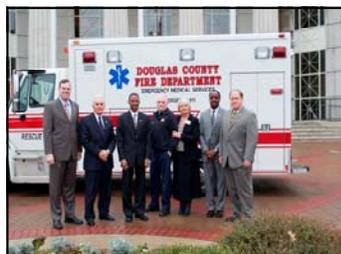


Douglas County, Georgia

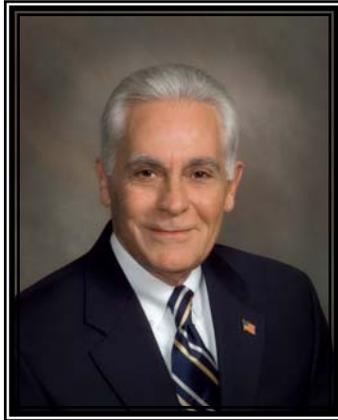


2013 Operating Budget





DOUGLAS COUNTY BOARD OF COMMISSIONERS & COUNTY ADMINISTRATOR



Tom Worthan
Chairman



Henry Mitchell III
District #1



Kelly Robinson
District #2



Mike Mulcare
District #3



Ann Jones Guider
District #4



Eric Linton
County Administrator

2013 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

**DOUGLAS COUNTY
FINANCE DEPARTMENT**



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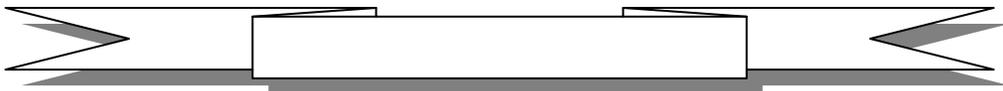
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The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Douglas County
Georgia**

For the Fiscal Year Beginning

January 1, 2012

Christopher P. Morill *Jeffrey R. Egan*

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Douglas County, Georgia for its Annual Budget beginning January 1, 2012.

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

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

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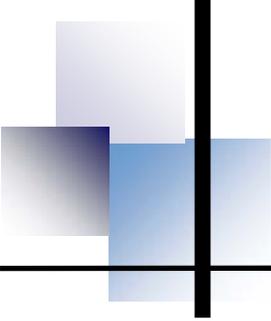
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Budget Message

2013 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2013 annual operating and capital budgets totaling \$135,424,143. 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 2013 BUDGET

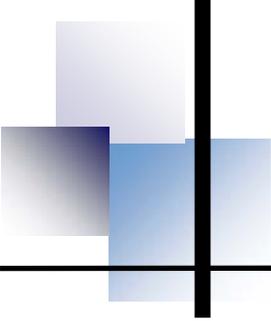
General Fund The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning and Community Development Services. The 2013 budget totals \$89,403,693. Despite the economic downturn in recent years the 2013 budget is reflective of the Board's outlook of better days ahead for Douglas County. While recent years have seen few budget improvement requests, the 2013 budget includes an increased commitment to economic improvement for Douglas County.

Capital Deferring expenditures for maintenance has been the choice in recent years. However, it is no longer fiscally responsible to continue to defer in some areas. Five million dollars in transportation projects are planned with the County making a 20% match. In addition to this, \$1.5 million in road resurfacing projects are planned with the County matching State and Federal Funding with 20% of local funds. Improvements to the County's Rideshare program will total \$800,000 and includes a feasibility study, safety upgrades and the purchase of fifteen new vans. Twenty new cars at a cost of \$500,000 and \$100,000 for refurbishing vehicles are included for Sheriff's Department. The aging Courthouse facility had dictated the budget to include \$110,000 for a new cooling tower and \$40,000 to pressure wash the exterior. The Information Services budget includes \$135,000 to replace outdated computer equipment. The utilization of storage space on our computer servers is at its maximum level, so the budget includes \$105,013 to begin to move our records to the "Cloud" as an alternate means for storage. The replacement of carpet in one of the County's three libraries will be done at a cost of \$70,000.

Salaries, Benefits, and Related Operational The hiring freeze established in 2009 continues to be in effect and departments continue to streamline operations. Vacancies in positions are either not being filled or are filled with the reallocation of existing staff who are becoming underutilized due to lack of work. This reallocation along with a few layoffs coupled with early retirements in 2012 resulted in a savings in the 2013 budget of \$71,250. A 1.7% COLA valued at \$706,337 is included in this year's budget. Salary increases of \$41,906 will be implemented in various departments to account for additional job responsibilities employees take on as the overall staff in departments decrease. An increase to the County's healthcare contribution and retirement contribution totals \$2,600,000.

The operations of the new Jail and Law Enforcement Complex will result in operational cost to increase for things such as utilities causing the 2013 Sheriff's Detention utility budget to exceed their 2012 actual expenditures by nearly \$400,000.

Closing of the County's Libraries one day a week is anticipated to save \$95,000. And the closing of the Aquatic Center one day a week during some months will save \$11,000. Other than this, most areas of County operations will continue operations as in recent years.



Budget Message

Other Jail Annex debt service payments and fees totaling \$889,708 are also included in the General Fund budget. This will be the final year of payment on this debt.

District Attorney Confiscated Fund This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia, Title 16, Volume 12, Section 49. The District Attorney's Office is entitled to ten percent of the amount distributed to provide for payment of any and all necessary expenses for the operation of the office. The projected beginning fund balance is \$208,272. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$208,272.

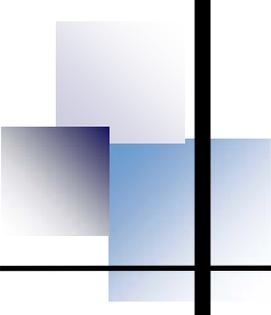
Drug Abuse Treatment Fund This fund provides for mediation of drug abuse offenders mostly through classes and testing through sentencing by the court system. The projected beginning fund balance is \$343,832. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$343,832.

E-911 Dispatch Fund This fund provides emergency dispatch services to the Douglas County Fire & Emergency Medical Department, the Douglas County Sheriff's Department, the City of Douglasville Police Department and the Georgia State Patrol. The projected beginning fund balance is \$2,343,147. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$2,343,147. Total operating expenses that include salary and benefits for 25 employees total \$3,471,550.

Hotel-Motel Tax Fund The \$211,250 income generated in this fund is utilized to fund tourism through the Chamber of Commerce and to maintain the museum operated by the County Historical Commission. There is no fund balance in this fund because all receipts are transferred to the designated agencies and a portion to the General Fund. Most of the fee generating facilities are located within the City of Douglasville, however in 2010 a new hotel/convention center opened in the County and funds increased 268% in 2010 for the partial year this facility was open. In 2011 this revenue increased another 9.42%. And again in 2012 it increased 9.33%. A planned increase in the rate charged for this tax from 5% to 8% is expected to result in revenues of \$211,250. This will be a 25.88% increase over 2012 collections.

Law Library Fund This fund is controlled by the Superior Court Judges and is utilized to keep the Douglas County Law Library updated. Revenues are received from Superior Court, Magistrate Court and Probate Court. The projected 2013 beginning fund balance is \$482,212. Estimated revenues from fines and earnings amount to \$90,000. Expenditures for operating expenses are budgeted at \$90,000. Ending fund balance should be \$482,212.

Sheriff Confiscated Funds This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia Title 16, Volume 13, Section 49. The Sheriff's Office is entitled to 1/3 of the amount distributed to provide for any official law enforcement purpose except for the payment of salaries or rewards to law enforcement personnel. The projected beginning fund balance is \$4,883,575. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$4,883,575.



Budget Message

Sheriff Inmate Commissary This fund generates revenue from the sale of supplies to jail inmates. The profit from the sales is used for the benefit of the general inmate population. Revenues are projected at \$23,000. The projected beginning fund balance is \$297,315. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$297,315.

Sheriff Other Programs This fund generates revenue from donations by local individuals and businesses to fund the Douglas County Sheriff Office's Drug Abuse Resistance Education and Combined Accident Reduction Effort programs. Expenditures are budgeted for \$22,000.

Victim Assistance Fund This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$213,116. Revenues are projected at \$193,200 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$22,686. There is a 2013 beginning fund balance of \$324,512 and is projected to be the same at the end of 2013.

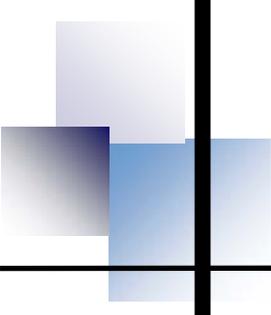
Jail Annex Debt Service Fund This fund was created by borrowing \$6,785,000, to build an addition to the existing jail. The facility houses approximately 150 prisoners. Debt Service payments of \$886,208 and administrative fees in the amount of \$3,500 are to be made in 2013. The debt service payments are being made by transfers from the General Fund. This debt will be paid in full November 2013.

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

CDBG (Community Development Block Grant) Fund 2011 was the first year of existence for this fund. This Fund accounts for a grant funded by the Housing and Urban Development. The funds are passed through the Department of Community Affairs for the Community Development Block Grant Program (CDBG). The funding program allows local governments in Georgia to compete for funding to serve low to moderate income citizens. The total grant is for \$500,000 and the local match is \$141,674. These funds will be used to expand the Senior Center. The Senior Center is expected to be completed in the first quarter of 2013.

NSP (Neighborhood Stabilization Program) Fund The County is now in the 3rd phase of the Neighborhood Stabilization Program where we use 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. We sold 10 homes in 2011 and 18 homes in 2012 that would have otherwise continued to deteriorate on the market.

Jail Debt Service Fund A bond issue funded construction of the \$117 million Jail and Law Enforcement Complex that was completed late 2012. SPLOST proceeds are used to pay the debt service and will be paid off in three years.



Budget Message

Landfill Enterprise Fund This fund provides solid waste disposal services for the citizens of Douglas County. Services provided include a putricible waste transfer station, a construction and demolition landfill and a recycling facility. The estimated 2013 beginning retained earnings is \$435,770. Projected revenues and expenditures are estimated at \$1,614,739. The ending net assets are projected to remain constant.

Health and Employee Benefits Fund This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds, employees and retirees. Total expenditures for 2013 are anticipated to be \$10,400,100 as compared to \$9,536,660 for the year 2012. The beginning fund balance is a negative \$1,498,515. This year the County is funding approximately \$8,102,650 to this fund. The employees contribute based on a tier structure of coverage which equals approximately \$2,028,000. Retirees, depending on their retirement plan, pay part of the premium which totals \$254,000.

Workers' Compensation Fund This is an internal service fund that provides workers' compensation benefits for Douglas County employees. Revenues are generated by transfer payments from the General Fund, E-911 Fund, Victim Assistance Fund and Landfill Fund. For 2009 these funds postponed contributions to the Worker's Comp Fund because it was determined to have enough reserves to cover one year of claim and plan administration costs. Claims exceeded budget in 2009 leaving a negative beginning 2010 Net Assets. Funding resumed in 2010 which reduced the negative ending Net Assets. 2013 begins with a negative \$355,718. Total expenditures for 2013 are budgeted at \$1,138,000 with revenues to be the same. This leaves the projected 2013 ending net assets for this fund with a negative \$355,718.

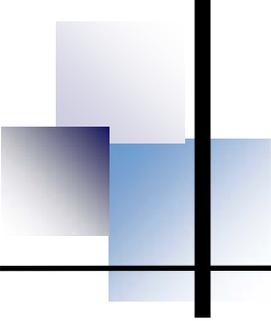
ACCOMPLISHMENTS FOR 2012

The 2012 fiscal year was the fourth year of the recession. Revenues continued to decline, though at a slower pace, while demand for general government services, court services, law enforcement and other government services steadily increased. 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 2012 expenditures were 2.25% under budget. Even in the face adversity, Douglas County continued to improve on services offered to its citizens.

Improved General Government Operations:

In order to continue to provide quality services to our citizens it is necessary for employees to have the tools they need to do their jobs efficiently and effectively. Outdated equipment in need of constant repairs only serves to hinder this process. Information Services monitors all equipment and recommended repairs and replacements as necessary. So replacing computers, scanners, copiers, etc. as equipment became obsolete in all County departments remained a priority in 2012. This along with great focus being place on improved connection with remote County locations through Firewall installations. All operations were kept current with little associated expenditures.

To meet the needs for departmental vehicles, the County purchased several pre-owned vehicles.



Budget Message

Improved Judicial Services:

The Clerk of Superior and State Court improved operations and increased efficiencies with software acquired with funds received from the Georgia Clerk's Authority. The Solicitor's Office acquired new office equipment to include copiers to handle their increased workload, and the purchase of a pre-owned vehicle to service the department. Juvenile Court replaced the digital recording system used in the courtroom.

Improved Public Safety:

The construction of a \$117 million Jail and Law Enforcement Complex was completed late 2012 and staff and inmates moved in early December. This facility was funded through a 2011 bond issue. The proceeds from the one cent Special Local Option Sales Tax passed by the voters in 2009 are coming in as projected and will be sufficient to pay the Debt Service in full in the next three years.

During the construction time, public safety remained a top priority and the transition to the new facility was seamless. Efforts by our Sheriff's Department continue to keep Douglas County one of the safest places to live in the Metro Atlanta Area.

Continual evaluations of vehicles deemed the need for some replacements in the Sheriff's Enforcement division. They purchased new vehicles throughout the year for a total of \$335,760.

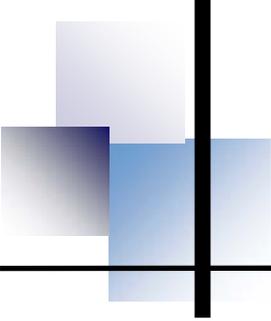
Improved Public Works:

With the steady decrease in State and Federal highway funds contracts for infrastructure improvements have been minimal in recent years. As funds became available, the County paved as many roads as possible. Aging equipment and needed repairs being deferred as economic times worsened further hindered road repairs being done by County staff. Yet still in 2012 we were able resurface 13.425 miles of roads.

One major accomplishment in 2012 was the completion of the new Duralee Lane extension. This connected Fairburn Road to the County Courthouse. This provided a better route for the Rideshare vanpool and Xpress bus services to access the Interstate. This also made access to the county facilities easier for residents coming from the eastern part of the County.

In December of 2012, the County entered into a lease purchase agreement for the acquisition of \$658,000 in road paving equipment.

We kept a constant assessment on the entire County's fleet by reassigning and replacing vehicles to best meet departmental needs. We operate a County motor pool utilized by many departments.



Budget Message

Improved Health and Welfare:

The County continued to make contributions to community agencies like the Cultural Arts Council, Boys and Girls Club, Community Services Board and the Department of Family and Children Services. Since late 2010 the County has operated Senior Services and continues to enhance their programs to meet the needs of the aging population.

Improved Parks, Recreation, and Culture:

As economic times worsen, families in our community are looking for things to do that are affordable. Our County parks offered this in 2012 with everything from organized baseball, softball, soccer, swimming, etc. competitions, to picnic areas, a dog park, walking tracks, recreational swimming and open spaces for family entertainment. In 2012 a new park in Lithia Springs was opened and an older park that was susceptible to flooding was renovated to better meet the needs of the citizens in the Lithia Springs area of our County.

Improved Planning and Community Development:

Douglas County applied and was accepted for a grant from FEMA to purchase houses located within the limits of the 100 year floodplain that were substantially damaged as a result of the 2009 flood. Douglas County has purchased and demolished all thirteen houses included in the grant and the properties will remain greenspace.

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

Even in difficult financial times the County still maintained a bond rating of Aa2, provided the employees with a pension plan that is 100% funded, and continued to offer citizens the same level of service with no park or library closings and no decrease in public safety services provided.

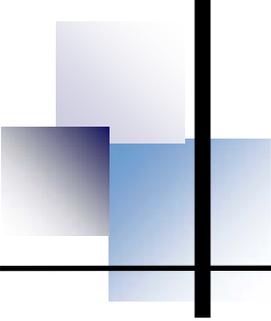
PRIORITIES FOR 2013

Improve Planning and Community Development:

Our top priority for 2013 is economic development. We have budgeted more for marketing Douglas County to businesses and industries looking for a great place to locate.

Maintain Commitment to Citizens:

The County will operate within the 2013 budget with a slight increase in 2013 taxes. This will be necessary to continue to offer quality services to our citizens and to address issues that have been deferred long enough. The 2013 budget shows a 17.76% increase in revenues from 2012 estimates and expenditures a 21.3% increase.



Budget Message

Improve Public Safety:

With the 2012 completion of the \$117 million facility for operation expenditures such as utilities will increase for the Sheriff's Department. SPLOST proceeds are foreseen to be adequate to full pay the debt service on this complex over the next three years, until the debt service is paid in full. Public Safety is our highest priority and receives 47% of the budget. The purchase of 20 new vehicles and related equipment will help officers to not only be safer and more efficient on the roads but also to make the public safer.

Improved Judicial Process:

The creation of a new DUI Court and corresponding treatment program will remove many more drunk drivers off the streets and offer them a chance to make better life choices as well as ultimately prevent them from causing harm to themselves or others.

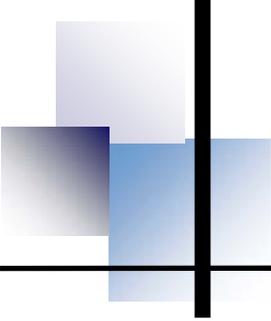
Improved Facilities:

Renovations to an existing building will provide our Fire Department with administrative facilities to better house their growing operations and adequate space for the County's ever increasing need for record retention storage area. Replacement of library carpet will provide not only a more pleasant atmosphere for citizens who utilize the library, but also increase safety that is hindered by frayed carpet throughout the facility. The replacement of the cooling tower in the courthouse will provide a more comfortable environment and save utility and repair cost to both citizens and County employees. The pressure washing of the exterior of the courthouse will enhance the overall appearance for those visiting the courthouse and the community. A Community Development Block Grant awarded in 2011 funded additions made to the Senior Center to open early 2013. This will provide additional space for educational and recreational activities for our senior citizens.

NEW PATHS TO FOLLOW

We are now at a true crossroads in the history of our County. Families and government can no longer do things the way we did even as recent as just five years ago. With gas at almost \$4 a gallon and milk even higher, we are all much more careful with our dollars and our resources. However, we will not allow the economics of the nation to determine our own fate. In the 2013 year, Douglas County will reclaim our sense of well-being. This will be accomplished through economic development, industrial investment and jobs.

Douglas County has a lot to offer with a reliable water supply, a good school system, a good transportation system, relatively low taxes, a good fiber grid, and a capable work force. We have reputable companies which have already located here with names like Google, Maytag, Staples, Pepsico, PriceWaterhouseCoopers, RockTenn and our newest addition, Medline, a medical supply distributor who added a manufacturing facility in our County in 2012 which created 200 new jobs. With these and other job offerings, our unemployment rate is dropping.



Budget Message

Building on their presence, a designated corridor in our County can become a technology park, and with the fiber already in place, can be marketed to businesses similar to Google. The proximity to Atlanta's airport will play a key factor in this area of potential growth. The needed additional roadway construction that would be required to be put this in motion could provide good-paying jobs and a sound industrial base.

Our housing market is showing small signs of a comeback. Many of our foreclosed houses have been purchased, and the existing housing inventory is decreasing. This means there may be a need for new housing. The increasing number of building permits being issued is a good indicator that our housing market is turning around.

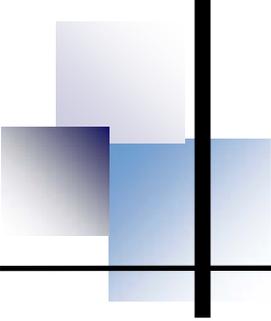
The County's budget includes a reserve fund to be used in emergencies so that our response to emergencies can be appropriate and timely.

Historically, Douglas County collects less property tax than any other county in the region. On an average \$100,000 home with homestead exemption in Douglas County, the County collects \$337, the School Board collects \$838, and the State collects \$8. We will continue to do more with these property taxes.

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 has decreased more than one billion in value since September 2008, and our property tax revenues have significantly declined. As unemployment in our County grew, our sales taxes declined.

For these reasons the 2013 year may find the Board of Commissions considering a slight property tax increase. We have one of the lowest County millage rates among metro Atlanta counties. We do not want to maintain this designation at the expense of our citizens. An increase may be necessary to meet the continued increased demands for services. We will continue to maintain roads and traffic signals, provide public safety, provide for public welfare and offer recreational facilities and activities with or without a tax increase.

Strong emphasis in 2013 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.



Budget Message



COMPREHENSIVE PLAN FOR LIVING...GROWING...PROSPERING

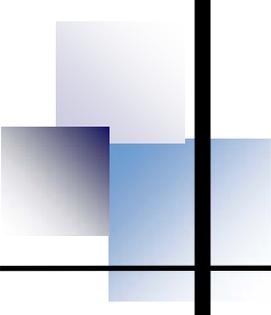
In 2004 Douglas County completed a Comprehensive Plan through 2025. It is a long-range plan for guiding growth and development in the County for the next twenty years. The overall goal of the plan is to accommodate growth in a timely, orderly, and efficient arrangement of land uses, public facilities, infrastructure and services that meet the needs of the present and future residents and businesses of Douglas County. With the being said, the vision of Douglas County can be simply stated as follows:

Douglas County will greet the future, while at the same time preserving its small town feel, its safe and rural environment, its valued historic and natural resources, and the continued creation of a quality built environment, while maintaining and developing a reasonable, balanced tax base.

The goals and strategies for fulfilling this vision are listed below.

The *Economic Development Goal* is to strengthen and sustain the economic base of Douglas County by:

- Continuing to coordinate with, providing vital economic information to, and supporting the Douglas County Chamber of Commerce and Development Authority, its existing Industries Committee and local businesses and industries towards the retention of existing businesses and the attraction of new businesses
- Enhancing overall quality and attractiveness of Douglas County by increasing cultural amenities, striving to strengthen services, improving the education system, maintaining the physical integrity of structures and the physical environment and providing districts for executive housing options

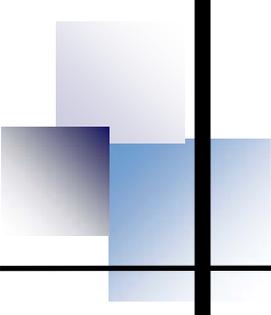


Budget Message

- **Maintaining and periodically updating a commercial area database linked to a GIS system that would utilize primary data and secondary data collected from business licenses, appraisal data and local real estate data**
- **Coordinating transportation planning efforts with land use planning so that efficient and ordered linkages are developed and access to such facilities is available to those with and without private transportation**
- **Reviewing proposals for industrial development based on potential tax revenues, service expenditures, and quality of worker, infrastructure availability and environmental effects**
- **Requiring developers to perform a fiscal and environmental impact analysis on each large development**
- **Establishing an education roundtable to discuss ways to maintain and improve the quality of the public education system**
- **Encouraging the development of a local apprenticeship program that provides technical, mechanical, and crafts experience to local children**
- **Establishing a tourism committee of the County, the Chamber of Commerce, and the Development Authority, which, as part of its mandate, will establish and maintain contacts with key members of the tourism industry, the Georgia Department of Tourism and Trade, and others, and make recommendations for incentives to attract tourism-related industries to the County**

The *Natural and Scenic Resources Goal* is to preserve, protect and nurture the qualities of the natural and historic environment of the County by:

- **Encouraging development patterns and land use, which enables the County to protect, enhance and preserve sensitive areas, through identification of sensitive areas on the Future Land Use Plan Map, and the appropriate development regulations to ensure such protection**
- **Promoting best management practices that limit soil erosion from agricultural operations, commercial and residential development sites, and the promotion of tree protection**
- **Protecting water quality including those sources used for drinking water, recreational activities, and other water bodies such as non-watershed rivers; streams and creeks by meeting or exceeding minimum State standards for water supply watersheds and groundwater recharge areas**
- **Protecting and preserving viable agricultural lands, wetlands, steep slopes and ridgelines, and other environmentally sensitive areas from incompatible activities and development, and mature trees during the development process and other land disturbance activities**



Budget Message

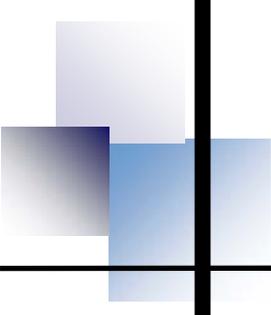
- Developing an overall countywide environmental improvement and maintenance effort coordinated with efforts at the regional level, State and Federal levels
- Actively reducing the solid waste stream within the County
- Ensuring the integrity of those historic and archaeological resources found in Douglas County are not removed from the County without permission
- Enhancing the County's Greenspace plan so that sensitive natural areas are identified and acquiring land with the intent of developing public parks or preserves. Encouraging the protection of sensitive areas through innovative land use techniques and conservation easements
- Continuing the actions of the Open Space Committee/Task Force to advance the open space goals of the County, including increasing the awareness of County residents of the codes and ordinances in place to maintain and protect open space, mature trees and natural areas
- Reviewing and evaluating local government codes and ordinances, and enforcement procedures targeted to the prevention and enforcement of illegal waste disposal activities
- Surveying locations of point source pollution outfalls emptying into local water resources in order to target these locations for control or elimination

The *Historic Resources Goal* is to preserve and protect historic and cultural resources within the County by:

- As part of the development process, providing for the protection for historic and archaeological sites and structures considered important to the community
- Establishing guidelines for the excavation of historically and archaeologically important sites within the County
- Encouraging and promoting educational efforts designed to enlighten the public concerning the value and importance of local historic and archaeological resources

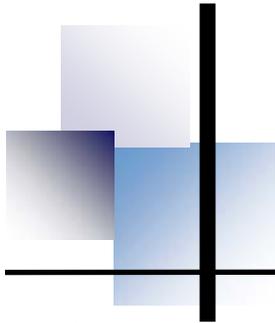
The *Public Facilities and Services Goal* is to provide for efficient, effective and high quality public facilities and services for the citizens and businesses of the County by:

- Developing a capital facilities plan according to existing capacity, preferred level of service and projection of need calculated
 - Implementing the 20-year Capital Improvement Plan through the annual short-term work program and budget process
 - Serving new development with public facilities that meet or exceed established level of service standards
 - Developing fair and predictable standards for allocating infrastructure costs between areas of the County
-



Budget Message

- **Targeting sanitary sewer services as a priority to areas with business and industry potential, such as areas along major transportation routes**
- **Providing sanitary sewer services to new residential development other than low-density rural residential uses, in support of land use goals related to efficient growth and in furtherance of water conservation goals**
- **Completing a master parks plan and identifying future park sites and facilities that will meet or exceed acceptable levels of service standards for parks and recreation facilities**
- **Promoting a linked system of parks and open spaces**
- **Ensuring that all residents have access to cultural opportunities, facilities and programs**
- **Optimizing efficiency and effectiveness of services through the coordination of land use planning and infrastructure financing**
- **Ensuring that a variety of passive and active park, open space and recreational facilities and opportunities are available and accessible**
- **Continuing to utilize and update as necessary design and construction criteria for all new public and private facilities, additions and modifications to existing facilities, and requiring compliance with or exceeding all local, State, and Federal standards including the Americans with Disabilities Act**
- **Implementing and updating the maintenance action plan for all County facilities to ensure maximum utilization of existing facilities**
- **Evaluating the delivery of public services in relation to current and projected demand as part of a 20-Year Public Service Action Plan**
- **Working with the Water & Sewer Authority to coordinate future land use, population and employment projections and the location and capacity of line extensions**
- **Using water conservation techniques to conserve and wisely utilize water resources through the establishment of educational and public relations mechanisms focusing on the conservation and efficient utilization of local water resources**
- **Exploring standards for ensuring that public facilities and services are available concurrently with development that require such facilities**
- **Exploring adding fiscal impact analysis requirements to their development codes to establish a solid foundation for fairly allocating infrastructure costs**
- **Continuing to maintain and upgrade existing infrastructure to accommodate and encourage infill and redevelopment within its boundaries**
- **Exploring a maintenance and enforcement program for septic systems to ensure that such systems adequately function in a fashion that protects public health and water quality**



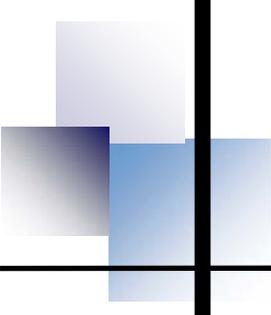
Budget Message

Solid Waste

- Promoting recycling activities concurrent with the Douglasville/Douglas County Solid Waste Plan and regional, State and Federal guidelines, continuing to identify additional markets for recycled products, and targeting recycled products as a percentage of total purchases
- Maintaining and enhancing current efforts by private citizens and governmental agencies to clean up litter
- Continuing to utilize inmate and community service labor to clean up trash and litter
- Continuing to emphasize education and public relations activities to increase awareness of current programs to reduce the solid waste stream even further, including source reduction, composting, recycling and personal waste reduction programs, as well as the implications of non-compliance
- Continuing to promote solid waste reduction through the purchase of recycled materials where feasible

The Public Safety Goals & Strategies are:

- Developing a comprehensive public safety plan for the County based on existing capacity, preferred level of service and future demand
- Requiring inclusion of public safety infrastructure (such as fire hydrants, adequate fire flow pressure, and emergency access routes) in development plans
- Implementing, updating, and revising where necessary the Board of Health Strategic Plan to meet projected needs
- Updating as necessary the Parks and Recreation Master Plan based on the current assessment and statement of needs as identified within this plan, for active parks, recreational facilities and passive open space
- Utilizing the Greenspace program to target lands within small water supply watersheds such as the Dog River, Bear Creek, and Annewakee Creek watersheds, and other environmentally sensitive areas as potential locations for passive recreation
- Continuing to integrate pedestrian and bicycle trail linkages from residential and commercial areas to parks, open space and other recreational facilities through the Bicycle and Pedestrian Plan component of the Comprehensive Plan's Transportation and Thoroughfare Plan



Budget Message

The *Cultural and Library Goals and Strategies* are:

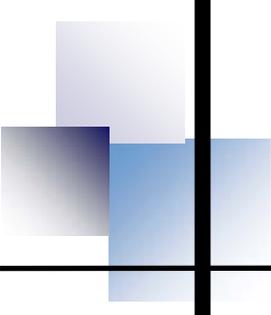
- Increasing the offering of, and participation in cultural events, programs, and organizations. Consider the development of cultural institutions in Douglas County such as a performing arts center, art museum, concert hall, history museum, and other institutions
- Completing a master parks plan to identify the amount and type of parkland that will meet or exceed the acceptable level of service standards
- Promoting a linked and accessible system of parks, recreational areas and open spaces that will provide connectivity throughout the County

The *Educational Goals and Strategies* are:

- Communicating and coordinating with Board of Education concerning future growth areas and the County's plans for provision of public schools to meet future capacities. Identify future school districts on the Future Land Use Plan
- Coordinating development and forecast information to promote coordinated timing of infrastructure, growth and educational needs
- Continuing to promote local opportunities for human resource development and employee training

The *Transportation Goal* is to provide a comprehensive and coordinated multi-modal transportation system that will provide multiple options for safe, convenient, environmentally friendly, and efficient inter-County and intra-County mobility to all residents and employees within the County by:

- Actively planning for improvements to the local transportation system through a regional, collaborative context involving other cities and counties, the Georgia D.O.T and the Atlanta Regional Commission
- Developing and implementing alternative modes of transportation in addition to the auto that will better serve the public and achieve regional, State and Federally established transportation goals and air quality standards
- Proactively increasing transportation infrastructure capacity, safety, accessibility, efficiency and mobility
- Minimizing negative social and environmental impacts due to transportation facilities on residential neighborhoods, adjacent land uses, the County as a whole, and the region in general

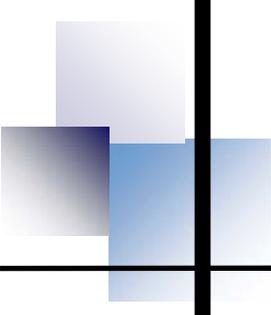


Budget Message

- **Addressing the need for aviation facilities**
- **Budgeting annually for transportation projects and developing new and innovative sources of funds for both locally programmed projects and use as leverage to obtain State and Federal funding**
- **Implementing a street beautification program to improve and enhance the aesthetic environment of the roadway network in residential, commercial and industrial areas**
- **Continuing to encourage transit, high occupancy vehicle lane development, and ridesharing programs with express bus service to key employment destinations on a local and regional level**

The *Housing Goal* is to achieve an appropriate mix of housing opportunities for current and future residents by:

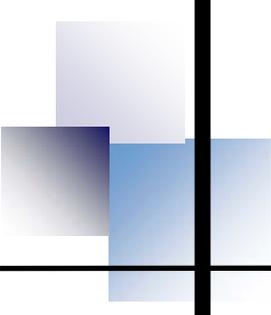
- **Fostering a variety of housing options including a variety of housing type, size, price, density and site conditions to meet every market niche through the use of innovative development techniques, such as mixed-use villages, loft development and master planned developments**
- **Maintaining, protecting and enhancing the viability, character and identity of established neighborhoods, communities and rural settlements**
- **Carefully considering appropriate types of redevelopment and infill land uses to ensure compatibility**
- **Performing a comprehensive housing market analysis to determine housing need and types of homes in demand**
- **Developing a residential district that would include a minimum unit size, and quality design standards appropriate for move-up and executive housing options**
- **Utilizing innovative, state-of-the art residential construction techniques that will achieve economies of scale maintain or lower costs, yet not compromise quality**
- **Including additional requirements such as sidewalks, parks and open space, common area improvements, and other features that add to the quality of the residential development; Establishing minimum requirements for sidewalks, parks and community amenities within large-scale subdivisions and master planned developments**
- **Developing loan, grant, incentive and educational programs for home maintenance and repair targeted toward the elderly and blighted areas of the County**
- **Maintaining code enforcement efforts in areas of low and moderate-income housing; Establishing target areas for implementation of maintenance and rehabilitation strategies**



Budget Message

The *Land Use Goal* is to coordinate land use patterns and infrastructure planning in order to provide an efficient, equitable, and compatible distribution of land uses in the County by:

- Ensuring that future land use and development decisions are consistent with long range planning goals and policies and that such decisions promote social and economic well-being
- Directing growth toward existing or planned service areas and away from rural areas with planned lower levels of services and a dependence on public wells and/or septic systems; Reducing allowable densities in rural areas that cannot be efficiently serviced
- Targeting infrastructure as priorities to areas suitable for commercial, industry and business uses, but new residential uses (other than low density rural residential) will also be directed to areas that can be efficiently served with sanitary sewers
- Requiring comprehensive plan consistency and infrastructure concurrency during the rezoning and development review process
- Encouraging innovative development techniques to provide for a mix of uses in appropriate locations
- Ensuring compatibility between differing land uses and protecting existing development from incompatible uses when making land use decisions
- Developing an effective strategy for the gradual elimination of non-conforming land uses
- Encouraging the reuse and revitalization of obsolete or underutilized commercial or industrial facilities that is in conformance with local land use regulations
- Accommodating the growing population and employment projections
- Ensuring consistency of the Zoning Map with the Future Land Use Map designations through rezoning
- Establishing an urban growth boundary beyond which no additional dense or urban scale development can occur, with the exception of neighborhood serving commercial
- Seeking and maintaining urban growth boundaries agreements with adjacent governments



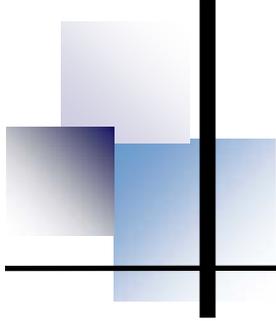
Budget Message

- Using infrastructure as a tool to guide development into locations where the land is most cost effectively serviced (i.e., accessible to police, fire, water, sewer and the urban road network)
- Adopting public service and facility standards that ensure new development will only be approved when the facilities to serve it will be concurrently available
- Monitoring development's (including undeveloped areas zoned and / or platted) impact on existing or future infrastructure and public facilities capacities
- Encouraging creative urban design solutions for development within the County, such as mixed-use projects, village oriented centers and other innovative site planning techniques
- Targeting higher density residential development in areas where adequate transportation facilities and commercial or public facilities exist or are planned
- Limiting development in environmentally sensitive or unsuitable areas
- Providing transitions in intensity, scale, density and land use between high and low-density land uses as a key tool in decision-making
- Developing subdivisions that foster a sense of community and promoting pedestrian mobility, community recreation and an abundance of public open space
- Supporting a cohesive approach to providing retail sales and service nodes within the County thereby avoiding strip commercial patterns along arterial routes; these nodes would be developed near existing and planned transportation routes and connections on a scale that is compatible with residential development and pedestrian access
- Encouraging the establishment of community oriented activity or village centers as focal points for the various communities within Douglas County



Eric Linton
County Administrator

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General Information

HISTORY

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

The Creek and Cherokee Indians originally inhabited Douglas County.

DESCRIPTION

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

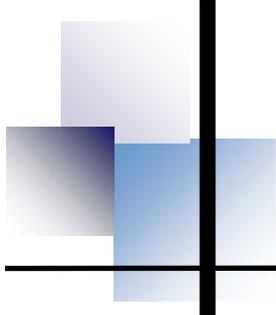
Douglas County is one of the smallest counties in the State of Georgia. It occupies an area of only 199.3 square miles. Of the 159 counties in Georgia, Douglas County ranks 139th in size.

DOUGLAS COUNTY MUNICIPALITIES

The largest City and County Seat is Douglasville—Population 30,961

There are three municipalities located in Douglas County. The largest city and county seat is Douglasville, with an estimated population of 30,961 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.

DESCRIPTION

ECONOMY

In 2010, the total number of employees located in Douglas County was 36,247. Of the total employees, 69.7% were employed in the service producing sector, followed by 16.2% were employed in government, and 13.9% employed in the goods producing sector. According to the latest information available, Douglas County’s unemployment rate of 11.1% is higher than the State’s rate of 10.2%. Median household income of Douglas County residents is estimated at \$50,798, which is higher than the average for the State’s 159 counties of \$47,469.

Douglas County’s unemployment rate of 11.1% is slightly higher than the State’s rate of 10.2%.

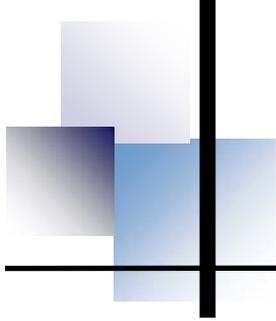
POPULATION

According to the latest information available from the Atlanta Regional Commission, Douglas County’s estimated population is 132,403 making it one of the metropolitan region’s most populated counties. And according to ARC estimates, Douglas County’s population has increased 43.6% since 2000. The average household size is 2.78 with about 82% of Douglas County houses being defined as single-family housing.



General Information

Total Population: Douglas County	132,403	
By Gender		
Male	63,772	48.17%
Female	68,631	51.83%
By Age		
Under 18	37,533	2.83%
20 - 24	7,466	5.63%
25 - 34	17,505	13.22%
35 - 49	32,436	24.50%
50 - 64	22,549	17.03%
65 and Over	11,244	8.49%
By Ethnicity		
Hispanic/Latino	11,125	8.40%
Non-Hispanic/Latino	121,278	91.60%
By Race		
Caucasian	69,458	52.46%
African-American	52,290	39.49%
Asian	1,904	1.44%
American Indian/Alaska Native	399	0.30%
Native Hawaiian/Pacific Islander	137	0.10%
Other	5,058	3.82%
Identified by two or more	3,157	2.38%



General Information

GOVERNMENT STRUCTURE

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.

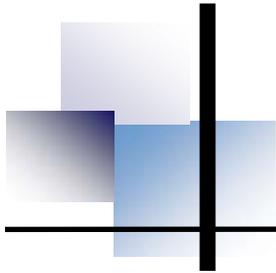
The County Coroner's position is also an elected position.

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.

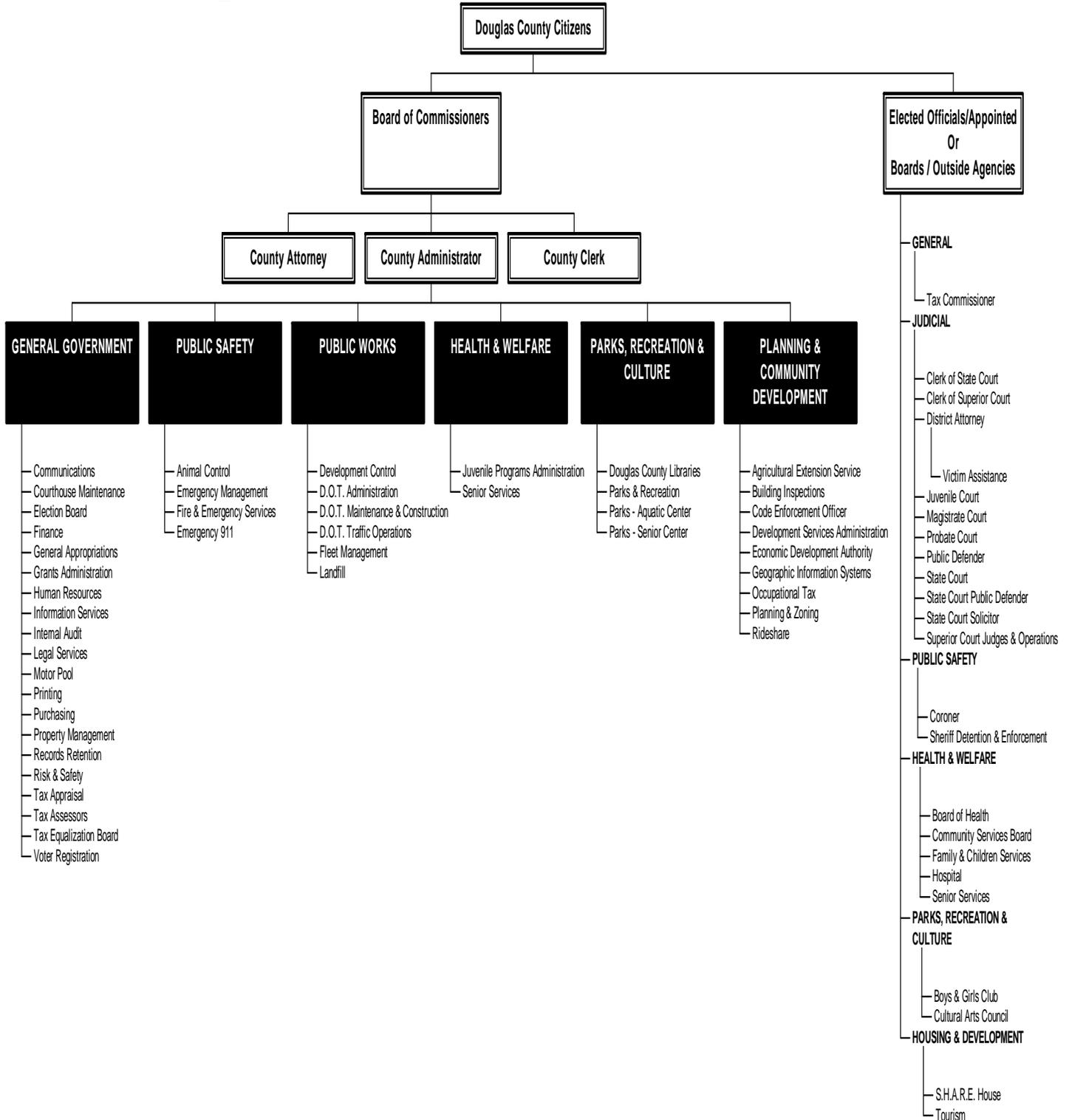
Douglas County also provides the following urban services:

- 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



Facts and Figures



www.CelebrateDouglasCounty.com
 68,756 average monthly visitors to the web site
 1,323 pages on the web site
 4,068 links to additional information
 948 documents
 678 media files
 61 local not-for-profit listings



Douglas County Library
 6810 Selman Drive

Lithia Springs/Betty Hagler Library
 7100 Turner Drive

Douglas County Public Libraries	
2011 Circulation	472,970
Circulation per capita	3.64
Books per capita	1.97
Visitors	361,811
Registered patrons as percentage of population	62%
Programs conducted	222
PC usage and Wi-Fi passes	70,768
Reference transactions	5,972



In 2011, Douglas County hosted 14 blood drives for the American Red Cross and collected a total of 633 pints. The collections impacted the lives of up to 1,899 patients. Will you be a part of this effort? Blood drives are held from 8 a.m. - 1 p.m. on the 4th Thursday of each month (except November) plus two other dates in Citizen’s Hall of the Douglas County Courthouse. You can give every 56 days. Please call 1-800-RED CROSS to schedule an appointment, or call 700.920.7593 for more information. We also take walk-ins! Thanks!

