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>100%</u>
-	-	-	<u>13,365</u>	<u>13,365</u>	<u>0%</u>
-	-	-	<u>13,365</u>	<u>50</u>	<u>100%</u>
-	-	<u>13,365</u>	<u>13,365</u>	<u>50</u>	<u>100%</u>
-	-	-	-	-	<u>0%</u>
-	-	<u>13,365</u>	<u>13,365</u>	<u>50</u>	<u>100%</u>
-	-	-	-	-	<u>0%</u>
-	-	<u>13,365</u>	<u>13,365</u>	<u>50</u>	<u>100%</u>
<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>13,365</u>	<u>100%</u>





Neighborhood Stabilization Program

SPECIAL REVENUE TRENDS

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	539,224	284,736	667,263	216,493	241,076
REVENUES					
Intergovernmental	1,069,622	324,386	292,924	531,086	247,084
Investment Earnings	-	-	179	74	26
Other	-	1,393,021	1,150,703	407,499	465,724
TOTAL REVENUES	1,069,622	1,717,407	1,443,806	938,659	712,834
EXPENDITURES					
Other Professional Services	1,300,238	1,334,880	1,843,221	904,691	914,933
Transfers Out	23,872	-	51,355	9,385	130
TOTAL EXPENDITURES	1,324,110	1,334,880	1,894,576	914,076	915,063
ENDING FUND BALANCE	284,736	667,263	216,493	241,076	38,847

TRENDS FOR THE YEAR ENDED December 31, 2019

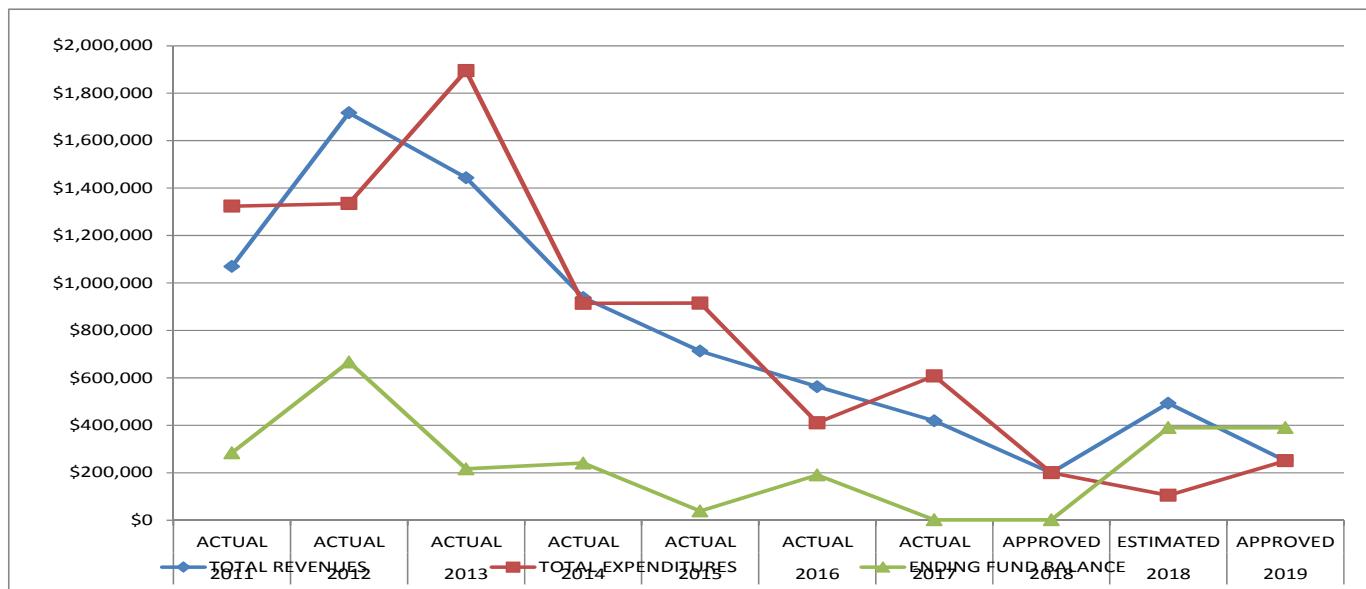
REVENUES: This fund is used to account for grant monies received under Division B, Title III of the Housing and Economic Recovery Act (HERA) of 2008 for the purpose of stabilizing communities that have suffered from foreclosures and abandonment, through the purchase and redevelopment of foreclosed and abandoned homes and residential properties. Projected Revenues for 2019 have decreased 49% compared to 2018 estimates. This is due to receiving less grant money in 2019.

EXPENDITURES: Are projected to remain the same as revenues for 2019 at \$250,501.

FUND BALANCE: Fund Balance increases significantly for 2019. As the economy begins to strengthen there are less properties available to purchase and rehab. As this promising trend continues, closing the grant out might be in the near future.

Neighborhood Stabilization Program

2016 <u>ACTUAL</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATE</u>	2019 <u>APPROVED</u>	2019 <u>PERCENT OF TOTAL</u>
<u>38,847</u>	<u>190,979</u>	<u>2,044</u>	<u>2,044</u>	<u>390,080</u>	<u>100%</u>
182,890	210,682	1	-	1	0%
151	351	200	387	500	
<u>379,696</u>	<u>208,311</u>	<u>200,000</u>	<u>492,881</u>	<u>250,000</u>	<u>0%</u>
562,737	419,344	200,201	493,268	250,501	0%
410,605	608,279	200,201	105,233	250,501	0%
-	-	-	-	-	<u>0%</u>
410,605	608,279	200,201	105,233	250,501	0%
<u>190,979</u>	<u>2,044</u>	<u>2,044</u>	<u>390,080</u>	<u>390,080</u>	<u>100%</u>



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.

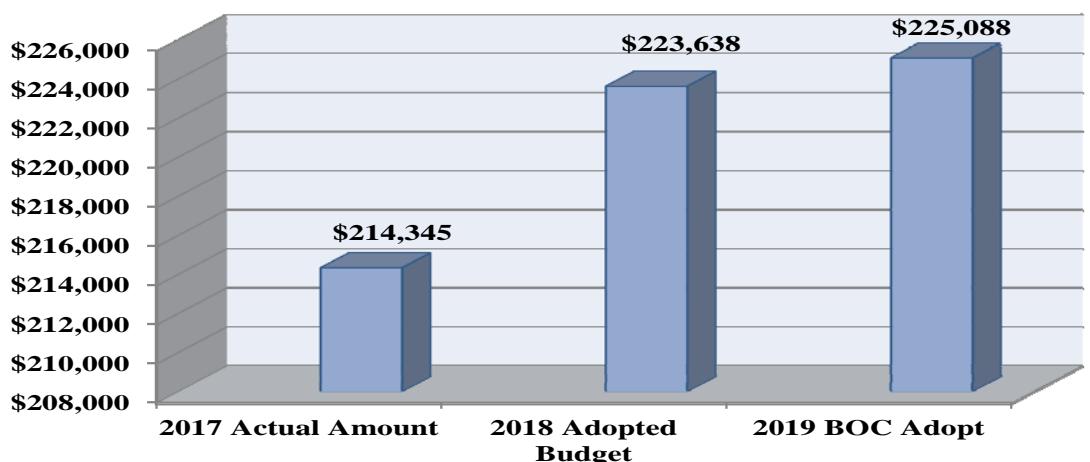
WORKLOAD INDICATORS

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



Victim Assistance

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>214,345</u>	<u>223,638</u>	<u>225,088</u>
Total Funding Sources	<u>214,345</u>	<u>223,638</u>	<u>225,088</u>
APPROPRIATIONS:			
Salary and Wage	118,814	119,688	123,800
Benefits	70,364	71,239	63,103
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	25,167	25,168	27,633
Budget Improvement Request	0	243	3,252
Total Appropriations	<u>214,345</u>	<u>223,638</u>	<u>225,088</u>



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Investigator	UNC	1	1	1
Legal Staff Assistant	FT	1	1	1
Victim Staff Assistant	FT	1	1	1
TOTAL FULL TIME		3	3	3

Victim Assistance

SPECIAL REVENUE TRENDS

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	261,897	291,863	327,512	297,372	287,589
REVENUES					
Victim Assistance Fines	169,651	187,111	188,267	196,686	225,725
Investment Earnings	-	-	-	137	71
Miscellaneous	358	205	155	-	-
TOTAL REVENUES	170,009	187,316	188,422	196,823	225,796
EXPENDITURES					
Salaries and Related Costs	112,759	128,981	195,500	183,742	151,988
Other Expenses	3,000	-	-	-	-
Transfers Out	24,283	22,686	23,062	22,864	23,833
Capital Outlay	-	-	-	-	-
TOTAL EXPENDITURES	140,042	151,667	218,562	206,606	175,821
ENDING FUND BALANCE	291,863	327,512	297,372	287,589	337,564

TRENDS FOR THE YEAR ENDED December 31, 2019

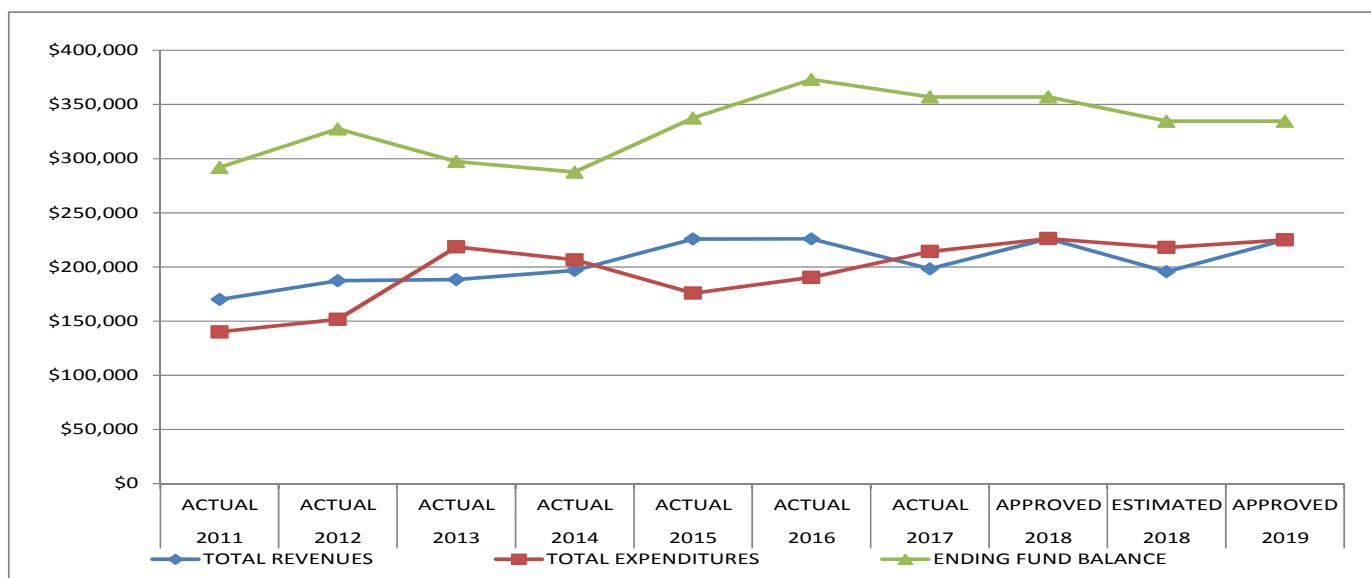
REVENUES: 2019 Revenues in this fund are projected to increase by 15% compared to 2018's Estimated Revenue. The trend on this revenue is fairly stable. This fund provides aid to Douglas County citizens who are victims of a crime.

EXPENDITURES: Expenditures for 2019 are expected to increase \$7,092 compared to 2018'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 2019 ending Fund Balance reflects a decrease of \$22,384 from that of the 2018 Budget.