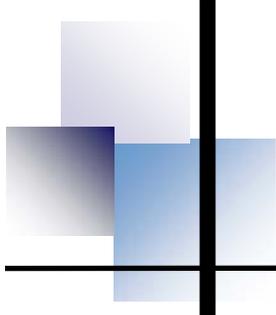
Facts and Figures



<u>Douglas County E-911</u>	
911 Calls	108,068
Fire Calls	3,856
Emergency Medical Calls	11,410
Sheriff's Department Calls	32,581
Georgia State Patrol Calls	130



<u>Douglas County Fire/EMS Department</u>	
Structure Fires	146
Vehicle Fires	95
Grass and Rubbish Fires	206
Other Fires	67
Explosions and Overheating/No Fire	11
Emergency Medical Calls	10,488
Hazardous Conditions/No Fire	346
Service Calls	1,015
Welfare Checks/Non-Emergency Assistance	794
False Alarm/False Call	723
Severe Weather and Natural Disaster	42
Severe Incident Type	42
Investigations	135
Arson Suspicious	15
Convictions	2
Fire Safety Inspections	168
Construction Plan Reviews	74
Sprinkler Plan Reviews	11
Commercial Site Plan Reviews	38
Residential Subdivision Site Plan Reviews	6
Impact Study Reviews	24
Complaints Investigated	7
Inspection Violations Discovered	905
Inspection Violations Corrected	773



Facts and Figures

GENERAL INFORMATION



- **Traffic Safety Unit:** concentrates efforts on commercial vehicles to ensure they are operating safely
- **FIND Unit:** joint City/County unit to monitor criminal activity and safety along Interstate 20
- **HEAT Unit** (Highway Enforcement of Aggressive Traffic): supported by the Governor's Office of Highway Safety to target special safety problems such as DUI, child restraints/seatbelts & reckless driving

www.sheriff.douglas.ga.us

- ⇒ updated information on new law enforcement center
- ⇒ enhanced sex offender registry information
- ⇒ on-line jail inmate information
- ⇒ averaging 538,289 web site hits per month in 2011

	Speeding Citations	DUI Arrests	Traffic Fatalities	Traffic Injuries	Seatbelt/Child Restraint
2005	4188	496	26	2392	583/71
2006	4466	544	21	2057	796/78
2007	5648	590	16	2201	1565/141
2008	8129	565	16	1353	2149/185
2009	6431	564	14	1435	1642/302
2010	5396	582	13	1144	2390/302
	Enforcement has resulted in lower speeds on roadways and lower number of violations	DCSO was the first agency in Georgia to obtain search warrants on DUI cases	50% Reduction in Traffic Fatalities	54% Reduction in Traffic Injuries	Seatbelt Usage at all-time high of about 91%

Facts and Figures



Sheriff's Department K9 Unit

Lt. Mike Barnhill and Ace
 Lt. Billy Lashley and Milo (explosives)
 Deputy Clint Adams and Charon
 Deputy Brian Tolbert and Hero
 Deputy Joshua Skinner and Falco
 Deputy Ryan Cadwell and Boogie (FIND)

Five-year Totals

Deployments	901
Drug Sniffs	480
Drug Seizures	120
Cash Seizures	15
Trackings	229
Area Searches	79
Building Searches	29
Apprehensions	94
Missing Persons Located	3
Warrant Assists	42
Other Agency Assists	33
Call-outs	33
Demonstrations	354

- Nestle/Purina provides dog food to the K9 unit at no cost.
- "Pennies for Police Service Dogs" raised \$10,500 for Chase Away K9 Cancer
- Unit hosted the largest regional certification seminar for North American Police Work Dog Association with 18 Master Trainers and 94 K9 Teams - boost to local tourism economy

Facts and Figures



Find us on Facebook for adoptable animals from the Shelter: Douglas County Animal Shelter



Animal Shelter

- Total number of calls for service answered: 5062
- Officers responded to 2608 stray pick-up calls, 1176 leash law complaints, 436 abandonment/welfare calls, 190 injured animal calls, 80 assist law enforcement calls, 184 dead animal calls, and 401 miscellaneous
- 689 animals were brought into the Shelter by their owners in 2011
- 663 animals were brought into the Shelter as strays
- Total number of animals handled at the Shelter in 2011: 5619
- Total number of animals coming in to the Shelter in 2011: 4041
- Animals adopted to new homes: 849
- Animals reclaimed by their owners: 395
- Animals released to animal rescue groups: 994
- Animals euthanized: 1491
- Animals died in Shelter: 103
- Bite Cases handled: 135
- Rabies specimens sent to CDC: 20 (18 negative and 2 positive)
- Service calls to Douglas County: 4997
- Service calls to the City of Douglasville: 1438

Facts and Figures



Senior Services 2011

- ◇ 36,624 home-delivered meals to 249 homebound seniors with the assistance of over 135 volunteers providing 4,028 volunteer hours
- ◇ 16,193 meals provided on-site to 126 seniors
- ◇ 22,724 one-way passenger trips provided to over 150 seniors/ disabled adults through transportation services
- ◇ 1,550 hours of respite care provided to 29 caregivers of sick/ disabled seniors
- ◇ 2,264 hours of in-home support services provided to 84 seniors
- ◇ 2,043 service inquiries/request for information processed
- ◇ implemented a chronic diseases self-management program that enables participants to live a healthy life in the face of disease

Neighborhood Stabilization Program

- Sold 10 homes; purchased 6 foreclosed homes for rehab
- Currently have 9 homes on the market for sale
- New NSP 3 target area map adopted with 5 homes
- \$742,996 in program income collected from NSP 1 home sales
- \$1,953,411 in program income used to purchase and rehab foreclosed homes from NSP 1



Facts and Figures



2011 Transportation Projects

- Durelee Lane Roadway Extension (opened February 2012)
- Anneewakee Road/James Street Intersection Improvements
- I-20 WB/Liberty Road Intersection Improvements
- Jr. High Drive Sidewalks
- Mason Creek Road Bridge Replacement (opened February 2012)
- Safe Routes to Schools Project Extension, Coursey Lake Road
- 19 miles of roadway resurfacing
- Safety Action Plan: installation of guardrails, raised pavement markers, and thermo-plastic pavement markings
- Stage 1, Intelligent Transportation System/Traffic Control Center

2012 Transportation Projects

- Chattahoochee Hill Country Regional Greenway Multi-use Trail at Boundary Waters
- Safety Action Plan (continued)
- 13 miles of roadway resurfacing
- Bankhead Highway/South Sweetwater Road Intersection Improvements
- Riverside Parkway/Old Lower River Road Intersection Improvements

Transportation Investment Act of 2010 Douglas County-supported Regional Projects

- Interstate 20/Interstate 285 Interchange Reconstruction
- Intelligent Transportation System Extension on Interstate 20 to Georgia Highway 5
- Ga. Hwy. 92 Douglasville Bypass
- Lee Road Widening Project (Bankhead Highway to Fairburn Road)
- Dorris Road Multi-use Path from Transportation Center to Slater Mill Road
- Thornton Road Improvements

Transportation Investment Act of 2010 Douglas County Local Discretionary Projects

- Tax will generate approximately \$45.6 million for local projects
- Funds to be allocated between Douglas County, and the Cities of Douglasville, Austell and Villa Rica
- Local project list currently being generated
- Referendum: July 31st, 2012

Facts and Figures



<u>Parks and Recreation</u>	
All-weather Tennis Courts	11
Athletic Fields	58
Picnic Shelters	13
Miles of Trails	25
Playgrounds	12, 8 of which are disabled-accessible
Bocce Courts	6
Land dedicated to Parks	1887 acres
Swim Lessons	800+
Competitive Swim Teams	10
Special Olympics Sports	Bocce, Bowling, Volleyball, Softball, Basketball, Tennis, Power lifting, Swimming, 435 registered athletes
Summer Day Camps/Sports Camps	4 Sessions, 452 campers
Special Events	 <p>Fairy Princess Ball Eggstravanza Easter Egg Hunt Spring Break Arts Camp Douglas County Track and Field Championships GRPA District 5 Track and Field Championships Fishing Derby Mother/Son Flashlight Hike Allen Langford Memorial Softball and Bocce Invitational Family Camporee A Deer Lick Christmas</p>
Athletic Leagues	Youth Basketball, ages 5 - 18, 670 participants on 26 teams Co-ed Kickball, adults, 8 teams Summer Basketball, ages 15 - 18, 63 participants
Boundary Waters Aquatic Center	Home to 10 competitive swim teams Hosted the "Last Chance Triathlon" Increased annual revenue



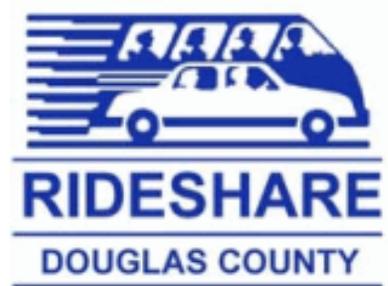
Facts and Figures

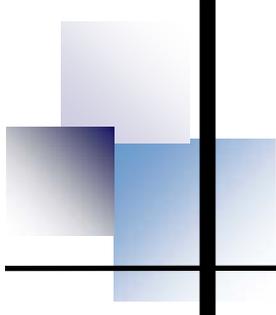
GENERAL INFORMATION

<u>Development Services</u>	
Subdivision Construction Plans	3
Subdivision Final Plats	22
Commercial/Industrial Plan Review	48
Architectural Reviews	16
Building Plan Reviews	74
Re-zoning Applications	4
Commercial Land Disturbance Permits	21
Commercial Building Permits	9
Residential Grading Permits	35
Residential Building Permits	65
New Business Licenses	465
Business License Renewals	2,624
Beer, Wine, and Liquor Licenses	79
Code Enforcement Cases Investigated	1,458
Code Enforcement Court Cases	173
Pounds of Illegal Signs Disposed	4,480

Douglas County RideShare

- * served an average of 604 participants per month in 2011
- * increased ridership by 20 percent during the year
- * began the year with 58 routes; ended the year with 64 routes
- * provided over 184,000 one-way commute trips which equates to taking about 360 vehicles off the road during rush hour



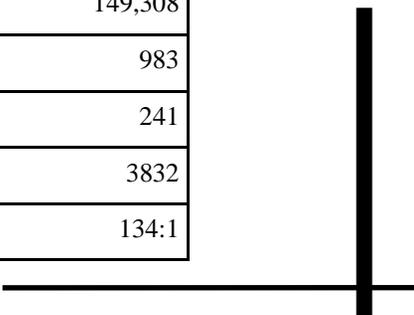


Facts and Figures

Douglas County Employees		
Judicial/Court Employees	154	17.0%
Fire/EMS	154	17.0%
Sheriff's Department	310	34.2%
E911	25	02.8%
Emergency Management	2	00.2%
Administration	261	28.8%
Total	906	
Frozen/Unfilled Positions	42	



County Fleet	
Cars and SUVs	222
Vans	116
Heavy Trucks	33
Light Trucks	114
Fire Trucks	21
Rescue Units	9
Heavy Equipment and Implements	73
Small Equipment	324
Gallons of Gas Used in 2011	183,153
Gallons of Diesel Used in 2011	149,308
Preventive Maintenance Services	983
Road Calls	241
Repair Orders	3832
Equipment Vehicle/Mechanic Ratio	134:1



Facts and Figures

GENERAL INFORMATION



<u>Superior Court</u>		<u>Clerk of Superior Court</u>		<u>Clerk of State Court</u>	
Criminal Filings	1,814	Warrants	4,326	Warrants	2,040
Total Criminal Dispositions	2,273	Adoptions	43	Traffic	10,197
End Pending Total Criminal Cases	1,551	Documents Entered	146,143	Documents Entered	102,239
Two-year Reduction in Total Pending Criminal Cases	31%	Real Estate Documents	17,290	Jury Panels	43
Civil Filings	4,559	Liens	16,439	<u>Probate Court</u>	
Civil Dispositions	4,861	Plats	127	Estate Filings	362
End Pending Total Civil Cases	1,747	UCC	1,792	Guardianships	166
Reduction in Total Pending Civil Cases since December 31, 2009	31%	Trade Names	251	Birth Certificates	476
Court Events	16,473	Notary	580	Death Certificates	756
		Jury Panels	55	Concealed Weapon Permits	1,436
				Marriage Licenses	1,142

Facts and Figures

Juvenile Programs

- 425 new youth charged with offense, 284 of which were diverted from the Court to community resources (66%)
- 130 mental health screenings completed on new youth; 20% referred for mental health services
- 141 new youth screened for substance abuse; 41% had some level of alcohol and/or drug usage; 27% smoked cigarettes; 41% were sexually active
- 44 youth involved in substance abuse were served under intensive probation; 6 youth placed in residential treatment
- 17 youth referred to a system of care staffing, a community collaborative to assist children with severe emotional/behavioral issues to reduce the risk of being removed from their home and community

Family Treatment Program

- 46 adults, 39 families and 86 children since program start in 2008
- County Guardian ad Litem served 265 families in 2011, appointed to represent the best interests of a child in deprivation proceedings
- \$82,350 in grant funds received; \$2,397,424 in grant funds received since 1998

Magistrate Court 2011

- Fastest growing Court with almost 9,800 civil cases filed
- Civil caseload has increased 274% since Court-house opened, and over 2,000 cases within the last 2 years
- 5,898 warrants issued
- 4,527 Bond and First Appearance hearings
- 987 Criminal Preliminary Hearings
- 6 full-time clerks, part-time clerk, 2 judges



Tax and Tag Office

- ⇒ Sold 118,759 car tags in 2011
- ⇒ Issued 34,349 titles
- ⇒ Received 78,789 telephone inquiries
- ⇒ Issued 2,468 Handicapped Parking permits

County's Bond Ratings

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

Facts and Figures

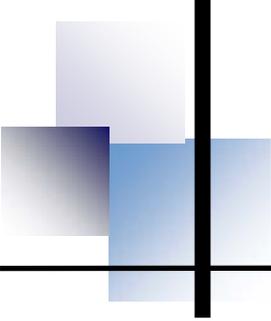
Growth in Industrial Value of County Digest

2005 \$498,355,770 5.4% of digest
2010 \$817,738,323 7.9% of digest
2011 \$844,045,463 8.4% of digest

GENERAL INFORMATION

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
General Fund Budget	\$80,244,439	\$78,766,720	\$75,774,720	\$78,215,000	\$77,350,365	\$73,414,046
County Millage Rate	7.861	7.826	7.932	9.900	9.900	9.900
Net Digest	\$10,197,641,990	\$10,750,662,048	\$10,784,332,225	\$9,342,148,268	\$9,054,398,205	Determined in July

2011 Millage Rate Comparisons (source: Ga. Dept. of Revenue); values exclude State of GA millage rate = .25)	County Millage	County Bonds	Special Tax District	County Total Millage	School Millage	School Bonds	School Total Millage	Total Millage Rate	Percent County Millage Rate of Total Millage Rate
Carroll	8.500			8.500	19.600		19.600	28.100	30.25%
Cherokee	5.365	0.641	3.129	9.135	19.450	0.400	19.850	28.985	31.52%
Cobb	7.720	0.330	3.060	11.110	18.900		18.900	30.010	37.02%
Coweta	7.790	0.460	2.500	10.750	18.590		18.590	29.340	36.64%
DeKalb	19.400	1.800		21.200	22.980		22.980	44.180	47.99%
Douglas	9.900			9.900	19.850	3.100	22.950	32.850	30.14%
Gwinnett	11.780	0.240	1.000	13.020	19.250	1.300	20.550	33.570	38.78%
Haralson	11.020			11.020	16.830		16.830	27.850	39.57%
Henry	11.750	2.000	1.000	14.750	20.000	3.628	23.628	38.378	38.43%
Paulding	7.600	1.870	2.000	11.470	18.909	2.963	21.872	33.342	34.40%



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.

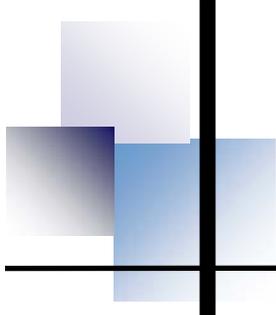
The budget module in our financial software is initialized and a new budget year opened. Department Heads and Elected Officials are notified of the budget schedule and they or their designee(s) can begin entering data.

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.





Budget Process

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

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

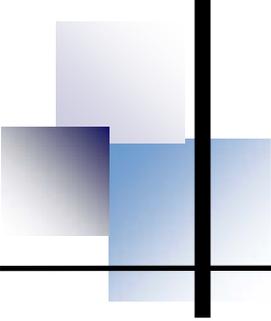
Operating Expenditures – can be entered in one of two ways. The estimated budget can be entered as a flat amount or each transaction supporting the total can be entered.

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

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

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





Budget Process

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

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

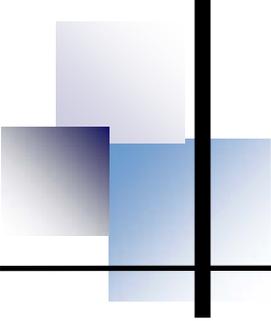
Once the Department has completed their entry they notify the Finance Department to have the data advanced to the Division. Division Directors review and make any changes. The budget is then advanced to the Finance Department Level.

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

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

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



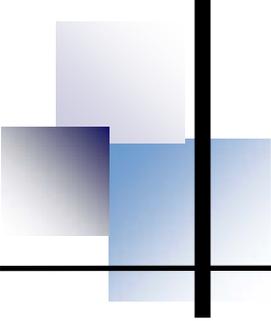


Budget Process

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

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



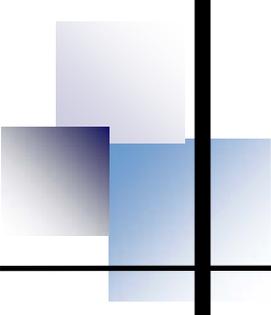


Budget Calendar

Douglas County Board of Commissioners
2013 Budget Calendar

POLICIES & PROCEDURES

August 3, 2012	The budget is initialized in the system and opened for entry by Elected Officials and Department Heads .
September 5, 2012	Deadline for all budget entries to be made at the Department and Division levels.
September 5—21, 2012	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
September 24—Oct. 5, 2012	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
October 8—Nov. 21, 2012	Finance Director & Financial Analyst prepare budget summary documents.
November 26-28, 2012	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
December 4, 2012	Advertise for public hearing to review the budget.
December 11, 2012	Public hearing to review the budget.
December 18, 2012	Board of Commissioners adopts the 2013 budget.

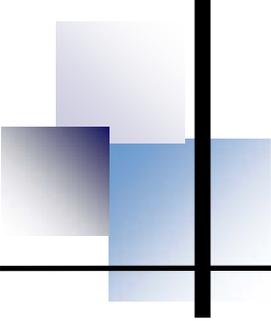


Budget Policy

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

**Budget Policy**

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.

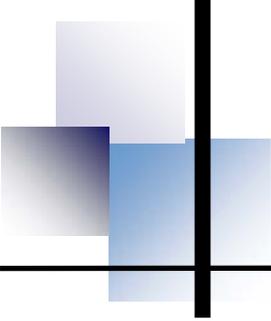
The County utilizes a line item, zero-based budgeting approach in preparing its annual operating budgets. This approach requires that each department submit a budget request and justify all expenditures each year rather than justifying only the expenditures with proposed changes from the prior year budget. 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




Budget Policy

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:

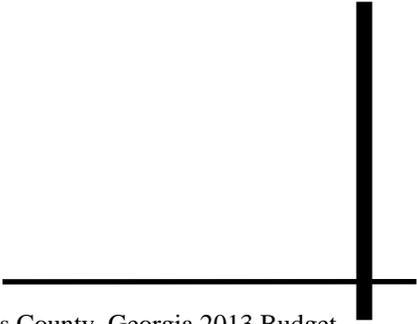
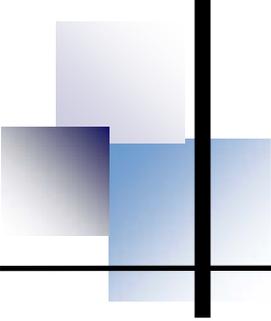
These are funds through which most governmental functions of the County are financed. The acquisition, use and balances of the County’s current financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. These fund types 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.



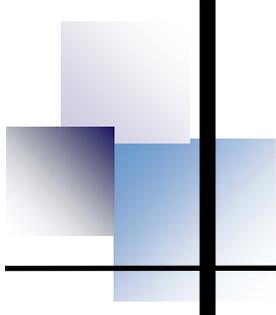
Budget Policy

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.

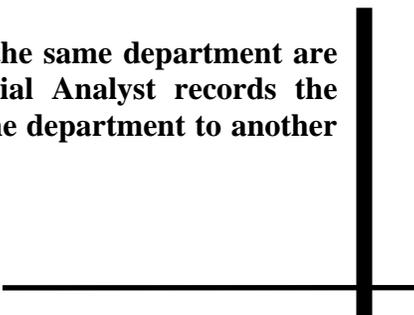
Each year, an annual budget is formulated which represents the County's plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of December, it is, at that point in time, management's best estimate as to the most efficient allocation of the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

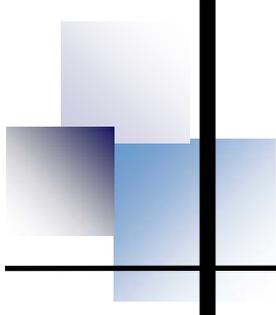
The original amount adopted for a particular line item can be affected by a number of different factors such as: subsequent increases in price, change in departmental priorities, or an unanticipated event resulting in the need to expend funds. In order to allow for these types of things procedures have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





Budget Controls

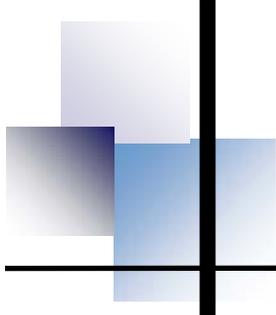
Commissioners for advance approval. The procedure is very similar to the budget amendments. The request for transfer will be presented to the County Administrator as an agenda item and will be heard in a public Commission meeting. If approved, it will be forwarded to the Financial Analyst to record the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



Fiscal Policy & Procedures

OPERATING BUDGET POLICIES

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

RESERVE FUND POLICIES

1. A Fund Balance refers to the excess of assets over liabilities and is therefore also known as surplus funds. The reserve policy for the General Fund is a reserve of ten percent. The present fund balance is estimated at \$8,569,396. Therefore, with an expenditure budget of \$77,409,345, there would be a 11.07% reserve. Of the \$8.5 million Fund Balance, the Undesignated Unreserved Fund Balance is \$6,627,474 which is approximately 8.56% of the General Fund budget.

Fiscal Policy & Procedures

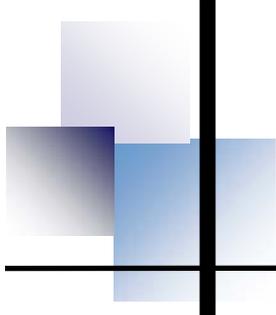
- 2. Reserves will be maintained to comply with all debt service requirements to maintain bond ratings.
- 3. Sufficient reserves will be accumulated in the Enterprise Funds to equal 10% of operating expenses to provide sufficient working capital.

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.



Fiscal Policy & Procedures

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.

Legal Debt Margin

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

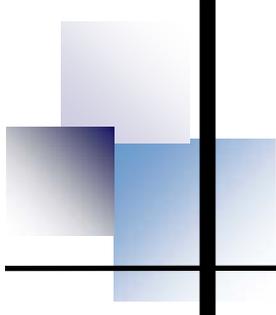
LEGAL DEBT MARGIN / GENERAL OBLIGATION DEBT

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

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

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

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Funding Sources & Appropriations

BUDGET SUMMARIES

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.

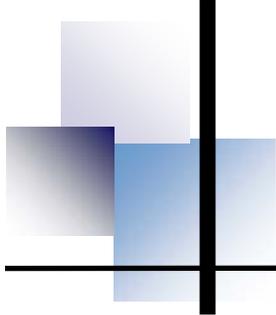


Funding Sources

DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF REVENUES AND OTHER FUNDING SOURCES
YEAR ENDED DECEMBER 31, 2013

BUDGET SUMMARIES

<u>BUDGETED FUNDS</u>	<u>PROJECTED</u> <u>REVENUE</u>	<u>TRANSFERS</u> <u>FROM</u> <u>RESERVES</u>	<u>TRANSFERS</u> <u>IN</u>	<u>BOND</u> <u>PROCEEDS</u>	<u>TOTAL</u> <u>FUNDING</u> <u>SOURCES</u>
Governmental Fund:					
General Fund	89,403,693	-	-	-	89,403,693
Special Revenue Funds:					
District Atty Confiscated Funds	25,000	75,000	-	-	100,000
Drug Abuse Treatment	108,761	-	-	-	108,761
CDBG Senior Center Fund	273,528	-	-	-	273,528
E-911	2,248,176	1,223,374	-	-	3,471,550
Hotel-Motel Tax Fund	211,250	-	-	-	211,250
Law Library	90,000	-	-	-	90,000
Sheriff Inmate Commissary	23,000	-	-	-	23,000
Sheriff Confiscated Funds	267,000	-	-	-	267,000
Sheriff Other	22,000	-	-	-	22,000
Sidewalk Fund	100	-	-	-	100
Neighborhood Stabilization Prog	3,616,112	-	-	-	3,616,112
Victim Assistance	193,700	19,416	-	-	213,116
Total Special Revenue Fund	7,078,627	1,317,790	-	-	8,396,417
Enterprise Funds:					
Landfill Enterprise Fund	1,487,000	127,739	-	-	1,614,739
Total Enterprise Funds	1,487,000	127,739	-	-	1,614,739
Internal Service Funds:					
Employee Benefit	10,400,100	-	-	-	10,400,100
Worker's Compensation	1,138,000	-	-	-	1,138,000
Total Internal Service	11,538,100	-	-	-	11,538,100
Capital Project Funds:					
Capital Transportation Fund	-	-	-	-	-
Total Capital Project Funds	-	-	-	-	-
Debt Service Funds:					
Jail Annex	-	62,842	826,866	-	889,708
2010 Jail SPLOST Debt Svc	14,000	2,500,000	21,574,950	-	24,088,950
Total Debt Service Funds	-	2,562,842	22,401,816	-	24,978,658
Total of All Budgeted Funds	109,507,420	4,008,371	22,401,816	-	135,931,607



Appropriations

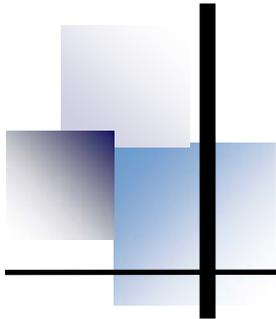
**DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF REVENUES AND OTHER FUNDING SOURCES
YEAR ENDED DECEMBER 31, 2013**

BUDGET SUMMARIES

<u>BUDGETED FUNDS</u>	<u>PROJECTED REVENUE</u>	<u>TRANSFERS FROM RESERVES</u>	<u>TRANSFERS IN</u>	<u>BOND PROCEEDS</u>	<u>TOTAL FUNDING SOURCES</u>
Governmental Fund:					
General Fund	89,403,693	-	-	-	89,403,693
Special Revenue Funds:					
District Atty Confiscated Funds	25,000	75,000	-	-	100,000
Drug Abuse Treatment	108,761	-	-	-	108,761
CDBG Senior Center Fund	273,528	-	-	-	273,528
E-911	2,248,176	1,223,374	-	-	3,471,550
Hotel-Motel Tax Fund	211,250	-	-	-	211,250
Law Library	90,000	-	-	-	90,000
Sheriff Inmate Commissary	23,000	-	-	-	23,000
Sheriff Confiscated Funds	267,000	-	-	-	267,000
Sheriff Other	22,000	-	-	-	22,000
Sidewalk Fund	100	-	-	-	100
Neighborhood Stabilization Prog	3,616,112	-	-	-	3,616,112
Victim Assistance	193,700	19,416	-	-	213,116
Total Special Revenue Fund	7,078,627	1,317,790	-	-	8,396,417
Enterprise Funds:					
Landfill Enterprise Fund	1,487,000	127,739	-	-	1,614,739
Total Enterprise Funds	1,487,000	127,739	-	-	1,614,739
Internal Service Funds:					
Employee Benefit	10,400,100	-	-	-	10,400,100
Worker's Compensation	1,138,000	-	-	-	1,138,000
Total Internal Service	11,538,100	-	-	-	11,538,100
Capital Project Funds:					
Capital Transportation Fund	-	-	-	-	-
Total Capital Project Funds	-	-	-	-	-
Debt Service Funds:					
Jail Annex	-	62,842	826,866	-	889,708
2010 Jail SPLOST Debt Svc	14,000	2,500,000	21,574,950	-	24,088,950
Total Debt Service Funds	-	2,562,842	22,401,816	-	24,978,658
Total of All Budgeted Funds	109,507,420	4,008,371	22,401,816	-	135,931,607

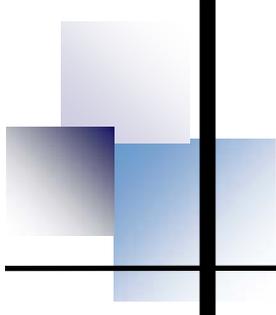
Financing Sources by Type

	SPECIAL REVENUE FUNDS						
	TOTAL	GENERAL FUND	D.A. CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY
Revenues							
Taxes							
Real and Personal Property	\$ 36,772,380	\$ 36,772,380	\$ -	\$ -	\$ -	\$ -	\$ -
Sales and Use	16,200,000	\$ 16,200,000	-	-	-	-	-
Insurance Premium	4,300,000	\$ 4,300,000	-	-	-	-	-
Other Taxes / Penalties	7,335,310	\$ 7,124,060	-	-	-	211,250	-
Licenses and Permits							
Permits/Zoning Fees	852,445	852,445	-	-	-	-	-
Inspection Fees	7,225	7,225	-	-	-	-	-
Alcohol License	47,000	47,000	-	-	-	-	-
Intergovernmental	11,829,037	7,939,397	-	-	-	-	-
Charges for Services/Fines							
Telephone	2,246,376	-	-	-	2,246,376	-	-
Landfill	1,614,739	-	-	-	-	-	-
Tax Commissions	770,000	770,000	-	-	-	-	-
Ambulance Charges	2,303,500	2,303,500	-	-	-	-	-
Sheriff's Fees	1,232,000	1,232,000	-	-	-	-	-
Streetlights	890,000	890,000	-	-	-	-	-
Rideshare Fees	483,000	483,000	-	-	-	-	-
Parks & Rec Fees	532,610	532,610	-	-	-	-	-
Other Charges	12,276,141	738,131	-	-	-	-	-
Courts and Law Enforcement							
Superior Court	1,080,900	1,080,900	-	-	-	-	-
State Court	2,553,600	2,553,600	-	-	-	-	-
Probate Court	326,400	326,400	-	-	-	-	-
Magistrate Court	658,800	658,800	-	-	-	-	-
Juvenile Court	-	-	-	-	-	-	-
Surcharges	332,700	332,700	-	-	-	-	-
Fees and Fines	427,761	125,800	-	108,761	-	-	-
Confiscated/Commissary	315,000	-	25,000	-	-	-	-
Use of Property and Money	74,990	36,500	-	-	1,800	-	-
Miscellaneous	2,768,777	115,935	-	-	-	-	90,000
Other Financing Sources							
Bond Proceeds	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-
Transfers	26,383,126	3,981,310	-	-	-	-	-
Appropriated Fund Balance	1,317,790	-	75,000	-	1,223,374	-	-
Total Revenues & Other Financing Sources	\$ 135,931,607	\$ 89,403,693	\$ 100,000	\$ 108,761	\$ 3,471,550	\$ 211,250	\$ 90,000



Financing Sources by Type

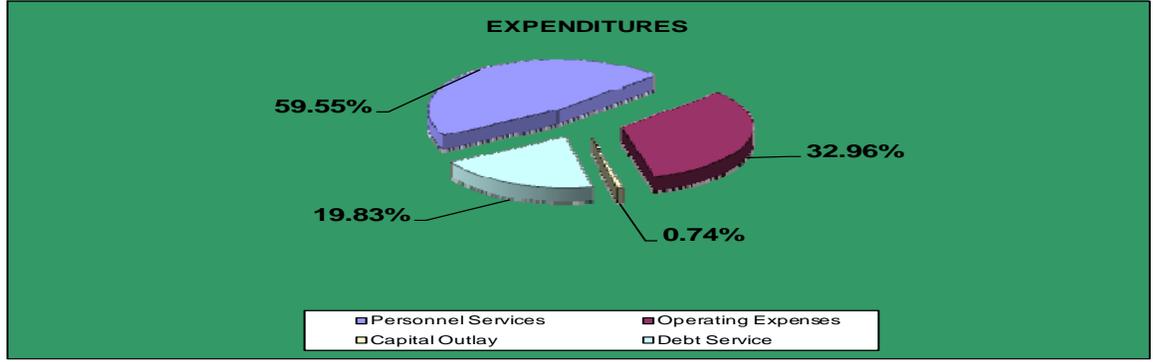
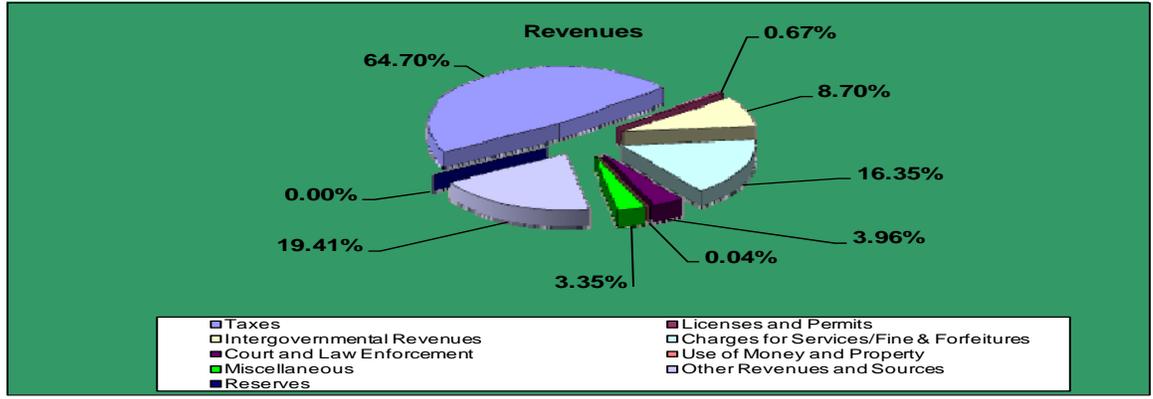
SPECIAL REVENUE FUNDS							FUND	INTERNAL SVC FUNDS		DEBT SERVICE	
NEIGHBORHOOD STABILIZATION PROG	SHERIFF INMATE COMMISSARY	SHERIFF CONFISCATED FUNDS	SHERIFF OTHER	SIDEWALK FUND	CDBG SENIOR CENTER FUND	VICTIM ASSIST.	LANDFILL FUND	EMPLOYEE BENEFITS	WORKER'S COMP	2010 JAIL SPLOST DEBT SRVC	JAIL ANNEX
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
3,616,112	-	-	-	-	273,528	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	1,614,739	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	10,400,050	1,137,960	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	193,200	-	-	-	-	-
-	23,000	267,000	-	-	-	-	-	-	-	-	-
-	-	-	22,000	100	-	500	-	50	40	14,000	-
-	-	-	-	-	-	-	-	-	-	2,500,000	62,842
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	21,574,950	826,866
-	-	-	-	-	-	19,416	-	-	-	-	-
\$ 3,616,112	\$ 23,000	\$ 267,000	\$ 22,000	\$ 100	\$ 273,528	\$ 213,116	\$ 1,614,739	\$ 10,400,100	\$ 1,138,000	\$ 24,088,950	\$ 889,708

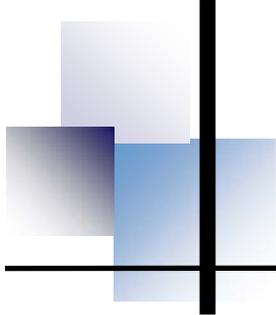


Financing Sources & Uses by Type

BUDGET SUMMARIES

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
Revenues							
Taxes							
Real & Personal Property Taxes	36,772,380	36,772,380	-	-	-	-	-
Sales and Use Taxes	16,200,000	16,200,000	-	-	-	-	-
Insurance Premium Taxes	4,300,000	4,300,000	-	-	-	-	-
Other Taxes / Penalties	7,335,310	7,124,060	211,250	-	-	-	-
Licenses and Permits	906,670	906,670	-	-	-	-	-
Intergovernmental Revenues	11,829,037	7,939,397	3,889,640	-	-	-	-
Charges for Services/Fine & Forfeitures	22,220,627	6,949,241	2,246,376	1,487,000	11,538,010	-	-
Court and Law Enforcement	5,380,161	5,078,200	301,961	-	-	-	-
Use of Money and Property	52,090	36,500	1,500	-	90	-	14,000
Miscellaneous	4,552,206	115,935	1,745,690	127,739	-	-	2,562,842
Other Revenues and Sources	26,383,126	3,981,310	-	-	-	-	22,401,816
Reserves	-	-	-	-	-	-	-
	135,931,607	89,403,693	8,396,417	1,614,739	11,538,100	-	24,978,658
Expenditures							
Personnel Services	58,980,597	56,688,511	1,656,487	635,599	-	-	-
Operating Expenses	41,828,697	24,206,950	5,104,507	979,140	11,538,100	-	-
Capital Outlay	935,100	935,000	100	-	-	-	-
Debt Service	25,168,274	189,616	-	-	-	-	24,978,658
Transfers Out	9,018,939	7,383,616	1,635,323	-	-	-	-
	135,931,607	89,403,693	8,396,417	1,614,739	11,538,100	-	24,978,658





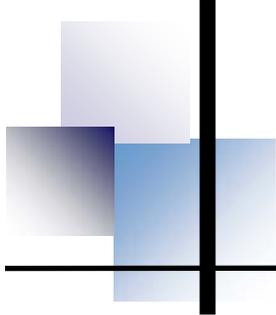
Comparison of Expenditures

BUDGET SUMMARIES

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

- General Government*** increases \$1,817,586 over the prior year adopted budget. This is the third largest increase amongst all functions. This increase is reflective of the Board’s outlook of better days ahead for Douglas County. The increase is mainly attributed the General Appropriation department and will help with the commitment to economic improvement in Douglas County. Cost containment measures implemented in 2009 continued. The hiring freeze established in 2008 was maintained and positions vacated were consider for attrition. Even with a 1.7% COLA included in this years Budget there was still a slight decrease in salaries due to some layoffs and early retirements in 2012. Training and travel continued to be limited to only what was absolutely necessary. The 2013 budget includes decreases in only three departments. Those departments are Election Board, Printing, and Voter Registration. The decrease in Election Board and Voter Registration is due to the decreased number of elections in 2013 as compared to 2012. The second largest increase over 2012 is in Information Services where a budget improvement request of \$186,271 that will mainly be used to replace outdated computer equipment and utilization of storage space.
- Judicial*** increases 6% for 2013. This equates to \$627,449. All departments except for the State Court Public Defender have increases in their budget. The State Court Defender has combined with the Public Defender Budget and is shown there. The budgets didn’t vary much compared to 2012 except they all had an increase in Benefits. Salaries stayed the same for the most part as did the personnel for this department so the rise in Benefits is mainly attributed to rising Health Care cost. Besides the change in the Benefits most budgets didn’t fluctuate much in comparison with 2012.



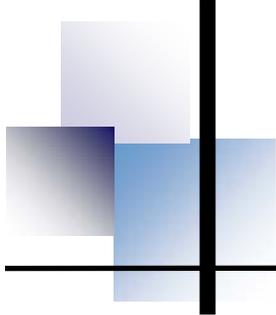


Comparison of Expenditures

BUDGET SUMMARIES

- ***Public Safety*** has the second highest increase in their budget as compared to 2012. The budget increases by 13%, which equates to \$4,638,980. The increase is mainly due to the operations of the new Jail and Law Enforcement Complex, which will result in operational cost to increase for things such as utilities. This caused the 2013 Sheriff's Detention Utility budget to exceed their 2012 actual expenditures by nearly \$400,000. There are also twenty new cars at a cost of \$500,000 and \$100,000 for refurbishing vehicles included for the Sheriff's Department. Fire and Emergency Medical Service had a Budget Improvement request of \$507,409 attributing to their increased budget. This is for renovations to an existing building that will provide our Fire Department with administrative facilities to better house their growing operations and adequate space for the County's ever increasing need for record retention storage area. The only department in Public Safety that had a decreased budget was Emergency Management.
- ***Public Works*** has the highest increase in their budget amongst all functions with a increase of \$7,309,128. This primarily comes from the D.O.T. Maintenance and Construction department. They will transfer \$6,937,851 out of the General Fund into the Capital Project Fund. This is for resurfacing projects through the Georgia DOT Local Maintenance and Improvement Grant Program and road projects with Atlanta Regional Commission.
- ***Health and Welfare*** increased 10%, which equates to \$165,410 compared to 2012. The 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. The Juvenile Programs Administration budget will be receiving the largest increase of \$115,268. This is mainly attributed to \$77,956 in grants that they were awarded for the 2013 Budget year. Senior Services also shows a slight increase.





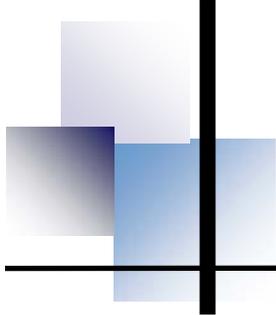
Comparison of Expenditures

BUDGET SUMMARIES

Culture and Recreation increases \$450,735. All departments either remained the same or increased with the exception of the Aquatic Center. It decreased by \$2,590. There was also a slight increase with the Douglas County Library and Senior Center. With the expansion of the Woodie Fite Senior Center increased utilities and maintenance costs were budgeted. The Library's slight increase is mainly due to replace the carpet in the older facilities where it is frayed and worn out. Apart from those minor changes there were few fluctuations in the budget from 2012 to 2013. Only an 8% increase for the entire function.

- ***Planning and Community Development*** increases 45%, which equates to an increase of \$935,725. The only department's with an increased budget are Building Inspection, Development Services Administration, Occupational Tax, and Rideshare. Rideshare attributes to the majority of the increase with a budget increase of \$867,961 as compared to 2012. This is due to improvement to the program that will total \$800,000 and includes a feasibility study, safety upgrades, and the purchase of fifteen new vans. Many of the other services provided under this function are detrimental to aggressively address the County's economic state as it relates to development.
- ***Special Revenue Funds*** increased \$701,950 as compared to 2012. The reason behind this increase is due to E-911 and Wireless fund that increased \$1,381,350 from 2012. This increase is mainly attributed to Capital Outlay. This is to replace the existing 911 AS400 computer with the latest version from IBM to improve the computer aided dispatch system. IBM will no longer maintain the current AS400 system after this year, causing the switch to be necessary. The CDBG Senior Center has the highest budget decrease. This is because the project will be completed in 2013 and the majority of the construction took place in 2012.



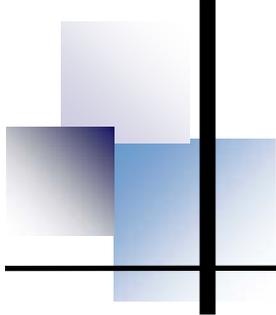


Comparison of Expenditures

BUDGET SUMMARIES

- ***Enterprise Fund*** reflects a slight decrease of \$224,420. No capital expenditures are planned and tight constraints will be exercised in all areas of spending. There were no necessary Closure and Post Closure costs included in the 2013 budget. There are enough funds set aside that it was determined that the liability was sufficient.
- ***Internal Service Funds*** increase by \$1,160,340 (not including transfers out). The majority of the increase is due to benefits and coverage in the Healthcare 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. Also, the rates the employees pay for health care have been adjusted to account for the rising costs of healthcare. For the Worker’s Compensation Fund costs are anticipated to have an increase of \$269,900, which is a 35% increase.
- ***Debt Service Funds*** will increase \$3,881,125. This is due to the 2010 Jail SPLOST Debt Service Fund. This fund is used for the construction of the new adult detention center that is scheduled to be completed in late 2012. The Jail Annex Debt Service Fund, which is funded with a transfer out from the General Fund has increased slightly by \$1,125.