Victim Assistance

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
337,564	373,100	357,036	357,036	334,652	100%
225,934	198,281	175,000	195,002	192,000	85%
-	-	51,238	609	33,088	15%
225,934	198,281	226,238	195,611	225,088	100%
165,480	189,177	190,927	190,363	186,903	83%
-	-	10,143	-	10,552	5%
24,918	25,168	25,168	27,633	27,633	12%
-	-	-	-	-	0%
190,398	214,345	226,238	217,996	225,088	100%
373,100	357,036	357,036	334,652	334,652	100%



Building Inspections

MISSION

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

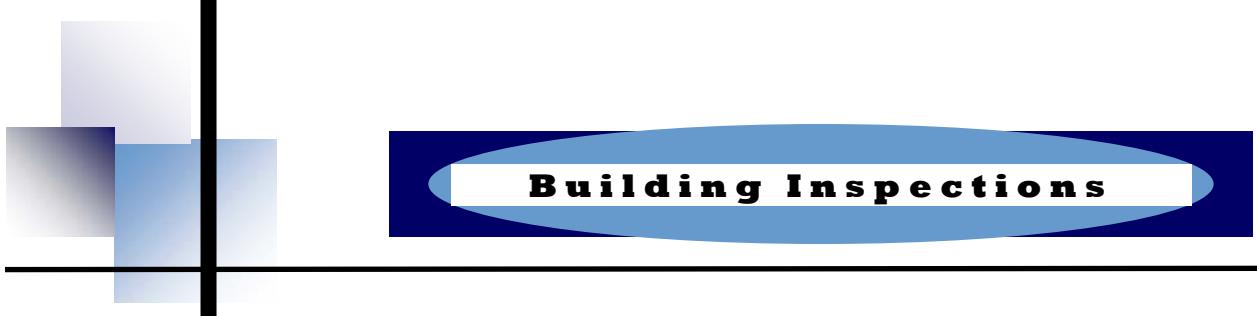
FUNCTIONS

- 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
**BUILDING INSPECTIONS
COMPARISON—YEARS**

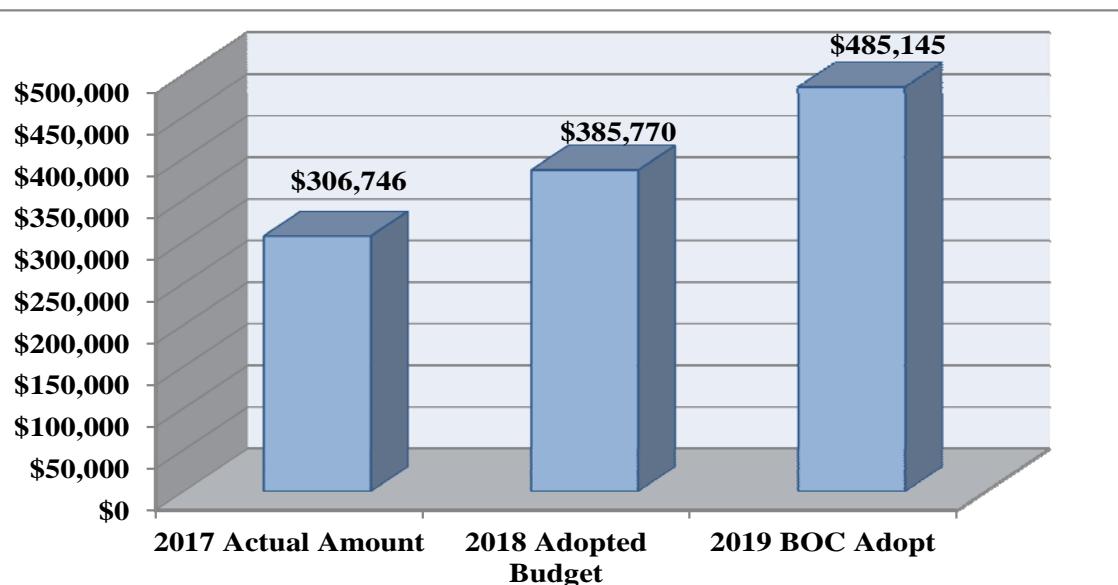
	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
BUILDING PERMITS	205	211	218
PLUMBING PERMITS	457	479	488
ELECTRICAL PERMITS	576	579	584
HVAC PERMITS	464	480	492
TOTAL INSPECTIONS	7,494	7,508	7,535

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
General Inspector	FT	2	2	2
Heat and Air Inspector	FT	0	0	0
Plumbing Inspector	FT	1	1	1
Electrical Inspector	FT	1	1	1
Permit Clerk	FT	1	1	1
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		6	6	6

Building Inspections

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>306,746</u>	<u>385,770</u>	<u>485,145</u>
Total Funding Sources	<u>306,746</u>	<u>385,770</u>	<u>485,145</u>
APPROPRIATIONS:			
Salary and Wage	190,038	224,732	232,653
Benefits	92,490	116,902	123,405
Vehicle Expense	7,711	11,000	12,900
Dues and Subscriptions	270	985	985
Maintenance Charges	480	480	540
Supplies	2,200	4,600	5,000
Professional Services	7,370	15,500	16,500
Utilities	1,428	1,800	2,200
Travel & Training	3,043	3,000	3,000
Minor Equipment and Improvements	645	0	0
Capital Outlay	0	0	78,000
Uniforms and Clothing	1,071	1,700	1,700
Budget Improvement Request	0	5,071	8,262
Total Appropriations	<u>306,746</u>	<u>385,770</u>	<u>485,145</u>



MISSION

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

FUNCTIONS

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

GOALS

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

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

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

Improve infrastructure quality and site aesthetics by implementing the following:

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




Development Control
**DEVELOPMENT CONROL
COMPARISON—YEARS**

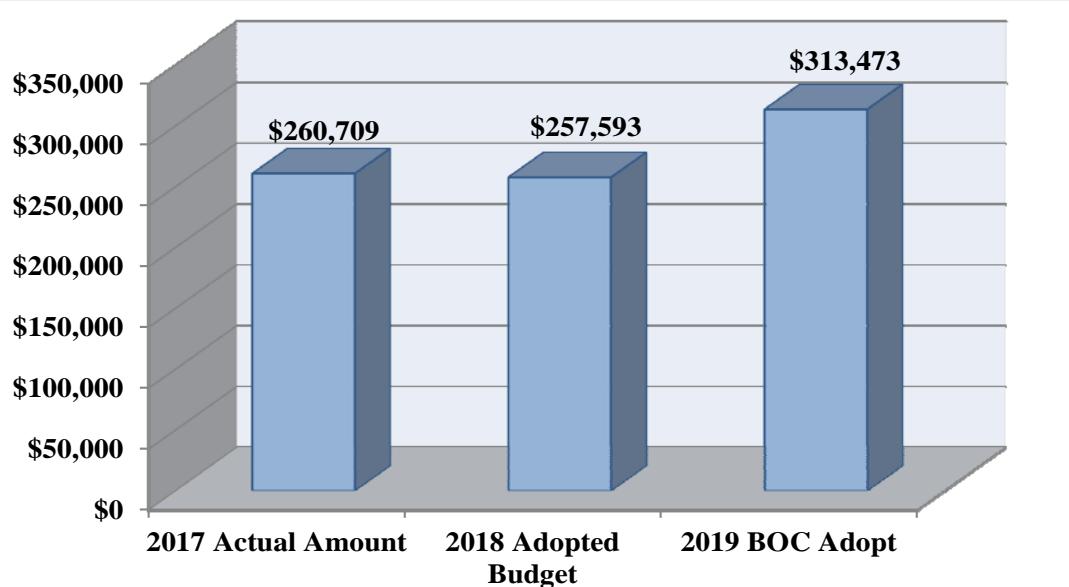
	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
LAND DISTURBANCE PERMITS	39	19	25
RESIDENTIAL GRADING PERMITS	475	250	250
EROSION AND SEDIMENT CONROL PLANS	121	61	61

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Assistant County Engineer	FT	1	1	1
Construction Monitoring Eng.	FT	1	1	1
Engineer Inspector	FT	0	0	0
Permit Clerk	FT	1	1	1
Arborist	PT	0	0	0
TOTAL FULL TIME		3	3	3
TOTAL PART TIME		0	0	0

Development Control

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>260,709</u>	<u>257,593</u>	<u>313,473</u>
Total Funding Sources	<u>260,709</u>	<u>257,593</u>	<u>313,473</u>
APPROPRIATIONS:			
Salary and Wage	160,043	157,863	167,010
Benefits	94,130	77,327	86,251
Advertising	0	300	300
Vehicle Expense	4,220	8,695	8,695
Dues and Subscriptions	86	615	615
Supplies	1,470	2,933	2,933
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	417	2,000	2,000
Capital Outlay	0	0	34,600
Uniforms and Clothing	344	575	575
Budget Improvement Request	<u>0</u>	<u>7,285</u>	<u>10,494</u>
Total Appropriations	<u>260,709</u>	<u>257,593</u>	<u>313,473</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 and Planning & Zoning Board.
- Plan for orderly growth, natural resource protection and quality design.

GOALS

Establish a higher level of customer service by:

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

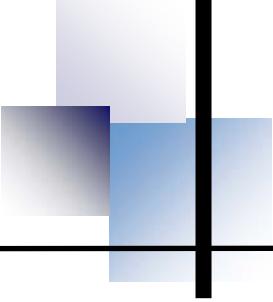
Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:

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

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

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






Planning and Zoning

PERSONNEL SUMMARY & WORKLOAD INDICATORS

PLANNING AND ZONING COMPARISON—YEARS

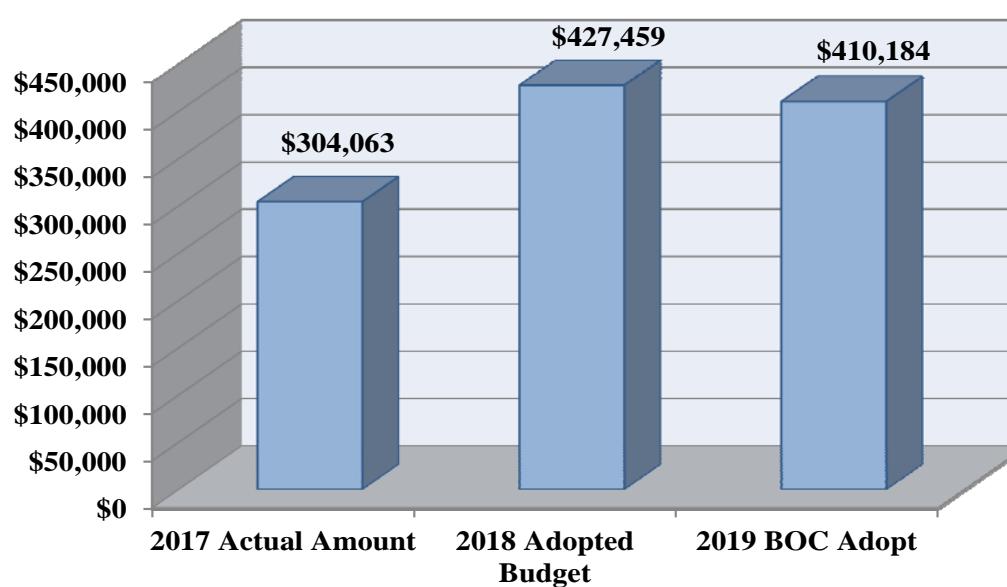
	2017	2018	2019
	ACT	PROJ	PROJ
PLAN REVIEW PROCESSED	163	181	194
ZONING APPLICATIONS	10	15	15
VARIANCE APPLICATIONS	5	6	6
ADMINISTRATIVE VARIANCES	8	7	7
SPECIAL LAND USE PERMIT APPLICATIONS	16	24	29
PRELIMINARY PLATS	3	4	4
FINAL PLATS	11	12	12
ZONING VERIFICATIONS	88	75	75

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>POSITION</u>	<u>GRADE</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Planning & Zoning Manager	UNC	1	1	1
Planner	FT	1	1	2
Clerk Planning Com	FT	1	1	1
Secretary	FT	1	1	1
Planning & Zoning Board	PT	7	7	7
TOTAL FULL TIME		4	4	5
TOTAL PART TIME		7	7	7

Planning and Zoning

	2017 Actual Amount	2018 Adopted Budget	BUDGET SUMMARY 2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>304,063</u>	<u>427,459</u>	<u>410,184</u>
Total Funding Sources	<u>304,063</u>	<u>427,459</u>	<u>410,184</u>
APPROPRIATIONS:			
Salary and Wage	225,050	225,816	276,070
Benefits	67,233	81,702	96,655
Advertising	1,440	3,000	3,000
Vehicle Expense	160	1,800	2,244
Dues and Subscriptions	871	1,065	1,990
Maintenance Charges	997	1,200	1,200
Supplies	2,483	6,800	11,118
Professional Services	4,735	0	0
Utilities	32	0	825
Travel & Training	1,063	9,700	9,800
Minor Equipment and Improvements	0	1,363	0
Budget Improvement Request	<u>0</u>	<u>95,013</u>	<u>7,282</u>
Total Appropriations	<u>304,063</u>	<u>427,459</u>	<u>410,184</u>



MISSION

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

FUNCTIONS

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

GOALS

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



PERSONNEL SUMMARY & WORKLOAD INDICATORS

DEVELOPMENT SERVICES ADMIN. COMPARISON—YEARS

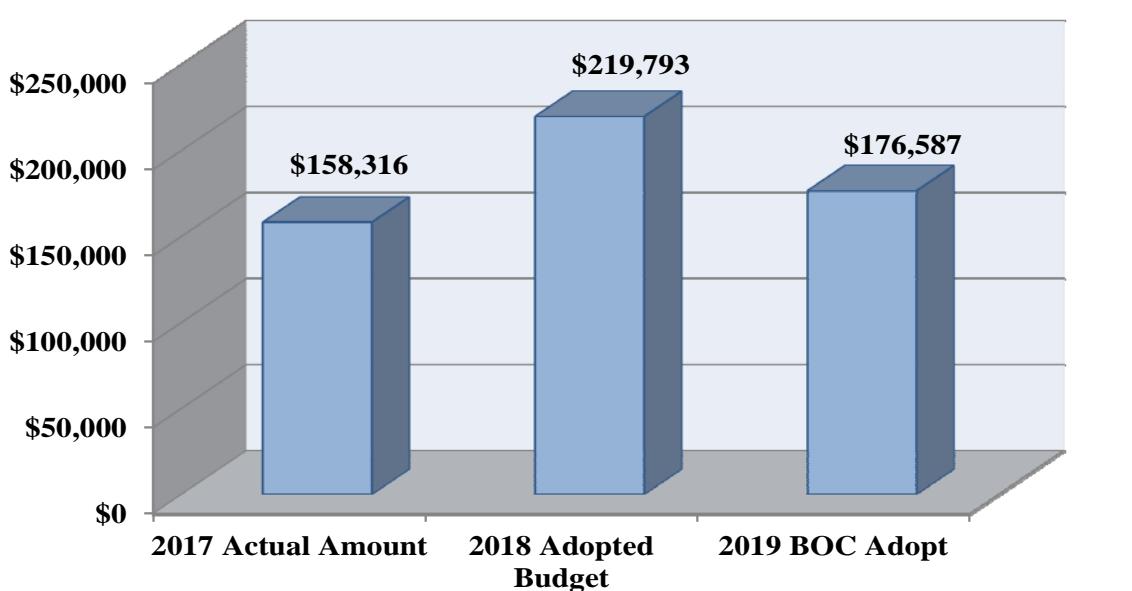
	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
PUBLIC MEETINGS ATTENDED	54	66	72
DEPT MEETINGS HELD	50	52	52
PROF. ASSOC. MEETINGS HELD	6	6	6
STATISTICAL DATA REPORTS ISSUED	16	16	16

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017	2018	2019
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Director Development Services	UNC	1	1	1
TOTAL FULL TIME		1	1	1

Development Services Administration

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>158,316</u>	<u>219,793</u>	<u>176,587</u>
Total Funding Sources	<u>158,316</u>	<u>219,793</u>	<u>176,587</u>
APPROPRIATIONS:			
Salary and Wage	113,524	113,370	117,093
Benefits	44,562	40,962	46,616
Vehicle Expense	0	0	0
Dues and Subscriptions	230	185	260
Supplies	0	280	520
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	0	1,800	1,800
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>63,196</u>	<u>10,298</u>
Total Appropriations	<u>158,316</u>	<u>219,793</u>	<u>176,587</u>



Occupational Taxes

MISSION

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

FUNCTIONS

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

GOALS

Improve customer service by:

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

Maintain low delinquent occupational tax collections by:

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





Occupational Tax

PERSONNEL SUMMARY & WORKLOAD INDICATORS

OCCUPATIONAL TAX COMPARISON—YEARS

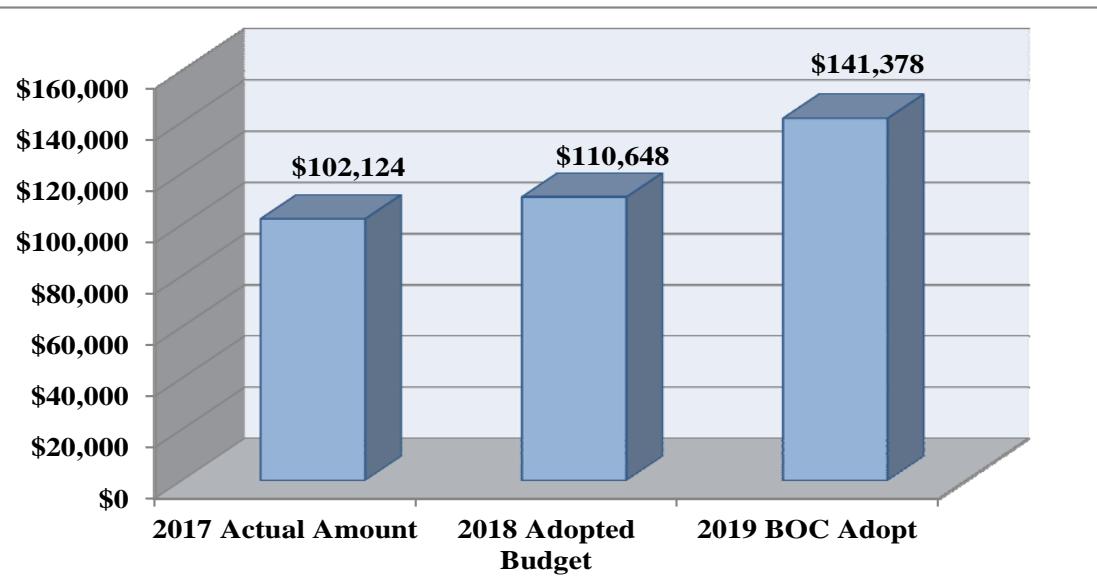
	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RENEWALS	2,104	2,350	2,425
NEW BUSINESS LICENSE	442	500	513

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017	2018	2019
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Compliance Officer	FT	1	1	1
Senior Secretary	FT	1	1	1
TOTAL FULL TIME		2	2	2

Occupational Tax

	BUDGET SUMMARY		
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>102,124</u>	<u>110,648</u>	<u>141,378</u>
Total Funding Sources	<u>102,124</u>	<u>110,648</u>	<u>141,378</u>
APPROPRIATIONS:			
Salary and Wage	62,999	62,988	65,206
Benefits	31,770	33,064	36,204
Vehicle Expense	746	1,700	2,144
Dues and Subscriptions	134	300	300
Maintenance Charges	536	1,200	1,200
Supplies	4,613	7,300	7,300
Professional Services	85	0	0
Utilities	531	720	720
Travel & Training	560	1,000	1,400
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	25,000
Uniforms and Clothing	150	150	150
Budget Improvement Request	0	2,226	1,754
Total Appropriations	<u>102,124</u>	<u>110,648</u>	<u>141,378</u>



MISSION

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

FUNCTIONS

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

GOALS

Investigate cases within forty-eight hours of complaint by:

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

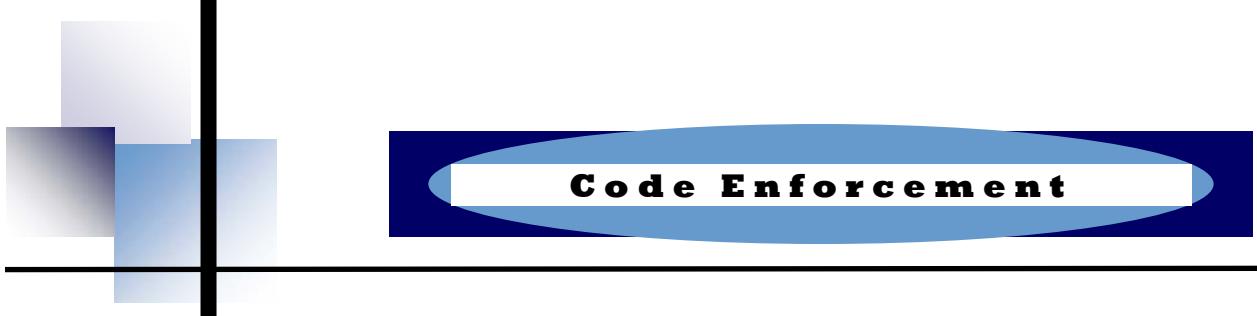
Continue the clean up of abandoned and/or derelict properties by:

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

Target zone areas and special project code compliance by:

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





Code Enforcement

PERSONNEL SUMMARY & WORKLOAD INDICATORS

CODE ENFORCEMENT COMPARISON—YEARS

	2017	2018	2019
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INVESTIGATIONS	1,772	2,400	2,475
COURT CASES	68	120	150

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
		<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>
Chief Code Enforcement Officer	FT	1	1	1
Code Enforcement Officer	FT	3	3	3
Secretary	FT	1	1	1
TOTAL FULL TIME		5	5	5

Code Enforcement

BUDGET SUMMARY

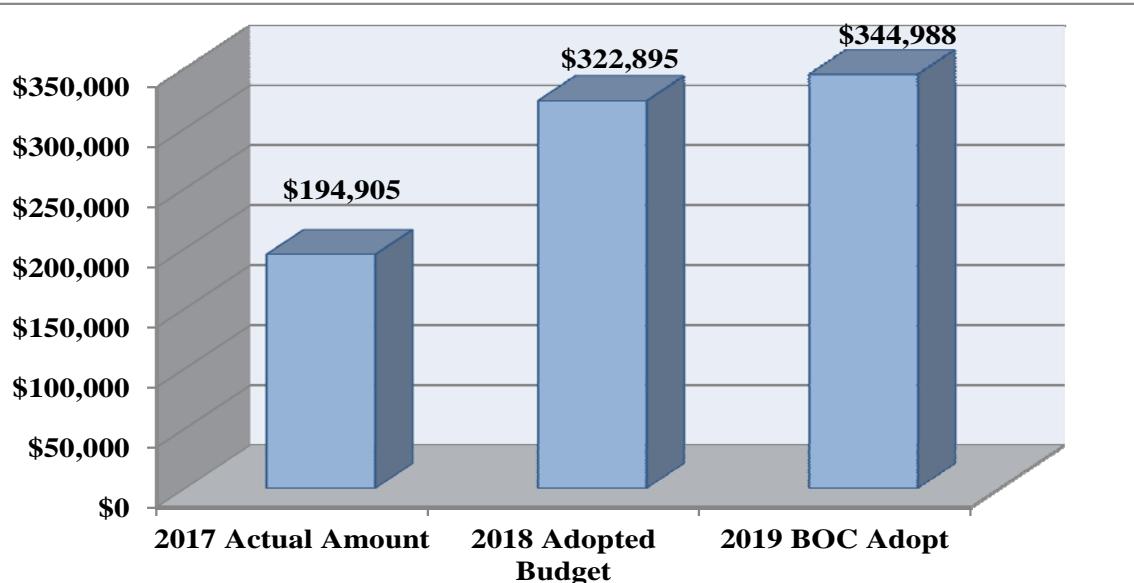
	2017 Actual Amount	2018 Adopted Budget	2019 BOC Adopt
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FUNDING SOURCES:

General Fund Contribution	194,905	322,895	344,988
Total Funding Sources	194,905	322,895	344,988

APPROPRIATIONS:

Salary and Wage	118,349	118,024	189,284
Benefits	67,127	65,724	130,040
Vehicle Expense	4,323	6,867	9,896
Dues and Subscriptions	0	100	100
Supplies	1,068	3,169	3,733
Professional Services	0	625	625
Utilities	1,326	2,460	2,189
Travel & Training	1,734	1,260	1,754
Minor Equipment and Improvements	0	5,888	0
Capital Outlay	0	20,000	0
Uniforms and Clothing	979	1,623	2,273
Budget Improvement Request	0	97,155	5,094
Total Appropriations	194,905	322,895	344,988



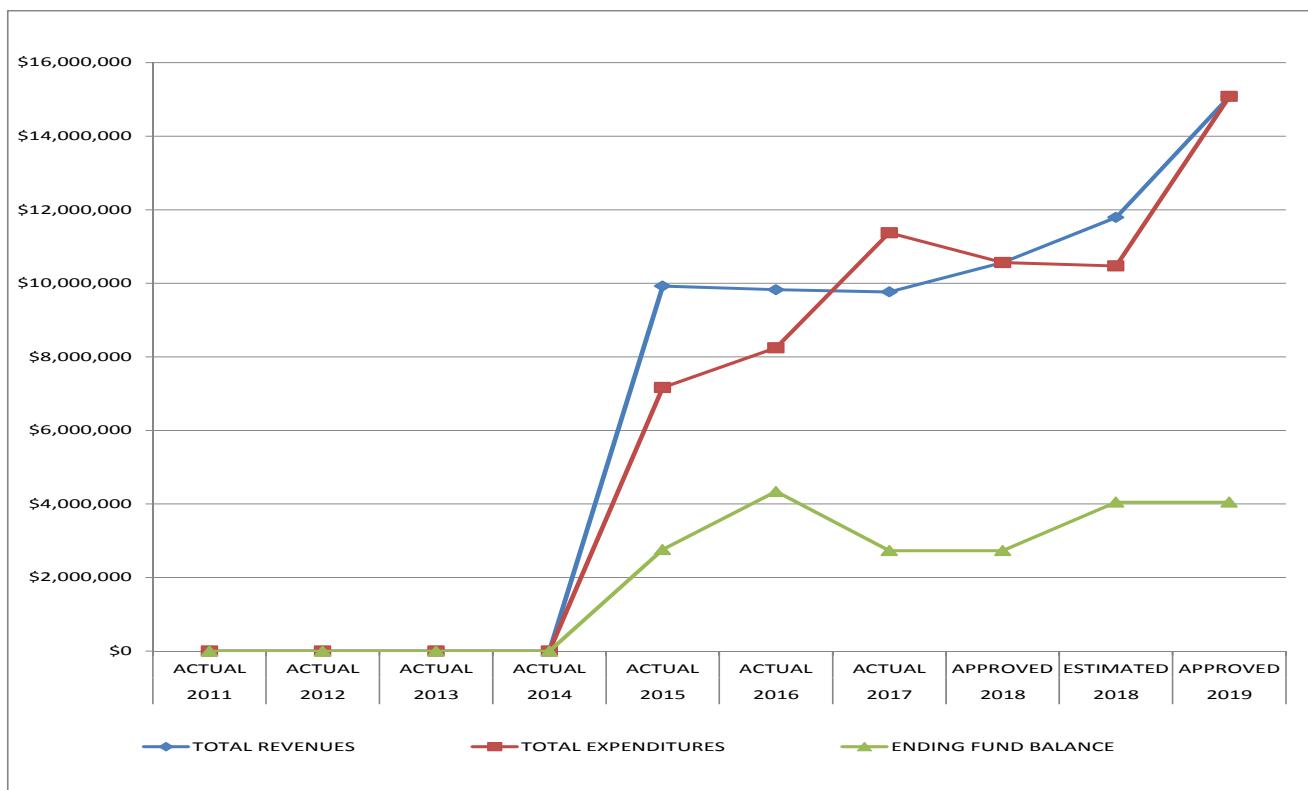
SPECIAL REVENUE TRENDS

	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL
BEGINNING FUND BALANCE	-	-	-	-	-
REVENUES					
Taxes					7,531,633
Licenses and Permits	-	-	-	-	1,812,882
Charges for Services	-	-	-	-	347,640
Miscellaneous	-	-	-	-	4,581
Other Financing Sources	-	-	-	-	227,717
TOTAL REVENUES	-	-	-	-	9,924,453
EXPENDITURES					
Salary and Wages					825,396
Benefits	-	-	-	-	320,531
Advertising	-	-	-	-	1,560
Vehicle Expense	-	-	-	-	19,290
Dues and Subscriptions	-	-	-	-	1,332
Maintenance Charges	-	-	-	-	2,480
Supplies	-	-	-	-	23,328
Professional Services	-	-	-	-	10,644
Utilities	-	-	-	-	4,861
Travel & Training	-	-	-	-	3,799
Minor Equipment and Improv	-	-	-	-	15,432
Capital Outlay	-	-	-	-	11,051
Other Financing Sources	-	-	-	-	5,922,923
Uniforms and Clothing	-	-	-	-	1,998
Other	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	7,164,625
ENDING FUND BALANCE	-	-	-	-	2,759,828