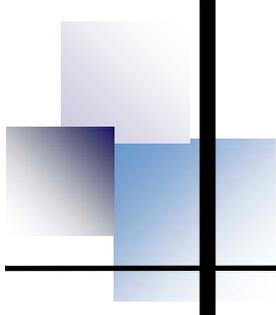
Comparison of Expenditures by Function

BUDGET SUMMARIES

	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND				
General Government				
Board of Commissioners	883,131	793,921	829,007	35,086
Communications	304,502	312,026	322,588	10,562
Courthouse Maintenance	842,000	811,464	1,010,521	199,057
Election Board	171,685	417,943	269,122	(148,821)
Finance	623,743	624,577	655,075	30,498
General Appropriations	5,128,101	4,333,741	5,578,469	1,244,728
Grants Administration	76,777	83,500	90,093	6,593
Human Resources	249,838	239,923	257,431	17,508
Information Services	947,876	993,276	1,299,307	306,031
Internal Audit	75,319	77,616	90,248	12,632
Legal Services	656,598	715,983	720,731	4,748
Motor Pool	35,417	100,983	101,810	827
Printing	152,080	123,237	121,299	(1,938)
Property Management	589,621	465,259	482,861	17,602
Purchasing	272,726	285,071	313,284	28,213
Records Retention	107,055	107,931	119,579	11,648
Risk & Safety	133,367	129,666	136,704	7,038
Tax Appraisal	858,916	818,378	925,265	106,887
Tax Assessor	129,030	139,531	139,947	416
Tax Commissioner	942,462	1,034,882	1,046,932	12,050
Tax Equalization Board	45,818	71,590	80,724	9,134
Voter Registration	87,659	92,913	-	(92,913)
TOTAL GENERAL GOVERNMENT	<u>13,313,722</u>	<u>12,773,411</u>	<u>14,590,997</u>	<u>1,817,586</u>

Comparison of Expenditures by Function

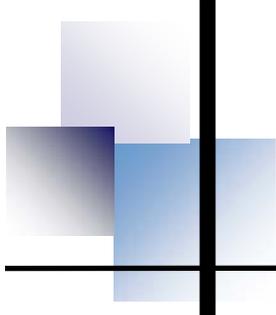
	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIOR YEAR</u>
Judicial				
Clerk of State Court	390,160	401,418	441,524	40,106
Clerk of Superior Court	1,644,947	1,726,818	1,786,519	59,701
District Attorney	1,769,382	2,047,162	2,172,802	125,640
Juvenile Court	1,061,084	1,057,081	1,171,263	114,182
Magistrate Court	613,842	596,142	651,778	55,636
Probate Court	319,925	327,338	354,873	27,535
Public Defender	1,408,848	1,458,818	1,753,261	294,443
State Court Judges	531,623	544,234	552,425	8,191
State Court Public Defender	206,883	215,162	-	(215,162)
State Court Solicitor	792,103	945,732	1,022,932	77,200
Superior Court Judges	441,218	448,247	488,224	39,977
TOTAL JUDICIAL	<u>9,180,016</u>	<u>9,768,152</u>	<u>10,395,601</u>	<u>627,449</u>
Public Safety				
Animal Control	486,414	528,834	703,304	174,470
Coroner	94,243	85,961	89,507	3,546
Emergency Management	324,082	190,494	179,862	(10,632)
Fire and Emergency Services	11,623,637	11,420,162	12,935,132	1,514,970
Sheriff Detention	13,104,234	13,594,195	14,906,951	1,312,756
Sheriff Enforcement	11,469,838	11,172,187	12,816,057	1,643,870
TOTAL PUBLIC SAFETY	<u>37,102,448</u>	<u>36,991,833</u>	<u>41,630,813</u>	<u>4,638,980</u>
Public Works				
Development Control	283,080	270,158	322,592	52,434
D.O.T. Administration	273,935	274,994	323,796	48,802
D.O.T. Maintenance & Construction	2,694,858	1,944,202	8,882,053	6,937,851
D.O.T. Traffic Operations	1,349,859	1,408,080	1,624,006	215,926
Fleet Management	753,489	704,016	758,131	54,115
TOTAL PUBLIC WORKS	<u>5,355,221</u>	<u>4,601,450</u>	<u>11,910,578</u>	<u>7,309,128</u>



Comparison of Expenditures by Function

BUDGET SUMMARIES

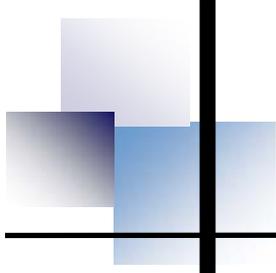
	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
Health and Welfare				
Board of Health	400,000	360,000	360,000	-
Community Services Board	141,000	126,900	126,000	(900)
Family and Children Services	94,000	84,600	84,600	-
Juvenile Programs Administration	744,893	734,449	849,717	115,268
Senior Services	<u>292,235</u>	<u>302,320</u>	<u>353,362</u>	<u>51,042</u>
TOTAL HEALTH AND WELFARE	<u>1,672,128</u>	<u>1,608,269</u>	<u>1,773,679</u>	<u>165,410</u>
Culture/Recreation				
Boys & Girls Club	15,000	15,000	15,000	-
Cultural Arts Council	35,000	35,000	35,000	-
Douglas County Library	1,602,699	1,624,336	1,681,354	57,018
Parks and Recreation	2,349,637	2,274,842	2,570,670	295,828
Parks and Recreation Aquatic Center	727,019	678,772	676,182	(2,590)
Parks and Recreation Senior Center	<u>947,425</u>	<u>951,775</u>	<u>1,052,254</u>	<u>100,479</u>
TOTAL CULTURE/RECREATION	<u>5,676,780</u>	<u>5,579,725</u>	<u>6,030,460</u>	<u>450,735</u>
Planning and Community Development				
Cooperative Extension	141,555	147,844	137,215	(10,629)
Building Inspection	344,330	310,545	314,691	4,146
Code Enforcement Officer Division	148,211	121,610	119,925	(1,685)
Development Services Administration	121,037	124,555	132,498	7,943
Economic Development	41,000	37,900	180,000	142,100
Geographic Information Systems	188,658	283,354	210,103	(73,251)
Occupational Tax Division	77,225	44,464	73,136	28,672
Planning and Zoning	307,140	309,179	279,647	(29,532)
Rideshare Program	657,177	640,355	1,508,316	867,961
S.H.A.R.E. House	9,400	9,000	9,000	-
Tourism	<u>61,392</u>	<u>62,400</u>	<u>62,400</u>	-
TOTAL PLANNING AND COMMUNITY DEVELOPMENT	<u>2,097,127</u>	<u>2,091,206</u>	<u>3,026,931</u>	<u>935,725</u>
TOTAL GENERAL FUND	<u>74,397,441</u>	<u>73,414,046</u>	<u>89,403,693</u>	<u>15,945,013</u>



Comparison of Expenditures by Function

BUDGET SUMMARIES

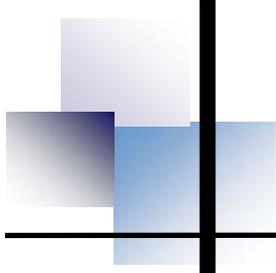
	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS				
District Attorney Confiscated Funds	170,645	65,000	100,000	35,000
Drug Abuse Treatment	106,374	108,761	108,761	-
CDBG Senior Center	120	641,674	273,528	(368,146)
E-911 & Wireless	3,655,730	2,090,200	3,471,550	1,381,350
Hotel-Motel Tax Fund	153,481	156,000	211,250	55,250
Law Library	95,756	85,000	90,000	5,000
Sheriff Confiscated Funds	719,344	470,000	267,000	(203,000)
Sheriff Inmate Commissary	118,809	19,000	23,000	4,000
Sheriff Other Programs	51,691	75,674	22,000	(53,674)
Sidewalk	27,216	-	100	100
Neighborhood Stabilization Program	1,324,110	3,616,112	3,616,112	-
Victim Assistance	140,044	154,888	-	(154,888)
Transfers Out	206,782	212,158	213,116	958
TOTAL SPECIAL REVENUE	<u>6,770,102</u>	<u>7,694,467</u>	<u>8,396,417</u>	<u>701,950</u>
ENTERPRISE FUND				
Landfill	1,575,343	1,839,159	1,614,739	(224,420)
TOTAL ENTERPRISE	<u>1,575,343</u>	<u>1,839,159</u>	<u>1,614,739</u>	<u>(224,420)</u>
INTERNAL SERVICE FUNDS				
Health and Employee Benefits	9,667,164	9,536,660	10,400,100	863,440
Worker's Compensation	864,157	841,100	1,138,000	296,900
Transfers Out	-	-	-	-
TOTAL INTERNAL SERVICE	<u>10,531,321</u>	<u>10,377,760</u>	<u>11,538,100</u>	<u>1,160,340</u>
DEBT SERVICE FUND				
2010 Jail SPLOST Debt Service	6,825,430	20,208,950	24,088,950	3,880,000
Jail Annex Project	891,182	888,583	889,708	1,125
Transfers Out	-	-	-	-
TOTAL DEBT SERVICE	<u>7,716,612</u>	<u>21,097,533</u>	<u>24,978,658</u>	<u>3,881,125</u>
TOTAL ALL FUNDS	<u>100,990,818</u>	<u>114,422,965</u>	<u>135,931,607</u>	<u>21,464,008</u>



Three-Year Comparison of Revenue

BUDGET SUMMARIES

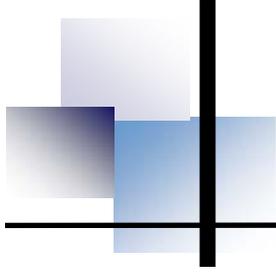
	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
General Fund			
Taxes			
Real & Personal Property	32,657,737	29,987,256	36,772,380
Sales and Use Taxes	17,264,892	16,650,000	16,200,000
Insurance Premium Taxes	4,007,535	4,007,535	4,300,000
Other Taxes / Penalties	6,875,942	7,778,786	7,124,060
Licenses and Permits	935,321	206,125	906,670
Intergovernmental	4,064,812	2,349,508	7,939,397
Charges for Services/Fines & Forfeitures	6,287,300	6,220,790	6,949,241
Courts and Law Enforcement	4,830,989	4,833,125	5,078,200
Use of Money and Property	36,521	31,000	36,500
Other Financing Sources	221,554	260,286	3,981,310
Miscellaneous	516,196	89,635	115,935
TOTAL REVENUES	77,698,800	72,414,046	89,403,693
Special Revenue Funds			
District Attorney Confiscated Funds			
Courts and Law Enforcement	251,516	65,000	100,000
Use of Money and Property	8,986	-	-
Miscellaneous	-	-	-
TOTAL REVENUES	260,502	65,000	100,000
Drug Abuse Treatment Fund			
Courts and Law Enforcement	104,454	90,000	108,761
Interest	452	500	-
TOTAL REVENUES	-	-	108,761
CDBG Senior Center Fund			
Federal Government		500,000	273,528
Miscellaneous		141,674	-
Other Financing Sources	141,674	-	-
TOTAL REVENUES	-	500,000	273,528
E-911 and Wireless Fund			
Wireless Charges	2,340,542	1,369,674	2,246,376
User Fees	-	716,526	-
Intergovernmental	93,592	-	-
Investment Earnings	3,748	-	900
Interest/Misc. Other	1,091	4,000	1,224,274
TOTAL REVENUES	2,438,974	2,090,200	3,471,550
Hotel-Motel Tax Fund			
Hotel-Motel Taxes	153,481	156,000	211,250
TOTAL REVENUES	153,481	156,000	211,250
Law Library			
Courts and Law Enforcement	123,330	85,000	90,000
Use of Money and Property	1,177	-	-
TOTAL REVENUES	124,507	85,000	90,000
Sheriff Confiscated Assets Fund			
Intergovernmental	943,986	438,000	267,000
Miscellaneous	39,885	-	-
TOTAL REVENUES	983,871	438,000	267,000
Sheriff Inmate Commissary			
Intergovernmental	-	-	-
Use of Money and Property	-	-	-
Miscellaneous	105,236	19,000	23,000
TOTAL REVENUES	105,236	19,000	23,000



Three-Year Comparison of Revenue

BUDGET SUMMARIES

	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>
Sheriff Other Programs			
Charges for Service	11	-	-
Miscellaneous	58,334	18,200	22,000
TOTAL REVENUES	58,345	18,200	22,000
Sidewalk Fund			
Fees	162,900	-	-
Use of Property & Money	174	100	100
TOTAL REVENUES	163,074	100	100
Neighborhood Stabilization Program Fund			
Intergovernmental	1,069,622	2,996,479	3,616,112
Other	-	619,633	-
TOTAL REVENUES	1,069,622	3,616,112	3,616,112
Victim Assistance Fund			
Victim Assistance Fines	169,651	154,513	193,200
Miscellaneous	-	-	19,416
Interest	358	375	500
TOTAL REVENUES	170,009	154,888	213,116
Enterprise Funds			
Landfill Fund			
Transfer Fees	818,076	935,970	702,000
C & D Fees	395,160	521,114	420,000
Camp Road Transfer Fees	59,657	63,189	65,000
Investments	161	-	-
Insurance Claims	-	-	-
Recycling Sales	237,420	318,886	300,000
Charges b/w Funds	24,291	-	-
Intergovernmental	26,446	-	-
Other	6,387	-	127,739
TOTAL REVENUES	1,567,599	1,839,159	1,614,739
Internal Service Funds			
Health and Employee Benefit Fund			
Charges for Services	8,738,684	9,536,560	10,400,050
Interest	130	100	50
Transfer In	532,149	-	-
TOTAL REVENUES	9,270,963	9,536,660	10,400,100
Worker's Compensation Fund			
Charges for Services	697,037	841,050	1,137,960
Interest Earned	58	50	40
TOTAL REVENUES	697,095	841,100	1,138,000
Debt Service Funds			
Jail Annex Debt Service			
Transfers In	891,182	888,583	826,866
TOTAL REVENUES	891,182	888,583	826,866
2012 Jail SPLOST Debt Service			
Taxes	-	-	-
Miscellaneous	-	-	2,500,000
Investment Earnings	13,938	-	14,000
Trasnfers In	25,451,899	20,208,950	21,574,950
TOTAL REVENUES	25,465,837	20,208,950	24,088,950
TOTAL REVENUES OF ALL FUNDS	121,119,097	112,870,998	135,868,765
TOTAL APPROPRIATED FUND BALANCE	822,323	906,461	1,814,368
TOTAL OF ALL FUNDING SOURCES	121,941,420	113,777,459	137,683,133



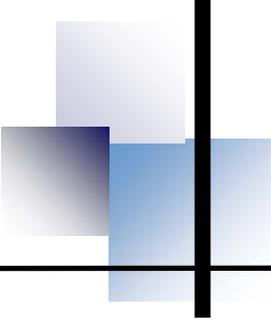
Three-Year Comparison of Expenditures

BUDGET SUMMARIES

	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>
General Fund			
General Government	13,554,368	13,048,405	14,914,793
Judicial System	9,924,909	10,502,601	11,289,952
Public Safety	37,102,448	36,991,833	41,630,813
Public Works	5,081,286	4,326,456	11,586,782
Health and Welfare	1,597,425	1,538,275	1,637,854
Parks, Recreation and Culture	5,006,590	4,915,270	5,316,568
Planning and Community Development	2,097,127	2,091,206	3,026,931
TOTAL EXPENDITURES	74,364,153	73,414,046	89,403,693
Special Revenue Funds			
District Attorney Confiscated Funds			
Operating	170,645	65,000	100,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	170,645	65,000	100,000
Drug Abuse Treatment Fund			
Other Professional Services	106,374	98,880	108,761
Supplies	-	9,881	-
Training	-	-	-
TOTAL EXPENDITURES	106,374	108,761	108,761
CDBG Senior Center Fund			
Professional Services	-	44,018	34,014
Transfers Out	-	-	178,013
Capital Outlay	120	597,656	61,501
TOTAL EXPENDITURES	-	44,018	34,014
E-911 and Wireless Fund			
Salaries and Related Costs	1,283,830	1,363,533	1,475,398
Other Expenses	501,854	726,667	-
Capital Outlay	1,870,045	-	1,996,152
TOTAL EXPENDITURES	3,655,730	2,090,200	3,471,550
Hotel-Motel Tax Fund			
Transfers Out	153,481	156,000	211,250
TOTAL EXPENDITURES	153,481	156,000	211,250
Law Library			
Operating	95,756	85,000	90,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	95,756	85,000	90,000
Sheriff Confiscated Assets Fund			
Operating	719,344	470,000	267,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	719,344	470,000	267,000
Sheriff Inmate Commissary			
Operating	118,809	19,000	23,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	118,809	19,000	23,000

Three-Year Comparison of Expenditures

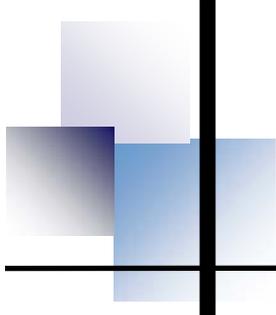
	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>
Sheriff Other Programs			
Operating	51,691	21,000	22,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	51,691	21,000	22,000
Sidewalk Fund			
Operating	-	-	-
Capital Outlay	27,216	100	100
Miscellaneous	-	-	-
TOTAL EXPENDITURES	27,216	100	100
Neighborhood Stabilization Program Fund			
Other Professional Services	1,300,238	3,616,112	3,616,112
Transfers Out	23,872	-	-
TOTAL EXPENDITURES	1,324,110	3,616,112	3,616,112
Victim Assistance Fund			
Salaries and Related Costs	112,759	123,288	181,089
Other Expenses	3,000	7,300	9,341
Transfers Out	24,285	24,300	22,686
Capital Outlay	-	-	-
TOTAL EXPENDITURES	140,044	154,888	213,116
Enterprise Funds			
Landfill Fund			
Salary and Benefits	573,479	580,226	635,599
Operating Expenses	882,746	1,158,933	879,140
Capital Outlay	-	-	-
Depreciation	119,118	100,000	100,000
TOTAL EXPENDITURES	1,575,343	1,839,159	1,614,739
Internal Service Funds			
Health and Employee Benefit Fund			
Claims	9,253,348	9,126,660	8,984,100
Administrative	413,816	410,000	1,416,000
TOTAL EXPENDITURES	9,667,164	9,536,660	10,400,100
Worker's Compensation Fund			
Claims	795,010	769,600	1,023,000
Administrative	69,147	71,500	115,000
Transfer Out	-	-	-
TOTAL EXPENDITURES	864,157	841,100	1,138,000
Debt Service Funds			
Jail Annex Debt Service			
Principal	800,000	825,000	855,000
Interest and Fees	91,182	63,583	34,708
TOTAL EXPENDITURES	891,182	888,583	889,708
2012 Jail SPLOST Debt Service			
Other Financing Sources	-	-	2,500,000
Principal	4,840,000	16,000,000	18,000,000
Interest and Fees	1,985,430	4,208,950	3,588,950
TOTAL EXPENDITURES	6,825,430	20,208,950	24,088,950
TOTAL EXPENDITURES OF ALL FUNDS	100,750,629	113,558,577	135,692,093
LESS INTERNAL SERVICE FUNDS	(10,326,757)	(10,169,148)	(10,377,760)
LESS TRANSFERS OUT	(182,910)	(212,158)	(180,300)
TOTAL NET INTERNAL SERVICE FUNDS	90,240,962	103,177,271	125,134,033



Appropriation Class Comparison

BUDGET SUMMARIES

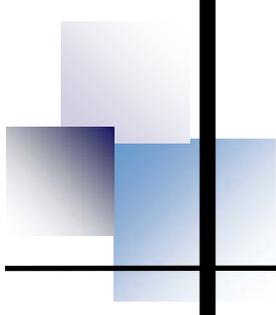
<u>APPROPRIATION CLASSIFICATION</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Salary and Wages	41,467,262	42,074,225	42,245,493
Benefits	10,925,750	13,033,078	16,735,104
Advertising	185,385	98,796	217,769
Audit and Legal	1,372,536	1,390,063	1,490,609
Vehicle Expenses	2,344,885	2,258,294	2,580,329
Dues and Subscriptions	248,426	216,831	252,540
Equipment Rental	30,214	38,065	30,886
Rentals	96,945	96,908	21,240
Maintenance Charges	1,091,707	1,187,253	1,260,402
Supplies	4,278,705	5,477,752	5,304,604
Professional Services	8,281,219	8,696,517	9,314,246
Utilities	4,120,826	4,234,765	4,651,086
Travel and Training	226,727	48,375	52,212
Minor Equipment and Improvements	164,823	-	-
Capital Outlay	134,046,872	1,273,106	935,100
Interfund / Interdepartment Charges	9,552,207	9,359,100	10,007,100
Other	28,260,831	1,502,755	2,153,366
Other Financing Sources	78,823,393	1,065,383	11,340,926
Debt Service	2,214,128	4,393,633	3,809,774
Uniforms and Clothing	190,199	173,352	235,263
Road Maintenance	31,033,663	100,000	150,000
Grants	120,692	66,938	143,049
Closure and Post Closure	-	1	-
Other	5,639,818	17,781,629	20,611,039
Budget Improvement Requests	-	(410,586)	2,115,942
TOTAL	<u>\$ 364,717,213</u>	<u>\$ 114,156,233</u>	<u>\$ 135,658,079</u>



Appropriations by Type

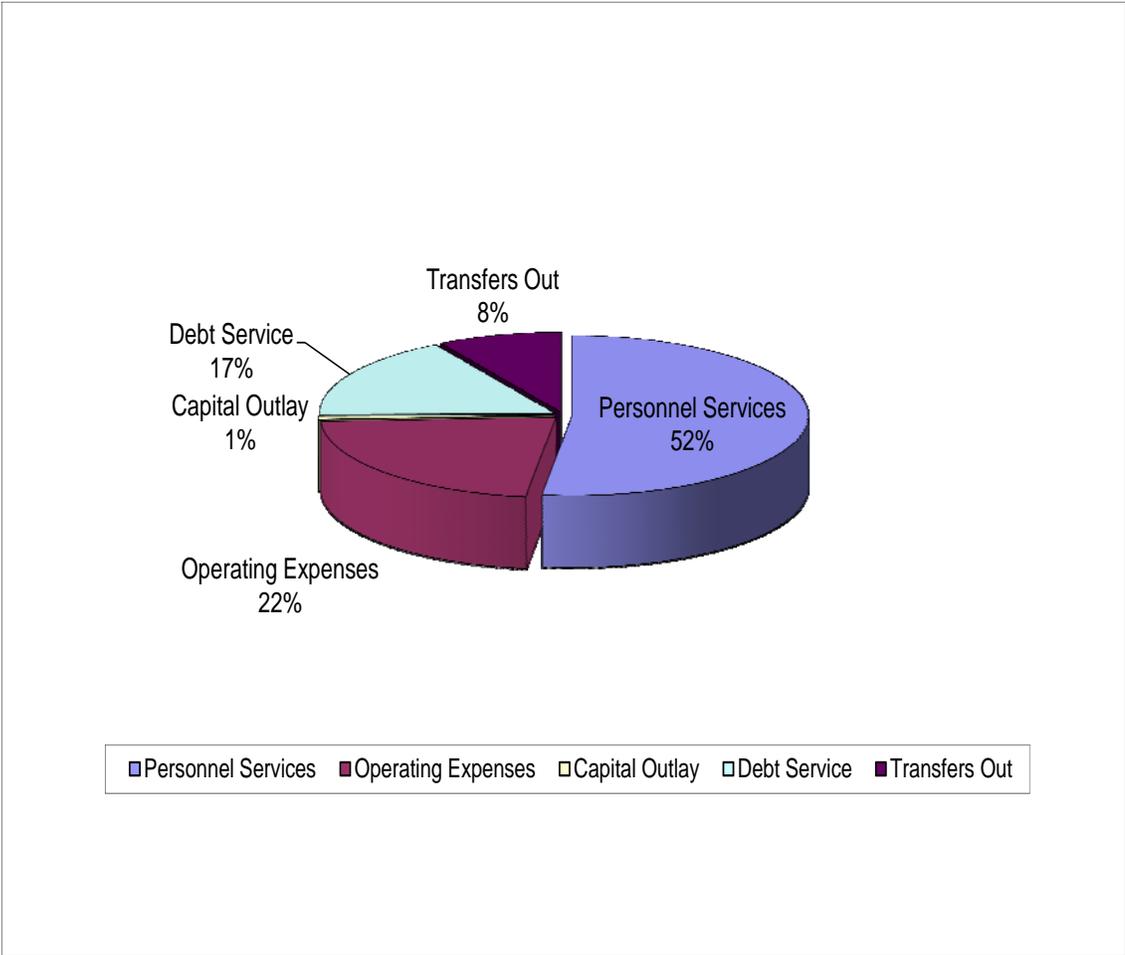
BUDGET SUMMARIES

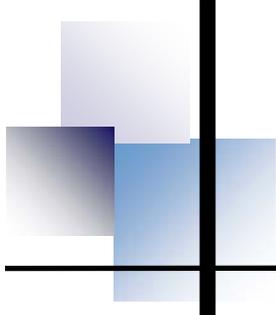
	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Transfers Out</u>	<u>Total</u>
General Fund	56,919,774	23,975,687	935,000	189,616	7,383,616	89,403,693
Special Revenue Funds:						
District Atty Confiscated Funds	-	100,000	-	-	-	100,000
Drug Abuse Treatment	-	108,761	-	-	-	108,761
CDBG Senior Center Fund	-	95,515	-	-	178,013	273,528
E-911	1,476,898	771,278	-	-	1,223,374	3,471,550
Hotel-Motel Tax Fund	-	-	-	-	211,250	211,250
Law Library	-	90,000	-	-	-	90,000
Sheriff Inmate Commissary	-	23,000	-	-	-	23,000
Sheriff Confiscated Funds	-	267,000	-	-	-	267,000
Sheriff Other	-	22,000	-	-	-	22,000
Sidewalk Fund	-	-	100	-	-	100
Neighborhood Stabilization Prog	-	3,616,112	-	-	-	3,616,112
Victim Assistance	181,089	9,341	-	-	22,686	213,116
Enterprise Funds:						
Landfill Enterprise Fund	638,099	976,640	-	-	-	1,614,739
Internal Service Funds:						
Employee Benefit	10,400,100	-	-	-	-	10,400,100
Worker's Compensation	1,138,000	-	-	-	-	1,138,000
Debt Service Funds:						
Jail Annex	-	3,500	-	886,208	-	889,708
2010 Jail SPLOST Debt Svc	-	-	-	21,588,950	2,500,000	24,088,950
Total Appropriations	<u>70,753,960</u>	<u>30,058,834</u>	<u>935,100</u>	<u>22,664,774</u>	<u>11,518,939</u>	<u>135,931,607</u>



Appropriation by Type

BUDGET SUMMARIES

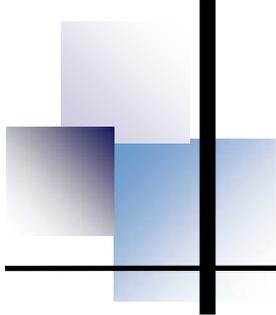




Fund Balance Summary

BUDGET SUMMARIES

	2013 BEGINNING FUND BALANCE	2013 APPROVED REVENUES	2013 APPROVED EXPENDITURES	2013 ENDING FUND BALANCE	% Change From Beginning Fund Balance To Ending Fund Balance
<u>BUDGETED FUNDS</u>					
Governmental Fund:					
General Fund	<u>13,983,956</u>	<u>89,403,693</u>	<u>89,403,693</u>	<u>13,983,956</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	208,272	100,000	100,000	208,272	0.00%
Drug Abuse Treatment	343,832	108,761	108,761	343,832	0.00%
CDBG Senior Center	(233,254)	273,528	273,528	(233,254)	0.00%
E-911	2,343,147	3,471,550	3,471,550	2,343,147	0.00%
Hotel-Motel Tax Fund	-	211,250	211,250	-	0.00%
Law Library	482,212	90,000	90,000	482,212	0.00%
Sheriff Inmate Commissary	297,315	23,000	23,000	297,315	0.00%
Sheriff Confiscated Funds	4,883,575	267,000	267,000	4,883,575	0.00%
Sheriff Other	75,674	22,000	22,000	75,674	0.00%
Sidewalk Fund	13,346	100	100	13,346	0.00%
Neighborhood Stabilization Prog	667,264	3,616,112	3,616,112	667,264	0.00%
Victim Assistance	<u>324,512</u>	<u>154,888</u>	<u>154,888</u>	<u>324,512</u>	<u>0.00%</u>
Total Special Revenue Fund	9,405,895	8,338,189	8,338,189	9,405,896	0.00%
Enterprise Funds:					
Landfill Enterprise Fund	<u>435,770</u>	<u>1,614,739</u>	<u>1,614,739</u>	<u>435,770</u>	<u>0.00%</u>
Total Enterprise Funds	435,770	1,614,739	1,614,739	435,770	0.00%
Internal Service Funds:					
Employee Benefit	(2,328,909)	10,400,100	10,400,100	(2,328,909)	0.00%
Worker's Compensation	<u>(723,973)</u>	<u>1,138,000</u>	<u>1,138,000</u>	<u>(723,973)</u>	<u>0.00%</u>
Total Internal Service	(3,052,882)	11,538,100	11,538,100	(3,052,882)	0.00%
Debt Service					
Jail Annex	62,842	889,708	889,708	62,842	0.00%
2010 Jail SPLOST Debt Service	<u>20,730,132</u>	<u>24,088,950</u>	<u>24,088,950</u>	<u>20,730,132</u>	<u>0.00%</u>
Total Debt Service Funds	20,792,974	24,978,658	24,978,658	20,792,974	0.00%
Total of All Budgeted Funds	<u>41,565,714</u>	<u>135,873,379</u>	<u>135,873,379</u>	<u>41,565,714</u>	<u>0.00%</u>



Summary of Staffing Changes

BUDGET SUMMARIES

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 52.77% of the total. They also have 20.17% of the total part-time County employees.

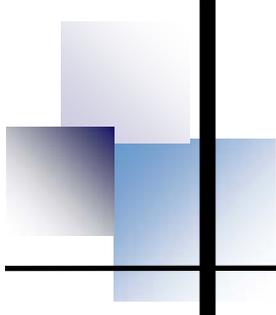
The Judicial function is the second largest employer of the Douglas County Government full-time workforce with 15.09%. Also, 6.72% of the total part-time employees belongs to the Judicial function.

The General Government has 9.95% of full-time workforce. Also, this function makes up 13.44% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 6.85% of the total full-time workforce. This function encompasses 46.18% 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:

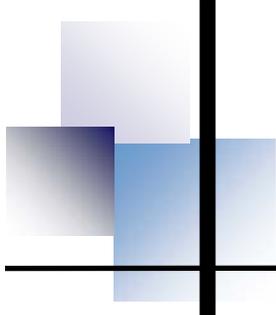
Function	Percentage Of Total Full-Time	Percentage Of Total Part-Time	Increase	Increase
			(Decrease)	(Decrease)
			In Full-Time Positions	In Part- Time Positions
General Government	9.95%	13.44%	(4)	-6
Judicial	15.09%	6.72%	-	2
Public Safety	52.77%	20.17%	2	-3
Public Works	6.31%	3.36%	-1	1
Health & Welfare	2.35%	0.00%	-1	0
Recreation	6.85%	46.18%	5	-20
Planning & Community Development	2.90%	1.68%	-5	0
Special Revenue	2.89%	0.84%	-4	-1
Enterprise Funds	0.86%	5.04%	0	0



Full-Time Personnel

BUDGET SUMMARIES

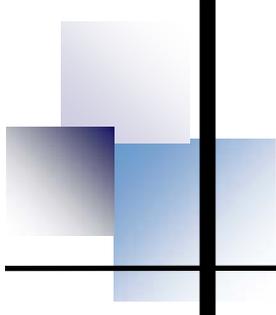
	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	7	8	7	0.75%	(1)
Communications & Community Relations	4	3	3	0.32%	-
Courthouse Maintenance	1	1	1	0.11%	-
Election Board	2	2	4	0.43%	2
Finance	11	10	10	1.07%	-
Human Resources	4	4	4	0.43%	-
Information Services	10	10	9	0.96%	(1)
Internal Audit	1	1	1	0.11%	-
Legal Services	2	2	1	0.11%	(1)
Printing & Mail	3	3	2	0.21%	(1)
Property Management	7	7	7	0.75%	-
Purchasing	5	6	5	0.54%	(1)
Records Retention	2	2	2	0.21%	-
Risk & Safety	2	2	2	0.21%	-
Tax Appraisal	17	16	16	1.71%	-
Tax Commissioner	15	18	17	1.82%	(1)
Voter Registration	<u>2</u>	<u>2</u>	<u>2</u>	<u>0.21%</u>	<u>-</u>
TOTAL GENERAL GOVERNMENT	95	97	93	9.95%	(4)
<i>Judicial</i>					
Clerk of State Court	10	10	10	1.07%	-
Clerk of Superior Court	31	32	30	3.21%	(2)
District Attorney	33	34	36	3.85%	2
Juvenile Court	7	7	7	0.75%	-
Magistrate Court	8	9	9	0.96%	-
Probate Court	6	6	6	0.64%	-
Public Defender	15	15	15	1.61%	-
State Court Judges	4	4	4	0.43%	-
State Court Public Defender	3	3	3	0.32%	-
State Court Solicitor	13	15	15	1.61%	-
Superior Court Judges	<u>6</u>	<u>6</u>	<u>6</u>	<u>0.64%</u>	<u>-</u>
TOTAL JUDICIAL	136	141	141	15.09%	-



Full-Time Personnel

BUDGET SUMMARIES

	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>	2013 PERCENT OF TOTAL	INCREASE/ DECREASE FM PRIOR YEAR
GENERAL FUND (cont'd)					
<i>Public Safety</i>					
Animal Control	10	10	9	0.96%	(1)
Coroner	1	1	1	0.11%	-
Emergency Management	2	2	2	0.21%	-
Fire and Emergency Services	143	158	153	16.37%	(5)
Sheriff Detention	147	159	165	17.67%	6
Sheriff Enforcement	<u>156</u>	<u>161</u>	<u>163</u>	<u>17.45%</u>	<u>2</u>
TOTAL PUBLIC SAFETY	459	491	493	52.77%	2
<i>Public Works</i>					
Development Control	5	4	4	0.43%	-
D.O.T - Administration	4	3	3	0.32%	-
D.O.T - Maintenance & Construction	13	13	13	1.39%	-
D.O.T - Traffic Operations	28	28	27	2.89%	(1)
Fleet Management	<u>12</u>	<u>12</u>	<u>12</u>	<u>1.28%</u>	<u>-</u>
TOTAL PUBLIC WORKS	62	60	59	6.31%	(1)
<i>Health and Welfare</i>					
Juvenile Programs Administration	13	12	13	1.39%	1
Senior Services	<u>7</u>	<u>11</u>	<u>9</u>	<u>0.96%</u>	<u>(2)</u>
TOTAL HEALTH AND WELFARE	20	23	22	2.35%	(1)
<i>Parks, Recreation and Culture</i>					
Douglas County Library	15	17	23	2.46%	6
Parks and Recreation	29	33	33	3.53%	-
Parks and Recreation Aquatic Center	4	4	4	0.43%	-
Parks and Recreation Senior Center	<u>4</u>	<u>5</u>	<u>4</u>	<u>0.43%</u>	<u>(1)</u>
TOTAL CULTURE/RECREATION	52	59	64	6.85%	5
<i>Planning and Community Development</i>					
Agriculture Extension	6	6	5	0.54%	(1)
Building Inspection	8	8	6	0.64%	(2)
Code Enforcement Officers Division	3	3	2	0.21%	(1)
Development Services Administration	1	1	1	0.11%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.32%	-
Occupational Tax Division	2	2	1	0.11%	(1)
Planning and Zoning	5	5	5	0.54%	-
Rideshare Program	<u>3</u>	<u>4</u>	<u>4</u>	<u>0.43%</u>	<u>-</u>
TOTAL HOUSING AND DEVELOPMENT	31	32	27	2.90%	(5)
TOTAL GENERAL FUND	855	903	899	96.22%	(4)

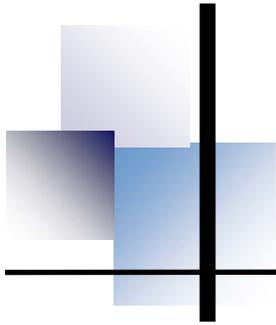


Full-Time Personnel

BUDGET SUMMARIES

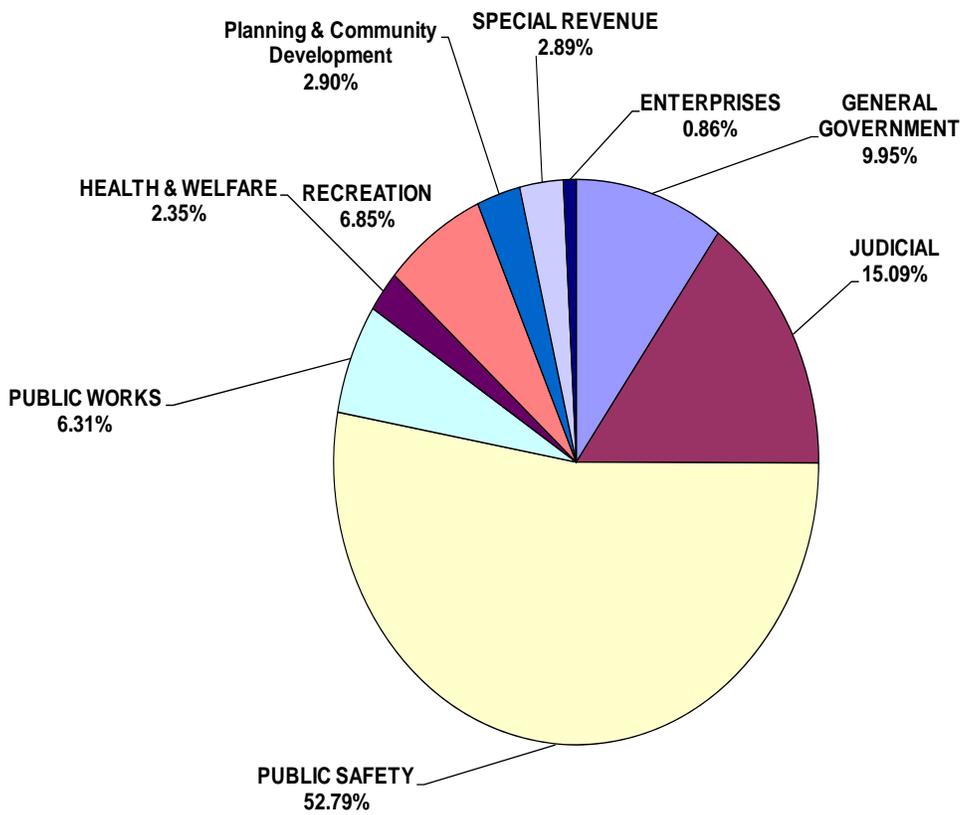
	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS					
<i>E-911</i>	23	28	24	2.57%	(4)
<i>Victim Assistance</i>	<u>2</u>	<u>3</u>	<u>3</u>	<u>0.32%</u>	<u>-</u>
TOTAL SPECIAL REVENUE	25	31	27	2.89%	(4)
ENTERPRISE FUNDS					
<i>Landfill</i>	<u>8</u>	<u>8</u>	<u>8</u>	<u>0.86%</u>	<u>-</u>
TOTAL ENTERPRISES	8	8	8	0.86%	-
TOTAL ALL FUNDS					
	888	942	934	99.97%	(8)

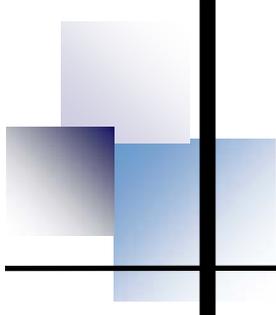




Full-Time Personnel

BUDGET SUMMARIES

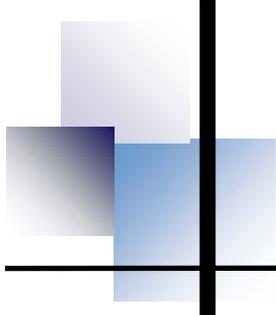




Part-Time Personnel

BUDGET SUMMARIES

	2011 <u>ACTUAL</u>	2012 <u>BUDGET</u>	2013 <u>APPROVED</u>	2013 PERCENT OF <u>TOTAL</u>	INCREASE/ DECREASE FM <u>PRIOR YEAR</u>
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	6	6	5.04%	-
Election Board	5	5	5	4.20%	-
Property Management	1	1	-	0.00%	(1)
Tax Appraisal	1	1	1	0.84%	-
Tax Assessor	5	5	1	0.84%	(4)
Tax Commissioner	4	4	2	1.68%	(2)
Communications	-	-	1	<u>0.84%</u>	<u>1</u>
TOTAL GENERAL GOVERNMENT	22	22	16	13.44%	(6)
<i>Judicial</i>					
Clerk of Superior Court	2	2	2	1.68%	-
Magistrate Court	2	2	4	3.36%	2
District Attorney	1	3	2		
State Court	<u>2</u>	<u>2</u>	<u>2</u>	<u>1.68%</u>	<u>-</u>
TOTAL JUDICIAL	7	9	10	6.72%	2
<i>Public Safety</i>					
Animal Control	2	2	1	0.84%	(1)
Fire and Emergency Services	1	1	1		
Sheriff Detention	22	22	22	18.49%	-
Sheriff Enforcement	<u>3</u>	<u>3</u>	<u>1</u>	<u>0.84%</u>	<u>(2)</u>
TOTAL PUBLIC SAFETY	28	28	25	20.17%	(3)
<i>Public Works</i>					
Development Control	-	1	1	0.84%	-
Rideshare Program	2	2	2	1.68%	-
Fleet Management	<u>1</u>	<u>-</u>	<u>1</u>	<u>0.84%</u>	<u>1</u>
TOTAL PUBLIC WORKS	3	3	4	3.36%	1
<i>Parks, Recreation and Culture</i>					
Douglas County Library	10	10	-	0.00%	(10)
Parks & Recreation	33	31	26	21.85%	(5)
Parks & Recreation Aquatic Center	<u>34</u>	<u>34</u>	<u>29</u>	<u>24.33%</u>	<u>(5)</u>
TOTAL CULTURE/RECREATION	77	75	55	46.18%	(20)

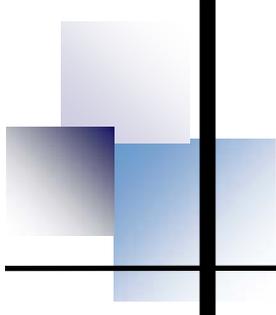


Part-Time Personnel

BUDGET SUMMARIES

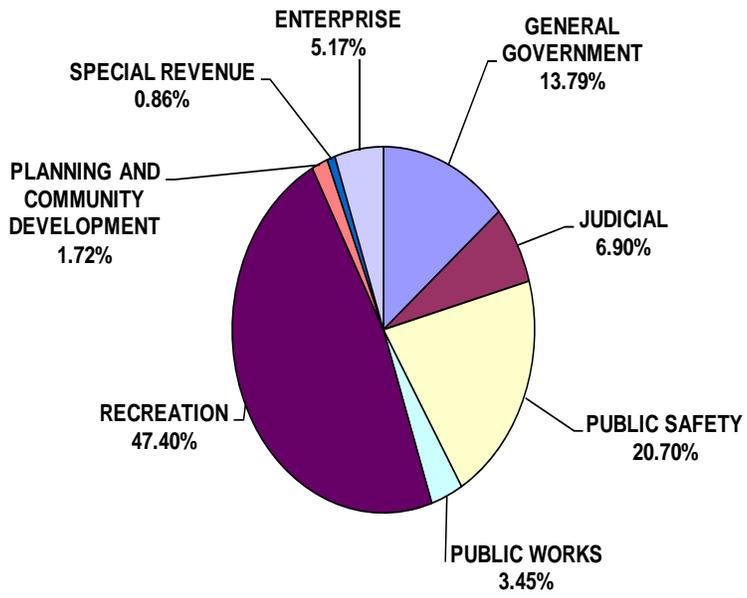
GENERAL FUND (cont'd.)	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
<i>Planning and Community Development</i>					
Agriculture Extension	2	2	2	1.68%	-
TOTAL PLANNING AND DEVELOPMENT	<u>2</u>	<u>2</u>	<u>2</u>	1.68%	-
TOTAL GENERAL FUND					
	139	139	112	91.55%	(26)
SPECIAL REVENUE FUNDS					
<i>E-911</i>	1	1	-	0.00%	(1)
<i>Victim Assistance</i>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0.84%</u>	<u>-</u>
TOTAL SPECIAL REVENUE	2	2	1	0.84%	(1)
ENTERPRISE FUND					
<i>Landfill</i>	<u>6</u>	<u>6</u>	<u>6</u>	<u>5.04%</u>	<u>-</u>
TOTAL ENTERPRISE	6	6	6	5.04%	-
TOTAL ALL FUNDS					
	147	147	119	97.43%	(27)

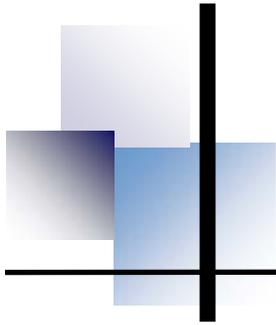




Part-Time Personnel

BUDGET SUMMARIES





General Fund

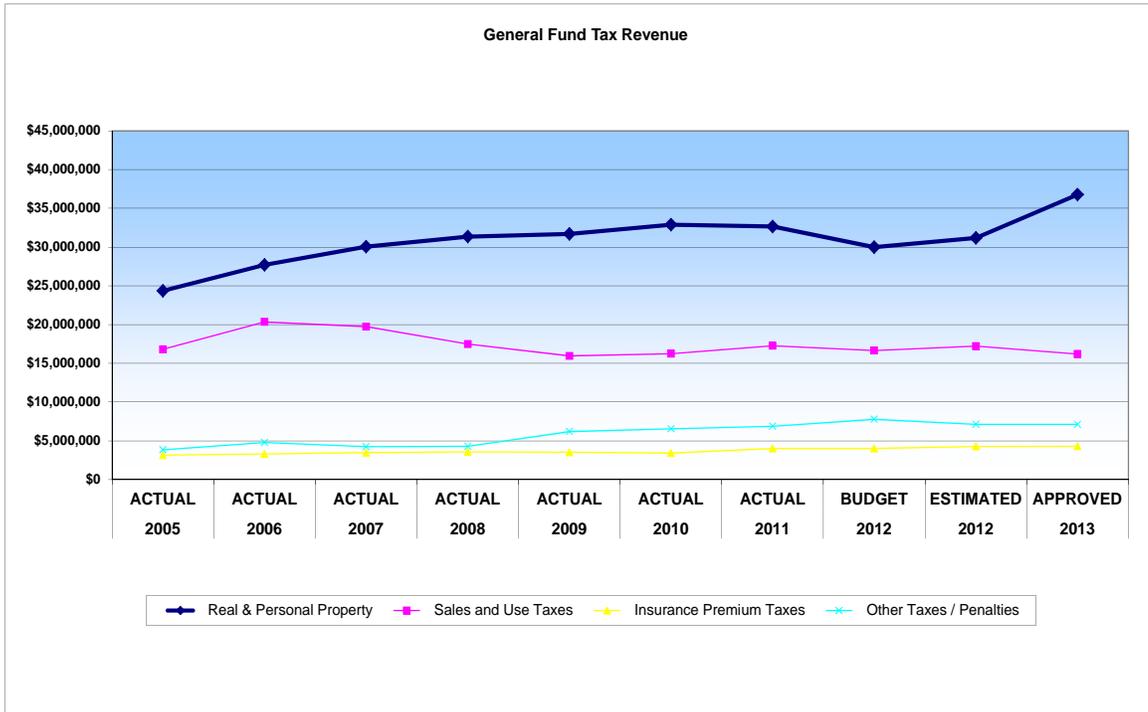
GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 72.03% of all General Fund revenues. The remaining 27.97% are from other revenue sources. Over all, the 2013 budgeted General Fund Revenue decreased approximately 18% compared to 2012 estimated. The 2013 approved General Fund revenues are \$89,403,693, which is an increase of \$13,394,774, compared to the 2012 estimated revenues totaling \$76,008,919.