Unic. Area Special District

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>2,759,828</u>	<u>4,337,436</u>	<u>2,730,694</u>	<u>2,730,694</u>	<u>4,048,558</u>	<u>100%</u>
7,814,218	8,124,555	8,082,596	8,130,263	8,941,260	59.28%
1,621,242	1,287,864	1,202,000	2,812,615	1,223,000	8.11%
157,551	86,894	65,650	721,592	69,500	0.46%
21,579	9,092	975,206	9,606	4,519,876	29.97%
210,256	257,219	238,500	113,818	328,500	2.18%
9,824,846	9,765,623	10,563,952	11,787,894	15,082,136	100.00%
876,970	870,003	902,793	989,768	1,047,316	6.94%
315,587	397,311	415,681	526,969	519,171	3.44%
840	1,440	3,300	2,449	3,300	0.02%
16,083	17,159	30,062	23,695	35,879	0.24%
2,403	1,591	3,250	1,993	4,250	0.03%
2,018	2,013	2,880	1,189	2,940	0.02%
21,746	11,834	25,082	21,990	30,604	0.20%
31,210	12,190	16,125	36,459	17,125	0.11%
4,388	3,317	4,980	4,283	5,934	0.04%
6,390	6,816	18,760	7,692	19,754	0.13%
979	645	7,251	12,972	-	0.00%
99,026	-	20,000	23,713	137,600	0.91%
6,868,140	10,045,505	8,839,794	8,814,692	13,210,381	87.59%
1,433	2,541	4,048	2,167	4,698	0.03%
25	-	-	-	-	0.00%
-	-	269,946	-	43,184	0.29%
8,247,238	11,372,365	10,563,952	10,470,031	15,082,136	100.00%
<u>4,337,436</u>	<u>2,730,694</u>	<u>2,730,694</u>	<u>4,048,558</u>	<u>4,048,558</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, 2019

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. 2019 budgeted revenues are \$3,294,242 more than 2018 estimated revenues.

EXPENDITURES: Expenses of this fund include normal expenses to operate within the departments as well as transfers out to help fund the Fire Protection Services & EMS fund as well as the Animal Control Services fund. For 2019 \$13,210,381 is budgeted to be transferred out to these funds.

FUND BALANCE: Is projected to increase significantly by \$1,317,864 from that of 2018.

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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

- Hazmat Technician incentive.
- Paramedic tuition program.
- Implement a “Dress Uniform” for Departmental Personnel.
- Add additional Personnel (Ladder, Air & Light, Hydrant Maintenance Technician, Deputy Fire Chief, and Division Chiefs) .
- Large Diameter Hose (LDH) .
- Personal floatation devices.
- Vehicle location technology.
- Replace various extrication equipment.
- Replacement of personal protective equipment (secondary turnout gear).
- Zoll Software upgrade.
- Target Solutions Training Software.
- Additional commercial turnout gear washers and dryers.
- Replace Life Safety Rope.
- Stretcher upgrade .



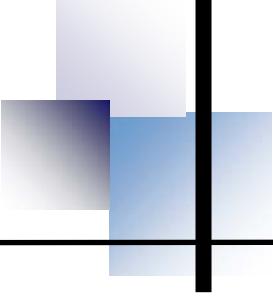
PERSONNEL SUMMARY & WORKLOAD INDICATORS

FIRE & EMS COMPARISON—YEARS

	2017 <u>ACT</u>	2018 <u>PROJ</u>	2019 <u>PROJ</u>
CALLS FOR SERVICE	17,132	17,650	17,650
TOTAL FIRES	435	450	450
OTHER CALLS	4,322	4,450	4,450
EMS CALLS	12,375	12,750	12,750
EMS TRANSPORTS	9,462	9,750	9,750
INSPECTION & PLAN REVISIONS	2,012	2,075	2,075

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2019 <u>APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	FT	3	3	3
Fire Marshal	FT	1	1	1
Chief Investigator	FT	1	1	1
Station Captain	FT	6	6	6
Fire Captain Admin	FT	1	1	1
Fire Lieutenant/Paramedic	FT	9	9	11
Fire Investigator	FT	1	1	1
Fire Lieutenant/EMT	FT	19	19	20
Vehicle Logistical Manager	FT	1	1	1
Logistical Administrator	FT	1	1	1
Fire Lieutenant	FT	2	2	3
Fire Fighter III/Paramedic	FT	6	6	7
Fire Fighter II/Paramedic	FT	17	17	18
Fire Safety Inspector	FT	3	3	3
Fire Fighter III/EMT	FT	27	27	29
Fire Fighter III	FT	4	4	4
Fire Fighter II/Cardiac Tech	FT	1	1	1
Paramedic	FT	6	6	7
Fire Fighter II/EMT	FT	20	20	27
Administrative Assistant	FT	1	1	1
Emergency Medical Technician (EMT)	FT	19	19	18
Fire Fighter II	FT	1	1	1
EMS Records Coordinator	FT	1	1	1
EMT Recruit	FT	0	0	9
Department Secretary	FT	1	1	1
Paramedic	PT	13	13	16
EMT	PT	8	8	12
Equipment Manager	PT	0	0	1
Fire Hydrant Technician	PT	0	0	2
TOTAL FULL TIME		154	154	178
TOTAL PART TIME		21	21	31



Fire Protection Services & EMS

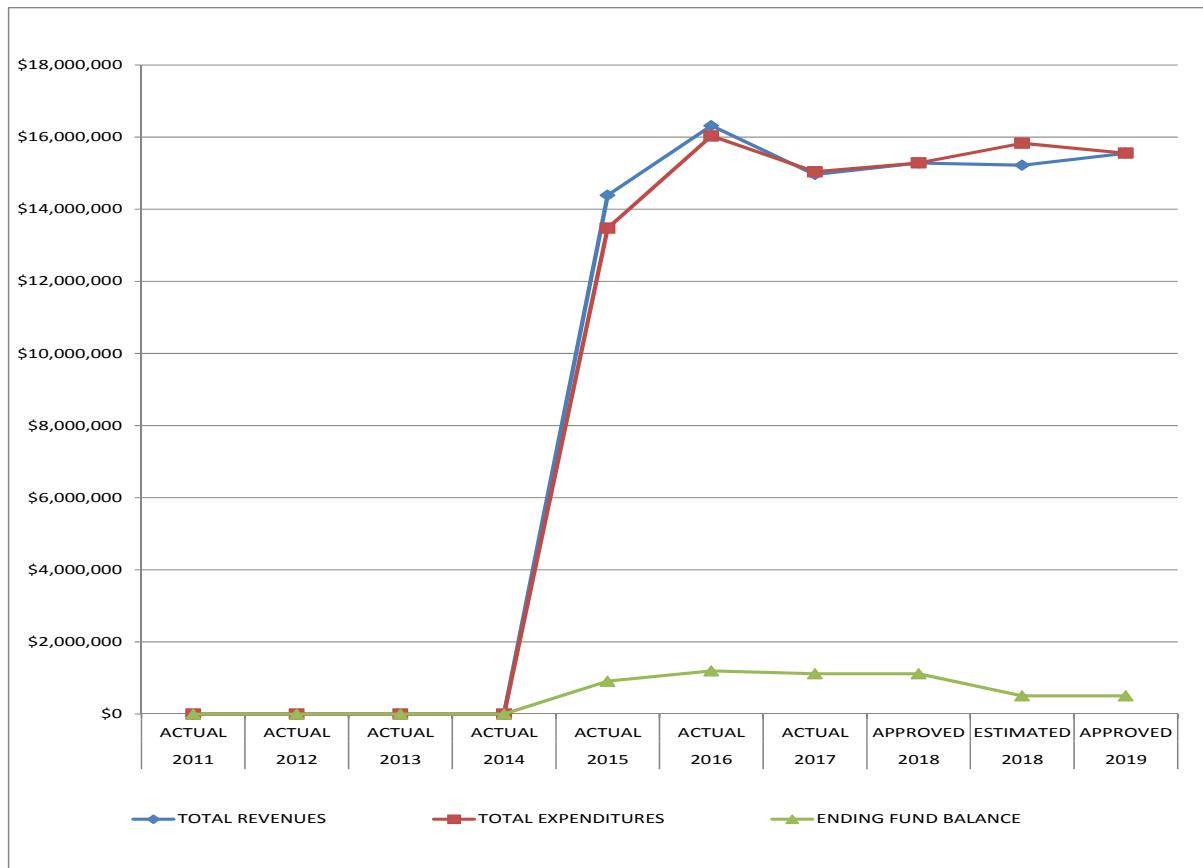
SPECIAL REVENUE TRENDS

	<u>2011</u> <u>ACTUAL</u>	<u>2012</u> <u>ACTUAL</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-	-
REVENUES					
License and Permits	-	-	-	-	1,946,517
Intergovernmental	-	-	-	-	2,070,175
Charges for Services	-	-	-	-	22,980
Miscellaneous	-	-	-	-	10,347,986
TOTAL REVENUES	-	-	-	-	14,387,658
EXPENDITURES					
Salary and Wages	-	-	-	-	8,521,017
Benefits	-	-	-	-	3,103,834
Advertising	-	-	-	-	7,693
Vehicle Expense	-	-	-	-	477,159
Dues and Subscriptions	-	-	-	-	5,505
Equipment Rental	-	-	-	-	18,900
Maintenance Charges	-	-	-	-	74,915
Supplies	-	-	-	-	308,048
Professional Services	-	-	-	-	219,952
Utilities	-	-	-	-	265,918
Travel & Training	-	-	-	-	2,462
Minor Equipment & Impr.	-	-	-	-	201,582
Capital Outlay	-	-	-	-	125,078
Other Financing Sources	-	-	-	-	-
Debt Service	-	-	-	-	74,411
Uniforms and Clothing	-	-	-	-	70,138
Other	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	13,476,612
ENDING FUND BALANCE	-	-	-	-	<u>911,046</u>

Fire Protection Services & EMS

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>911,046</u>	<u>1,195,093</u>	<u>1,117,118</u>	<u>1,117,118</u>	<u>506,181</u>	<u>100%</u>
-	2,500	2,500	2,000	2,500	0.02%
1,964,982	2,002,797	1,950,000	2,014,136	2,020,000	12.99%
2,535,288	2,495,247	2,422,000	2,286,583	2,423,000	15.58%
20,723	26,362	(77,269)	7,104	660,000	4.24%
<u>11,795,897</u>	<u>10,434,758</u>	<u>10,987,228</u>	<u>10,909,956</u>	<u>10,449,054</u>	<u>67.18%</u>
16,316,890	14,961,664	15,284,459	15,219,779	15,554,554	99.98%
9,072,907	9,395,807	9,093,636	9,766,666	8,966,364	57.64%
3,271,877	3,888,020	3,664,040	4,294,834	4,416,258	28.39%
6,663	7,871	16,050	9,695	18,050	0.12%
392,751	435,858	408,000	451,345	401,000	2.58%
3,964	3,946	7,065	3,144	7,065	0.05%
18,900	18,900	18,900	18,900	18,900	0.12%
80,060	90,556	113,400	91,669	111,200	0.71%
266,834	277,428	276,500	270,047	301,500	1.94%
269,406	277,864	251,152	341,150	280,000	1.80%
258,663	255,049	279,200	264,467	282,020	1.81%
10,792	52,391	21,070	25,319	61,000	0.39%
743,058	56,966	-	14,142	-	0.00%
1,365,024	29,983	-	17,425	-	0.00%
2,527	-	-	-	-	0.00%
171,418	171,418	171,419	171,418	97,357	0.63%
97,998	77,581	108,000	90,496	158,000	1.02%
-	-	125,000	-	125,000	0.80%
-	-	731,027	-	310,840	2.00%
16,032,843	15,039,638	15,284,459	15,830,717	15,554,554	100.00%
<u>1,195,093</u>	<u>1,117,118</u>	<u>1,117,118</u>	<u>506,181</u>	<u>506,181</u>	<u>100%</u>

SPECIAL REVENUE FUND



TRENDS FOR THE YEAR ENDED December 31, 2019

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 2019 are \$10,449,054.

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 2019 are budgeted at \$15,554,554.

FUND BALANCE: Fund Balance is projected to decrease by \$276,163 from that of 2018 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. To provide a temporary shelter for stray, unwanted or homeless animals, to maintain a vigorous adoption program to include health screenings, vaccinations and mandatory spay or neutering of same.

FUNCTIONS

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

GOALS

- As required by the Georgia Department of Agriculture ensure that all adopted animals are spayed or neutered.
- Comply with State and National Laws and guideline when euthanasia is necessary.
- Assist 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.
- Pet license program.
- Hire and train staff of caring professionals to carry out the goal and objectives.

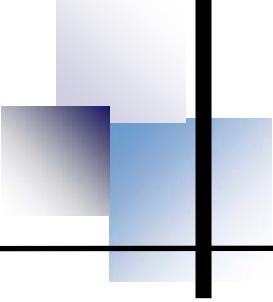


Animal**ANIMAL CONTROL
COMPARISON—YEARS**

	<u>2017</u> <u>ACT</u>	<u>2018</u> <u>PROJ</u>	<u>2019</u> <u>PROJ</u>
RETURNED TO OWNER	680	729	787
ADOPTED	1,121	1,311	1,504
EUTHANIZED	331	345	364

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2019</u> <u>APPROVED</u>
Animal Services Director	FT	1	1	1
Field Supervisor	FT	1	1	1
Kennel Supervisor	FT	1	1	1
Resource Officer	FT	1	1	1
Control Officer	FT	7	7	7
Kennel Tech	FT	9	9	9
Secretary	FT	1	1	1
TOTAL FULL TIME		21	21	21




Animal Control Services

SPECIAL REVENUE TRENDS

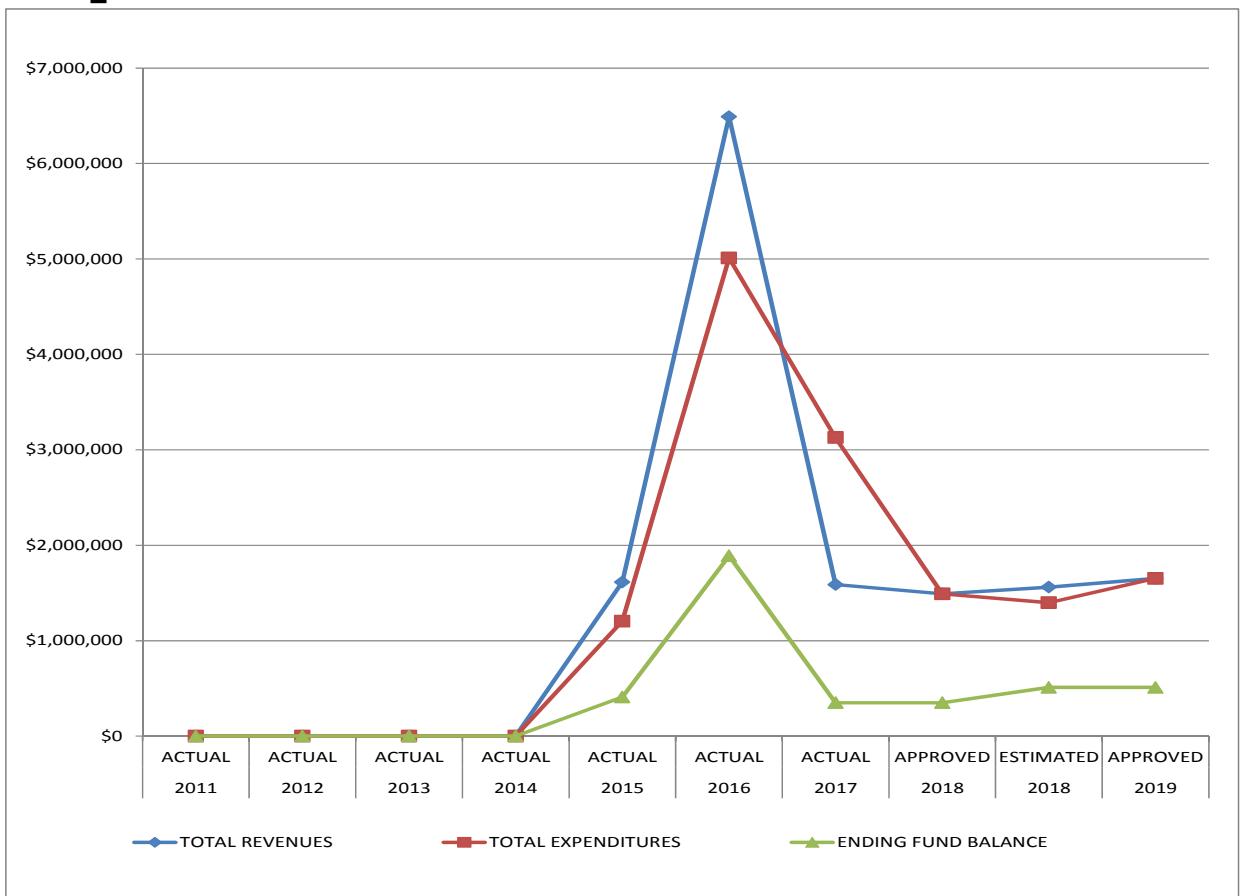
	<u>2011</u> <u>ACTUAL</u>	<u>2012</u> <u>ACTUAL</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-	-
REVENUES					
Intergovernmental	-	-	-	-	310,226
Charges for Services	-	-	-	-	46,840
Courts and Law Enforcement	-	-	-	-	469
Miscellaneous	-	-	-	-	8,623
Other Financing Sources	-	-	-	-	1,248,256
TOTAL REVENUES	-	-	-	-	1,614,414
EXPENDITURES					
Salary and Wages	-	-	-	-	559,777
Benefits	-	-	-	-	259,669
Advertising	-	-	-	-	1,626
Vehicle Expense	-	-	-	-	24,513
Dues and Subscriptions	-	-	-	-	400
Maintenance Charges	-	-	-	-	2,648
Supplies	-	-	-	-	116,081
Professional Services	-	-	-	-	55,600
Utilities	-	-	-	-	48,731
Travel & Training	-	-	-	-	574
Minor Equipment & Impr.	-	-	-	-	5,228
Capital Outlay	-	-	-	-	127,505
Uniforms and Clothing	-	-	-	-	2,674
Other	-	-	-	-	-
Budget Improvement Request	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	1,205,025
ENDING FUND BALANCE	-	-	-	-	409,389

Animal Control Services

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>409,389</u>	<u>1,889,355</u>	<u>349,534</u>	<u>349,534</u>	<u>511,048</u>	<u>100%</u>
309,753	317,012	310,607	317,307	317,051	19.18%
49,033	70,877	50,100	71,813	75,000	4.54%
1,728	(595)	-	(551)	-	0.00%
33,495	74,468	14,131	42,754	-	0.00%
<u>6,096,188</u>	<u>1,126,372</u>	<u>1,115,430</u>	<u>1,128,960</u>	<u>1,260,604</u>	<u>76.28%</u>
6,490,197	1,588,134	1,490,268	1,560,283	1,652,655	100.00%
558,780	622,032	629,981	649,739	706,110	42.73%
271,556	325,556	329,891	390,649	404,393	24.47%
750	2,008	2,500	383	2,500	0.15%
22,432	33,641	27,500	22,700	26,500	1.60%
450	400	660	400	400	0.02%
563	5,090	6,000	6,101	11,867	0.72%
80,279	114,010	104,500	137,801	115,500	6.99%
42,523	99,690	60,000	96,144	89,510	5.42%
46,370	45,610	61,000	52,615	56,900	3.44%
2,204	3,058	5,200	1,608	3,200	0.19%
917	14,539	-	2,059	-	0.00%
<u>3,975,627</u>	<u>1,859,217</u>	<u>-</u>	<u>32,987</u>	<u>38,241</u>	<u>2.31%</u>
7,780	3,104	8,000	5,582	8,000	0.48%
-	-	125,000	-	125,000	7.56%
-	-	130,035	-	64,534	3.90%
5,010,231	3,127,955	1,490,267	1,398,770	1,652,655	100.00%
<u>1,889,355</u>	<u>349,534</u>	<u>349,535</u>	<u>511,048</u>	<u>511,048</u>	<u>100%</u>

Animal Control Services

SPECIAL REVENUE FUND



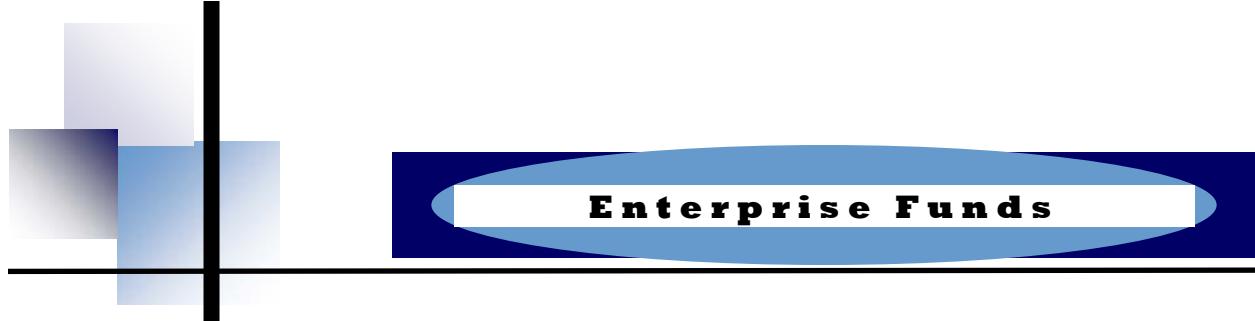
TRENDS FOR THE YEAR ENDED December 31, 2019

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 2019 are \$1,260,604.

EXPENDITURES: Since this is only the fourth year this fund will be operating and last year a new Animal Shelter was built no trends are present for the expenditures. Total expenses for 2019 are budgeted at \$1,652,655.

FUND BALANCE: Fund Balance is projected to end at \$511,048 which is a significant increase from that of 2018.

DIRECTORY



Landfill Fund..... 284

MISSION

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

FUNCTIONS

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

GOALS

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

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

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

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

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

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



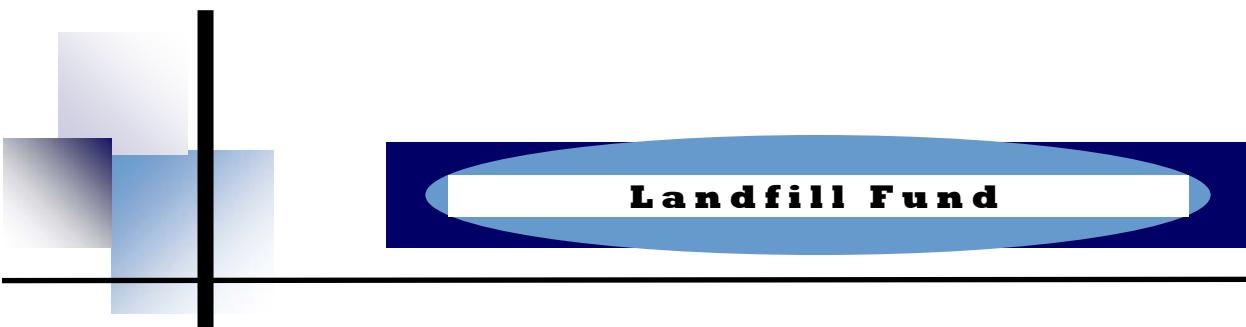
PERSONNEL SUMMARY & WORKLOAD INDICATORS

Landfill

	<u>2017 ACT</u>	<u>2018 PROJ</u>	<u>2019 PROJ</u>
TONS RECYCLED	22,831	22,500	23,500
YARD WASTE CUSTOMERS	7,354	6,650	6,725
OTHER DEPT COLLECTION TONNAGE	707	725	750
C & D TONNAGE	32,435	32,826	33,228
REFUSE TONNAGE	22,532	29,471	33,529

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 APPROVED</u>
Government Services Director	UNC	1	1	1
Assistant Government Services Director	UNC	1	1	1
Administrative Assistant	FT	1	1	1
Office Manager	FT	1	1	1
Supervisor	FT	1	1	1
Senior Equipment Operator	FT	2	2	3
Equipment Operator	FT	2	2	2
Attendant	FT	3	3	3
Scale Operator	PT	0	0	0
Equipment Operator	PT	0	0	0
Convenience Center Attendant	PT	1	1	1
Laborer I	PT	1	1	1
TOTAL FULL TIME		12	12	13
TOTAL PART TIME		2	2	2



ENTERPRISE TRENDS

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	736,665	714,843	401,047	218,267	(60,977)
REVENUES					
Transfer Fees	818,076	732,921	806,091	837,910	860,079
C & D Fees	479,108	398,433	499,685	434,764	633,868
Camp Road Transfer Fees	-	-	-	40,558	37,968
Investments	313	57	30	40	21
Insurance Claims	-	-	-	-	-
Recycling Sales	237,420	177,680	196,548	213,260	235,923
Charges b/w Funds	-	-	-	12,552	-
Intergovernmental	26,446	-	-	-	-
Other	6,235	79	5,928	156,853	156
TOTAL REVENUES	1,567,598	1,309,170	1,508,282	1,695,936	1,768,014
EXPENDITURES					
Salary and Benefits	587,558	606,756	605,902	639,495	641,765
Operating Expenses	882,744	900,834	973,776	950,232	1,074,320
Capital Outlay	-	-	-	-	-
Depreciation	119,118	115,376	111,384	105,731	86,174
TOTAL EXPENDITURES	1,589,420	1,622,966	1,691,062	1,695,458	1,802,260
ENDING FUND BALANCE	714,843	401,047	218,267	(60,977)	(95,223)