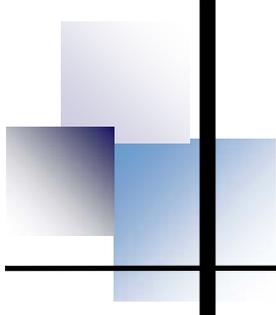
OVERVIEW OF TAX REVENUE

As stated above, tax revenue comprises the majority of General Fund revenues. Tax revenue consists of real & personal property taxes, sales taxes, insurance premium taxes and other taxes. Below is a chart showing the trends for each of these since 2005.

TRENDS

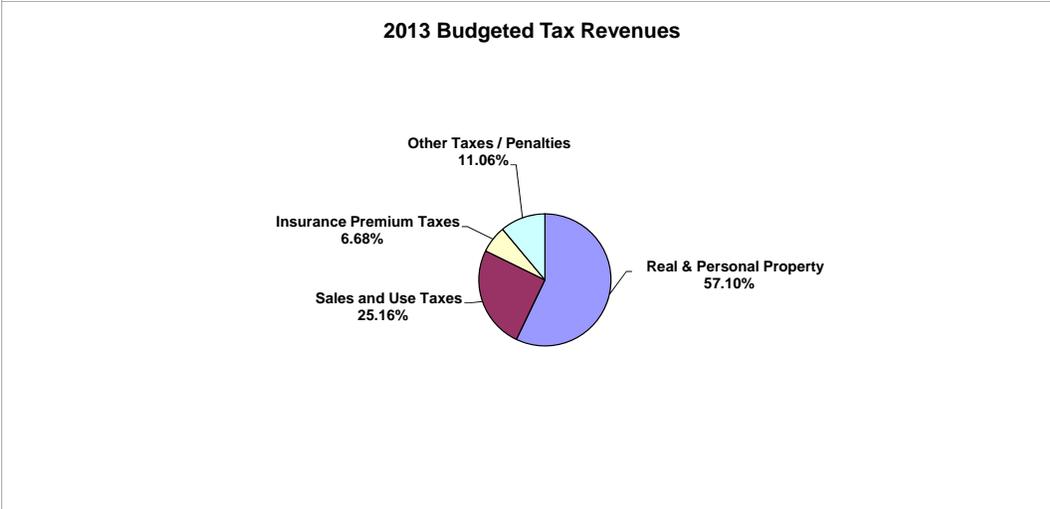
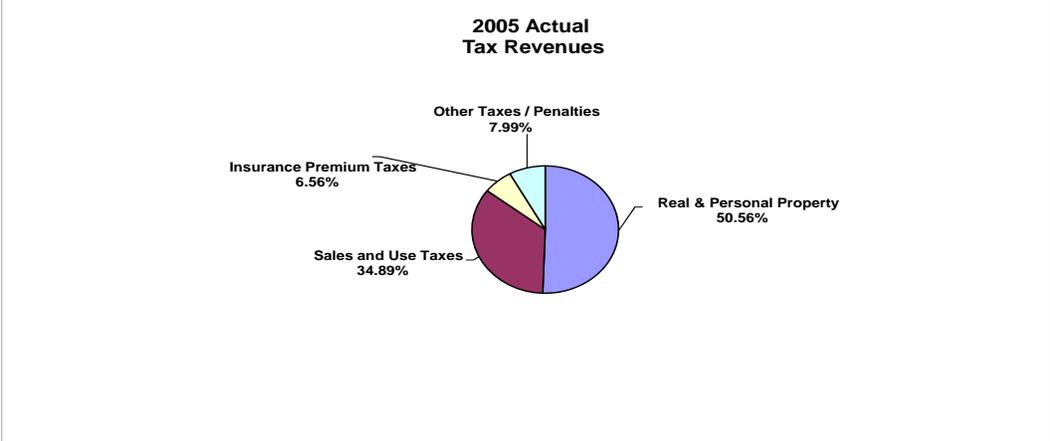


While there are different ways to estimate revenues, reviewing the historical averages/percentages is our most common approach. The graphs on the next page compare the percentages of the different categories of tax revenue for 2005 and 2013.



General Fund

TRENDS



Real and Personal Property Taxes:

The trend in the digest, usually an upward trend, is used to calculate real and personal property tax revenue. Average growth rate of the digest is 3% - 5% a year. Usually, historical averages are the best measurement for future estimates. However, the past few years have not followed the trend. 2013 will fall into this category if the mileage rate is not raised this year. Due to the current economy and housing market the digest is anticipated to decrease if the mileage rate does not increase. The chart on the next page reflects the changes in the digest from 2007 to 2012.

General Fund

CURRENT 2011 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY
(In Thousands)

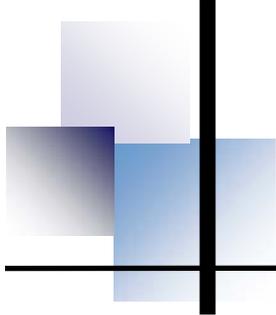
COUNTY WIDE	2007	2008	2009	2010	2011	2012
Real & Personal	4,361,404	4,587,767	4,558,272	3,880,139	3,758,149	3,600,544
Motor Vehicles	280,208	297,452	313,853	270,104	261,372	272,385
Mobile Homes	9,632	9,128	8,810	7,602	6,938	6,207
Timber-100%	339	527	143	339	9	415
Heavy Duty Equipment	429	56	285	46	-	-
Gross Digest	4,652,012	4,894,930	4,881,363	4,158,230	4,026,468	3,879,551
Less M & O Exemptions	(572,956)	(594,665)	(567,630)	(421,371)	(404,709)	(370,699)
Net M & O Digest	4,079,056	4,300,265	4,313,733	3,736,859	3,621,759	3,508,852
State of Georgia Forest Land Assistance Grant Value	0	0	0	0	0	0
Adjusted Net M & O Digest	4,079,056	4,300,265	4,313,733	3,736,859	3,621,759	3,508,852
Gross M & O Millage Rate	12.781	12.462	12.040	14.466	14.428	14.764
Less Millage Rate Rollbacks	(4.920)	(4.636)	(4.108)	(4.566)	(4.528)	(4.864)
Net M & O Millage Rate	7.861	7.826	7.932	9.900	9.900	9.900
Net Taxes \$ Levied	32,065,459	33,653,874	34,216,530	36,994,904	35,855,414	34,737,635
Net Taxes \$ Increase	2,108,321	1,588,415	562,656	277,374	(1,139,489)	(1,117,778)
Net Taxes % Increase	7.04%	4.95%	1.67%	0.81%	-3.08%	-3.12%

Sales and Use Taxes:

This source of income is projected at \$16,200,000 (18.12% of total revenue) which is lower than the prior year estimated. Fiscal year 2012 is estimated to be \$46,236 lower than 2011's actual of \$17,264,892. This revenue is very volatile to the economic condition and travels parallel with the economy. Therefore, this revenue is estimated based on historical averages as well as acknowledging that economic conditions have declined in recent years. It is forecasted that the economic condition for the new budget year will decline compared to 2012, showing a slight decrease in Sales Tax Revenues. The chart to the right shows the percentage change (increase or decrease) from one year to the next.

Year	Sales Tax Revenue	% Change from Prior Year
2005	16,803,139	
2006	20,338,201	21.04%
2007	19,734,012	-2.97%
2008	17,495,669	-11.34%
2009	15,958,261	-8.79%
2010	16,246,016	1.80%
2011	17,264,892	6.27%
2012*	17,218,656	-0.27%
2013*	16,200,000	-5.92%

*Estimated



General Fund

TRENDS

I nsurance Premium Taxes:

This anticipated tax revenue is \$4,300,000. Fiscal year 2012 estimated revenues were \$4,281,315 while 2011 actual revenues were \$4,007,535. This demonstrates just a slight increase of .44% in the 2013 budgeted amount compared to 2012's estimated. 2009 saw the first decrease in this revenue with a 1.43% decline. While 2013 has increased to the highest amount this revenue has ever been projected. This projection is based off the increase in the 2012 projected revenues.

Other Taxes:

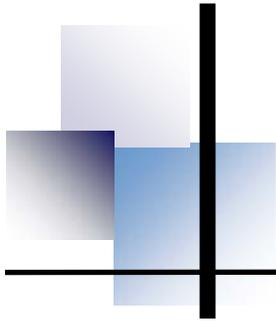
This category consist mainly of alcohol taxes, franchise taxes, intangible taxes, and tax penalties. Alcohol taxes are estimated at \$618,960. This revenue has remained fairly consistent over the past few years. Franchise taxes are estimated at \$1,252,000; which is an increase over 2012's estimate and is based on historical trends as well as a rate increase by the local cable company in the County. Intangible Taxes are projected at \$384,000 for 2013. This revenue has declined compared to previous years due to the current economy, but remained the same as the 2012 budget. It is based on the housing market and/or home refinancing. Therefore, both a historical trend is used as well as the economic condition (i.e. housing market). Tax penalties are estimated at \$1,030,000. Other tax revenues comprises 8% of the total revenue and includes the following major categories:

Alcohol Taxes	0.69%
Franchise Taxes	1.40%
Intangible Taxes	0.43%
Tax Penalties	1.15%

OTHER REVENUES CATEGORIES:

Licenses and Permits:

These revenues are 1.01% of 2013 revenues and reflect a decrease from the 2012 estimated amount of \$1,049,995. Due to the recent economy, it was only budgeted at \$206,125, but it exceeded the budget causing the increase for 2013.

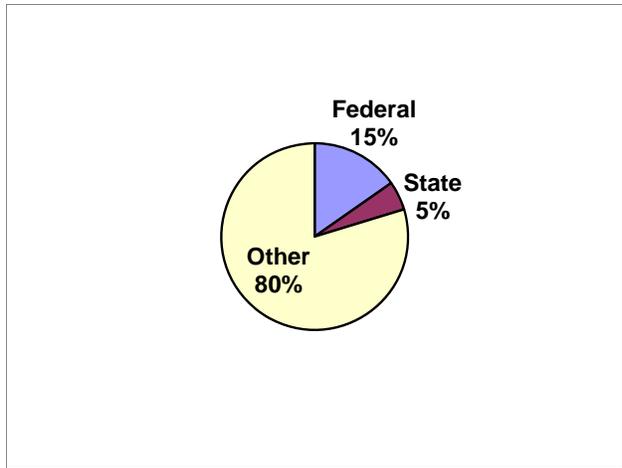


General Fund

TRENDS

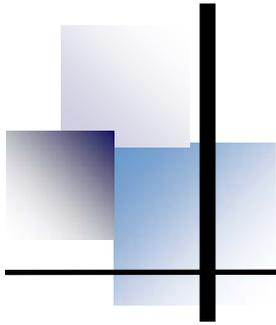
Intergovernmental Revenues:

These revenues are estimated at approximately \$7.9 million for 2013, which is an increase of 215% (\$5.4 million) compared to 2012 estimated revenue. This revenue is primarily based on grant revenue (State and Federal grants) which can vary year to year due to various projects/programs approved by the Board. Instead of using historical data to estimate a new budget estimate, a collection of data is submitted to the Finance Department from the Grants Department regarding active grants and possible new grants. It is reviewed for accuracy and an estimate is derived from the data.



Charges for Services:

These revenues are estimated at \$6.9 million and reflect an increase of 9.3% (\$593,196). This revenue category varies from year to year but does not respond as drastically to the economy as Taxes or License and Permits. Real & personal property tax commission and street light revenue comprise \$1.7 million of the 2013 total. Emergency Medical Service revenue is estimated at \$2.3 million and Sheriff State Boarding fees at \$1 million. Historical trend data is most commonly used to estimate this revenue source.



General Fund

Court and Law Enforcement:

These revenues consist of approximately \$6.9 million (7.8%) of the current year's budgeted revenues. About fifty percent of this revenue is generated from Clerk of State Court. The State Court handles misdemeanor and traffic cases, as well as general civil matters including tort claims, collections, and contract disputes. Historical trending is used to estimate future revenues. 2011 was the first full year of operations of a second State Court that was added in 2010. The following statistics and historical collections for State Court support this estimate.

<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$1,518,352	\$1,835,277	\$3,004,648	\$3,111,999	\$2,937,537	\$2,479,960	\$3,897,000	\$2,352,600	\$2,553,600

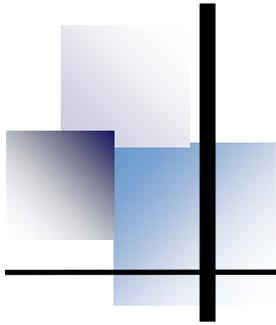
TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2013, \$1,080,900 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 2012 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. Below are statistics and historical collections that support the Magistrate Court estimate.

<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
\$347,428	\$378,899	\$414,162	\$438,606	\$415,070	\$543,416	\$720,000	\$635,600	\$658,800

Use of Money & Property:

This revenue will continue to decline as the 2013 estimate is projected to decrease 31% from 2012 estimate. Regular investments (interest earnings) comprise \$35,000 of the \$36,500 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.



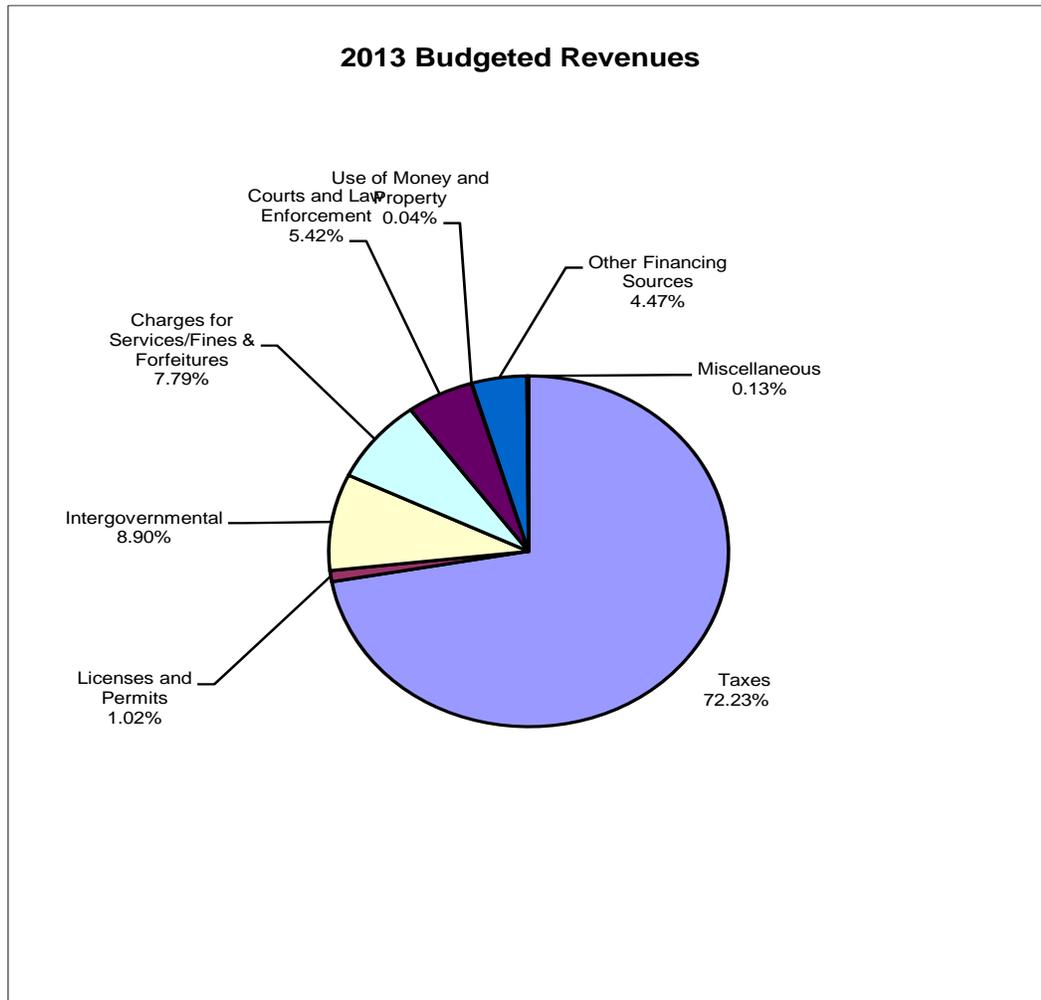
General Fund

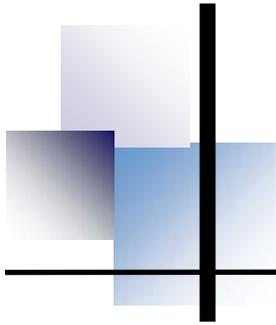
Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect only 4.60% (\$4,097,245) of the total budgeted revenues for 2013. The major revenue sources transfers in and charges between funds. Transfers in from other funds are reimbursements from the Neighborhood Stabilization Program, the Hotel/Motel Fund, and the Victim Assistance Fund & District Attorney Asset Forfeiture Fund for various employees salaries and benefits or salary supplements. Charges between funds are the Landfill Fund's reimbursement for sheriff deputies' salary & benefits for Landfill inmate work crews.

Below is a summary of 2012 General Fund Budgeted Revenues:

TRENDS





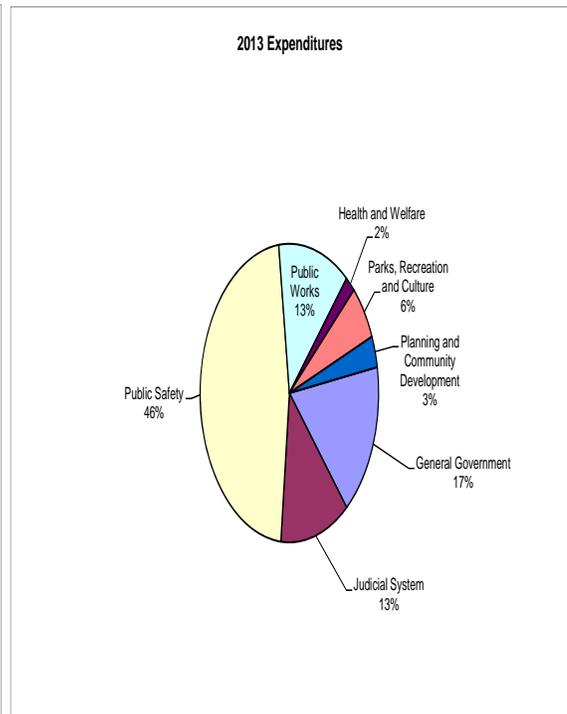
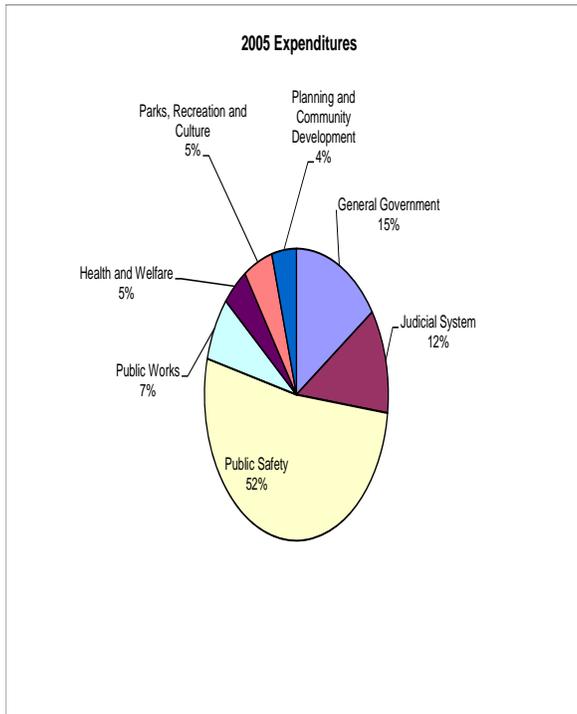
General Fund

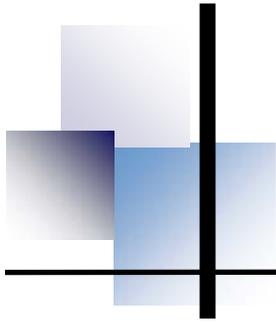
TRENDS

EXPENDITURES

The approved 2013 General Fund expenditures are \$89,403,693, which amounts to \$15,562,623 more than the 2012 estimated budget of \$76,008,919. Per the estimated expenditures that actually occurred in 2012 the County operated \$427,024 over budget. With 2012 operating over budget the expenditures were increased for 2013. The driving factor in this is the increase in budgeted revenues of almost \$17 million more than the 2012 budget of \$72,414,046. These increases are due to the projected increase in the mileage rate.

While the 2013 operating budget is still very lean, the majority of the increases were necessary for increased operating cost. For a number of years the 2002 SPLOST funds have covered projects for infrastructure. With these funds being depleted the General Fund will now need to be used to maintain our roads and bridges. To help alleviate the annual burden on the General Fund, a Capital Transportation Fund was established in 2010. Just as 2009, 2010, 2011, and 2012 the Jail Annex debt service payments and fees (\$888,583) will come from the General Fund.





General Fund

FUND BALANCE

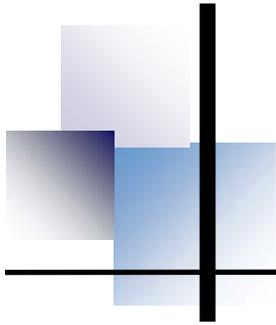
The beginning Fund Balance for 2013 is \$13,983,956. This beginning balance is \$2,167,849 more than the 2013 estimated beginning Fund Balance of \$11,816,107. This can mainly be attributed to the cuts in the budget expenditures for 2012 and the revenue received over budget. Sales and Use Tax, Insurance Premium Tax, Penalties, Intergovernmental, Charges for Services, and Miscellaneous all exceeded their projected receipts for 2012. With the exception of Other taxes and penalties all revenue sources were more than the budgeted amount. Hence, overall estimated revenues were 5% more than the original adopted revenues. Expenditures in 2012 were 1% more than budgeted. The net affect is a 2012 Ending Fund Balance that is 9% more than projected.

With a beginning Fund Balance being more than anticipated the 2013 Projected Ending Fund Balance is 13,983,956; which is 16% of the General Fund budget.

The following pages show the trends in revenue, expenditures and fund balance in a table format as well as in graphs.

TRENDS

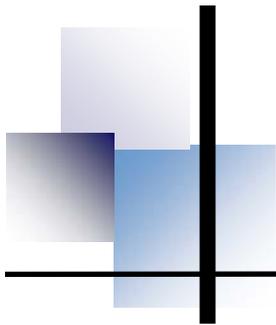




General Fund

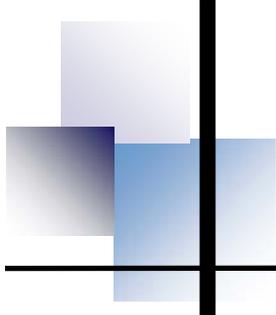
TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>11,559,846</u>	<u>15,358,628</u>	<u>22,278,384</u>	<u>17,385,895</u>
REVENUES				
Taxes				
Real & Personal Property	24,347,214	27,702,877	30,046,541	31,349,946
Sales and Use Taxes	16,803,139	20,338,201	19,734,012	17,495,669
Insurance Premium Taxes	3,159,014	3,310,551	3,481,087	3,565,937
Other Taxes / Penalties	3,848,261	4,789,201	4,242,416	4,286,443
Licenses and Permits	2,706,658	2,283,273	2,299,969	1,624,070
Intergovernmental	1,925,251	4,271,973	4,099,909	2,689,744
Charges for Services/Fines & Fo	3,900,054	3,935,106	4,299,353	4,491,198
Courts and Law Enforcement	4,171,611	5,040,178	5,616,038	5,686,367
Use of Money and Property	248,304	527,831	694,128	233,689
Other Financing Sources	611,063	568,740	610,580	813,409
Miscellaneous	<u>1,178,597</u>	<u>622,830</u>	<u>227,917</u>	<u>276,503</u>
TOTAL REVENUES	62,899,166	73,390,761	75,351,950	72,512,975
EXPENDITURES				
General Government	9,122,662	10,131,156	20,742,870	13,472,711
Judicial System	6,845,489	7,507,098	8,246,180	9,282,883
Public Safety	30,698,898	33,532,265	34,273,976	37,419,804
Public Works	4,193,615	4,840,743	4,938,616	5,951,703
Health and Welfare	2,653,374	2,567,990	2,581,045	2,741,092
Parks, Recreation and Culture	3,029,994	4,059,816	6,563,270	6,815,210
Planning and Community Develc	<u>2,556,352</u>	<u>3,831,937</u>	<u>2,898,482</u>	<u>3,083,317</u>
TOTAL EXPENDITURES	59,100,384	66,471,005	80,244,439	78,766,720
ENDING FUND BALANCE *	<u>15,358,628</u>	<u>22,278,384</u>	<u>17,385,895</u>	<u>11,132,150</u>



General Fund

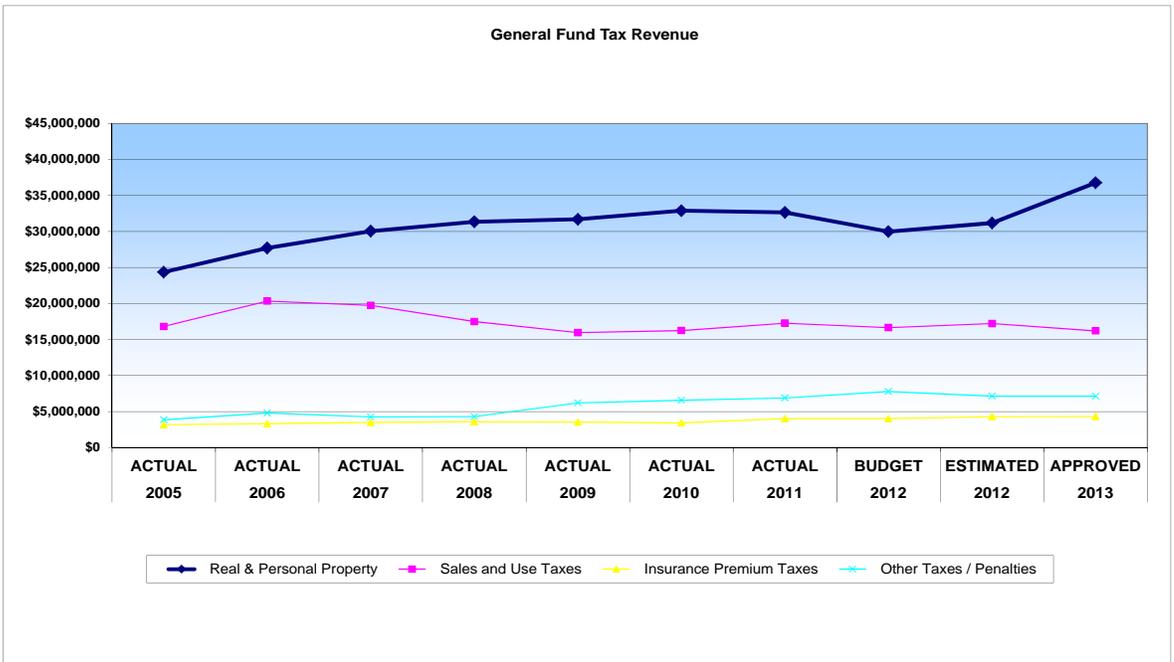
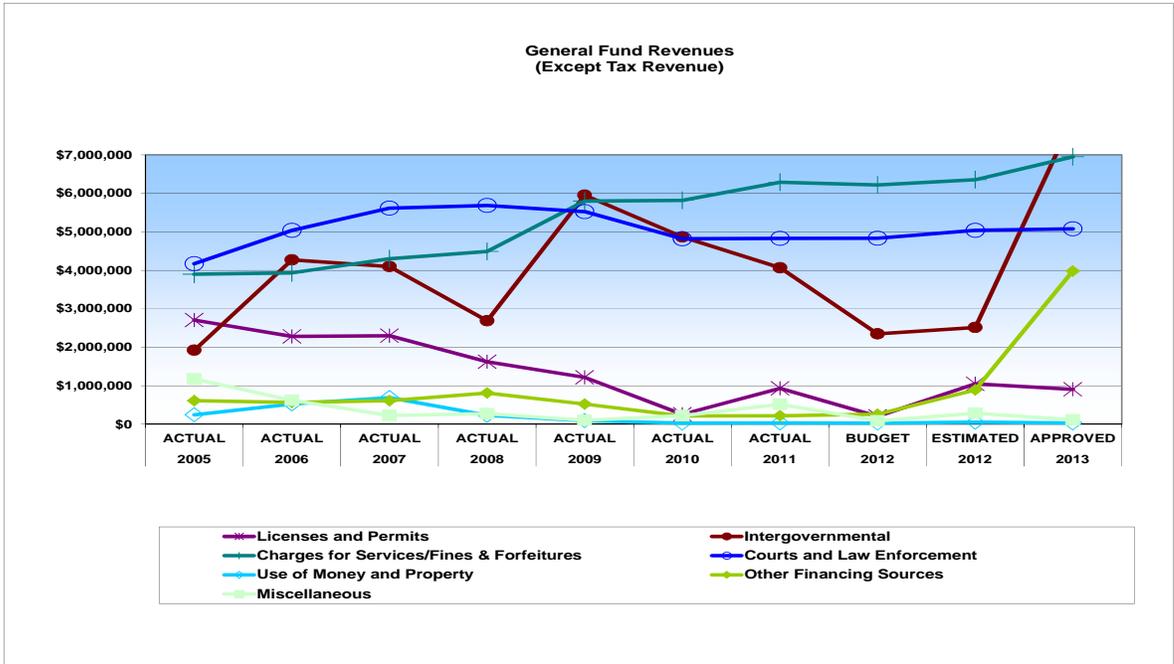
<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATED</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>11,132,150</u>	<u>11,923,719</u>	<u>8,481,460</u>	<u>11,816,107</u>	<u>11,816,107</u>	<u>13,983,956</u>	<u>100.00%</u>
31,684,355	32,893,736	32,657,737	29,987,256	31,172,585	36,772,380	41.13%
15,958,261	16,246,016	17,264,892	16,650,000	17,218,656	16,200,000	18.12%
3,514,806	3,418,404	4,007,535	4,007,535	4,281,315	4,300,000	4.81%
6,193,468	6,556,651	6,875,942	7,778,786	7,138,703	7,124,060	7.97%
1,220,309	259,067	935,321	206,125	1,049,995	906,670	1.01%
5,951,190	4,868,168	4,064,812	2,349,508	2,518,267	7,939,397	8.88%
5,798,532	5,818,048	6,287,300	6,220,790	6,356,045	6,949,241	7.77%
5,525,528	4,819,537	4,830,989	4,833,125	5,039,163	5,078,200	5.68%
92,657	32,348	36,521	31,000	52,978	36,500	0.04%
524,531	216,377	221,554	260,286	895,343	3,981,310	4.45%
<u>102,454</u>	<u>224,827</u>	<u>516,196</u>	<u>89,635</u>	<u>285,869</u>	<u>115,935</u>	<u>0.13%</u>
76,566,091	75,353,178	77,698,800	72,414,046	76,008,919	89,403,693	100.00%
13,066,691	14,042,979	13,554,368	12,672,428	12,146,426	14,914,793	16.68%
9,000,703	9,194,908	9,924,909	9,768,152	10,298,372	11,289,952	12.63%
36,506,579	37,015,798	37,102,448	36,991,833	37,650,087	41,630,813	46.56%
4,234,686	6,159,499	5,081,286	4,432,275	5,088,387	11,586,782	12.96%
5,925,838	2,404,032	1,597,425	2,281,724	1,535,899	1,637,854	1.83%
4,300,918	7,562,375	5,006,590	4,915,270	5,059,535	5,316,568	5.95%
<u>2,739,107</u>	<u>2,415,846</u>	<u>2,097,127</u>	<u>2,352,364</u>	<u>2,062,363</u>	<u>3,026,931</u>	<u>3.39%</u>
75,774,522	78,795,437	74,364,153	73,414,046	73,841,070	89,403,693	100.00%
<u>11,923,719</u>	<u>8,481,460</u>	<u>11,816,107</u>	<u>10,816,107</u>	<u>13,983,956</u>	<u>13,983,956</u>	<u>100.00%</u>

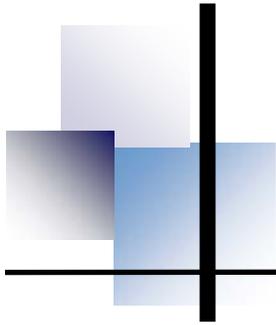


General Fund

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

TRENDS

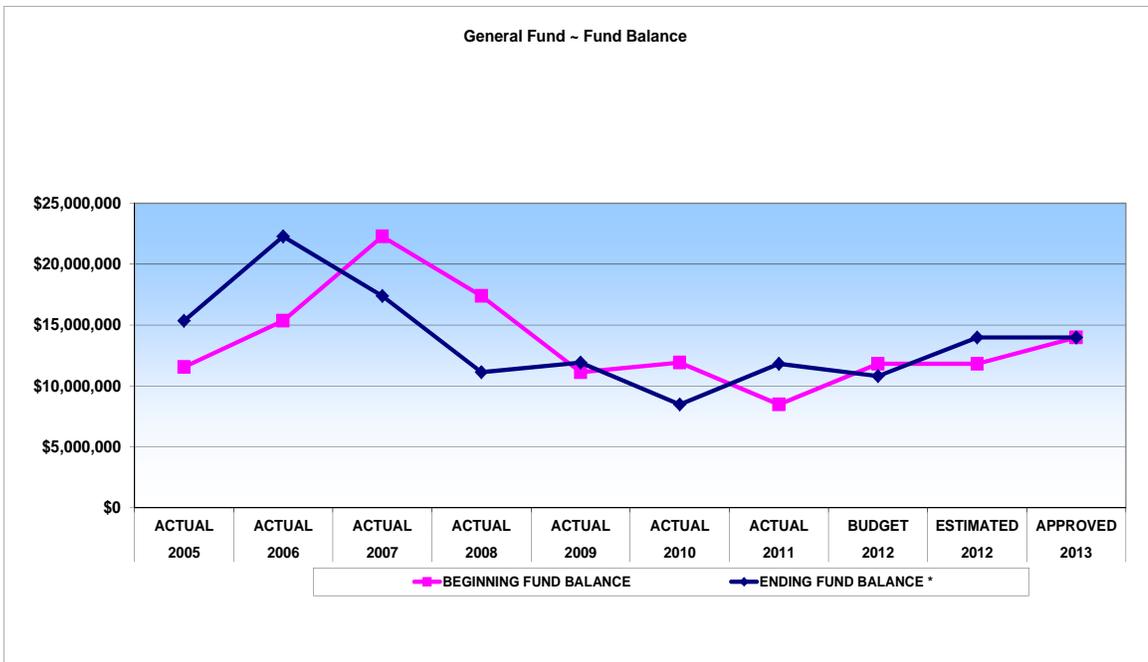
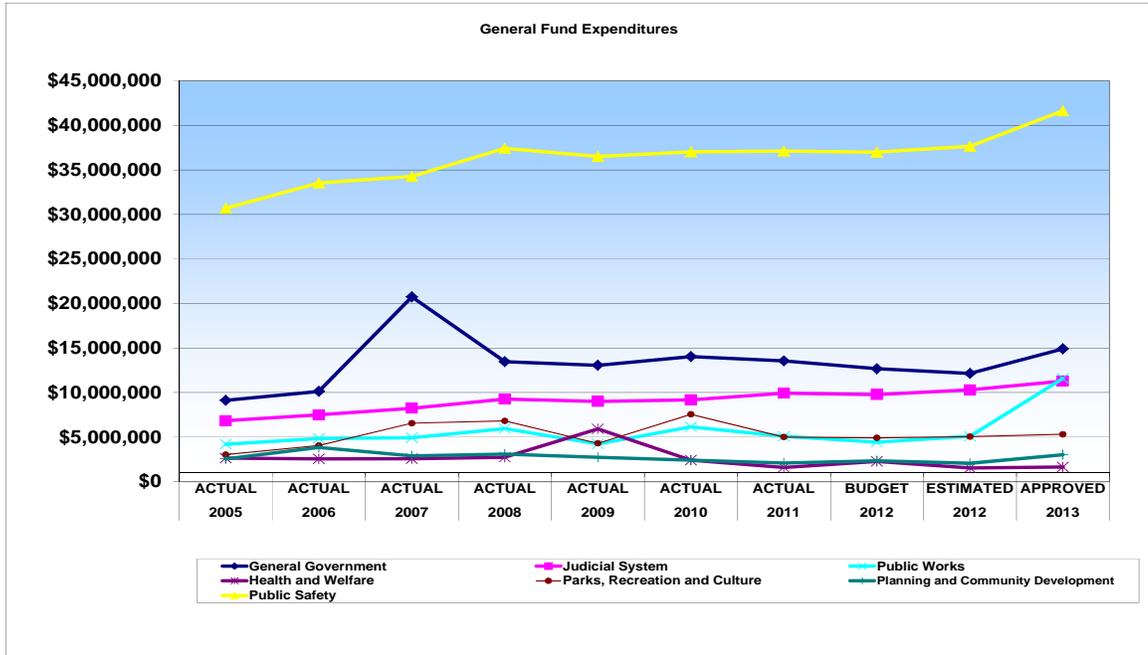




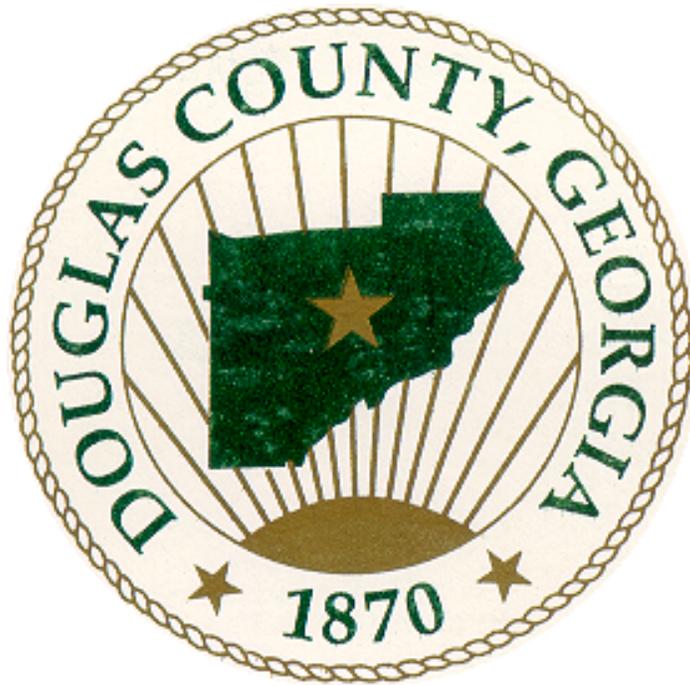
General Fund

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

TRENDS

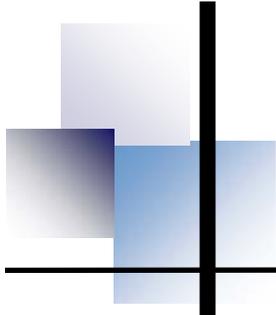


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GENERAL GOVERNMENT

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General Government

DIRECTORY

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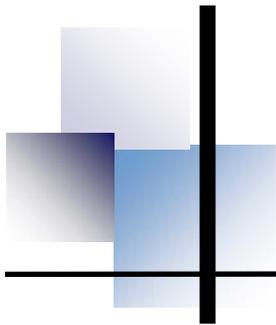
Tax Appraisal 128

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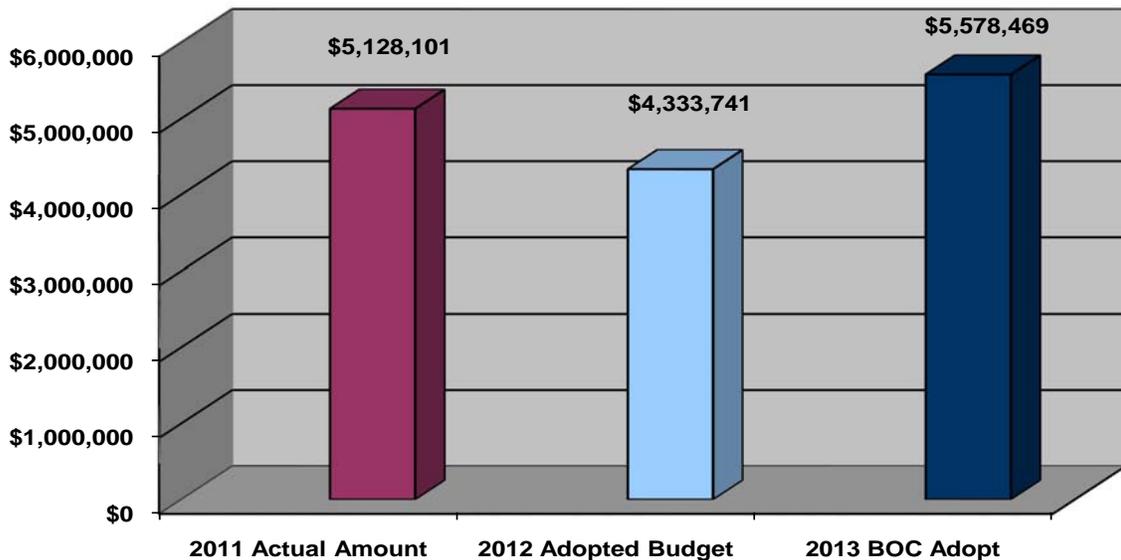
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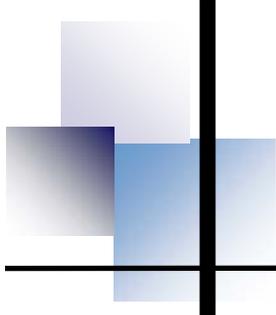


Appropriations (General)

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	5,128,101	4,333,741	5,578,469
Total Funding Sources	5,128,101	4,333,741	5,578,469
APPROPRIATIONS:			
Salary and Wages	0	0	0
Benefits	68,025	0	0
Advertising	101,134	15,000	105,000
Audit and Legal	79,802	73,402	73,402
Dues and Subscriptions	145,822	143,100	144,170
Supplies	(12,434)	5,500	6,300
Professional Services	1,295,487	1,184,200	1,664,000
Utilities	821,254	809,425	827,316
Travel & Training	894	0	0
Minor Equipment and Improvements	1,934	0	0
Capital Outlay	607,944	0	0
Other	208,991	955,629	1,831,415
Other Financing Sources	1,690,450	885,083	826,866
Debt Service	118,800	100,000	100,000
Budget Improvement Request	0	162,402	0
Total Appropriations	5,128,101	4,333,741	5,578,469





Board of Commissioners

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

- Establish policy for County Departments.
- Enact ordinances regulating the safety and welfare of all citizens.
- Provide adequate revenues and allocate resources to operate the various County services.

Provide the management of county government and administer the business of the County.

GOALS

Work together as “One Douglas”

- Provide more guidance to the Planning & Zoning Board to manage overall zoning and land use, lot size and overlays.
- Build stronger bonds with and between the business community.
- Develop mutual support with the Chamber of Commerce.

Form “one voice” from all county departments and services.

Conduct a Town Hall Meeting in each Commissioner’s District

Hold one meeting per quarter for a total of four town hall meetings.

Develop a plan for underutilized county assets

- Work on establishing a trail system for the Dog River Park.
- Develop a reuse plan for the old jail.

Maximum usage of all county owned property.

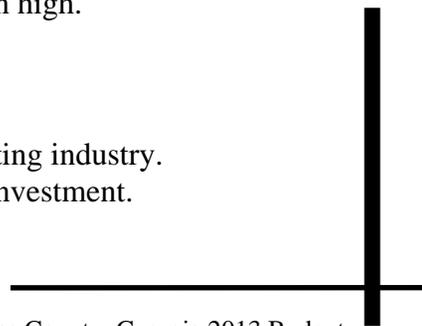
Improve Efficiency

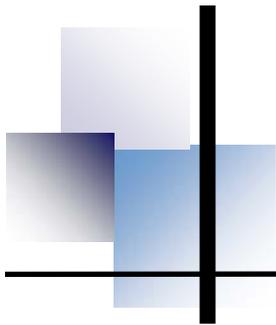
- Increase information exchange by providing DCTV 23 with the ability to increase information to the public and update this information in a real time format.
 - Move key Information Services functions to cloud computing.
- Utilize technology to keep costs low and customer satisfaction high.

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.

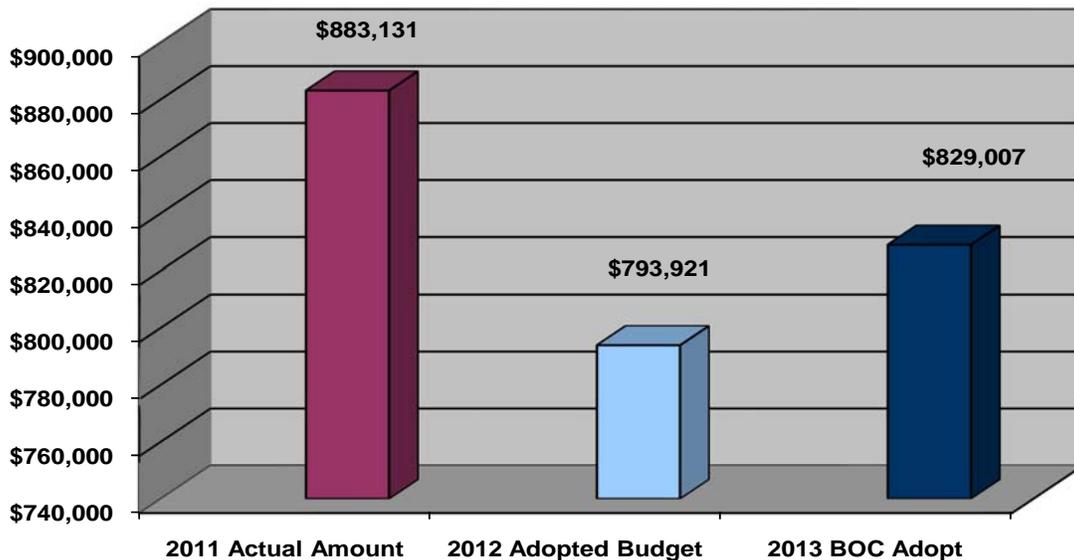




Board of Commissioners

BUDGET SUMMARY

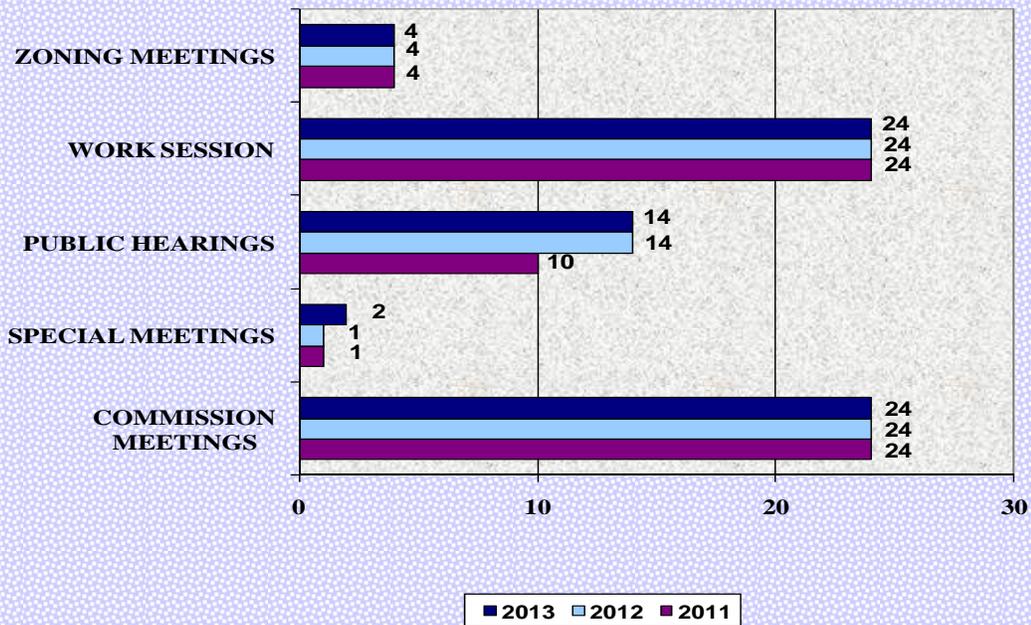
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	883,131	793,921	829,007
Total Funding Sources	883,131	793,921	829,007
APPROPRIATIONS:			
Salary and Wage	603,920	589,787	551,991
Benefits	163,548	168,416	219,591
Advertising	17,348	12,400	12,400
Vehicle Expense	8,140	6,149	6,650
Dues and Subscriptions	4,757	5,046	5,113
Maintenance Charges	1,200	959	1,200
Supplies	18,494	10,240	10,250
Professional Services	2,544	12,450	10,000
Utilities	5,550	4,888	4,888
Travel & Training	30,344	8,836	8,964
Minor Equipment and Improvements	0	0	0
Capital Outlay	27,286	0	0
Budget Improvement Request	0	(25,250)	(2,040)
Total Appropriations	883,131	793,921	829,007



Board of Commissioners

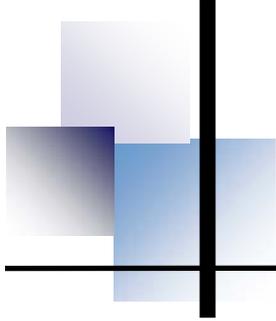
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**COMPARISON - YEARS
2011 - 2013**



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Commission Chairman	UNC	1	1	1
Commissioner	UNC PT	4	4	4
County Clerk	UNC	1	1	1
County Administrator	UNC	1	1	1
Project Manager	UNC	1	1	0
Asst to County Administrator	UNC	1	1	1
Executive Secretary	22	0	1	1
Principal Secretary	21	1	1	1
Senior Secretary	19	1	1	1
Bailiff	PT	2	2	2
TOTAL FULL TIME		7	8	7
TOTAL PART TIME		6	6	6



Communications

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

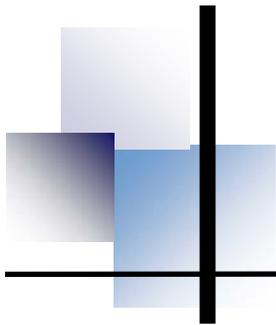
To bring citizens together and to increase spirit and pride in Douglas County through the use of such public events as Chat with the Chairman, September Saturdays, American Red Cross Blood drives, County Government Weekend Exhibits, and school concerts at the Courthouse.

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

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

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

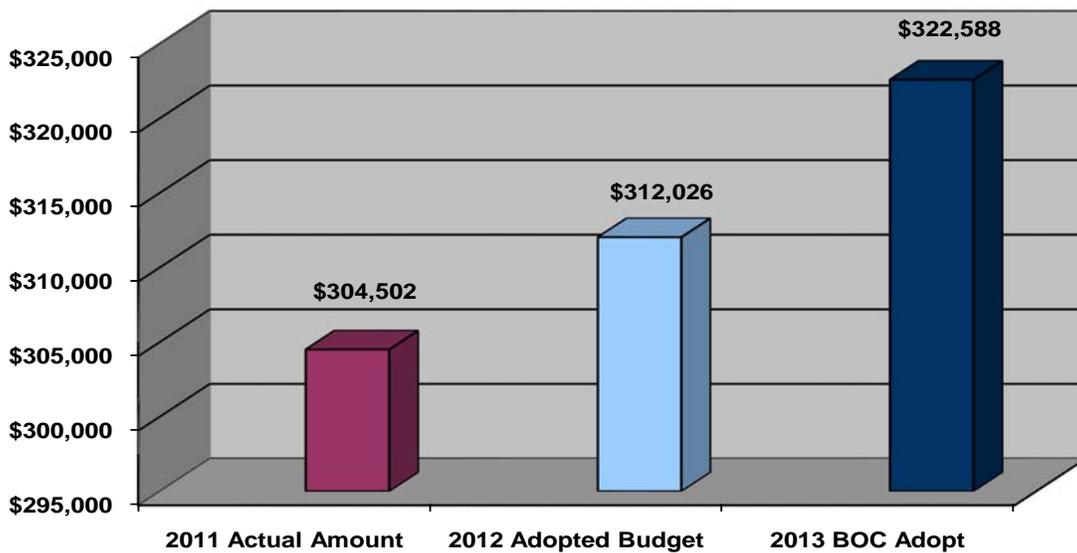




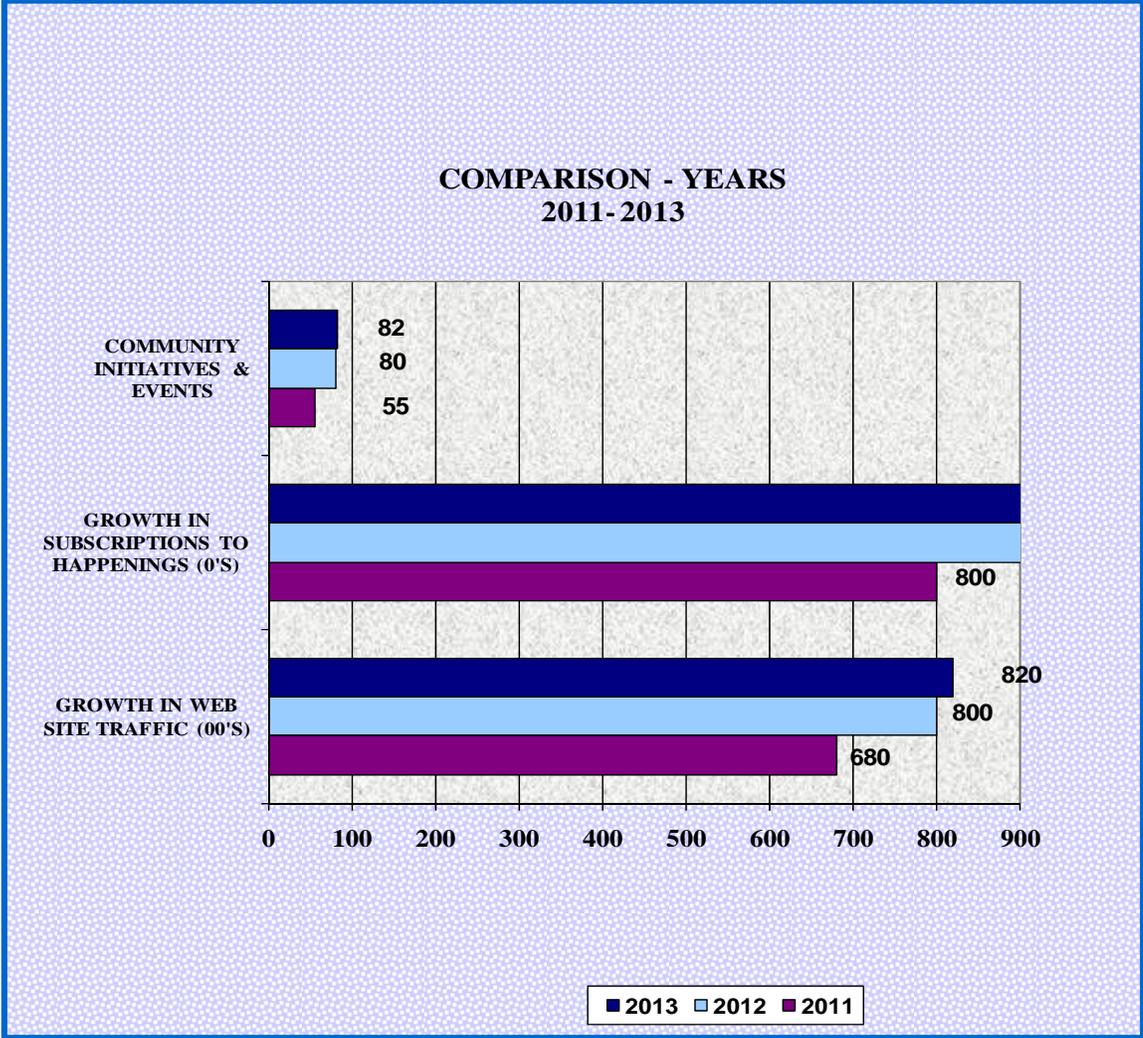
Communications

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	304,502	312,026	322,588
Total Funding Sources	304,502	312,026	322,588
APPROPRIATIONS:			
Salary and Wage	171,477	170,553	170,555
Benefits	41,073	49,041	59,745
Advertising	13,506	15,000	24,525
Vehicle Expense	1,178	1,980	1,000
Dues and Subscriptions	3,304	3,107	3,703
Maintenance Charges	0	0	500
Supplies	17,439	19,239	18,241
Professional Services	39,705	41,125	38,725
Utilities	2,996	2,936	2,936
Travel & Training	33	0	0
Minor Equipment and Improvements	13,792	0	0
Capital Outlay	0	0	0
Other	0	0	3,270
Budget Improvement Request	0	9,045	(612)
Total Appropriations	304,502	312,026	322,588

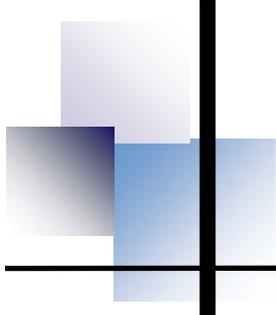


Communications



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
Camera & Editing Tech	24	1	0	0
Intern	PT	0	1	1
TOTAL FULL TIME		4	3	3
TOTAL PART TIME		0	0	1



Courthouse Maintenance

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

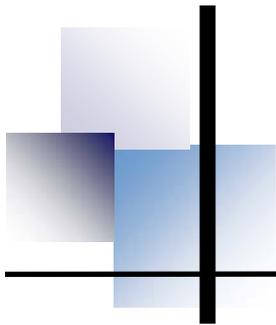
To reduce the number of cleaning complaints by:

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

Keeping utility cost at a minimum by:

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

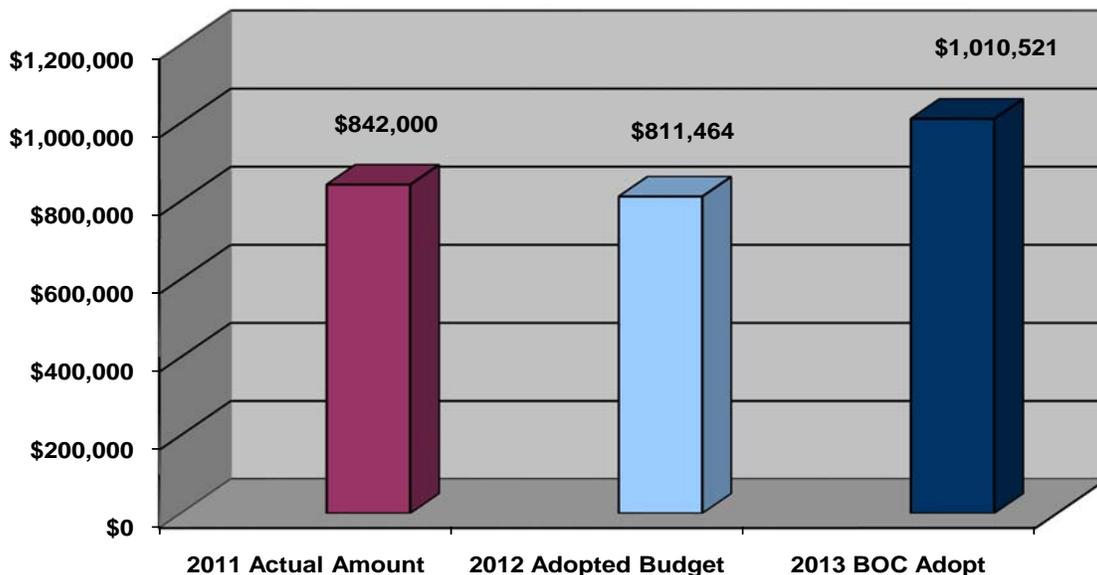


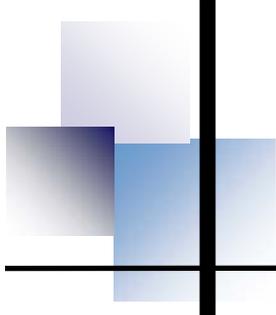


Courthouse Maintenance

BUDGET SUMMARY

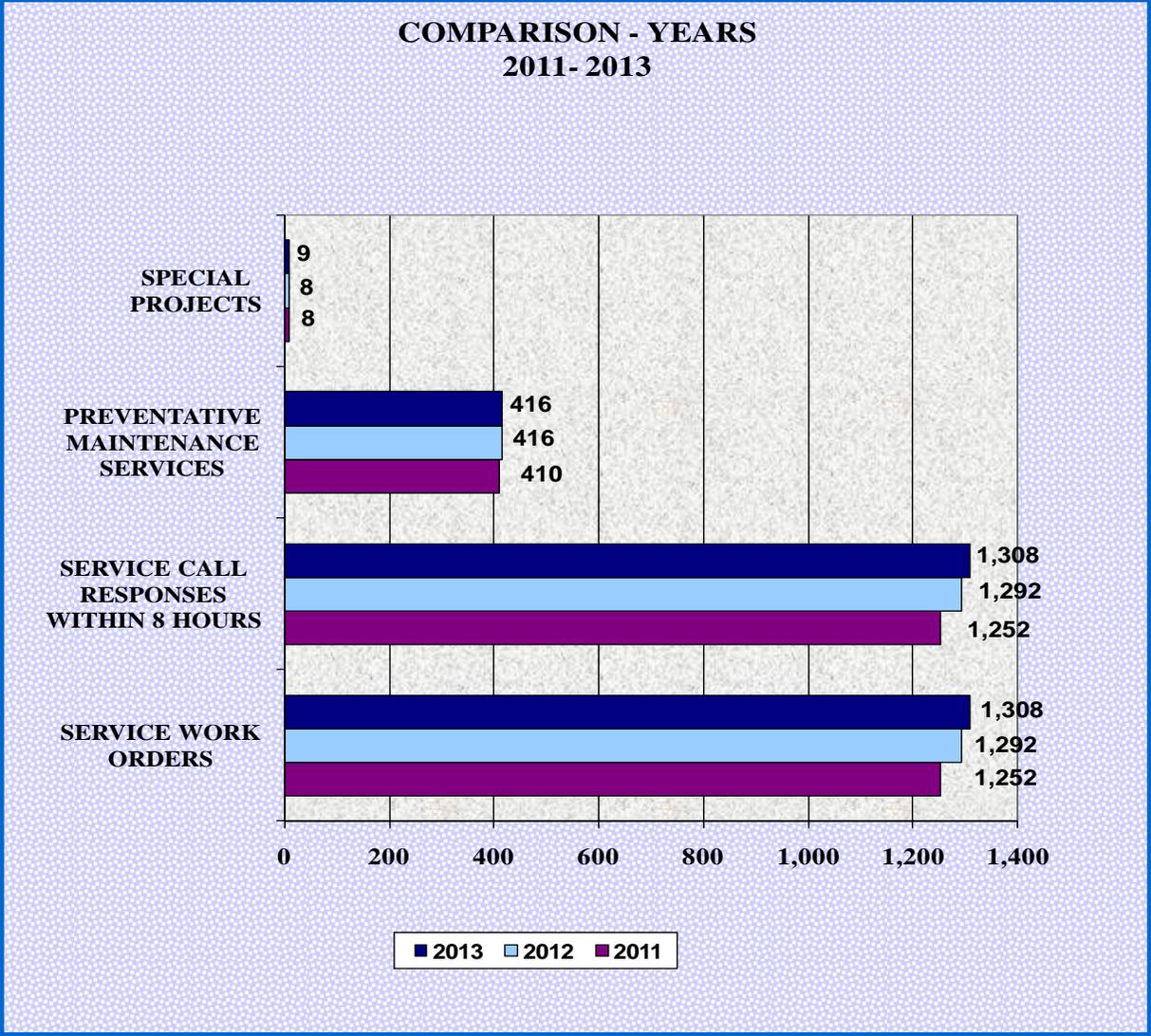
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>842,000</u>	<u>811,464</u>	<u>1,010,521</u>
Total Funding Sources	<u><u>842,000</u></u>	<u><u>811,464</u></u>	<u><u>1,010,521</u></u>
APPROPRIATIONS:			
Salary and Wage	21,177	21,018	21,019
Benefits	10,866	12,029	15,195
Vehicle Expense	540	0	600
Maintenance Charges	74,225	66,500	68,495
Supplies	32,638	26,724	27,904
Professional Services	445,060	436,304	472,843
Utilities	250,788	252,902	253,030
Minor Equipment and Improvements	1,324	0	0
Capital Outlay	3,461	0	0
Uniforms and Clothing	1,921	2,050	2,050
Budget Improvement Request	<u>0</u>	<u>(6,063)</u>	<u>149,385</u>
Total Appropriations	<u><u>842,000</u></u>	<u><u>811,464</u></u>	<u><u>1,010,521</u></u>





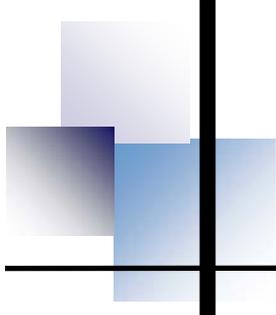
Courthouse Maintenance

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Custodian	11	1	1	1
TOTAL FULL TIME		1	1	1



Election Board

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

Conduct any special or municipal elections as requested or required.

To include in-person advance voting, absentee by mail voting and Election Day voting.

Update Poll Manager and Poll Worker manuals in response to changes in forms, procedures, and other programs initiated by the office of the Secretary of State.

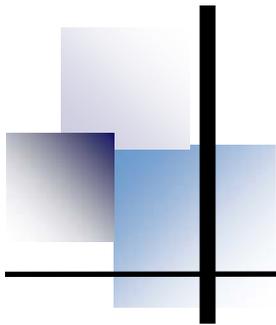
Maintain Elections Equipment and Inventory.

Attend training sessions related to Elections when offered by Kennesaw State University and the Office of the Secretary of State.

Continue visibility in Douglas County community.

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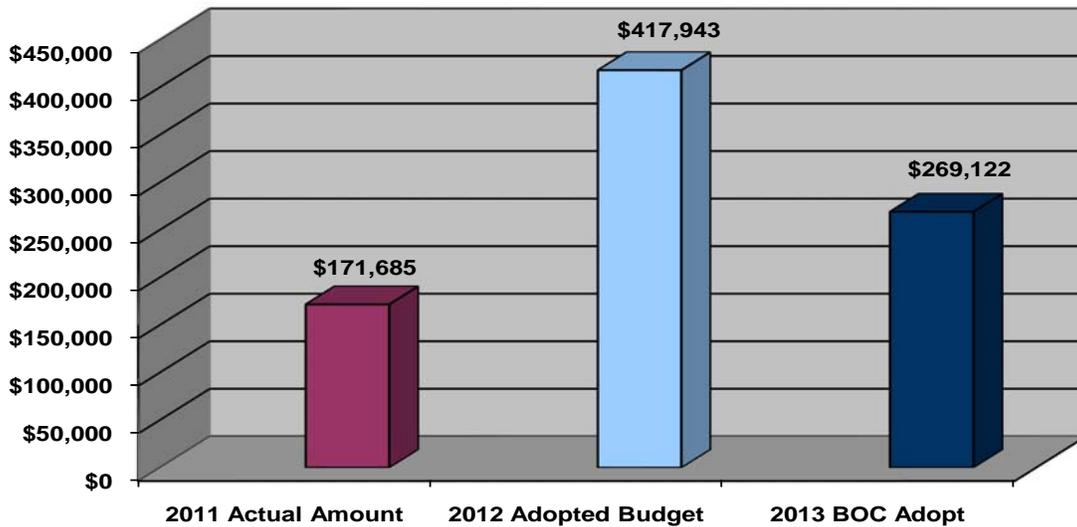




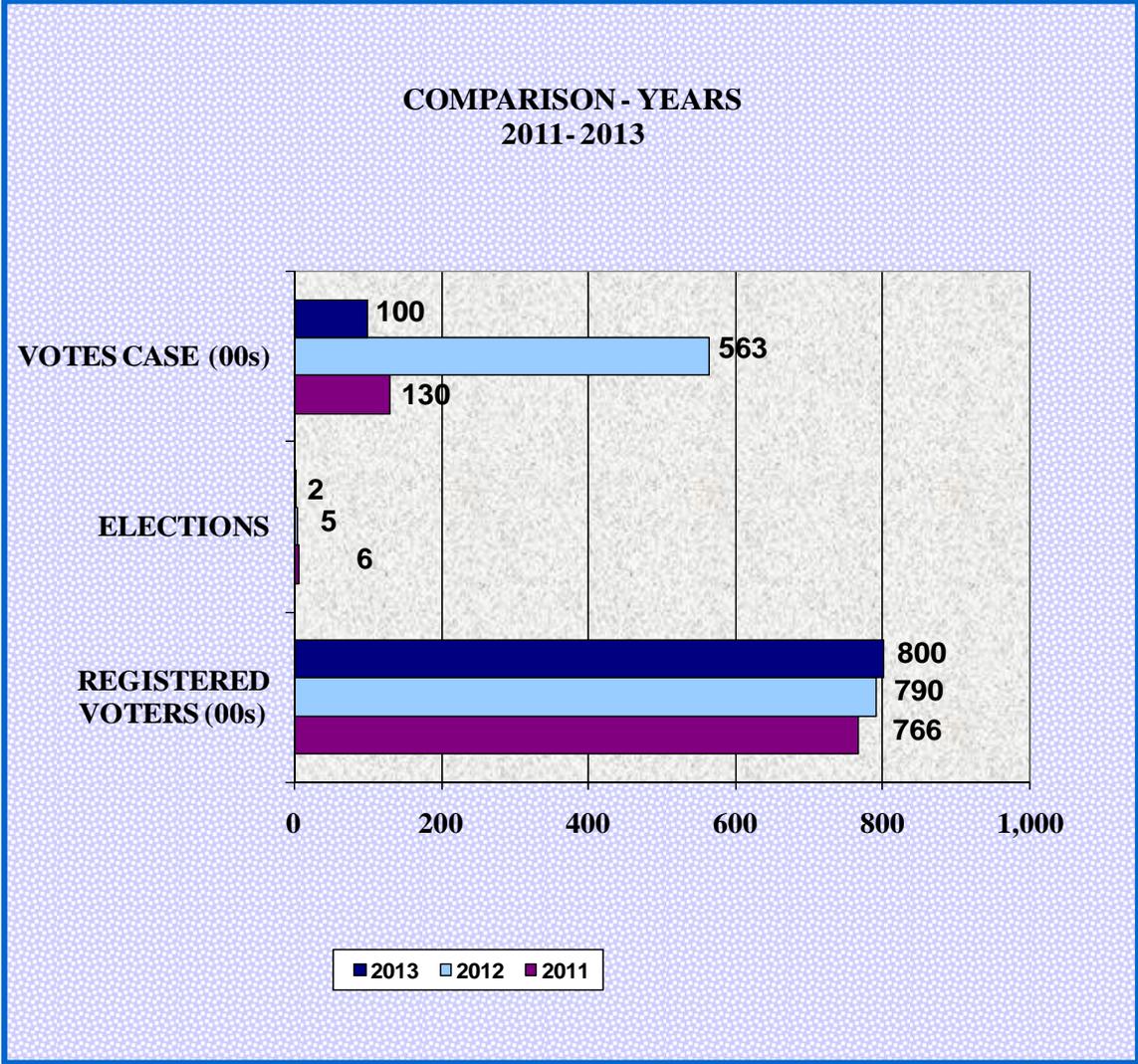
Election Board

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	171,685	417,943	269,122
Total Funding Sources	171,685	417,943	269,122
APPROPRIATIONS:			
Salary and Wage	117,480	335,713	158,136
Benefits	24,708	30,534	68,893
Advertising	290	220	500
Vehicle Expense	118	0	200
Dues and Subscriptions	274	440	400
Equipment Rental	848	900	0
Maintenance Charges	1,877	32,900	31,000
Supplies	5,240	18,300	12,000
Professional Services	65	0	0
Utilities	0	0	0
Travel & Training	2,601	658	170
Minor Equipment and Improvements	0	0	0
Capital Outlay	18,184	0	0
Budget Improvement Request	0	(1,722)	(2,177)
Total Appropriations	171,685	417,943	269,122

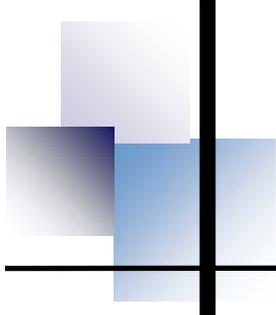


Election Board



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	21	0	0	1
Voter Registration Assoc.	19	1	1	1
Deputy Elections Sup.	UNC	0	0	1
Board Member	UNC PT	5	5	5
TOTAL FULL TIME		2	2	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

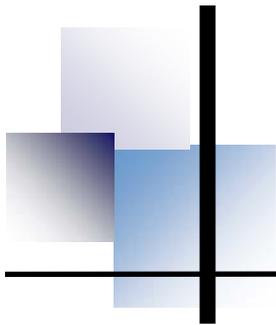
GOALS

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

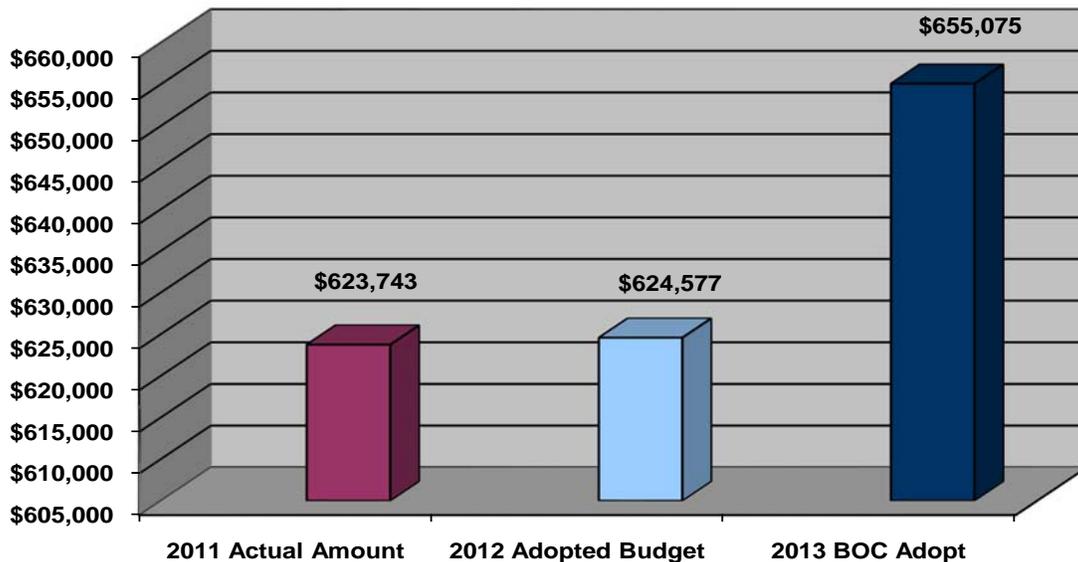


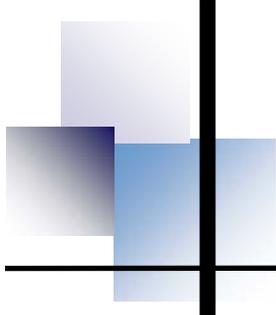


Finance

BUDGET SUMMARY

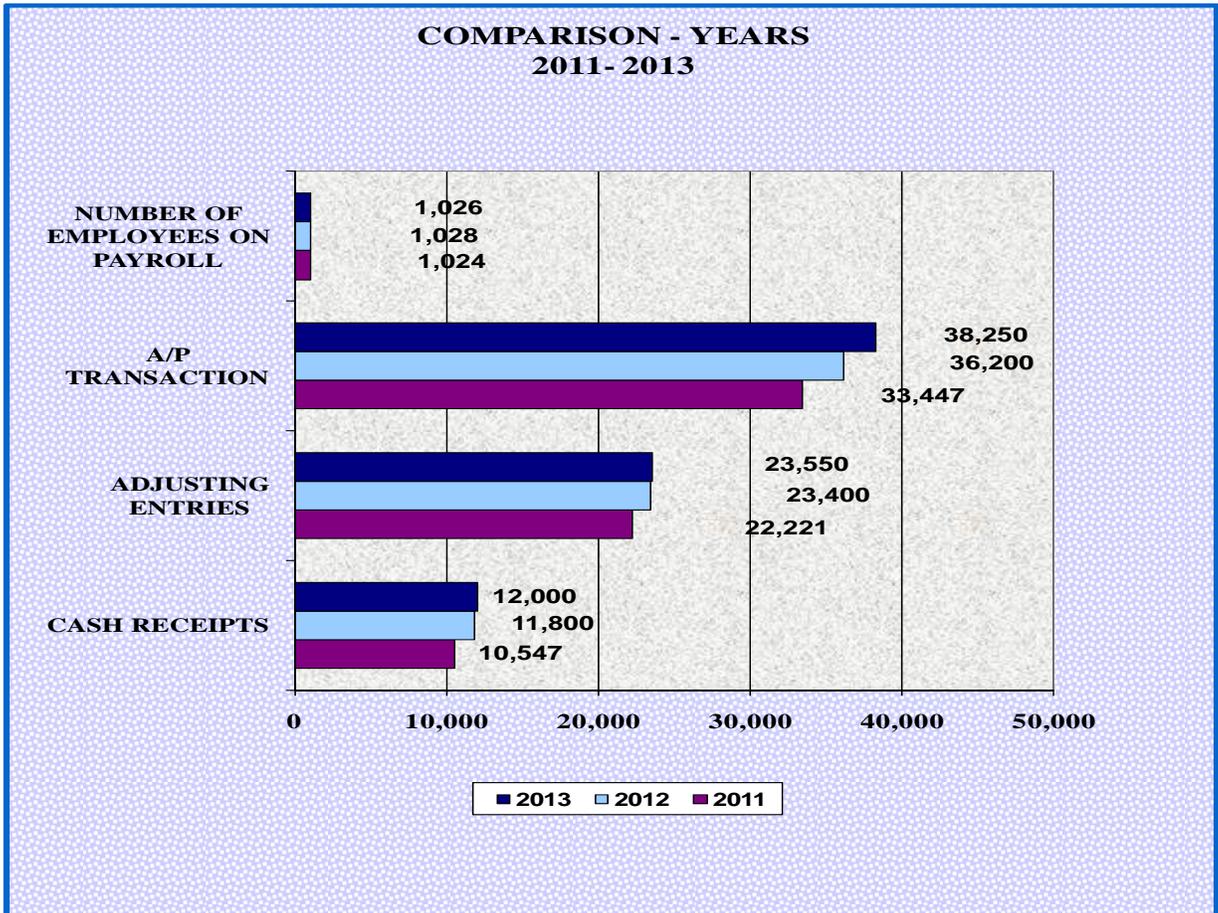
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>623,743</u>	<u>624,577</u>	<u>655,075</u>
Total Funding Sources	<u>623,743</u>	<u>624,577</u>	<u>655,075</u>
APPROPRIATIONS:			
Salary and Wage	465,818	455,602	455,602
Benefits	130,920	147,293	171,345
Dues and Subscriptions	1,109	1,125	1,250
Maintenance Charges	2,783	2,286	1,780
Supplies	19,870	22,171	22,760
Professional Services	896	4,230	5,000
Utilities	2	0	0
Travel & Training	2,095	0	0
Minor Equipment and Improvements	252	0	0
Budget Improvement Request	<u>0</u>	<u>(8,130)</u>	<u>(2,662)</u>
Total Appropriations	<u>623,743</u>	<u>624,577</u>	<u>655,075</u>





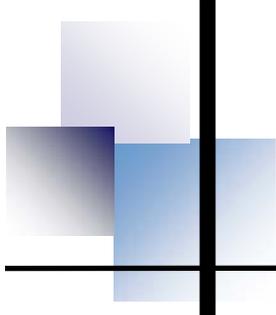
Finance

WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	UNC	1	1	1
Financial Analyst	32	1	1	1
Senior Accountant	30	1	1	1
Accounting Supervisor	26	1	1	1
Payroll Administrator	25	1	1	1
Payroll Assistant	24	1	0	0
Accounting Assistant II	23	3	3	3
Accounting Assistant I	21	2	2	2
TOTAL FULL TIME		11	10	10



MISSION

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

FUNCTIONS

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

GOALS

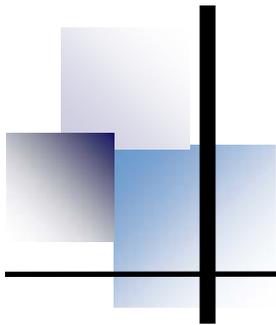
With assistance from consultant, submit at least 12 grant applications on behalf of various county government departments

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

PERSONNEL

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

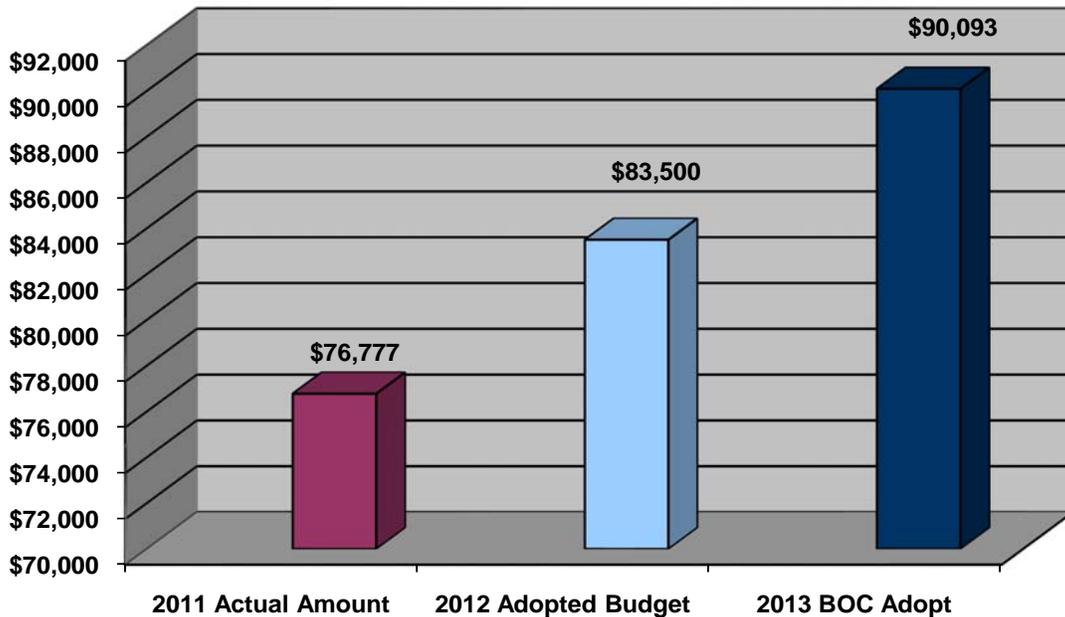


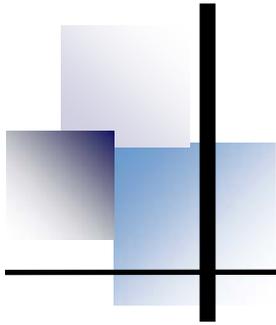


Grants

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>76,777</u>	<u>83,500</u>	<u>90,093</u>
Total Funding Sources	<u><u>76,777</u></u>	<u><u>83,500</u></u>	<u><u>90,093</u></u>
APPROPRIATIONS:			
Advertising	0	0	0
Dues and Subscriptions	0	0	0
Supplies	4	0	0
Professional Services	23,461	25,000	25,000
Travel & Training	0	0	0
Grants	53,312	58,500	65,093
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>76,777</u></u>	<u><u>83,500</u></u>	<u><u>90,093</u></u>

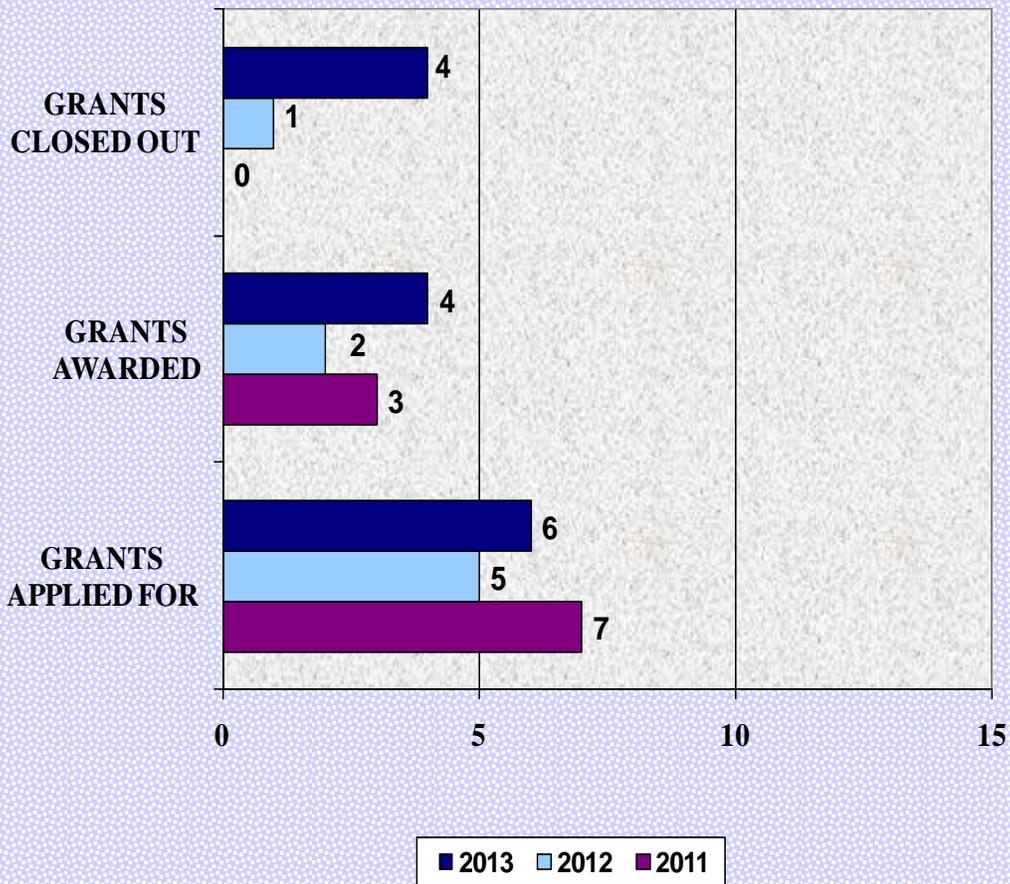


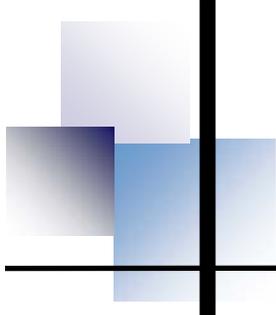


Grants

WORKLOAD INDICATORS

COMPARISON - YEARS 2011-2013





Human Resources

GENERAL GOVERNMENT

MISSION

To provide quality, effective and efficient personnel and administrative services to Douglas County

FUNCTIONS

- Coordinate the entire employment process, from vacancy to new-hire
- Maintain classification and salary administration program
- Facilitate and administrate the appeal/grievance procedure
- Function as an internal consultant for all Department Heads and Elected Officials in regard to the Merit System and personnel policy
- Provide complete benefit administration to all county employees

GOALS

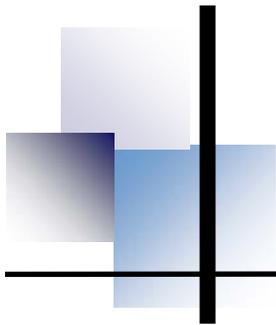
Back file/records room will be re-organized for maximum space utilization and to designate specific areas for commonly accessed documents. All documents will be labeled to improve records accessibility

Create a manual for the Personnel Assistant position ; to accurately and in significant detail describe all responsibilities , duties, and legal requirements of the position.