TRENDS FOR THE YEAR ENDED December 31, 2019

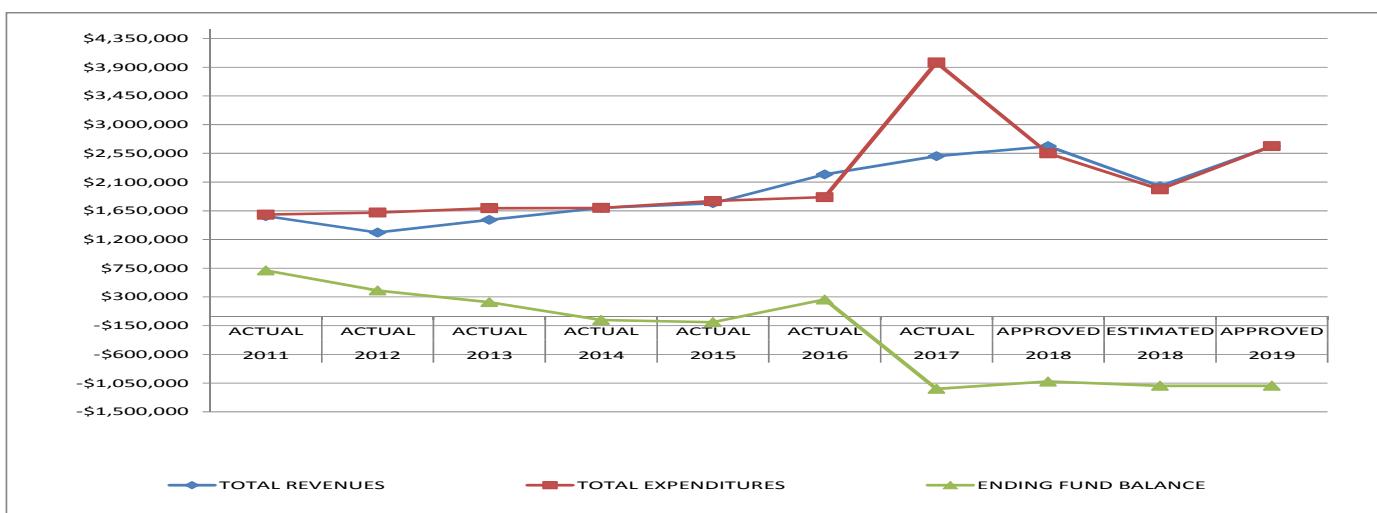
REVENUES: The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 31% increase in the current year. Projected revenue for 2019 was \$2,663,030.

EXPENDITURES: Expenditures are anticipated to increase significantly by \$677,111 compared to 2018's estimates. As the Landfill continues to get closer to capacity expenditures will increase for post closure care as well as costs associated with opening another phase. However, some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, it could fluctuate.

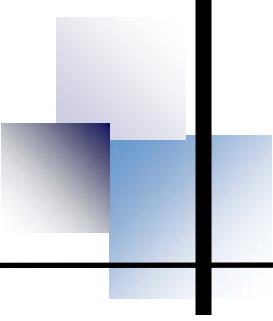
FUND BALANCE: Please note ending fund balance for 2014 was restated due to the implementation of GASB 68 to show the recognition of net pension liability and related deferred outflows. Beginning Fund balance for 2017 was restated again due to new auditors. The projected fund balance for 2019 is expected to end at (\$1,091,637).

Landfill

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>(95,223)</u>	<u>328,230</u>	<u>(1,139,904)</u>	<u>(1,139,904)</u>	<u>(1,091,637)</u>	<u>100%</u>
922,281	991,850	781,200	807,648	781,200	29%
977,178	1,102,796	756,000	709,975	756,000	28%
36,271	46,536	114,240	86,883	114,240	4%
222	138	-	-	-	0%
-	-	-	-	-	0%
278,272	363,138	503,400	427,876	503,400	19%
-	900	-	-	-	0%
-	-	-	-	-	0%
<u>5,053</u>	<u>-</u>	<u>508,190</u>	<u>1,805</u>	<u>508,190</u>	<u>19%</u>
2,219,277	2,505,358	2,663,030	2,034,186	2,663,030	100%
709,926	757,657	759,821	764,632	864,223	32%
1,095,916	3,182,658	1,626,596	1,076,978	1,384,697	52%
9,307	-	108,344	78,310	360,000	14%
<u>48,887</u>	<u>33,178</u>	<u>54,110</u>	<u>66,000</u>	<u>54,110</u>	<u>2%</u>
1,864,036	3,973,492	2,548,871	1,985,919	2,663,030	100%
<u>260,018</u>	<u>(1,139,904)</u>	<u>(1,025,745)</u>	<u>(1,091,637)</u>	<u>(1,091,637)</u>	<u>100%</u>



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Internal Service Funds

Health and Employee Benefits..... 290

Workers' Compensation 292

DIRECTORY

Health / Employee Benefits

INTERNATIONAL SERVICE TRENDS

	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>ACTUAL</u>
BEGINNING FUND BALANCE	(1,102,313)	(1,498,514)	(2,328,909)	(2,248,755)	(1,308,777)
REVENUES					
Charges for Services	8,738,684	9,669,967	11,297,718	11,337,352	12,023,141
Interest	130	64	62	65	41
Miscellaneous	-	-	-	-	-
Transfer In	532,149	-	-	1,500,000	-
TOTAL REVENUES	9,270,963	9,670,031	11,297,780	12,837,417	12,023,182
EXPENDITURES					
Claims	9,253,348	10,056,744	10,709,087	11,371,787	13,202,366
Administrative	413,816	443,682	508,539	525,652	597,520
TOTAL EXPENDITURES	9,667,164	10,500,426	11,217,626	11,897,439	13,799,886
ENDING FUND BALANCE	(1,498,514)	(2,328,909)	(2,248,755)	(1,308,777)	(3,085,481)

TRENDS FOR THE YEAR ENDED December 31, 2019

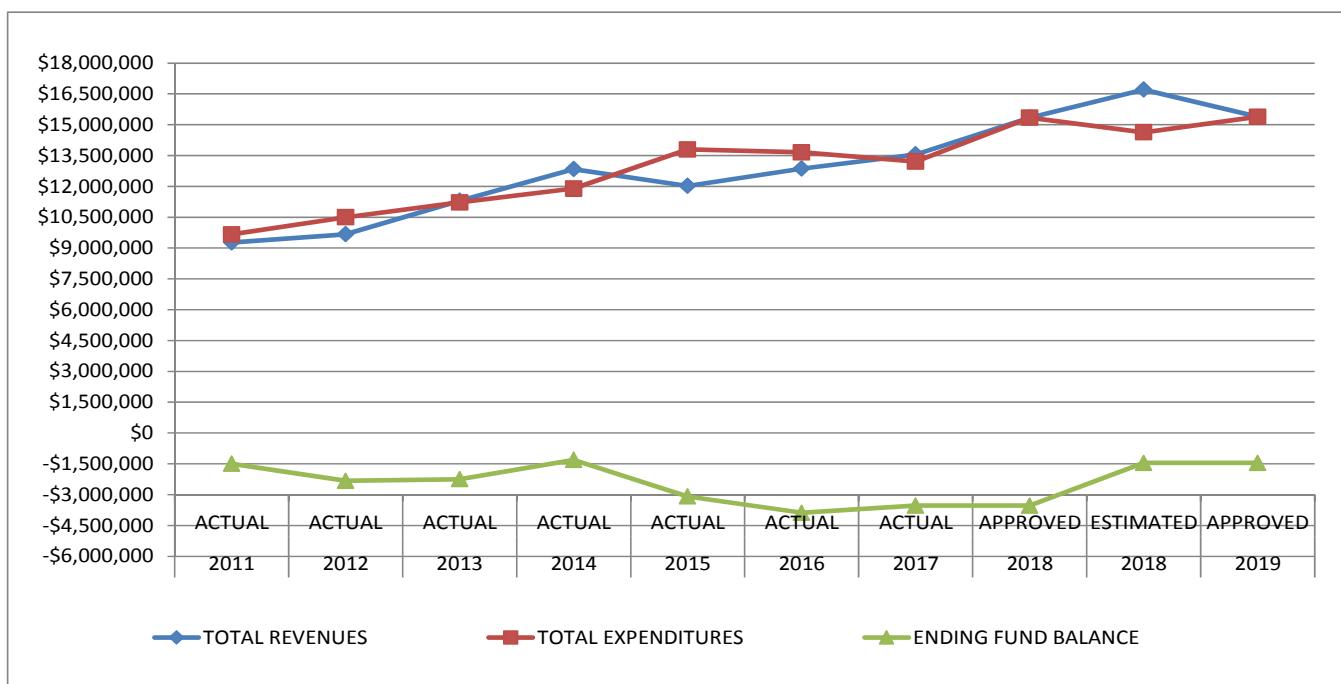
REVENUES: Revenues are anticipated to decrease by \$1,320,811 to 2018's Estimated Revenue. Employees are contributing to this Fund to offset the rising cost of Healthcare claims. On occasion the General Fund will contribute to this fund to help raise the fund balance.

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

FUND BALANCE: The 2019 Estimated Ending Fund Balance is a negative \$1.4 million. All years presented have ended with a negative fund balance. For 2018 the Fund Balance is expected to increase from the prior year estimate by \$44,366. For this fund balance to get out of the negatives it will require transfers in from the General Fund. For 2019 around \$5.8 million transfer in is budgeted from the General Fund to help with this deficit.

Health / Employee Benefits

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>(3,085,481)</u>	<u>(3,880,044)</u>	<u>(3,531,172)</u>	<u>(3,531,172)</u>	<u>(1,452,799)</u>	<u>100%</u>
12,362,519	13,555,195	15,342,411	16,011,321	9,560,510	62%
-	-	-	-	-	0%
500,000	-	-	700,000	5,830,000	38%
12,862,519	13,555,195	15,342,411	16,711,321	15,390,510	100%
12,935,807	12,446,727	13,964,125	13,281,643	14,049,376	91%
721,275	759,596	1,378,286	1,351,306	1,341,134	9%
13,657,082	13,206,323	15,342,411	14,632,949	15,390,510	100%
<u>(3,880,044)</u>	<u>(3,531,172)</u>	<u>(3,531,172)</u>	<u>(1,452,799)</u>	<u>(1,452,799)</u>	<u>0%</u>



Workers' Compensation

INTERNAL SERVICE TRENDS

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 ACTUAL</u>
BEGINNING FUND BALANCE	(188,656)	(355,718)	(723,974)	(701,198)	243,523
REVENUES					
Charges for Services	697,037	723,563	1,022,987	1,076,174	1,091,798
Interest Earned	58	31	11	6	4
Transfers In	-	-	-	500,000	-
TOTAL REVENUES	697,095	723,594	1,022,998	1,576,180	1,091,802
EXPENDITURES					
Claims	795,010	1,016,854	918,442	555,745	551,485
Administrative	69,147	74,996	81,780	75,714	54,080
Transfer Out	-	-	-	-	-
TOTAL EXPENDITURES	864,157	1,091,850	1,000,222	631,459	605,565
ENDING FUND BALANCE	(355,718)	(723,974)	(701,198)	243,523	729,760

TRENDS FOR THE YEAR ENDED December 31, 2019

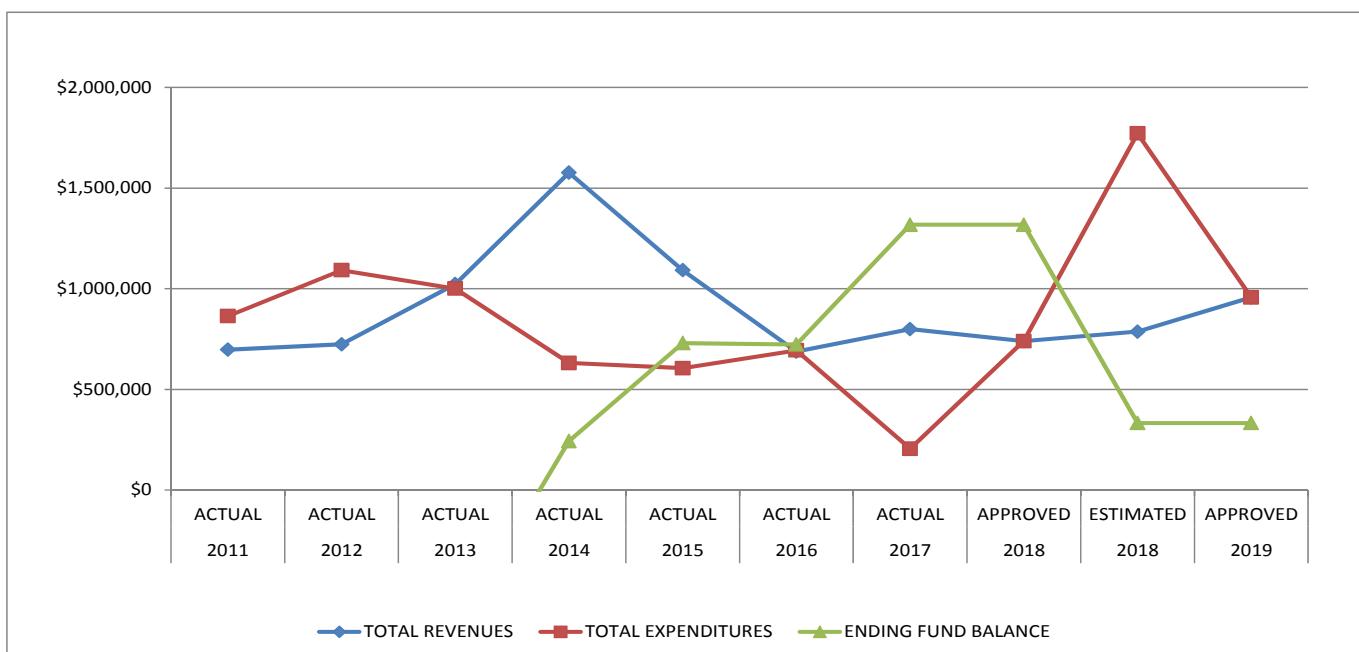
REVENUES: Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in almost a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010. Projected Revenues for 2019 show a increase of \$169,884 compared to those estimated for 2018.