Medical files to be re-organized with dividers; similar to the personnel files, separating medical, retirement, and life insurance sections.

In concert with the Risk and Safety, prepare the introduction of Kaiser Permanente as another health insurance option for employees of Douglas County.

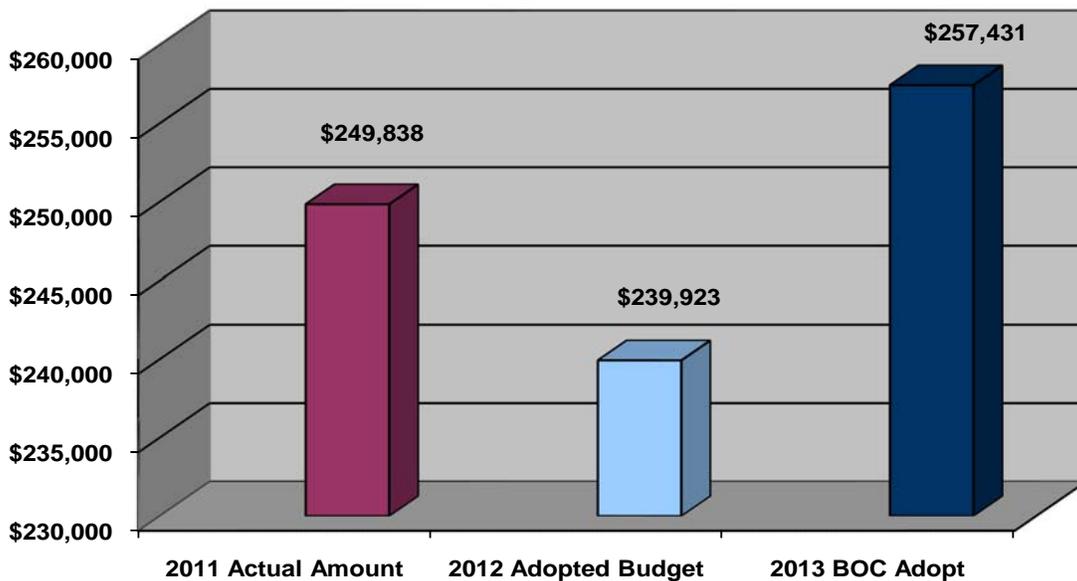


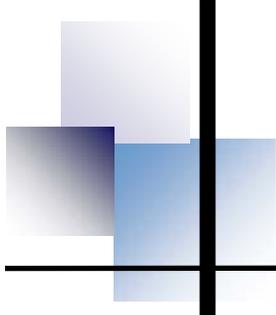


Human Resources

BUDGET SUMMARY

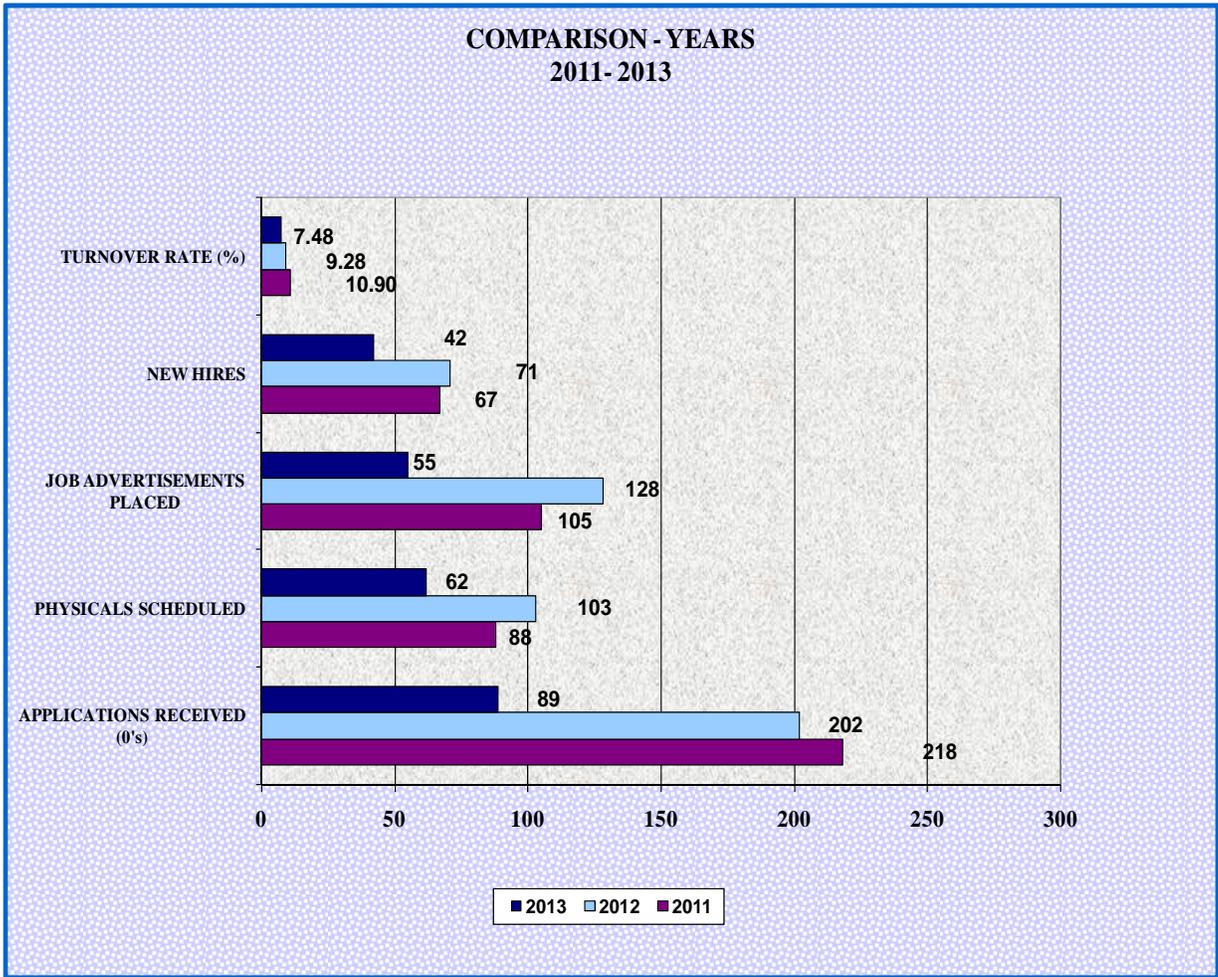
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	249,838	239,923	257,431
Total Funding Sources	249,838	239,923	257,431
APPROPRIATIONS:			
Salary and Wage	190,719	174,225	174,928
Benefits	49,169	57,208	71,604
Advertising	6,637	8,569	9,500
Dues and Subscriptions	236	270	300
Maintenance Charges	480	990	1,100
Supplies	1,825	1,710	1,860
Professional Services	754	0	0
Utilities	0	0	0
Travel & Training	19	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	(3,049)	(1,861)
Total Appropriations	249,838	239,923	257,431





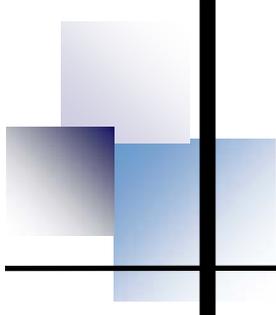
Human Resources

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Employee Benefits Assistant	20	1	1	1
Personnel Assistant	19	1	1	1
Personnel Review Board	PT	0	3	3
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		0	3	3



Information Services

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

Establish a county-wide Governance Committee for technology investments.

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

Continue enhancement of New World modules

Establish a centralized Help Desk Structure for the I.S. Department

Initiate 2rd phase of disaster recovery by implementing disk to disk back up of critical data

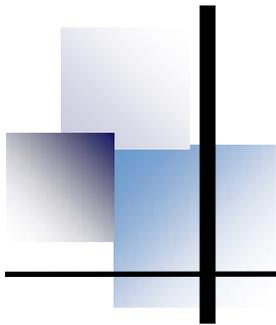
Determine requirements and develop RFP's for Disaster Recovery Program

Document I.S. standard policies and procedures

Review and recover hardware and software to improve services

Recommend an outside audit of I.S. supported resources

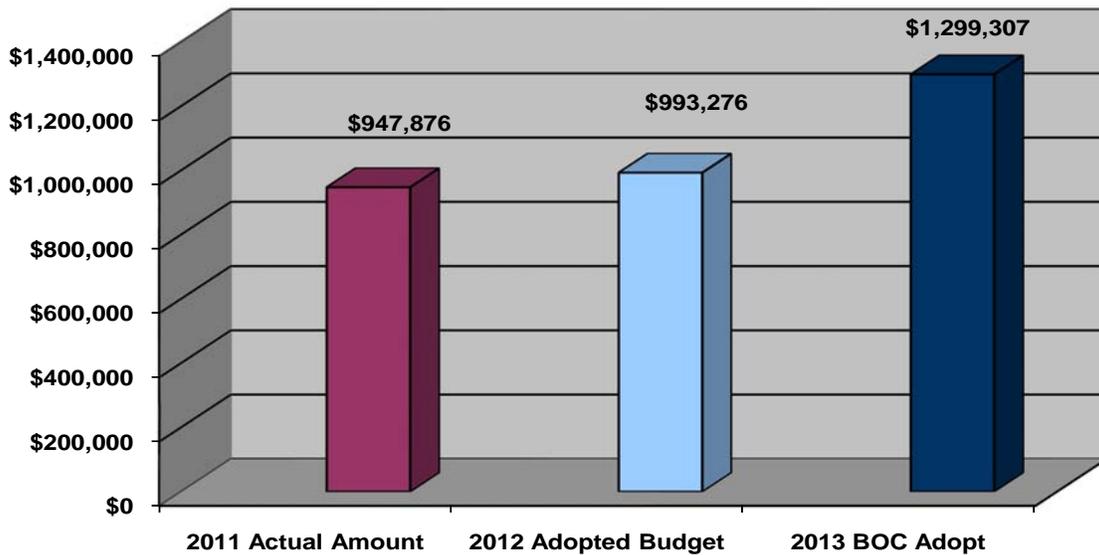


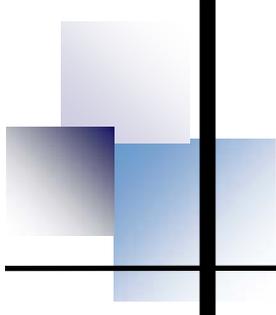


Information Services

BUDGET SUMMARY

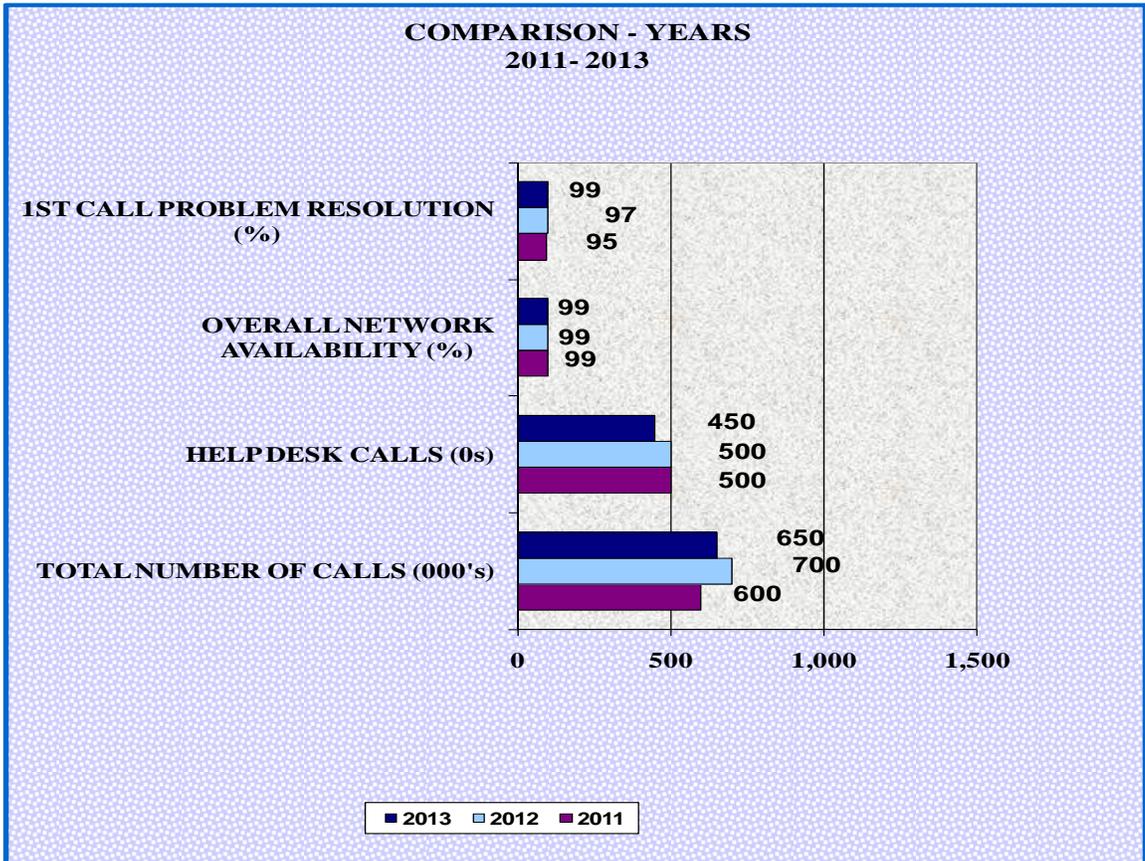
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	947,876	993,276	1,299,307
Total Funding Sources	947,876	993,276	1,299,307
APPROPRIATIONS:			
Salary and Wage	514,667	534,222	529,904
Benefits	94,063	132,602	181,532
Advertising	0	675	1,000
Vehicle Expense	3,053	3,600	6,000
Dues and Subscriptions	8,430	513	300
Maintenance Charges	208,851	218,906	275,000
Supplies	4,331	4,230	4,600
Professional Services	31,722	49,500	45,000
Utilities	71,450	58,500	69,700
Travel & Training	3,593	0	0
Minor Equipment and Improvements	7,717	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(9,472)	186,271
Total Appropriations	947,876	993,276	1,299,307





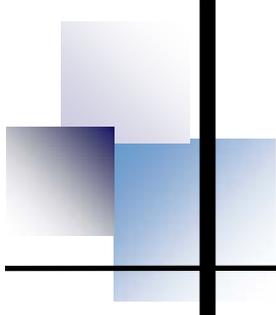
Information Services

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	UNC	1	1	1
Senior System Administrator	34	1	1	1
Senior Programmer Analyst	32	2	2	2
System Administrator	32	1	1	1
Senior Security Administrator	34	1	1	1
IS System Analyst	30	1	1	1
PC Support Specialist	25	2	2	1
Computer Operator	22	0	0	0
Communications Technician	22	1	1	1
Temporary Position	PT	0	0	0
TOTAL FULL TIME		10	10	9
TOTAL PART TIME		0	0	0



Internal Audit

GENERAL GOVERNMENT

MISSION

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

GOALS

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

Get asset tracking program in operation

Completion of the FEMA process from the 2009 storms

Development of cell policy

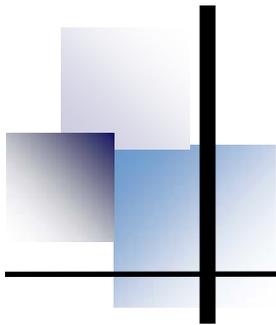
Update/ Clarification of the travel policy

Update of county cell phones

Completion of Audit of Katrina assistance

Analysis on effectiveness of several current County operations

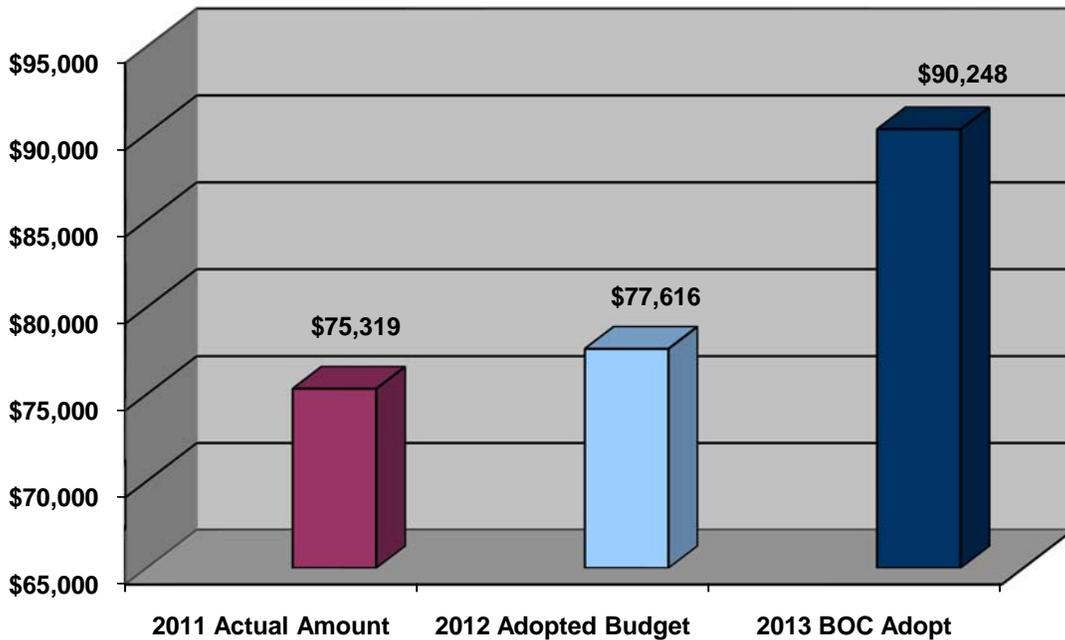




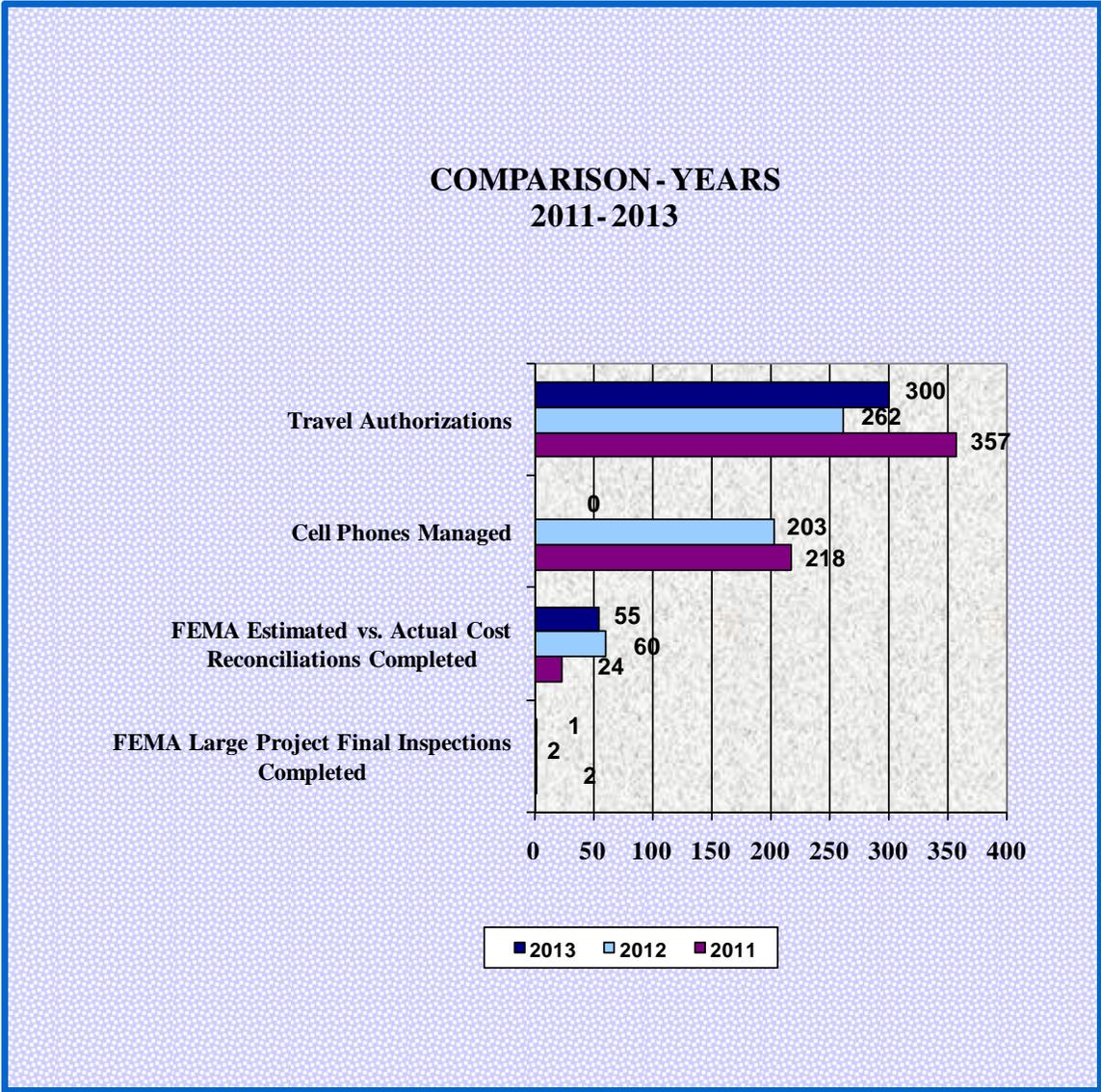
Internal Audit

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>75,319</u>	<u>77,616</u>	<u>90,248</u>
Total Funding Sources	<u>75,319</u>	<u>77,616</u>	<u>90,248</u>
APPROPRIATIONS:			
Salary and Wage	68,586	68,586	68,587
Benefits	5,877	9,514	20,881
Dues and Subscriptions	455	540	425
Supplies	83	200	100
Travel & Training	318	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>(1,224)</u>	<u>255</u>
Total Appropriations	<u>75,319</u>	<u>77,616</u>	<u>90,248</u>

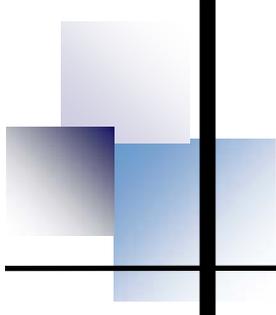


Internal Audit



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Internal Auditor	UNC	1	1	1
TOTAL FULL TIME		<u>1</u>	<u>1</u>	<u>1</u>



Legal Services

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

To proactively address legal issues before they become problems

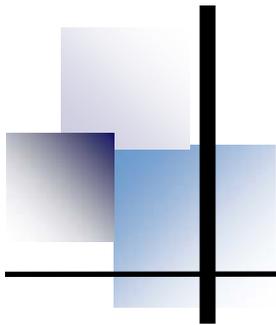
To effectively and efficiently handle the legal issues of the County

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

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Staff Attorney	UNC	1	1	0
Paralegal	21	1	1	1
TOTAL FULL TIME		<u>2</u>	<u>2</u>	<u>1</u>

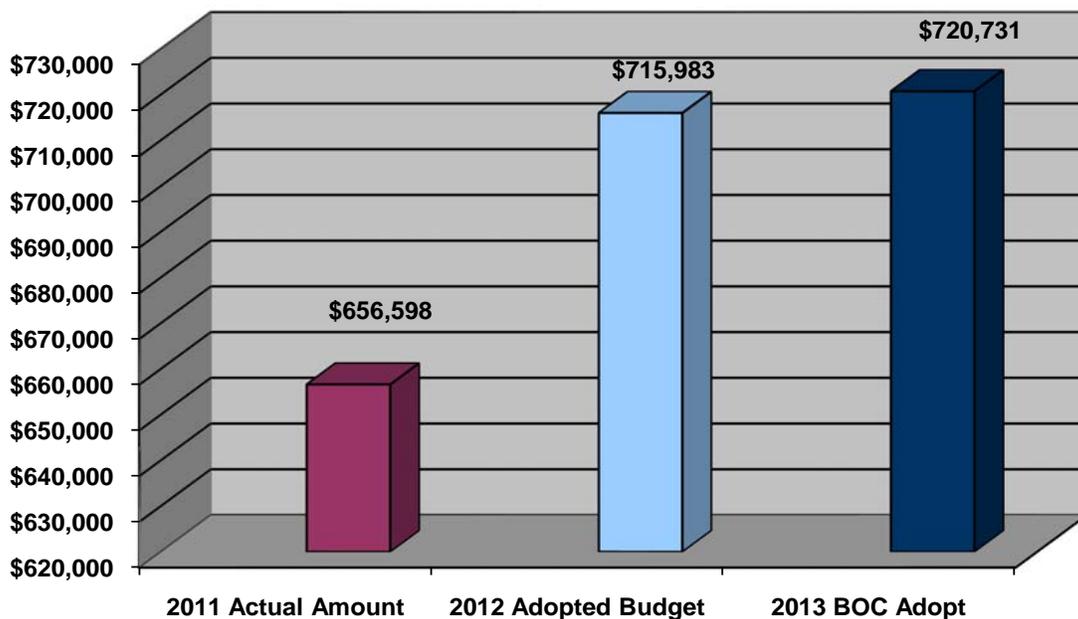


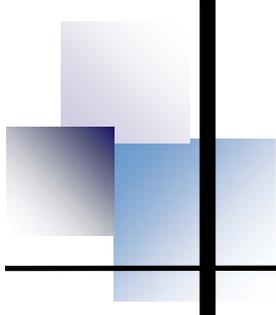


Legal Services

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	656,598	715,983	720,731
Total Funding Sources	656,598	715,983	720,731
APPROPRIATIONS:			
Salary and Wage	37,717	46,136	46,136
Benefits	13,329	14,228	18,309
Audit and Legal	343,218	403,656	403,656
Dues and Subscriptions	6,822	6,835	6,835
Supplies	488	940	940
Professional Services	253,950	244,400	244,400
Utilities	649	611	611
Travel & Training	425	0	0
Budget Improvement Request	0	(823)	(156)
Total Appropriations	656,598	715,983	720,731





Motor Pool

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

Continue to enhance motor pool usage through the addition of new and 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

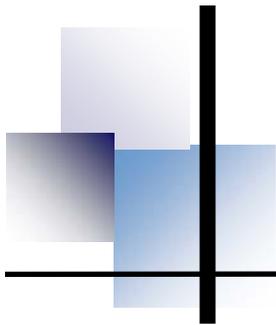
Maintain vehicles such that each is ready for the next scheduled user with a complete checklist of requirements and accurate mileage records

Assure that previous user has followed their responsibilities completely when vehicles are turned in

Hold users accountable for 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

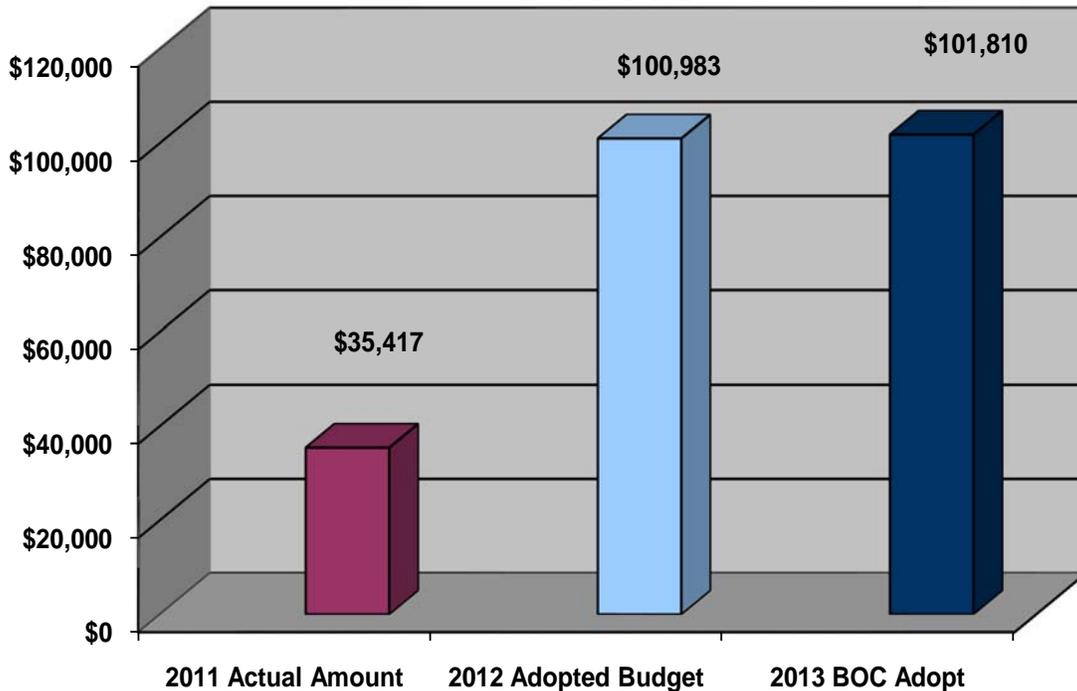


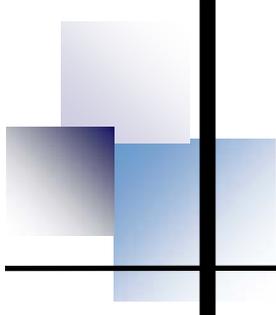


Motor Pool

BUDGET SUMMARY

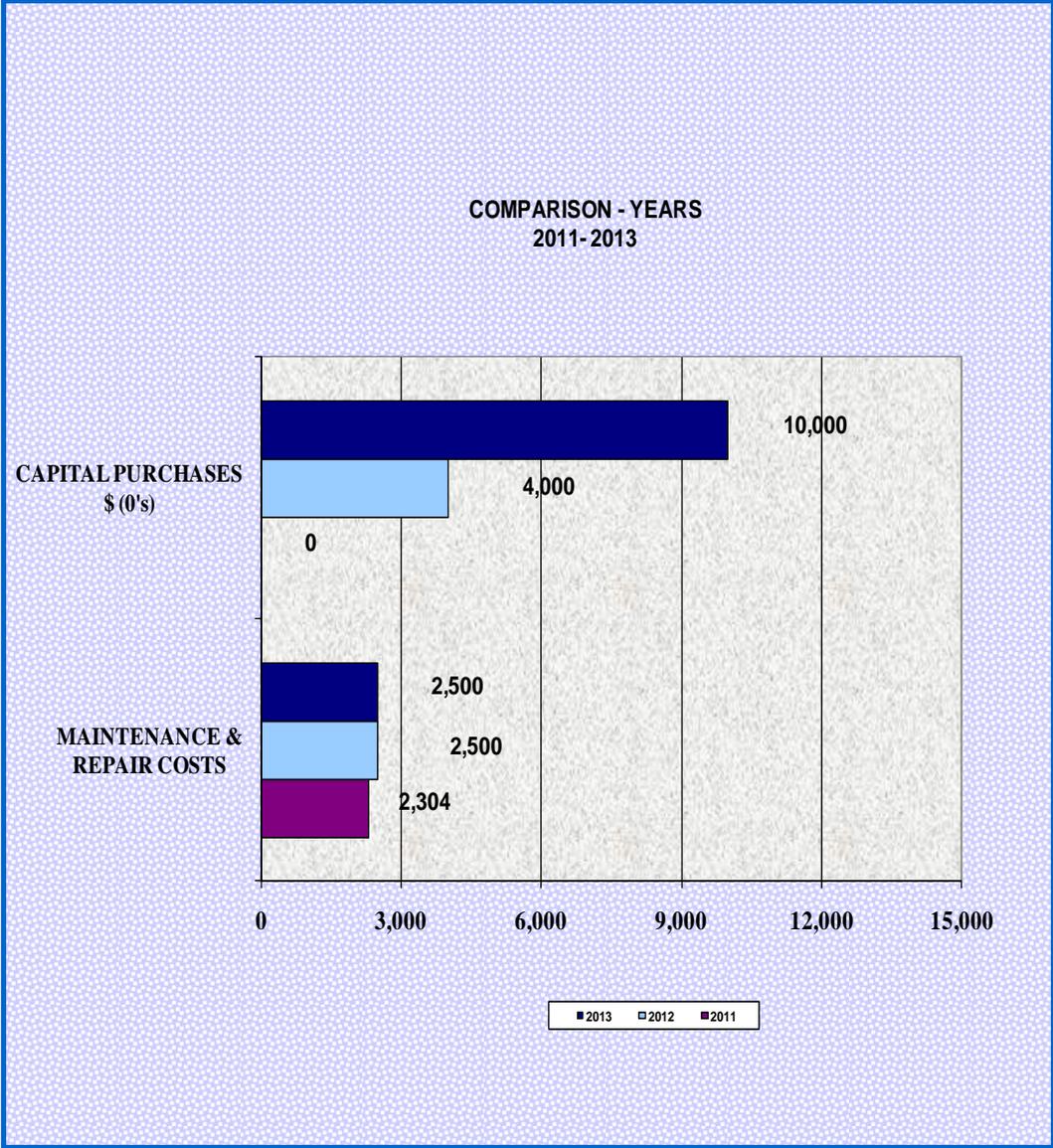
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	35,417	100,983	101,810
Total Funding Sources	35,417	100,983	101,810
APPROPRIATIONS:			
Vehicle Expense	(1,442)	783	1,560
Supplies	198	200	250
Capital Outlay	36,661	0	0
Budget Improvement Request	0	100,000	100,000
Total Appropriations	35,417	100,983	101,810





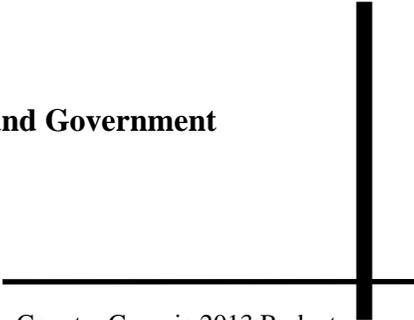
Motor Pool

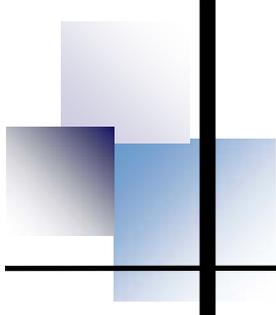
WORKLOAD INDICATORS



PERSONNEL

Administered by the Fleet Management Department and Government Services





Printing & Mail

GENERAL GOVERNMENT

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

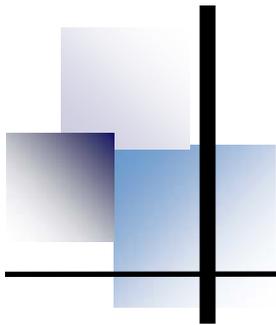
Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity

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

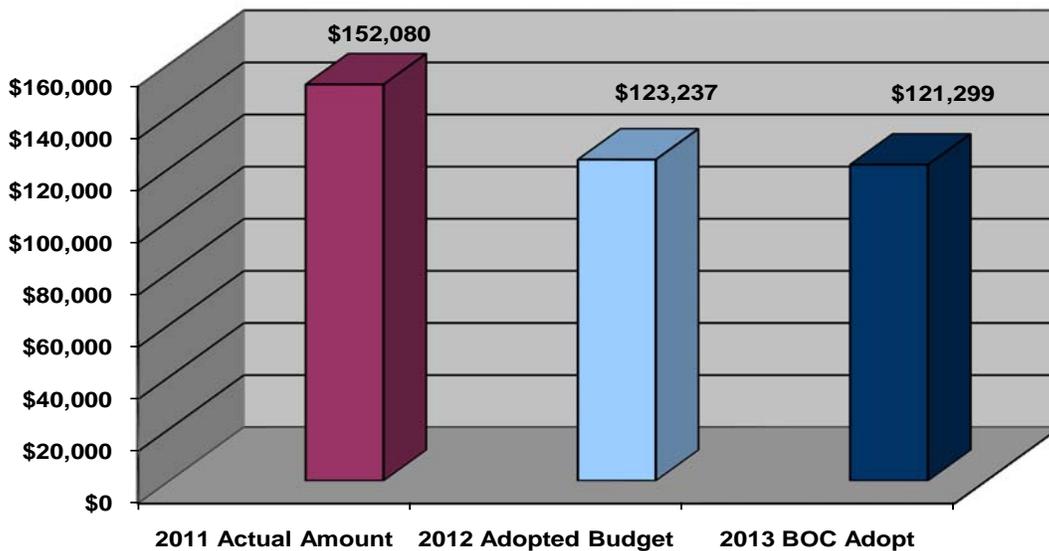


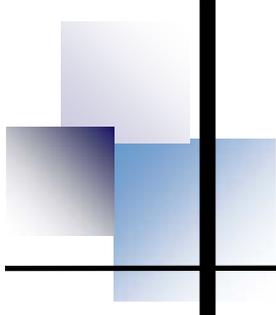


Printing & Mail

BUDGET SUMMARY

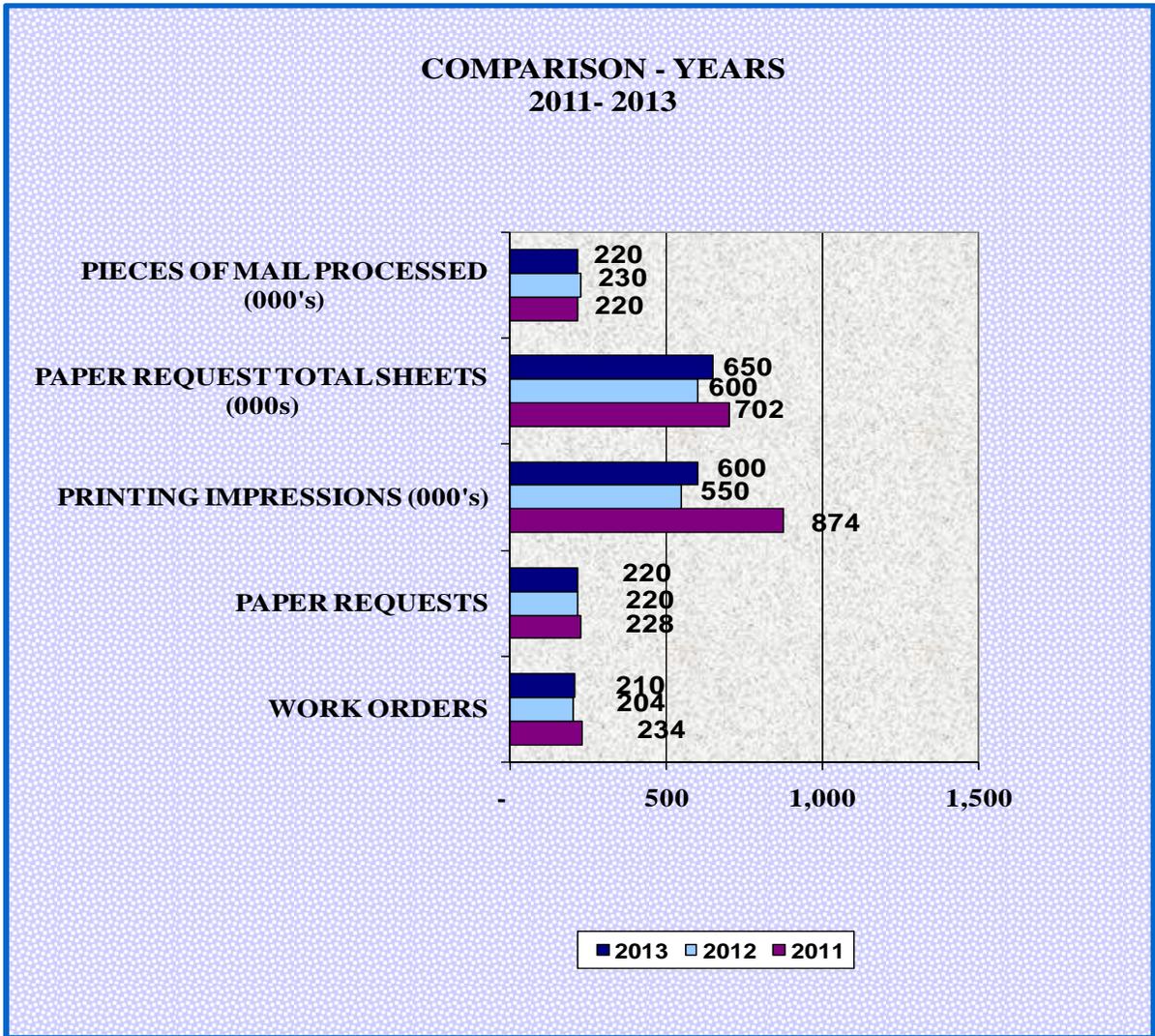
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>152,080</u>	<u>123,237</u>	<u>121,299</u>
Total Funding Sources	<u><u>152,080</u></u>	<u><u>123,237</u></u>	<u><u>121,299</u></u>
APPROPRIATIONS:			
Salary and Wage	103,536	104,272	73,994
Benefits	36,143	42,252	35,640
Advertising	0	0	0
Vehicle Expense	2,496	1,985	1,255
Equipment Rental	1,020	918	1,020
Maintenance Charges	5,211	5,400	7,260
Supplies	3,674	2,527	2,500
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	339	276
Budget Improvement Request	<u>0</u>	<u>(34,456)</u>	<u>(646)</u>
Total Appropriations	<u><u>152,080</u></u>	<u><u>123,237</u></u>	<u><u>121,299</u></u>





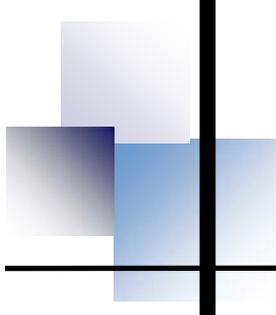
Printing & Mail

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Supervisor	22	1	1	1
Printer	20	1	1	0
Mail Clerk	16	1	1	1
TOTAL FULL TIME		3	3	2



Property Management

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

Enhance the County image with a “Standard Maintenance” for all buildings

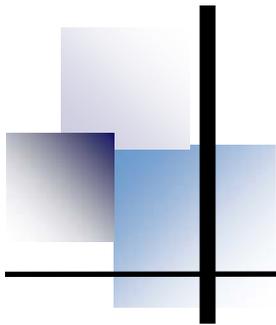
Our goal is to maintain all buildings from the maintenance budget and to be able to budget each building each year through Property Management, to make repairs and maintain the county’s integrity through the appearance of the buildings.

Efficiently and effectively maintain County properties by reducing energy costs

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

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

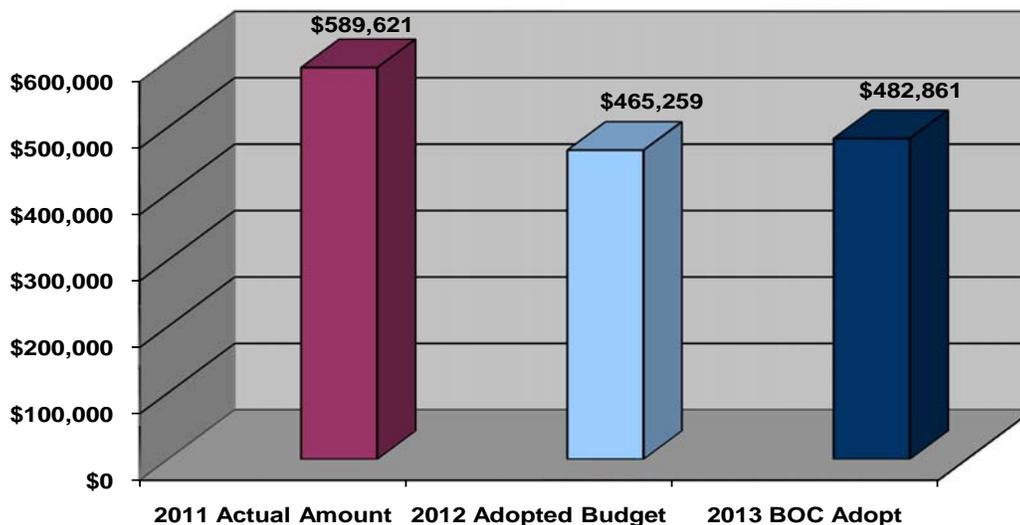


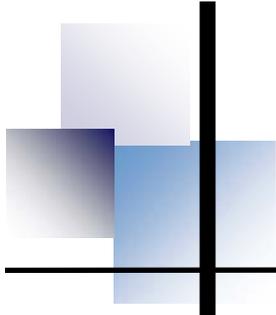


Property Management

BUDGET SUMMARY

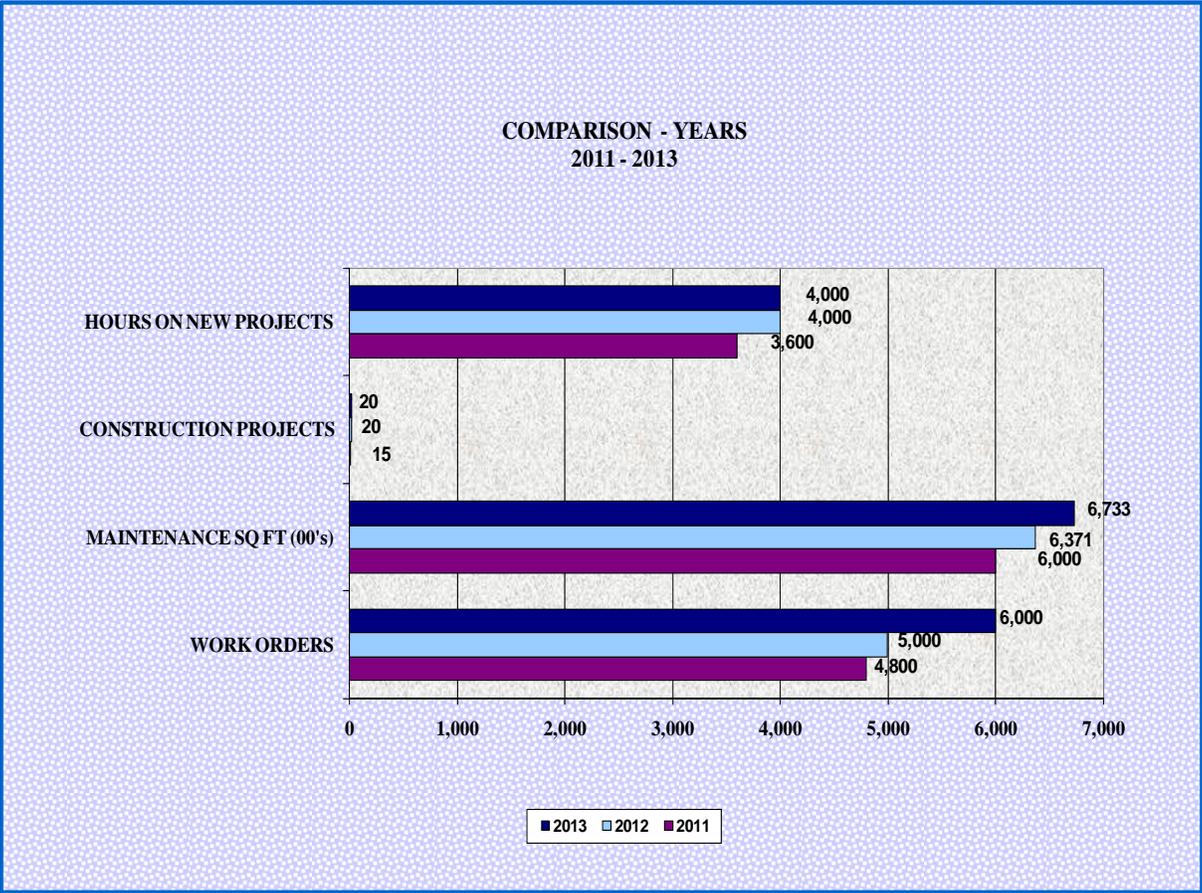
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	589,621	465,259	482,861
Total Funding Sources	589,621	465,259	482,861
APPROPRIATIONS:			
Salary and Wage	238,670	241,573	205,646
Benefits	75,400	89,357	103,456
Vehicle Expense	21,745	19,194	26,574
Dues and Subscriptions	210	300	650
Equipment Rental	605	200	816
Maintenance Charges	80,668	115,624	100,750
Supplies	990	1,045	2,048
Professional Services	110	1,200	500
Utilities	39,503	36,952	39,901
Travel & Training	3,598	0	0
Minor Equipment and Improvements	1,086	0	0
Capital Outlay	125,191	0	0
Uniforms and Clothing	1,845	2,800	2,500
Budget Improvement Request	0	(42,986)	20
Total Appropriations	589,621	465,259	482,861





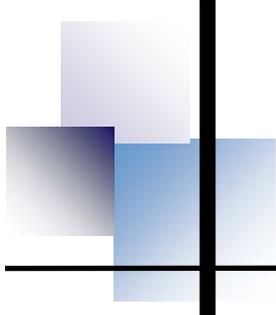
Property Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Assistant Maintenance Super.	24	1	1	1
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Plumber	23	1	1	1
Maintenance Technician I	18	2	2	2
Senior Secretary	19	1	0	0
Project Coordinator	21	0	1	1
Custodian	PT	1	1	0
TOTAL FULL TIME		7	7	7
TOTAL PART TIME		1	1	0



Purchasing

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

To efficiently and effectively handle Special Purpose Local Options Sales tax purchases; Fire Station, E911, 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.

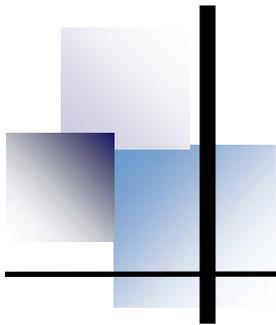
To comply with legal requirements of public purchasing

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 and services in the proper quantity and quality at the time and place needed

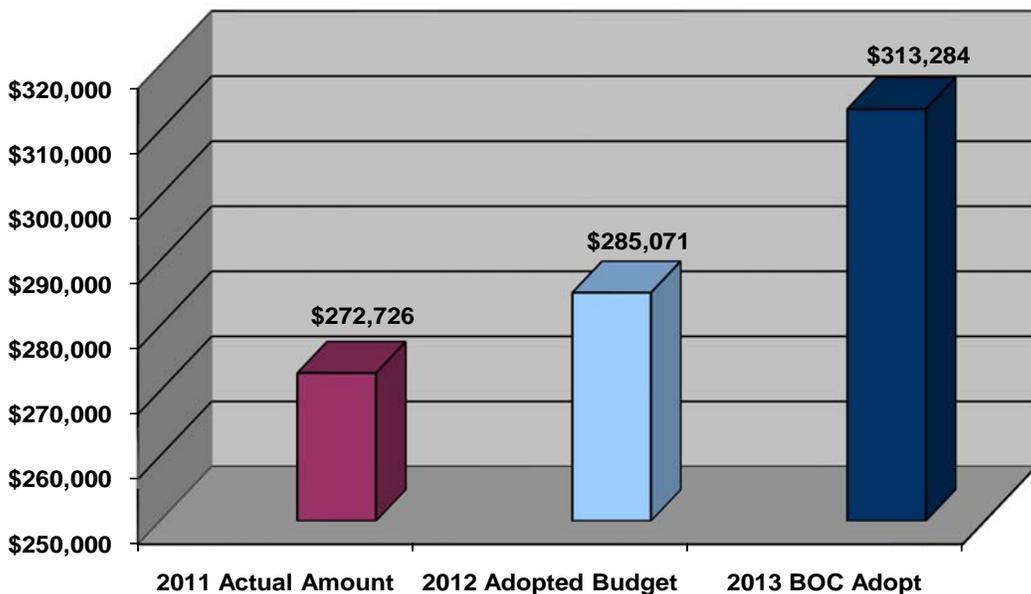


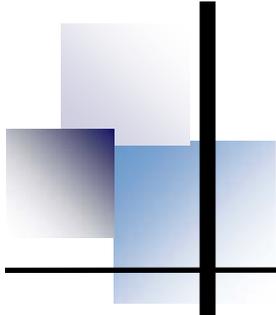


Purchasing

BUDGET SUMMARY

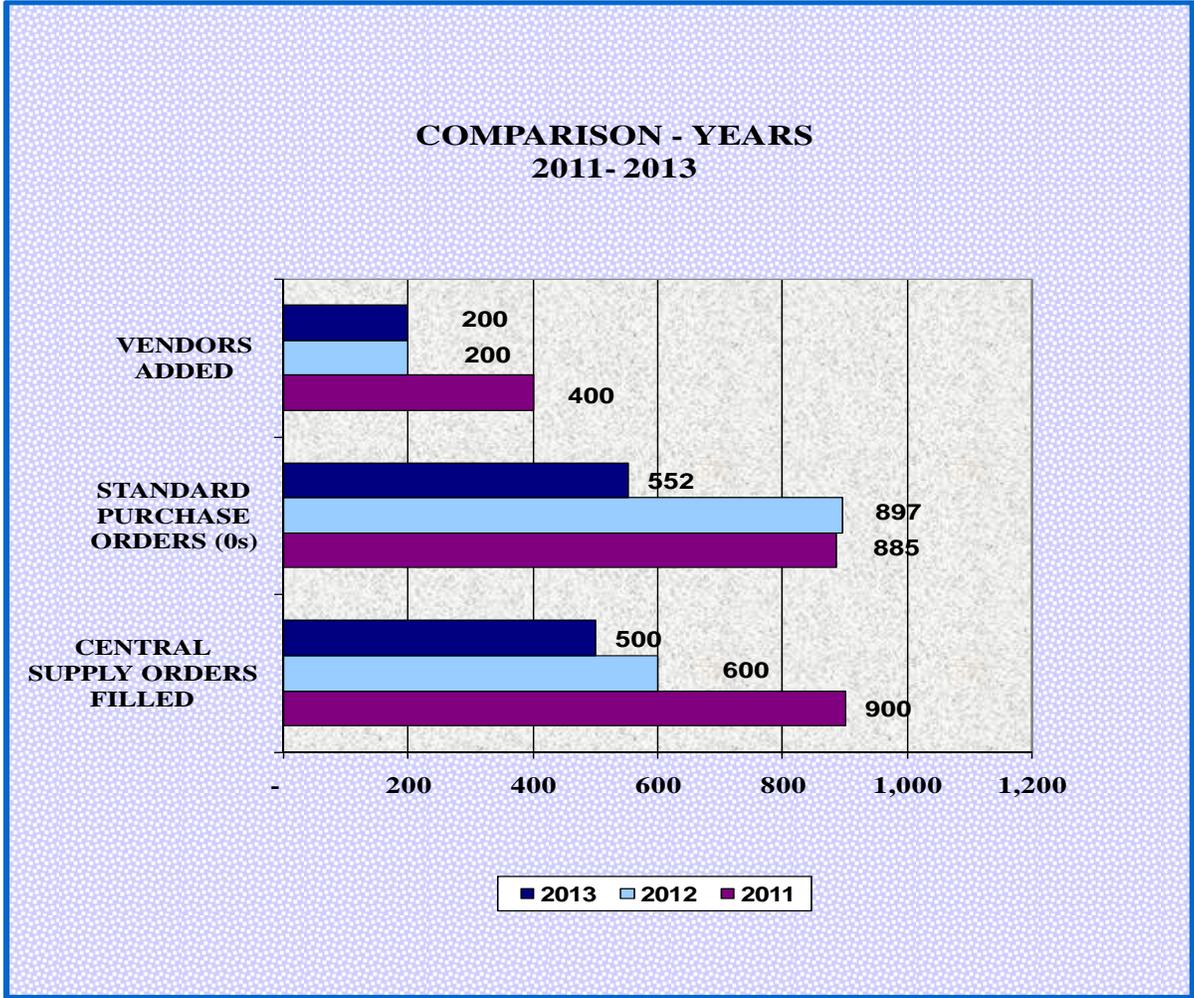
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	272,726	285,071	313,284
Total Funding Sources	272,726	285,071	313,284
APPROPRIATIONS:			
Salary and Wage	213,261	215,727	218,090
Benefits	50,498	62,542	89,133
Advertising	0	270	0
Dues and Subscriptions	1,188	1,800	1,425
Maintenance Charges	960	1,057	960
Supplies	4,732	5,692	4,100
Professional Services	770	675	675
Utilities	1,318	1,157	920
Travel & Training	0	0	0
Budget Improvement Request	0	(3,849)	(2,019)
Total Appropriations	272,726	285,071	313,284





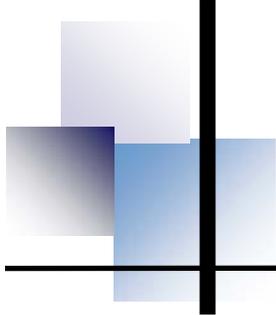
Purchasing

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	34	1	1	1
Deputy Purchasing Director	30	1	1	1
Contract Analyst	UNC	0	1	1
Purchasing Analyst	25	1	0	0
Buyer I / Purchasing Asst.	22	1	1	1
Purchasing Clerk	16	1	1	0
Assitant Manager - Contracts	30	0	1	1
TOTAL FULL TIME		<u>5</u>	<u>6</u>	<u>5</u>



Records Retention

GENERAL GOVERNMENT

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

Personnel — Increase staff to improve response

- All operations are currently only being handled by two personnel dramatically reducing response times.

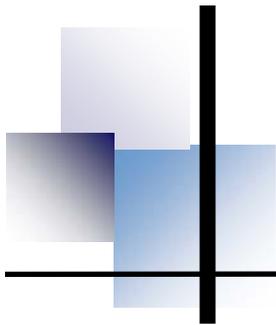
Technology — Improve the quality of technology to increase efficiency

- The Records department is currently managing a 400,000 plus entry Access database with two computers and have been in production since November 2004.

Space — provide County management with accurate, up-to-date statistics regarding records center capacity

- Records center holdings are currently projected to reach maximum capacity December 2013

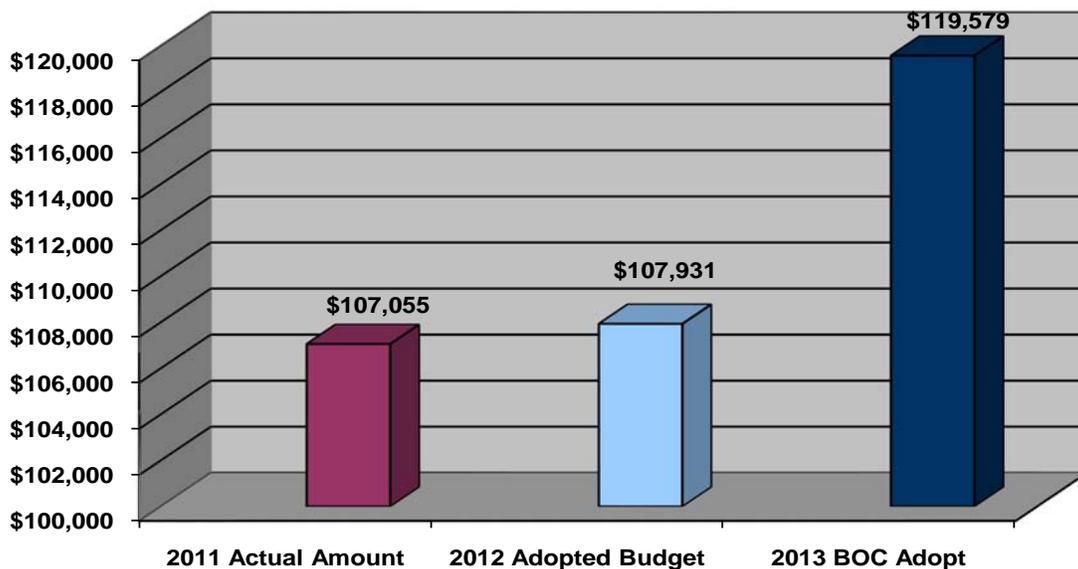


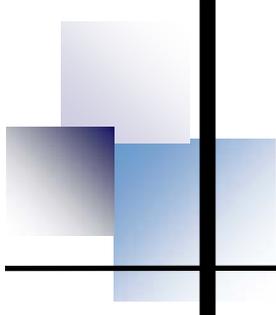


Records Retention

BUDGET SUMMARY

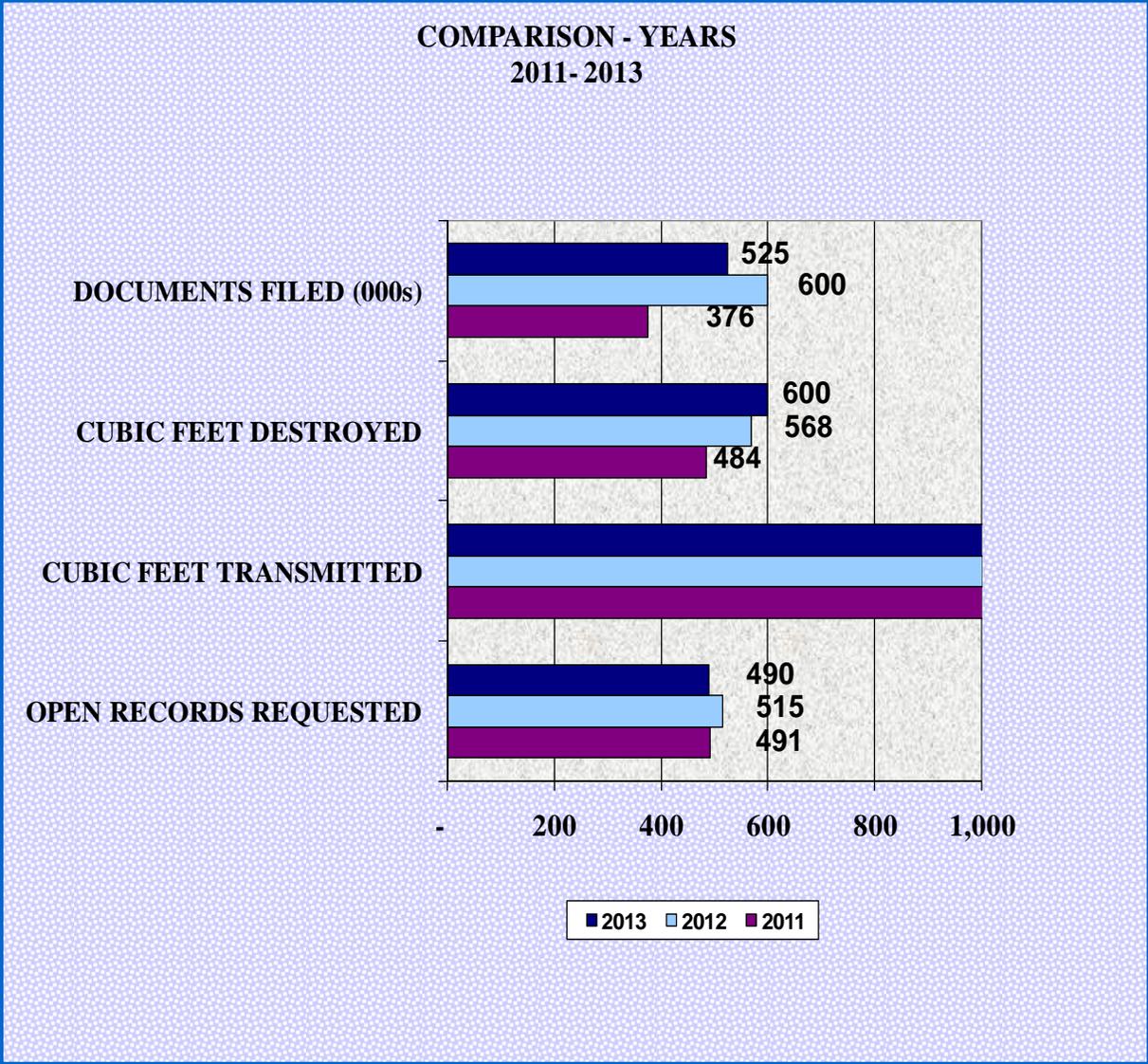
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	107,055	107,931	119,579
Total Funding Sources	107,055	107,931	119,579
APPROPRIATIONS:			
Salary and Wage	73,494	71,618	71,618
Benefits	22,286	26,232	33,436
Vehicle Expense	0	0	1,880
Dues and Subscriptions	0	550	550
Maintenance Charges	295	300	350
Supplies	2,794	2,799	4,750
Professional Services	6,434	6,580	7,000
Utilities	687	660	684
Travel & Training	560	470	0
Minor Equipment and Improvements	503	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(1,278)	(689)
Total Appropriations	107,055	107,931	119,579





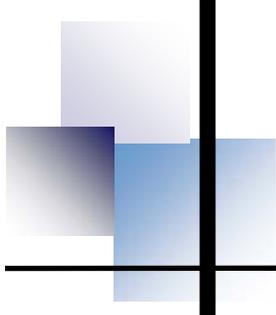
Records Retention

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Coord.	17	1	1	1
TOTAL FULL TIME		2	2	2



Risk & Safety

GENERAL GOVERNMENT

MISSION

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

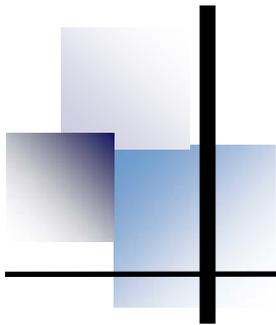
FUNCTIONS

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

GOALS

- Create, train, and assimilate safety officer position
- Risk Manager to complete Certified Safety Professional certification at National Safety Council Exposition
- Provide training for claims administrator
- Publish Health and Safety manual update
- Conduct CDL training for all departments
- Provide tailored safety training to departments
- Conduct safety inspections of all facilities and parks
- Reduce motor vehicle accidents
- Decrease workplace injury rate

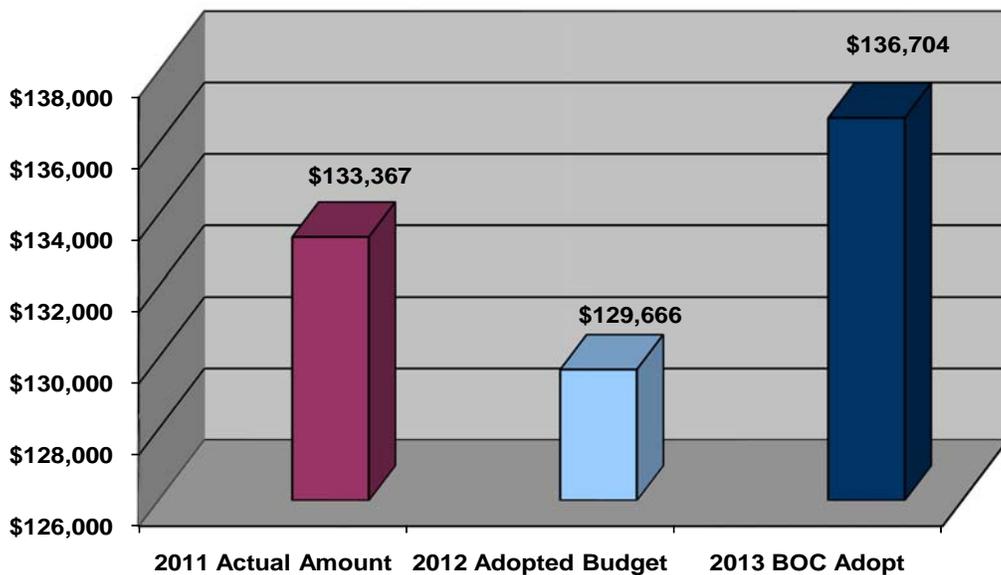




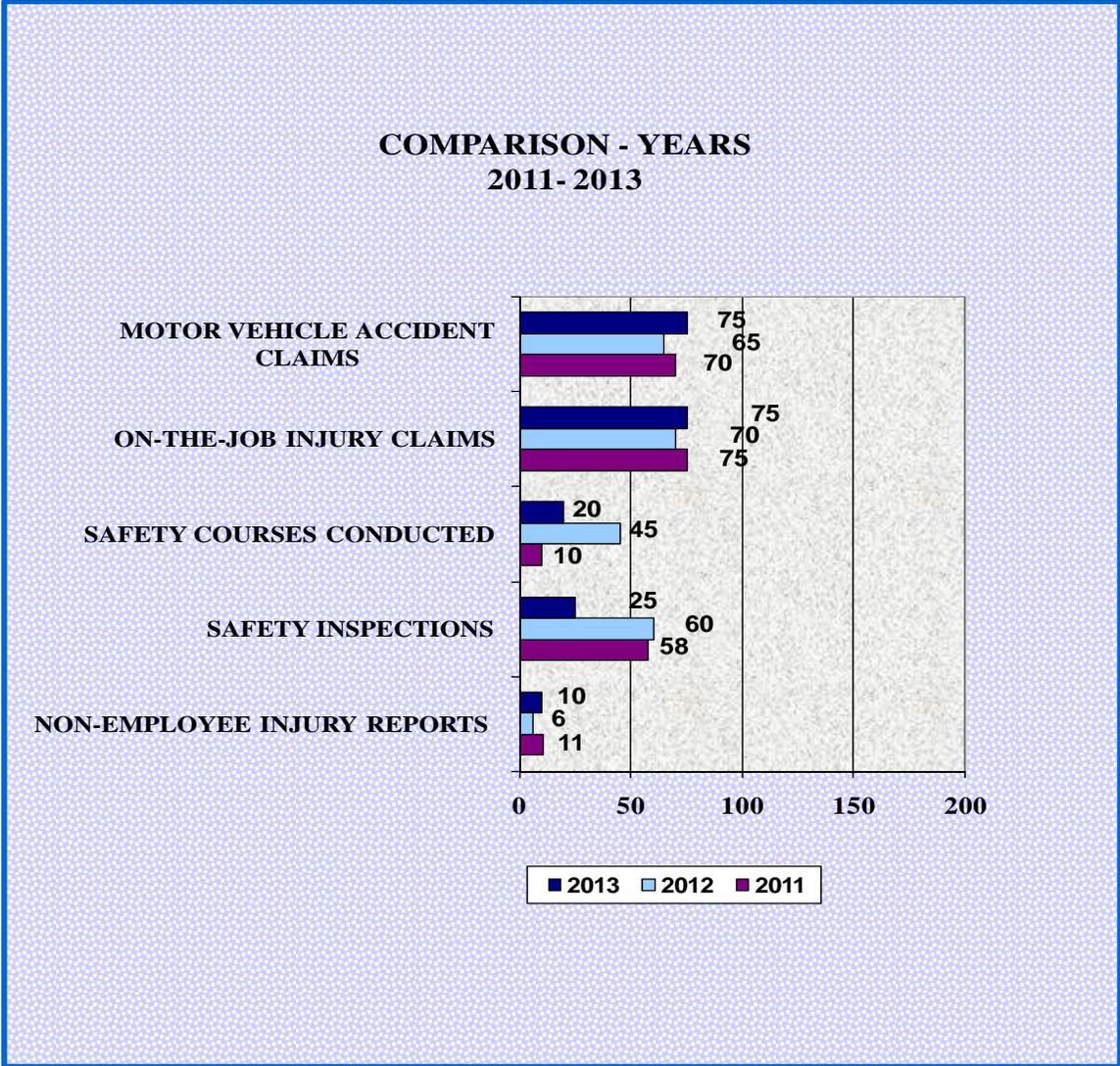
Risk & Safety

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>133,367</u>	<u>129,666</u>	<u>136,704</u>
Total Funding Sources	<u>133,367</u>	<u>129,666</u>	<u>136,704</u>
APPROPRIATIONS:			
Salary and Wage	92,927	92,970	92,971
Benefits	24,452	29,845	36,802
Advertising	0	0	0
Vehicle Expense	1,794	2,020	1,460
Dues and Subscriptions	2,078	2,100	1,400
Supplies	10,228	3,650	3,650
Professional Services	300	0	0
Utilities	721	740	720
Travel & Training	866	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>(1,659)</u>	<u>(299)</u>
Total Appropriations	<u>133,367</u>	<u>129,666</u>	<u>136,704</u>

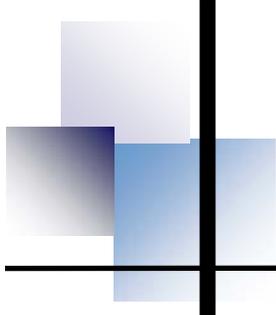


Risk & Safety



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Manager	UNC	1	1	1
Claims Administrator	20	1	1	1
TOTAL FULL TIME		2	2	2



Tax Appraisal

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

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

Continue Personal Property Audit Program

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

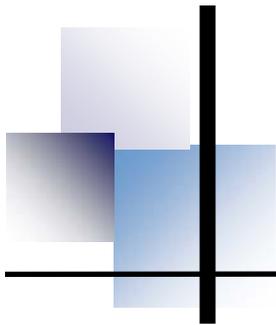
Continue to earn greater trust of citizens and employees

Ensure customer service is always a priority

Maintain employee education to ensure professionalism

Implement Income Approach Valuation Program per Georgia Law (HB 346)

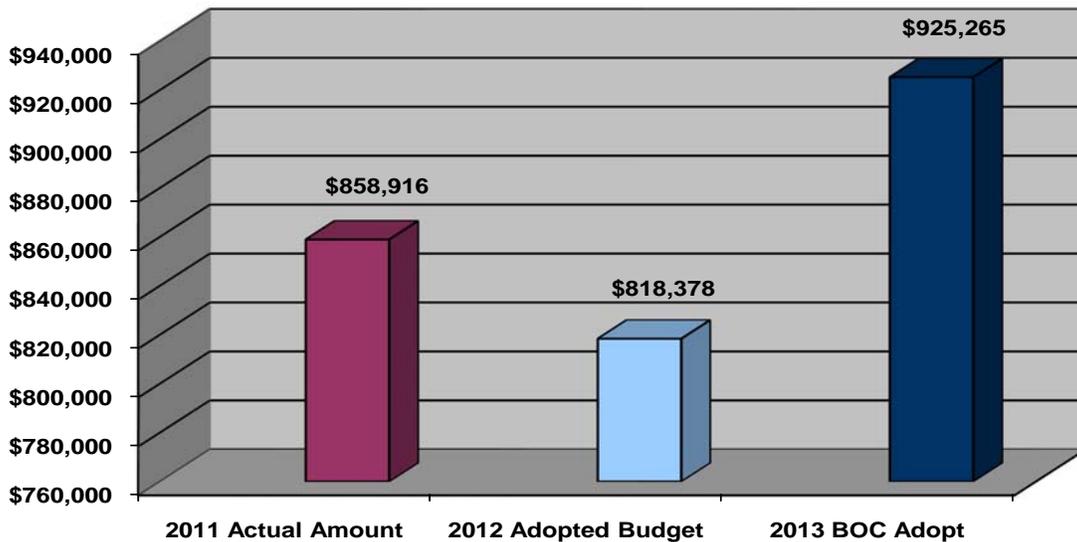


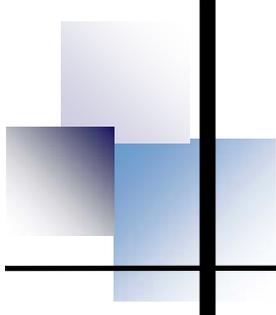


Tax Appraisal

BUDGET SUMMARY

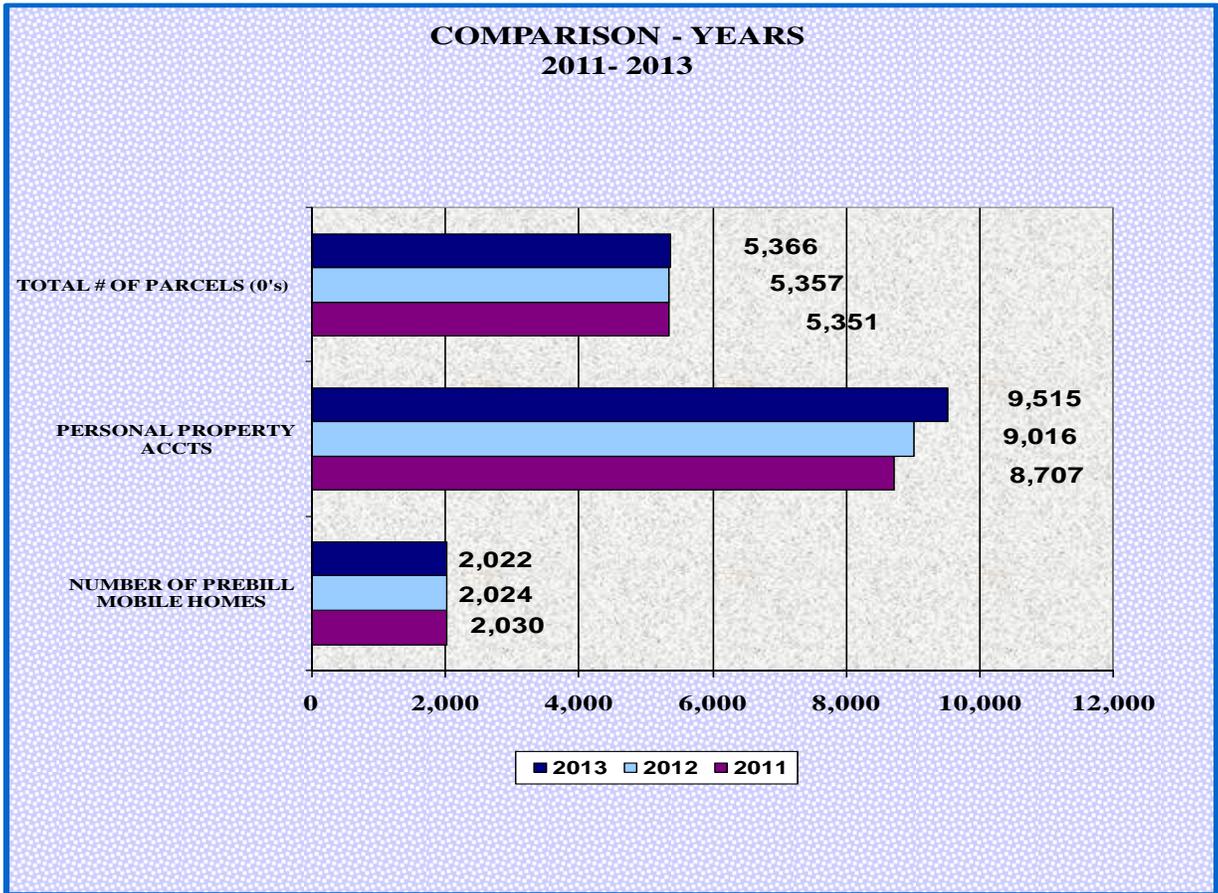
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	858,916	818,378	925,265
Total Funding Sources	858,916	818,378	925,265
APPROPRIATIONS:			
Salary and Wage	632,374	631,308	631,559
Benefits	209,919	233,742	282,990
Advertising	0	500	0
Vehicle Expense	4,076	8,700	6,200
Dues and Subscriptions	504	398	2,652
Maintenance Charges	0	1,500	0
Supplies	11,165	9,500	8,025
Professional Services	65	195	195
Utilities	5	500	25
Travel & Training	807	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	500
Budget Improvement Request	0	(67,965)	(6,881)
Total Appropriations	858,916	818,378	925,265





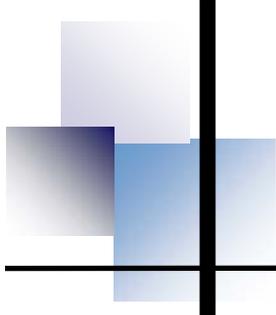
Tax Appraisal

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	28	2	2	2
Appraiser IV	27	2	2	2
Appraiser III	24	2	2	2
Appraiser II	22	4	3	2
Appraiser I	20	2	3	4
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Principal Appraisal Assistant	19	1	0	0
Secretary	16	1	1	1
Appraisal Assistant	PT	1	1	1
TOTAL FULL TIME		17	16	16
TOTAL PART TIME		1	1	1



Tax Assessors

GENERAL GOVERNMENT

MISSION

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

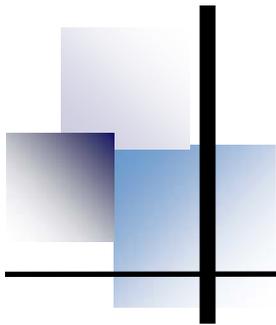
FUNCTIONS

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

GOALS

- Complete updates necessary to reach and maintain fair market value
- Continue Personal Property Audit Program
- 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

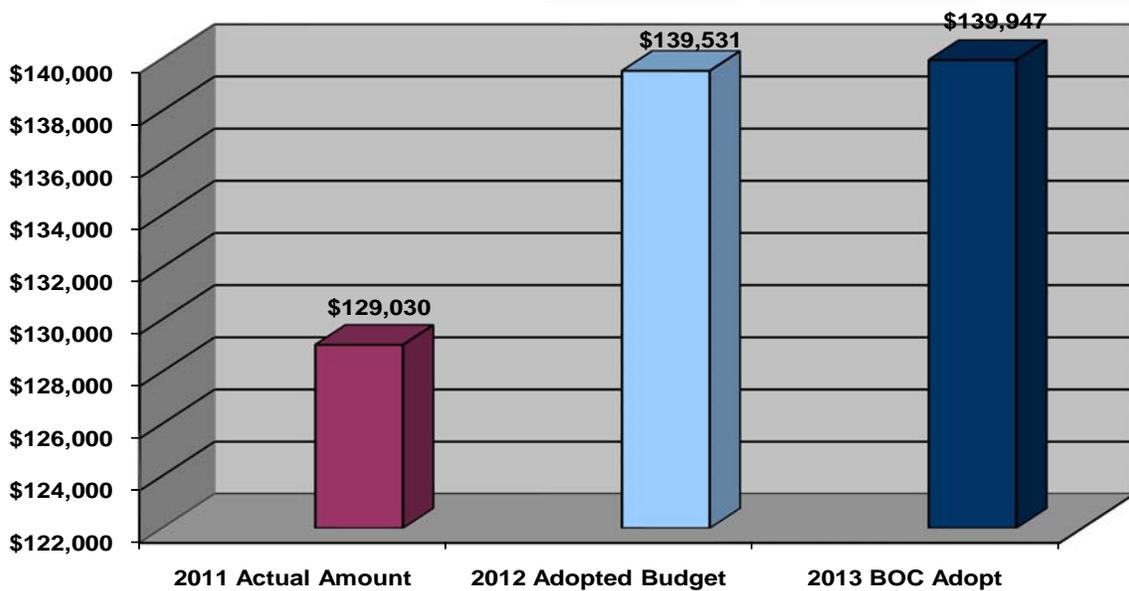


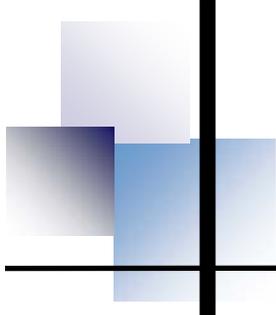


Tax Assessors

BUDGET SUMMARY

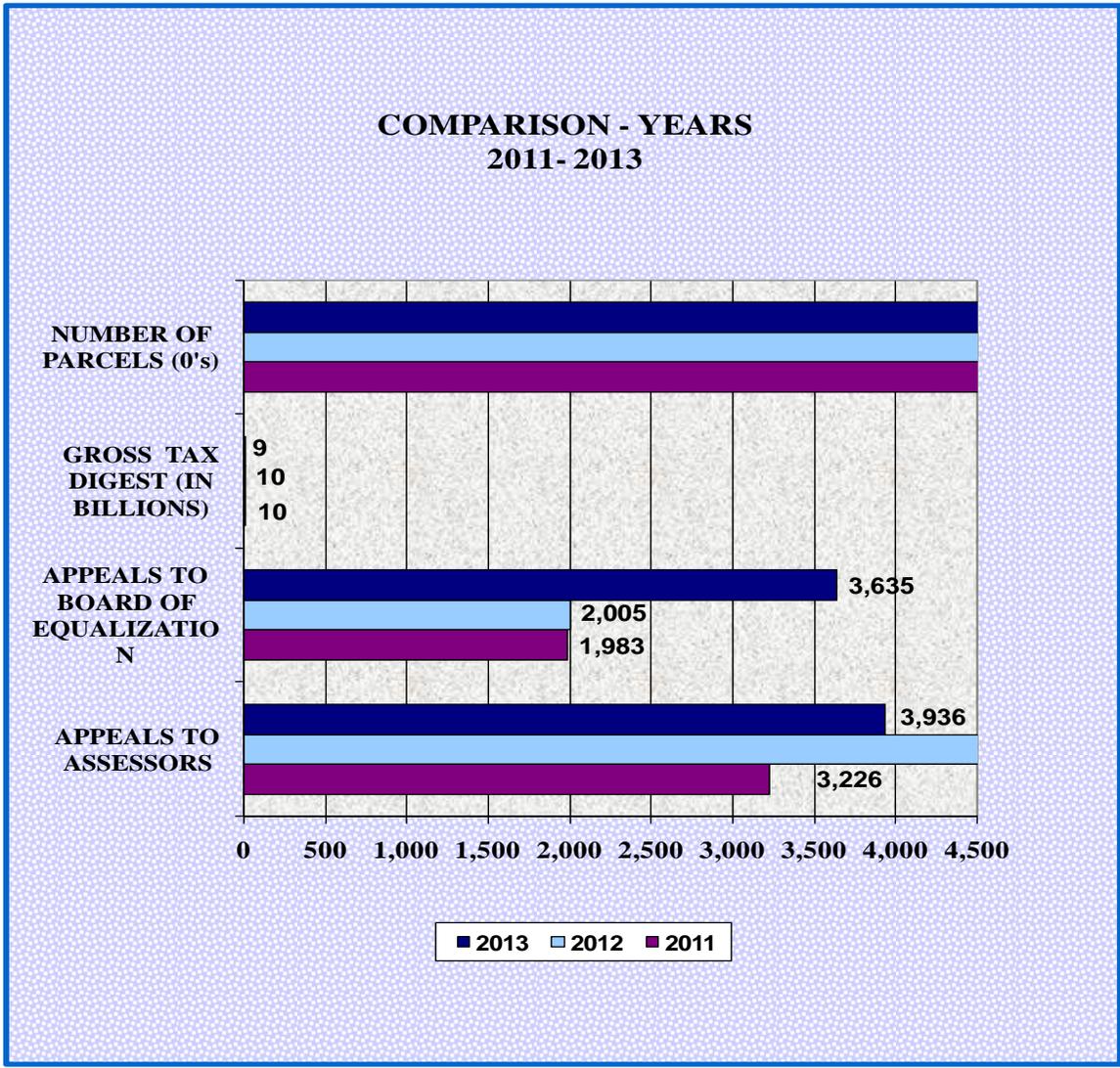
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>129,030</u>	<u>139,531</u>	<u>139,947</u>
Total Funding Sources	<u>129,030</u>	<u>139,531</u>	<u>139,947</u>
APPROPRIATIONS:			
Salary and Wage	26,760	40,798	40,800
Benefits	2,047	3,198	3,122
Advertising	0	250	250
Audit and Legal	50,000	50,000	50,000
Dues and Subscriptions	1,770	175	175
Maintenance Charges	888	0	0
Supplies	38,308	38,160	38,600
Professional Services	6,709	6,950	7,000
Utilities	0	0	0
Travel & Training	2,548	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>129,030</u>	<u>139,531</u>	<u>139,947</u>