EXPENDITURES: Costs are anticipated to decrease 46% in 2019 from those estimated for 2018.

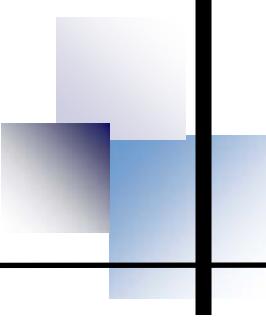
FUND BALANCE: Fund Balance is projected to remain the same as that of 2018 estimated ending fund balance.

Workers' Compensation

<u>2016 ACTUAL</u>	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 ESTIMATE</u>	<u>2019 APPROVED</u>	<u>2019 PERCENT OF TOTAL</u>
<u>729,760</u>	<u>723,272</u>	<u>1,317,672</u>	<u>1,317,672</u>	<u>332,987</u>	<u>100%</u>
687,339	799,335	739,500	787,016	956,900	0% 0%
-	-	-	-	-	-
687,339	799,335	739,500	787,016	956,900	0%
636,597	153,501	685,000	1,015,562	897,400	94%
57,230	51,434	54,500	56,139	59,500	6%
-	-	-	700,000	-	0%
693,827	204,935	739,500	1,771,701	956,900	100%
<u>723,272</u>	<u>1,317,672</u>	<u>1,317,672</u>	<u>332,987</u>	<u>332,987</u>	<u>100%</u>



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Debt Service Funds

2016 SPLOST Debt Service 296

DIRECTORY

DEBT SERVICE TRENDS

2016 S P L O S T Debt Service

	2017 <u>ACTUAL</u>	2018 <u>BUDGET</u>	2018 <u>ESTIMATE</u>	2019 <u>APPROVED</u>	2019 <u>PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	-	<u>8,550,604</u>	<u>8,550,604</u>	<u>16,479,486</u>	<u>100%</u>
REVENUES					
Investment Earnings	40,980	-	164,117	-	0%
Transfers In	<u>9,918,608</u>	<u>9,844,250</u>	<u>17,669,250</u>	<u>17,294,250</u>	<u>100%</u>
TOTAL REVENUES	<u>9,959,588</u>	<u>9,844,250</u>	<u>17,833,367</u>	<u>17,294,250</u>	<u>100%</u>
EXPENDITURES					
Transfers Out	-	-	60,235	-	0%
Debt Service	1,408,984	2,844,250	2,844,250	2,294,250	13%
Other	-	<u>7,000,000</u>	<u>7,000,000</u>	<u>15,000,000</u>	<u>87%</u>
TOTAL EXPENDITURES	<u>1,408,984</u>	<u>9,844,250</u>	<u>9,904,485</u>	<u>17,294,250</u>	<u>100%</u>
ENDING FUND BALANCE	<u>8,550,604</u>	<u>8,550,604</u>	<u>16,479,486</u>	<u>16,479,486</u>	<u>100%</u>

TRENDS FOR THE YEAR ENDED December 31, 2019

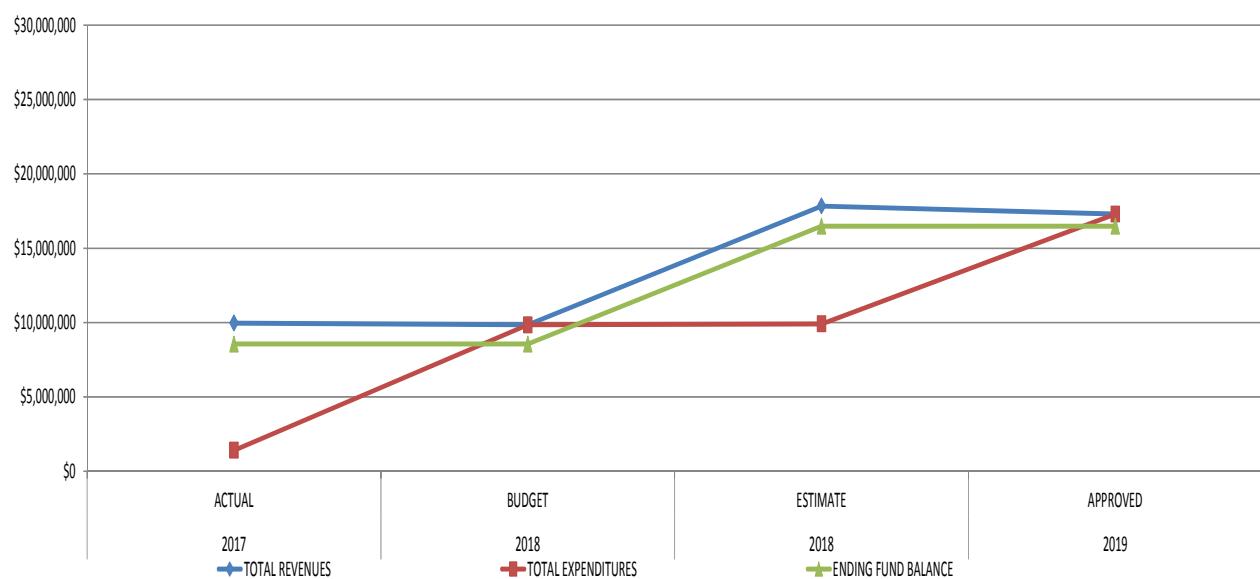
REVENUES: The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2019 are projected to remain fairly constant with only a 3% decrease over those estimated for 2018.

EXPENDITURES: Expenditures are anticipated to increase by \$7,389,765 compared to 2018's estimates. This increase is attributed to additional principal payment due in 2019.

FUND BALANCE: Ending fund balance for 2019 is projected to remain the same as that of 2018 estimate.

2016 S P L O S T D e b t S e r v i c e

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



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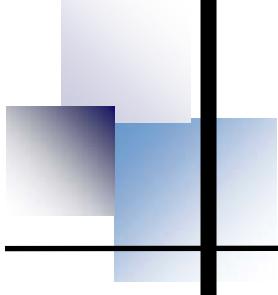
Policies that are utilized in making decisions regarding the time frame for and funding of Capital Outlay or Capital Projects are as follows:

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



**Approved Capital Purchases Within Various Funds
Other Than Capital Project Funds**

General Fund GENERAL GOVERNMENT			
COURTHOUSE MAINTENANCE	Remodel and Security Upgrade		\$ 646,537
INFORMATION SERVICES	Upgrade Memory in Servers Security Event and Incident Mgmt. Software Microsoft Office Update for All County Employees		\$ 16,000 24,500 <u>145,000</u> \$ 185,500
RECORDS RETENTION	Shelving		\$ 30,009
General Fund JUDICIAL			
STATE COURT - DUI COURT	Security Video Equipment Upgrade		\$ 14,809
General Fund PUBLIC SAFETY			
SHERIFF ENFORCEMENT	11 Cars for DCSO - FULLY EQUIPPED Network Core Router Firewall Internet Security Update		\$ 522,954 216,193 <u>52,812</u> \$ 791,959
SHERIFF DETENTION	Records Room Glass Remodel		\$ 60,000
General Fund HEALTH & WELFARE			
SENIOR SERVICES	Ford Escapes (4)		\$ 84,000
General Fund PARKS, RECREATION AND CULTURE			
PARKS AND RECREATION	Development of Punkintown Park		\$ 100,000
General Fund PLANNING AND COMMUNITY DEVELOPMENT			
RIDEShare	Fixed Route Cutaways (6) Federal Revenue \$297,600 Replacement Vans (10) Federal Revenue \$240,000 Cameras for Senior Citizen Cutaways (4) Federal Revenue \$14,640 Lift Van for Senior Citizens Program Federal Revenue \$38,720		\$ 372,000 30,000 1,300 4,400 \$ 73,700
Fund Total: General Fund			\$ 2,651,114
Douglas County, Georgia 2019 Budget			



**Approved Capital Purchases Within Various Funds
Other Than Capital Project Funds**

E-911 Fund PUBLIC SAFETY

E-911	45 KW Generator and Installation Fiber Equipment and Installation Back up 911 to Old Court House Upgrade Backup 911 to AT&T VIPER	\$ 50,000 55,000 <u>63,600</u>
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Fund Total: E-911 Fund \$ 168,600

Unincorporated Area Special Revenue Fund PLANNING AND COMMUNITY DEVELOPMENT

BUILDING INSPECTIONS	F150 x 2 F 250 Crew Cab	\$ 52,000 26,000 <u>78,000</u>
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DEVELOPMENT CONTROL	F350 Utility Bed	\$ 34,600
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OCCUPATIONAL TAX	New World Online Business Application Software	\$ 25,000
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Fund Total: Uninc Fund \$ 137,600

Animal Control Services Fund PUBLIC SAFETY

ANIMAL CONTROL	2019 F350 Animal Control Truck with Dog Box	\$ 38,241
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Fund Total: Animal Control Services Fund \$ 38,241

Hotel/Motel Fund

TOURISM AND HISTORY	Vehicle	\$ 21,000
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TOURISM AND HISTORY - MUSEUM	Water System	\$ 67,217
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Fund Total: Hotel/Motel Fund \$ 88,217

Solid Waste Enterprise Fund

Solid Waste Services	938 Wheel Loader	\$ 350,000
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Fund Total: Solid Waste Enterprise Fund \$ 350,000

CAPITAL IMPACT ON OPERATING BUDGET

Capital Impact on Operating Budget

In November 2016 the citizens of Douglas County voted for a Special Purpose Local Option Sales Tax (SPLOST) to fund infrastructure, parks, and Fire and EMS. A few projects were begun and completed in 2017. The 2019 year will be the second full year of expenditures of these funds. All the projects are capital, and there will be a few projects completed in 2019 that will have additional operating cost associated with them. In many instances, operating cost will be lowered as a result of implementing the use of new equipment. The replacement of fire trucks, ambulances, and heavy rescue equipment, as well as upgrades to and rebuilding of park facilities and equipment, will result in lower maintenance cost for several years following the completion of these projects. Projects such as completing concession stand construction in parks will have utility costs once they are operational. The resurfacing program for the coming year will be funded through this SPLOST. This too will help to reduce the cost of patching and maintaining the roads that are in need of resurfacing.

With the SPLOST in place to take care of many capital needs and a constrained budget, the 2019 budget includes a limited number of capital items. These few items 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. Software upgrades will foster efficiencies in all areas of the County.

Federal funds will be leveraged to fund a number of rideshare projects related to a fixed bus route system being implemented. There is a total of \$2 million included in the 2019 budget to operate this system. This is offset by a small amount of revenue generated by fairs. The 2019 year will also include the replacement of 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.

Four new replacement vehicles are planned for Senior Services meal delivery and medical transport services. There will be lower maintenance cost and potentially lower fuel cost will be incurred in the initial years of these vehicles being placed into service. Replacing the security cameras in the DUI Court will help to better secure the facility and could result in lower replacement cost of stolen or damaged property.

CAPITAL IMPACT ON OPERATING BUDGET

Capital Impact on Operating Budget

Other vehicles are being replaced that will also save on fuel and maintenance costs in the coming year. The Sheriff's budget includes \$522,954 for eleven fully equipped new/replacement vehicles. These 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. Included in the capital items is \$60,000 to address issues with a window to the Sheriff's Office records room in the law enforcement center.

The E-911 Center enhance operations and ensure operability in all instances with the upgrade of the back up to their AT&T VIPER for \$63,000, fiber equipment for the backup 911 center at a cost of \$55,000, and \$50,000 for a generator.

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 \$112,600 in vehicles for Development Services, and \$25,000 in software for Occupational Tax. A wheel loader for \$350,000 to be utilized at the Landfill will reduce time spent by staff maintaining the facility.

CAPITAL IMPACT ON OPERATING

Long Term Financial Plan

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

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 2019.

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 2019 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.

CAPITAL BUDGETING

The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2019.



CAPITAL BUDGETING

2002 S.P.L.O.S.T. Budget by Projects

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Parks			
Bond Issuance Cost	498,189	498,189	-
Bond Interest Cost	6,068,149	6,068,149	-
Administrative Professional Services	336,854	336,854	-
Land	8,373,864	8,373,864	-
Boundary Waters Multi Purpose Stadium	145,264	145,264	-
Deer Lick Multi Purpose Building	2,398	2,398	-
Deer Lick Skateboard Complex	297,906	297,906	-
Boundary Waters Baseball Complex	744,294	744,294	-
Boundary Waters Sports Complex	7,557,803	7,557,803	-
Boundary Waters Soccer/Football Complex	163,251	163,251	-
Senior Center	1,995,554	1,995,554	-
Aquatic Center	8,207,553	8,207,553	-
Deer Lick Tennis Center	231,485	231,485	-
Equipment	392,224	392,224	-
Woodrow Wilson Park Renovation	84,424	84,424	-
Lithia Springs Park Renovation	37,957	37,957	-
Deer Lick Park Renovation	826,383	826,383	-
Mt Carmel Park Renovation	83,986	83,986	-
Bill Arp Park Renovation	671,559	671,559	-
Winston Park Renovation	3,109,169	3,109,169	-
Post Road Park Renovation	498,948	498,948	-
Dog River Park Renovation	222,926	222,926	-
Project Manager	1,300,128	1,300,128	-
Equipment - Miscellaneous	187,812	187,812	-
Paving	195,923	195,923	-
Buleah Ruritan Park Renovation	239,965	239,965	-
Fairplay Renovation	232,656	232,656	-
Clinton Estates Park Renovation	115,139	115,139	-
Deer Lick Dam Replacement & Drainage	668,758	668,758	-
Lithia Springs Park	656,262	656,262	-
Lithia Springs Park 2010	2,247,048	2,247,048	-
TOTAL DOUGLAS COUNTY PARK PROJECTS	46,393,831.25	46,393,831.25	-

CAPITAL BUDGETING

2002 S.P.L.O.S.T. Budget by Projects

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Roads			
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	2,361,022	891,049	1,469,973
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	41,345,562	39,875,589	1,469,973

CAPITAL BUDGETING

Project File Summary - Fire	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Training Facility	1,867,101	1,535,291	331,810
Administrative Professional Services	11,400	11,400	-
Administrative Building	235,800	190,292	45,508
Equipment	1,956,703	1,955,806	897
8 Pumper Trucks	2,048,392	2,048,392	-
2 Ariel Trucks	1,167,755	1,167,755	-
8 Specialized Trucks	1,448,216	1,242,063	206,153
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	12,546,660	684,799

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>11,714,101</u>	<u>8,426,320</u>	<u>3,287,781</u>
	\$ 21,098,101	\$ 11,360,728	\$ 9,737,373

*Includes encumbrances

	PROJECT AUTHORIZATION	PRIOR YEARS	2019 ESTIMATED	TOTAL AT END OF 2019
DOUGLAS COUNTY, GEORGIA				
GRTA ARTERIAL ROADS				
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE				
FROM INCEPTION AND FOR THE YEAR 2019				
REVENUES:				
Intergovernmental	\$ 19,719,000	\$ 9,161,024	\$ -	\$ 9,161,024
Interest	-	4,360	-	4,360
TOTAL REVENUES	\$ 19,719,000	\$ 9,165,384	\$ -	\$ 9,165,384
EXPENDITURES:				
Capital Outlay - Public Works	\$ 19,719,000	\$ 11,242,738	\$ -	\$ 11,242,738
TOTAL EXPENDITURES	\$ 19,719,000	\$ 11,242,738	\$ -	\$ 11,242,738
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES				
	\$ -	\$ (2,077,353)	\$ -	\$ (2,077,353)
OTHER FINANCING SOURCES:				
Operating Transfer In	-	3,472,398	-	3,472,398
TOTAL OTHER FINANCING SOURCES	\$ -	\$ 3,472,398	\$ -	\$ 3,472,398
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES				
	\$ -	\$ 1,395,045	\$ -	
FUND BALANCE BEGINNING OF YEAR		\$ (3,378,668)	\$ (1,983,623)	
FUND BALANCE END OF YEAR		\$ (1,983,623)	\$ (1,983,623)	

2016 SPLOST CAPITAL PROJECT FUND

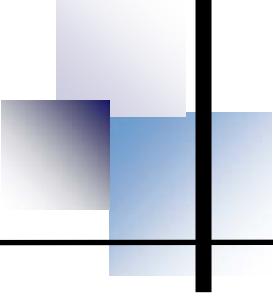
CAPITAL BUDGETING

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.

DOUGLAS COUNTY, GEORGIA 2016 SPECIAL PURPOSE LOCAL OPTION SALES TAX SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2019					
	PROJECT AUTHORIZATION	PRIOR YEARS	2019 ESTIMATED	TOTAL AT END OF 2019	
REVENUES:					
Special Local Option Sales Tax	\$ 147,400,744	\$ 43,132,787	\$ 24,139,448	\$ 67,272,235	
State Aid for Roads	-	1,306,073	-	-	
Revenues from Local Governments	-	697,011	-	-	
Interest	514,935	1,629,608	300,000	1,929,608	
TOTAL REVENUES	\$ 147,915,679	\$ 46,765,479	\$ 24,439,448	\$ 71,204,927	
EXPENDITURES:					
Capital Outlay	\$ 105,159,031	\$ 21,958,649	\$ 19,255,058	\$ 41,213,707	
Intergovernmental Expenditures	40,171,978	11,519,524	6,700,000	18,219,524	
TOTAL EXPENDITURES	\$ 145,331,009	\$ 33,478,173	\$ 25,955,058	\$ 59,433,231	
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ 2,584,670	\$ 13,287,306	\$ (1,515,610)	\$ 11,771,696	
OTHER FINANCING SOURCES:					
Issuance of Long-Term Debt	\$ 60,385,000	\$ 60,385,000	\$ -	\$ 60,385,000	
Premiums on Bonds Sold	6,145,688	6,145,688	-	6,145,688	
Transfers In	-	60,235	-	60,235	
Transfers Out	(69,115,358)	(11,253,233)	(17,294,250)	(28,547,483)	
TOTAL OTHER FINANCING SOURCES	\$ (2,584,670)	\$ 55,337,690	\$ (17,294,250)	\$ 38,043,440	
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ 0	\$ 68,624,996	\$ (18,809,860)		
FUND BALANCE BEGINNING OF YEAR	\$ -	\$ 68,624,996			
FUND BALANCE END OF YEAR	\$ 68,624,996	\$ 49,815,137			



Capital Transportation

CAPITAL BUDGETING

DOUGLAS COUNTY, GEORGIA CAPITAL TRANSPORTATION FUND SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2019				
	PROJECT AUTHORIZATION	PRIOR YEARS	2019 ESTIMATED	TOTAL AT END OF 2019
REVENUES:				
Intergovernmental	\$ 7,812,113	\$ 6,392,067	\$ 2,480,885	\$ 8,872,952
TOTAL REVENUES	\$ 7,812,113	\$ 6,392,067	\$ 2,480,885	\$ 8,872,952
EXPENDITURES:				
Capital Outlay - Public Works	11,852,227	12,609,572	\$ 3,101,106	\$ 15,710,678
TOTAL EXPENDITURES	\$ 11,852,227	\$ 12,609,572	\$ 3,101,106	\$ 15,710,678
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (4,040,114)	\$ (6,217,505)	\$ (620,221)	\$ (6,837,726)
OTHER FINANCING SOURCES:				
Transfers In	2,321,999	6,761,964	\$ 559,746	\$ 7,321,710
Transfers Out	(450,000)	(450,000)	(1,000,000)	(1,450,000)
TOTAL OTHER FINANCING SOURCES	\$ 1,871,999	\$ 6,311,964	\$ (440,254)	\$ 5,871,710
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ (2,168,115)	\$ -	\$ (1,060,475)	
FUND BALANCE BEGINNING OF YEAR	\$ 2,992,149	\$ 3,086,608		
FUND BALANCE END OF YEAR	\$ 3,086,608	\$ 2,026,133		

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.

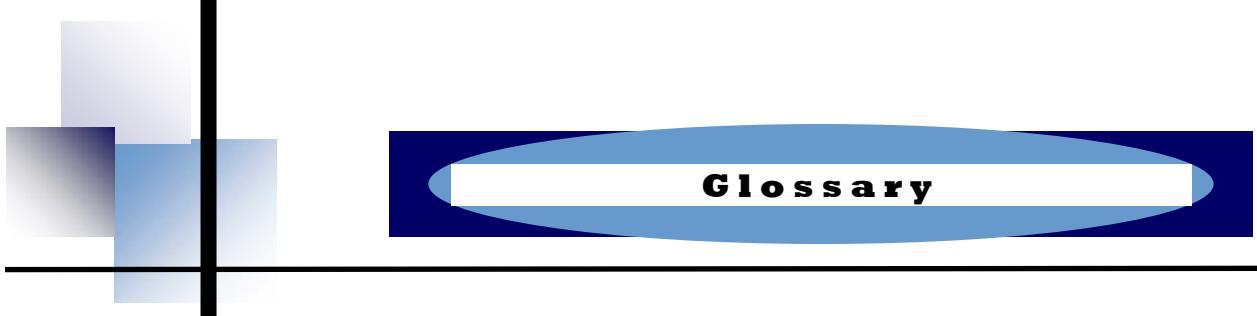
Franchise Taxes – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

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.



Glossary

APPENDIX

General Obligation – Bonds sold to raise revenue for long-term capital financing; that requires approval by referendum. In Georgia, the debt ceiling is ten percent of the assessed value of all taxable property. The cost of financing is spread over the life of the improvement so that future users help to repay the cost of the improvement.

General Sales and Use Taxes – Taxes imposed upon the sale or consumption of goods and/or services generally with few or limited exemptions.

Governmental Fund Types— Those funds in which most governmental functions are financed. The acquisition, use of balances of the County's current financial resources and the related liabilities are accounted for through Governmental Funds.

Grant – Contribution by government/other organization to support a particular function.

Grant & Major Const Dist – A contra expense account to reclassify the grant and major construction projects from the expense accounts of the funds that capitalize their major purchases of land, buildings, and equipment.

Gross Receipts & Business Tax – Taxes levied in proportion to gross receipts on business activities of all or designated types of businesses.

Infrastructure – Basic installations and facilities upon which the continuance and growth of a community depend; examples are roads and public utilities.

Insurance – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

Insurance Premium Tax Life – Tax on the gross direct premiums received during the preceding license year from policies upon the health of lives of persons residing within Georgia.

Intangibles – Tax levied on intangible personal property such as securities, mortgages, and cash based on returns filed to the State of Georgia.

Inter-Governmental Revenue – Revenues from other government in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Interest Income – Revenue earned for the use/detention of money i.e.: Accounts Receivable for paving assessment, investment in Savings Accounts, Treasury Bills, Repurchase Agreements and Certificates of Deposit.

APPENDIX

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.

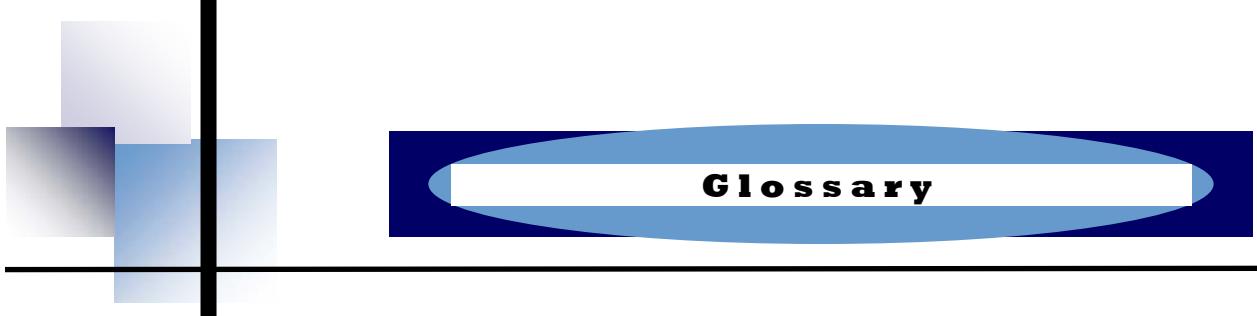
Revenue – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

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.

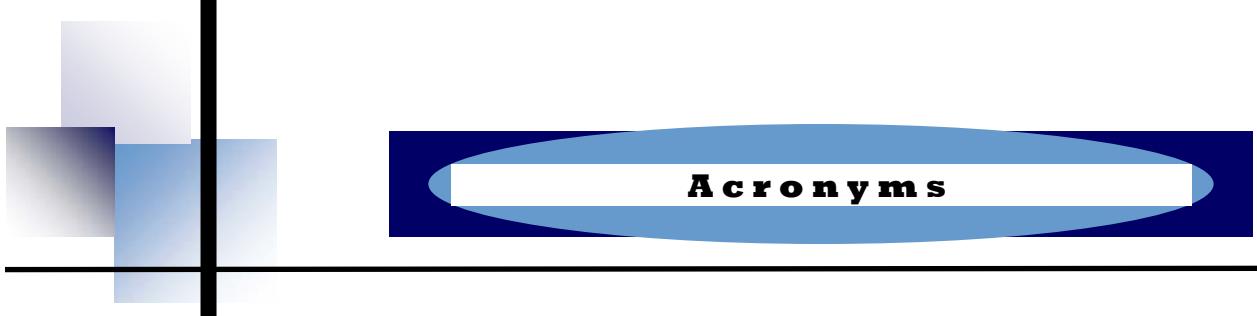
Tax Cost – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

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