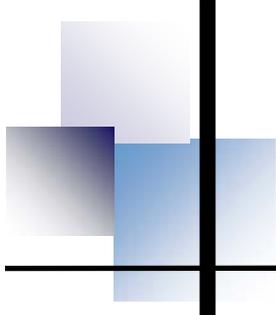
Tax Assessors

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	0
TOTAL PART TIME		5	5	1



Tax Commissioner

GENERAL GOVERNMENT

MISSION

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

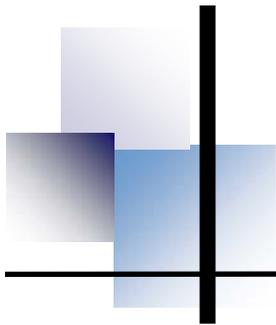
FUNCTIONS

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

GOALS

- Address heightened security concerns
- Increase collections percentages (reduce delinquent taxes)
- Minimize wait time for walk up and phone customers
- Investigate the feasibility of opening of a satellite facility
- Implement a Customer Queuing System in the Tag Office
- Improve citizens online experience by streamlining online transactions
- Establish procedures to process FIFA's electronically to save time in both the Tax Office and the Clerk's Office
- Educate and inform citizens on the proper use of property tax exemptions

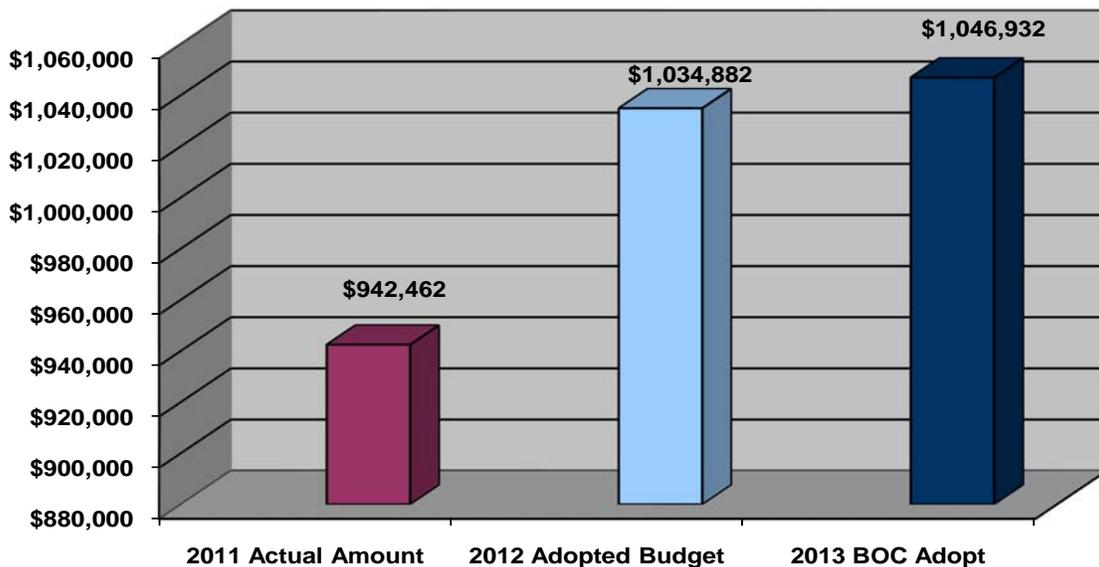


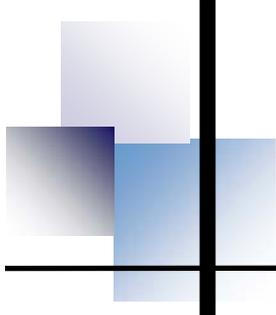


Tax Commissioner

BUDGET SUMMARY

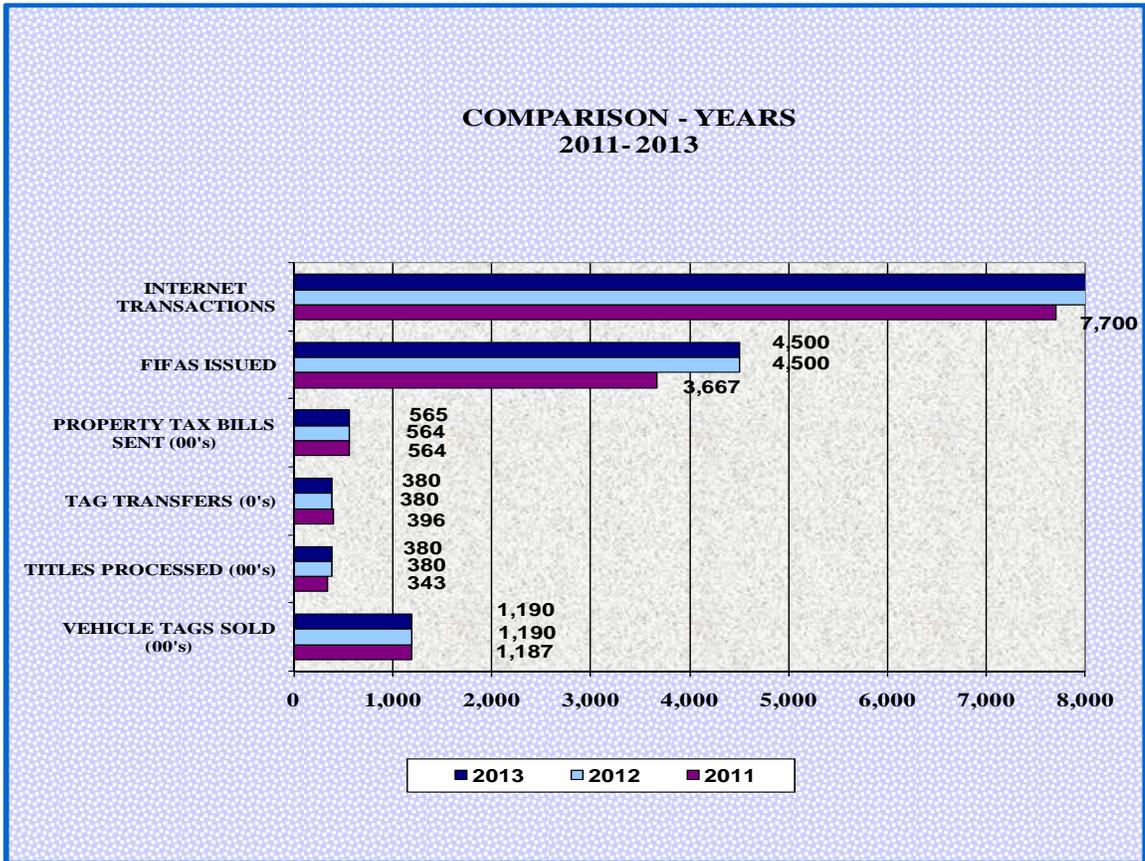
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>942,462</u>	<u>1,034,882</u>	<u>1,046,932</u>
Total Funding Sources	<u>942,462</u>	<u>1,034,882</u>	<u>1,046,932</u>
APPROPRIATIONS:			
Salary and Wage	616,079	651,994	636,070
Benefits	177,304	224,301	245,588
Advertising	760	7,670	10,300
Dues and Subscriptions	1,663	920	1,720
Maintenance Charges	1,790	1,135	2,000
Supplies	75,353	86,303	89,849
Professional Services	57,911	63,712	59,000
Utilities	6,248	7,296	7,296
Travel & Training	3,745	1,410	1,000
Minor Equipment and Improvements	1,609	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>(9,859)</u>	<u>(5,891)</u>
Total Appropriations	<u>942,462</u>	<u>1,034,882</u>	<u>1,046,932</u>





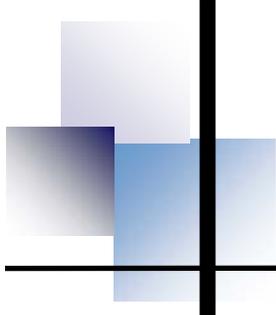
Tax Commissioner

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Deputy Tax Commissioner	29	1	1	1
Tag Supervisor	24	0	0	0
Administrative Assistant	24	1	1	1
Tax Bookkeeper	21	1	1	1
Assistant Tag Supervisor	21	1	1	1
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	6	6	6
Tag Agent	16	3	5	4
Tax Manager	24	0	1	1
Tag Agent	PT	4	2	0
TOTAL FULL TIME		15	18	17
TOTAL PART TIME		4	4	2



Tax Equalization Board

GENERAL GOVERNMENT

MISSION

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

FUNCTIONS

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

GOALS

To render fair and equitable decisions regarding property assessments in a timely manner

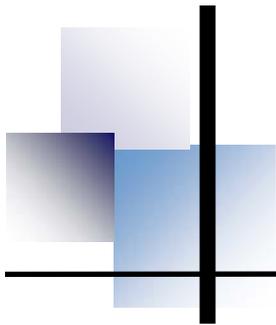
To operate within guidelines of Georgia Law

Continue to serve the citizens of Douglas County by treating them with respect and timely assistance

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.

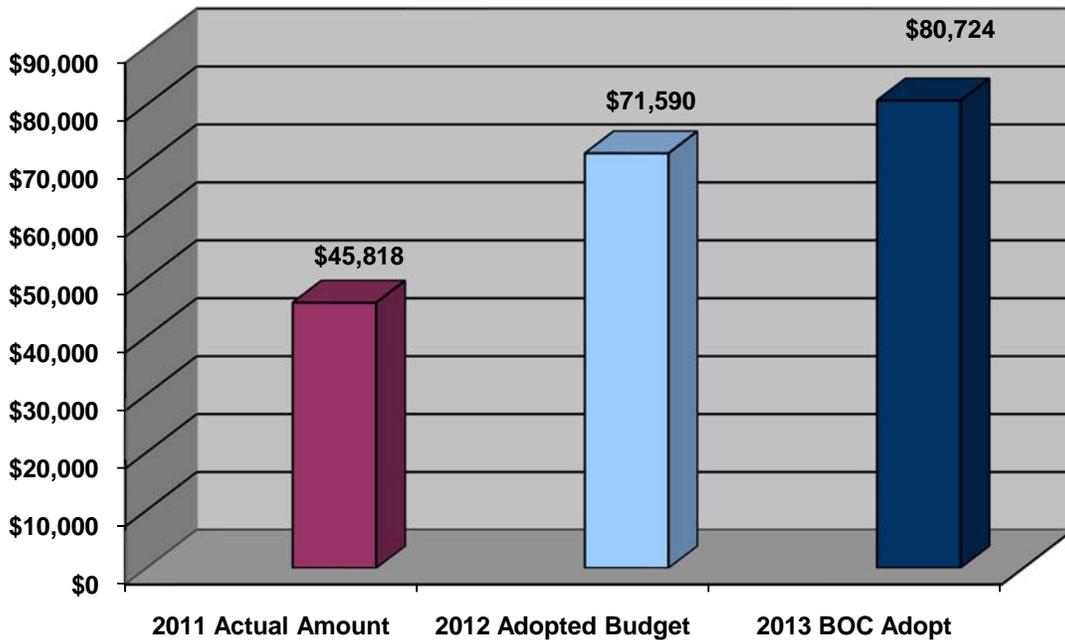


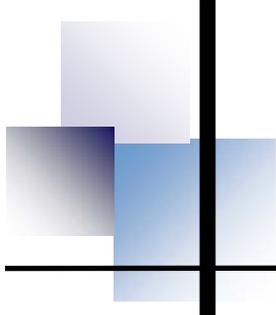


Tax Equalization Board

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>45,818</u>	<u>71,590</u>	<u>80,724</u>
Total Funding Sources	<u>45,818</u>	<u>71,590</u>	<u>80,724</u>
APPROPRIATIONS:			
Salary and Wage	34,800	60,000	65,001
Benefits	2,662	4,590	4,973
Advertising	40	300	150
Supplies	7,939	6,700	10,600
Professional Services	0	0	0
Travel & Training	377	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>45,818</u>	<u>71,590</u>	<u>80,724</u>





Voter Registration

GENERAL GOVERNMENT

MISSION

Register qualified voters

FUNCTIONS

- Register qualified Douglas County residents
- Maintain current voter registration records
- Conduct absentee balloting
- Provide information to State and United States agencies

GOALS

Implement new Voter Registration System including training of all staff

To maintain the voter registration data entry system.

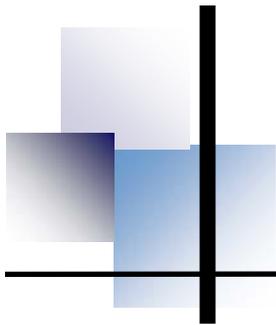
- Enter new/changed voter information into statewide database when received from applicants.
- Maintain a scanned filing system of information on all registered voters.
- Delete deceased, convicted felons and relocated voters

To maintain the auto-precincting system

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

Update Poll Manager and Poll Workers manuals in response to changes in forms, procedures and other programs initiated by the office of the Secretary of State

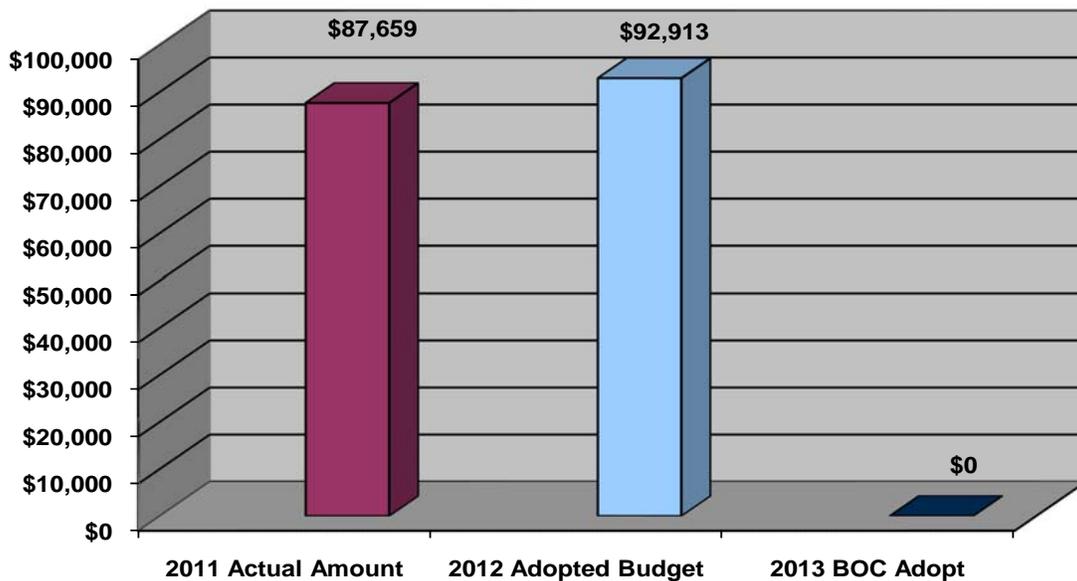


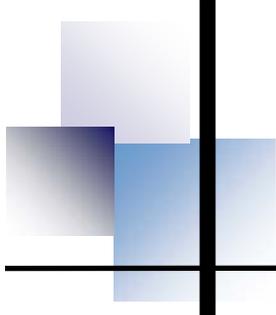


Voter Registration

BUDGET SUMMARY

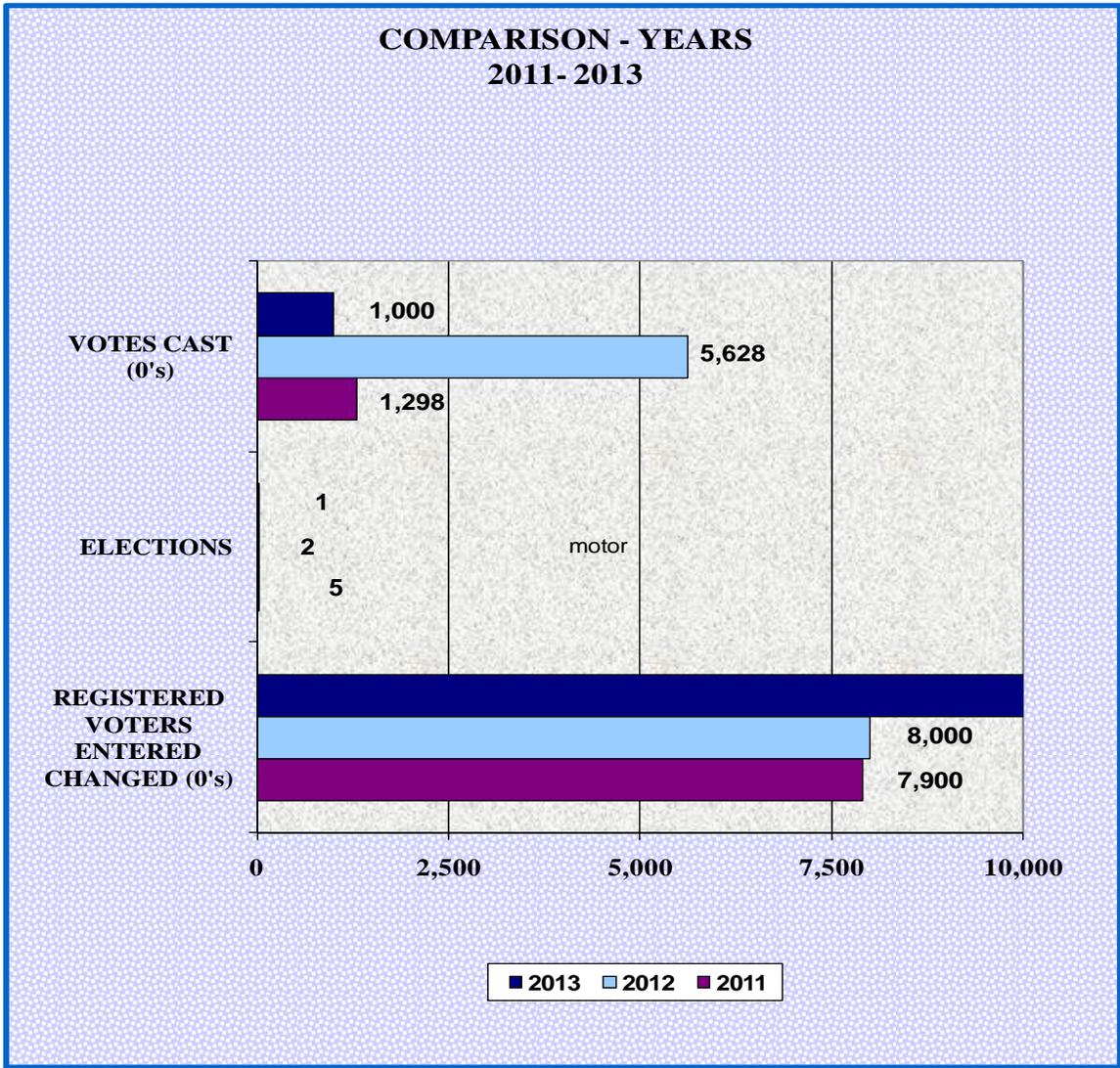
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	87,659	92,913	0
Total Funding Sources	87,659	92,913	0
APPROPRIATIONS:			
Salary and Wage	57,271	57,038	0
Benefits	21,533	24,863	0
Dues and Subscriptions	80	50	0
Maintenance Charges	480	480	0
Supplies	6,725	11,500	0
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	1,571	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(1,018)	0
Total Appropriations	87,659	92,913	0





Voter Registration

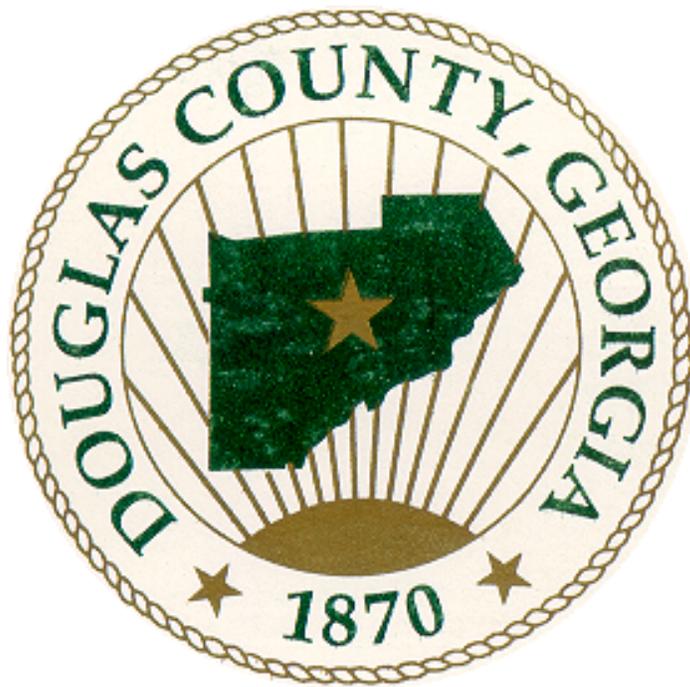
PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

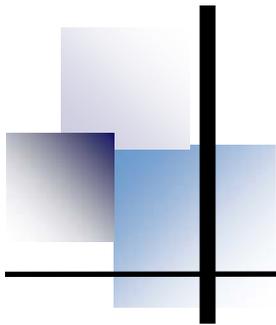
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Voter Coordinator	21	1	1	1
Voter Assoc.	19	1	1	1
TOTAL FULL TIME		2	2	2

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JUDICIAL SYSTEM

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Judicial System

DIRECTORY

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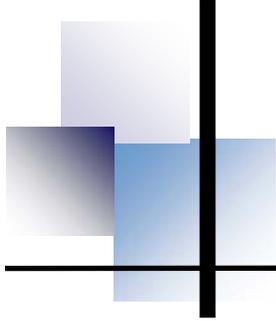
State Court—Judges..... 165

State Court—Public Defender 168

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Clerk of State Court

JUDICIAL SYSTEM

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

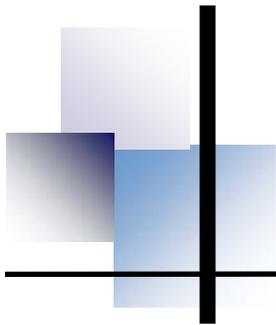
GOALS

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

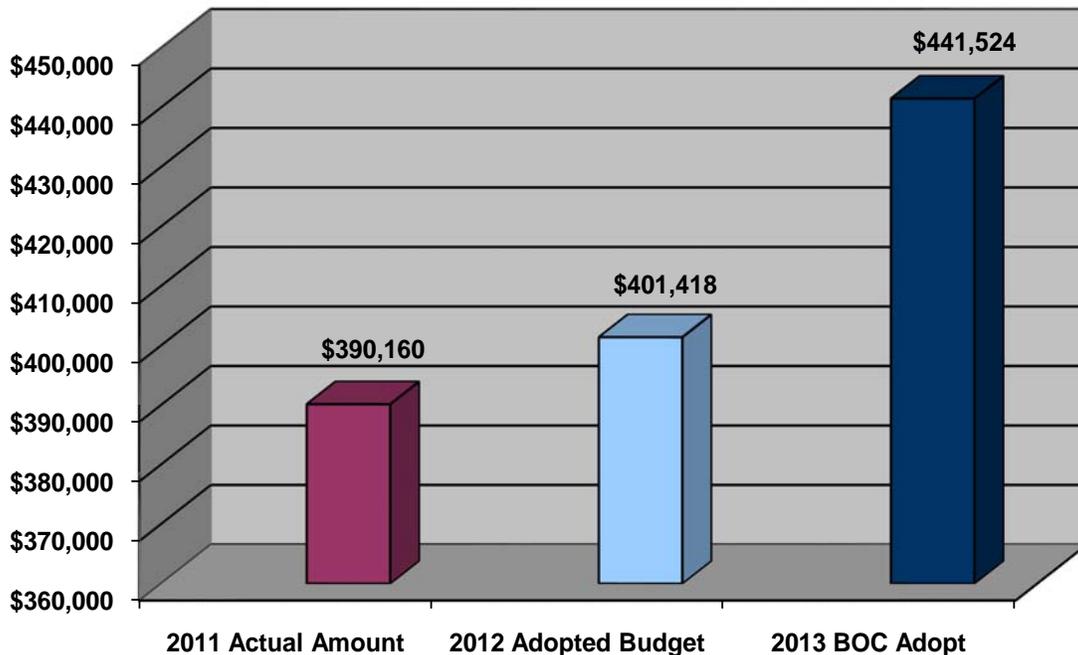


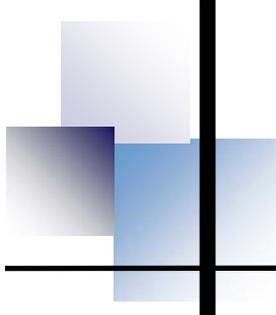


Clerk of State Court

BUDGET SUMMARY

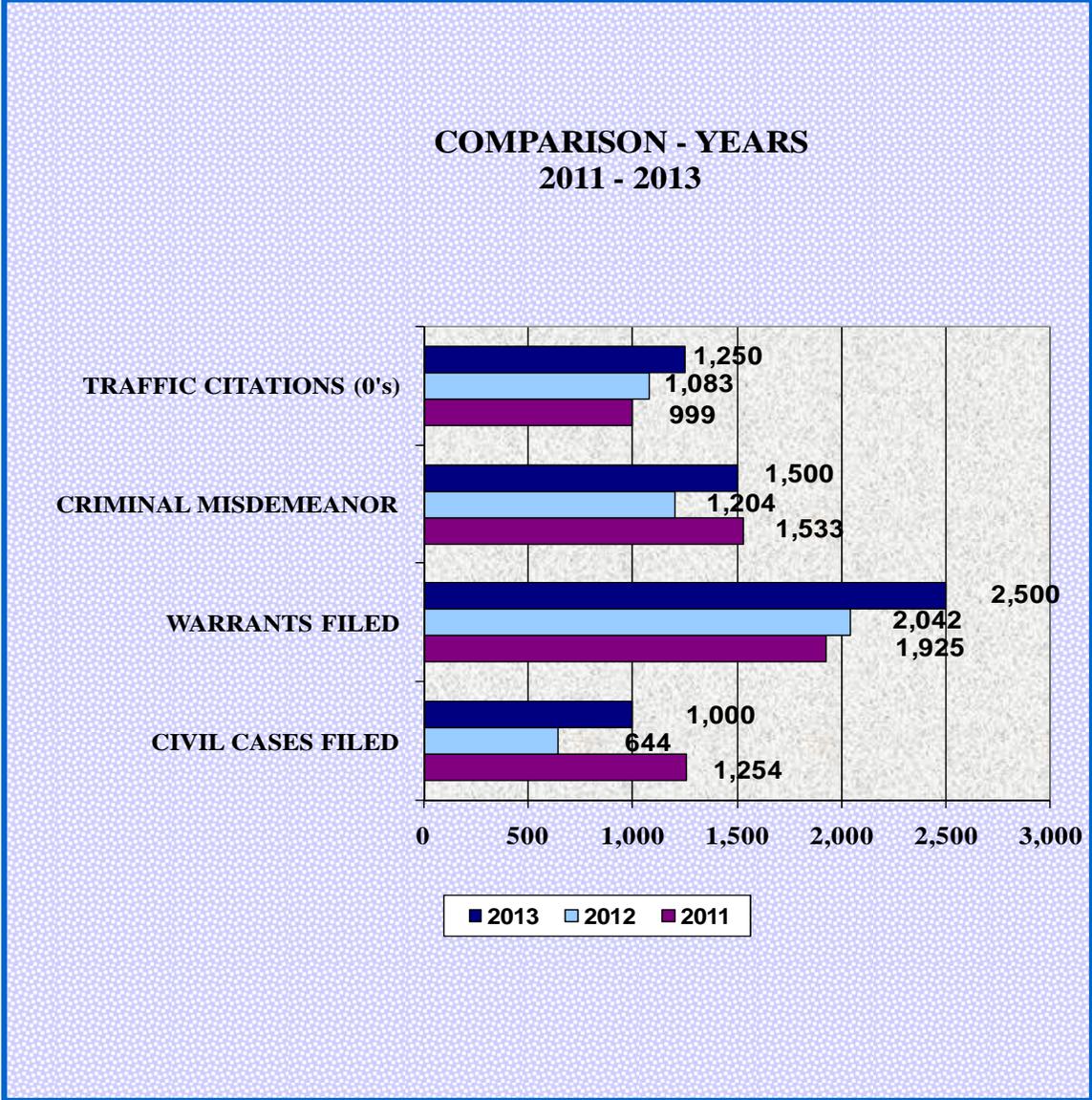
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>390,160</u>	<u>401,418</u>	<u>441,524</u>
Total Funding Sources	<u>390,160</u>	<u>401,418</u>	<u>441,524</u>
APPROPRIATIONS:			
Salary and Wage	283,587	281,097	279,105
Benefits	90,275	106,817	153,287
Maintenance Charges	1,114	1,320	1,000
Supplies	15,185	17,200	15,000
Professional Services	0	0	0
Budget Improvement Request	<u>0</u>	<u>(5,016)</u>	<u>(6,868)</u>
Total Appropriations	<u>390,160</u>	<u>401,418</u>	<u>441,524</u>





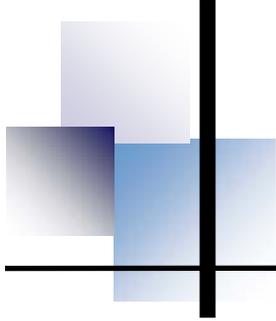
Clerk of State Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Deputy Court Clerk	19	10	10	10
TOTAL FULL TIME		10	10	10



Clerk of Superior Court

JUDICIAL SYSTEM

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. 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

GOALS

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

GDHR Filing Project — electronically import child support cases filed by Georgia Department of Human Resource

Efficiently process new filings and keep the case load current

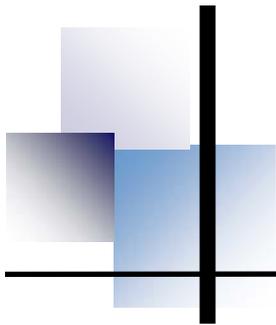
Continue moving forward with our image system in order to eliminate the storage of paper files — civil and criminal

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

Inventory and index all inventory stored

Transmit data to Georgia Department of Corrections eliminating the need to copy and mail documents

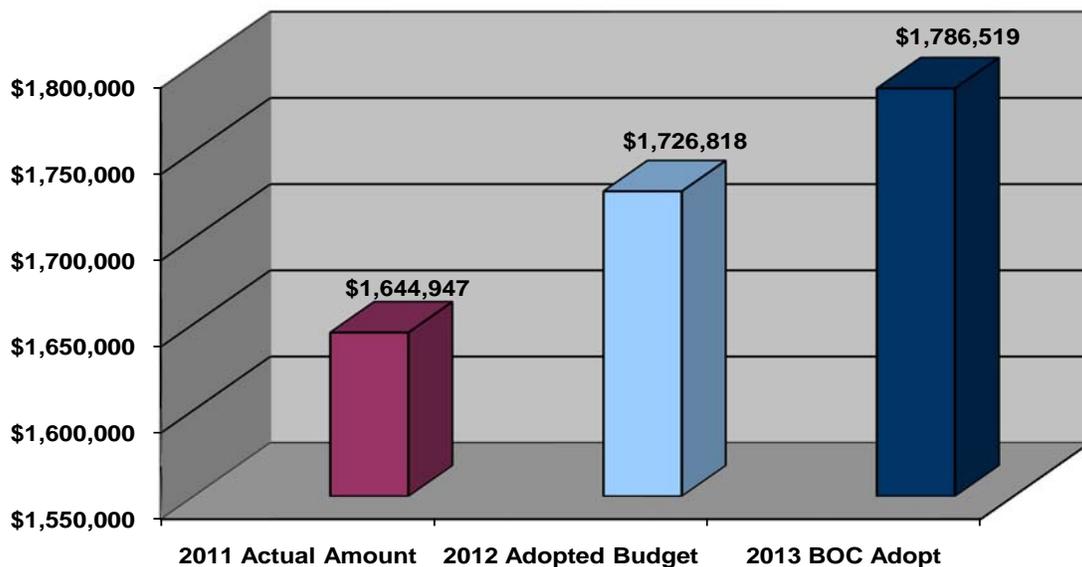


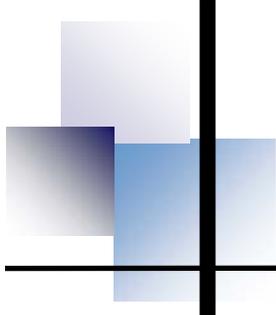


Clerk of Superior Court

BUDGET SUMMARY

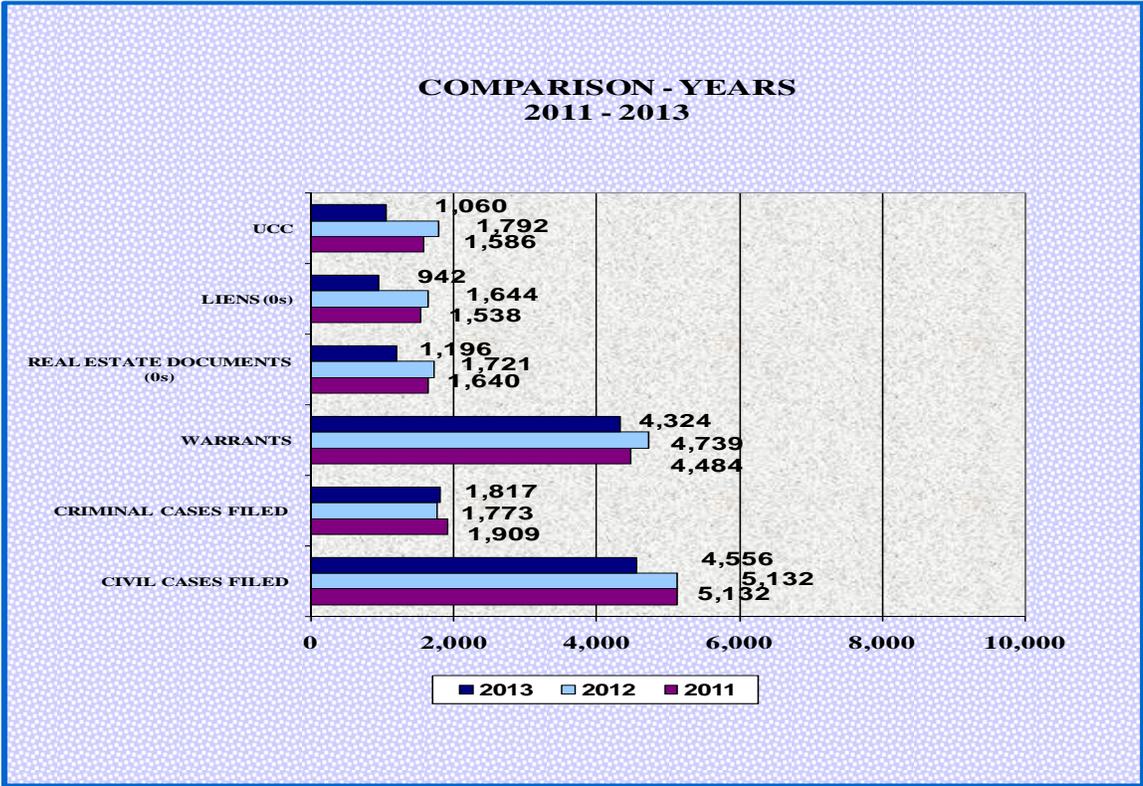
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,644,947</u>	<u>1,726,818</u>	<u>1,786,519</u>
Total Funding Sources	<u>1,644,947</u>	<u>1,726,818</u>	<u>1,786,519</u>
APPROPRIATIONS:			
Salary and Wage	914,192	938,590	910,378
Benefits	301,406	353,388	469,906
Advertising	964	300	400
Dues and Subscriptions	1,310	800	1,008
Maintenance Charges	32,167	32,442	32,134
Supplies	52,636	65,800	58,000
Professional Services	293,608	382,408	332,408
Utilities	590	720	720
Travel & Training	1,504	0	0
Minor Equipment and Improvements	29,155	0	0
Capital Outlay	17,415	0	0
Budget Improvement Request	<u>0</u>	<u>(47,630)</u>	<u>(18,435)</u>
Total Appropriations	<u>1,644,947</u>	<u>1,726,818</u>	<u>1,786,519</u>





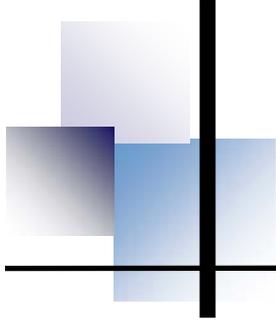
Clerk of Superior Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Office Manager	23	1	1	1
Deputy Court Clerk	19	5	5	5
Senior Secretary	19	5	5	4
Evidence Tech	19	1	1	1
Microfilm Technician	18	1	1	1
Accounting Assistant	17	1	1	1
Deed Index Clerk	16	1	1	1
Secretary	16	8	9	8
Data Entry Operator	16	5	5	5
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	1	1	2
Data Entry Operator	PT	1	1	0
TOTAL FULL TIME		31	32	30
TOTAL PART TIME		2	2	2



District Attorney

MISSION

To represent the State in all felony criminal cases in all courts in Douglas County and in all cases appealed from these various courts to the Georgia Supreme Court and Court of Appeals

FUNCTIONS

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

GOALS

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

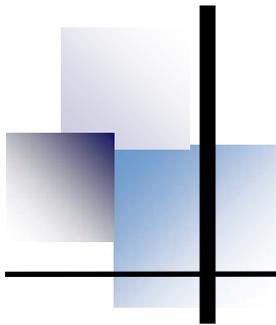
Ensure that all victims of crimes receive restitution for property damages, medical bills and other expenses for which they are entitled

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

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

JUDICIAL SYSTEM

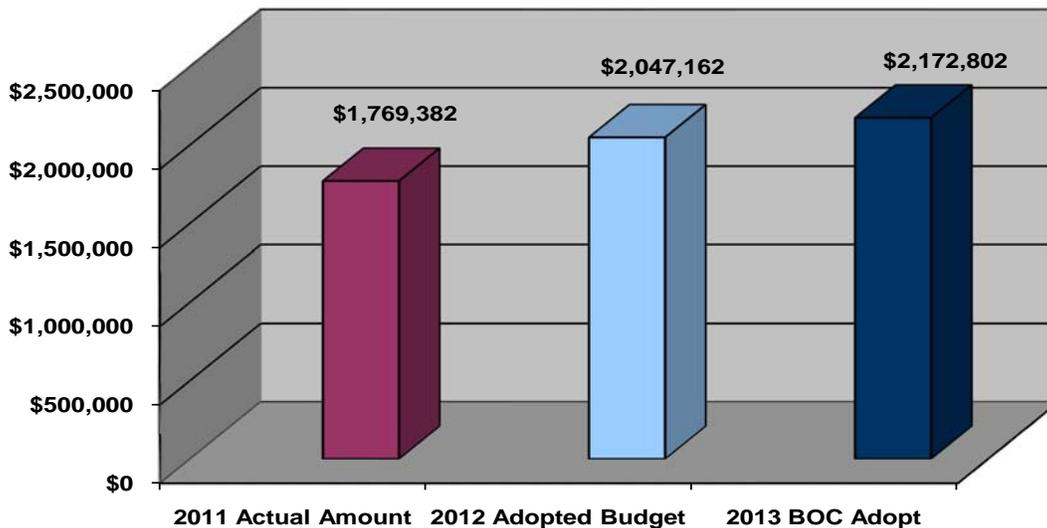




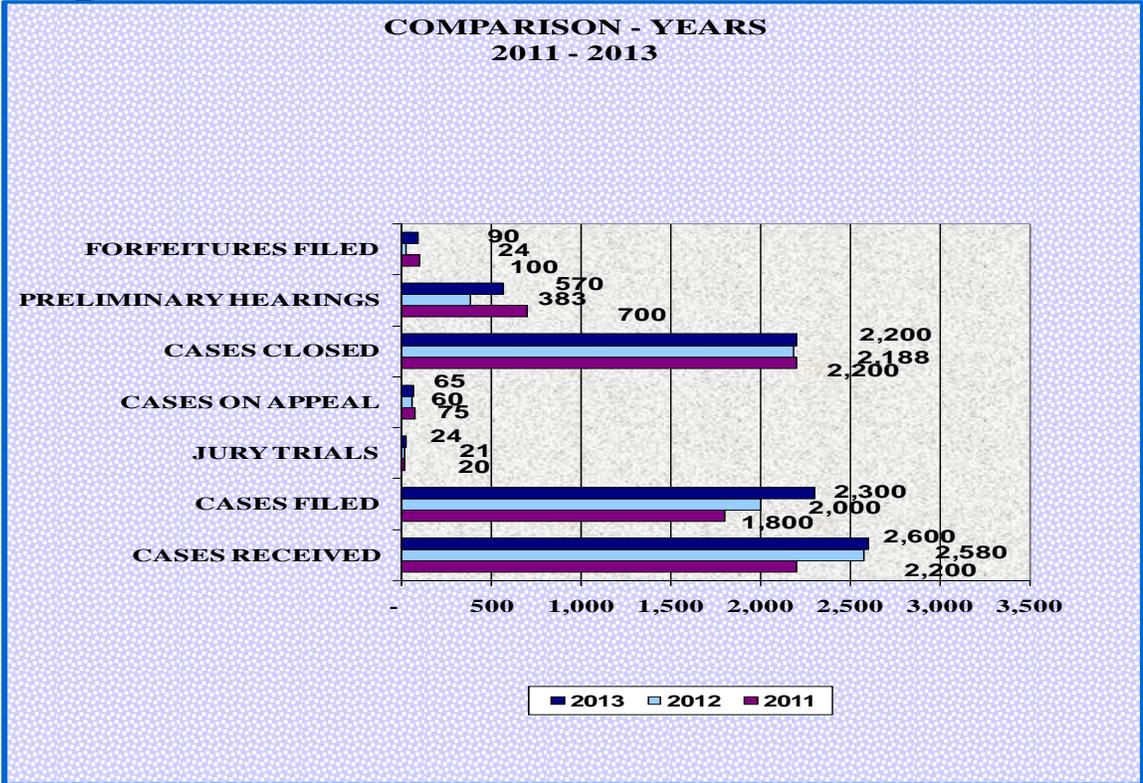
District Attorney

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,769,382</u>	<u>2,047,162</u>	<u>2,172,802</u>
Total Funding Sources	<u>1,769,382</u>	<u>2,047,162</u>	<u>2,172,802</u>
APPROPRIATIONS:			
Salary and Wage	1,343,451	1,447,746	1,540,829
Benefits	272,025	370,899	467,169
Advertising	680	2,000	700
Vehicle Expense	34,107	17,000	40,000
Dues and Subscriptions	8,772	0	8,000
Equipment Rental	0	0	0
Maintenance Charges	3,676	3,000	5,000
Supplies	46,806	42,000	42,000
Professional Services	28,391	65,000	55,000
Utilities	13,600	9,000	9,000
Travel & Training	4,940	0	200
Minor Equipment and Improvements	4,939	0	0
Capital Outlay	7,995	0	0
Uniforms and Clothing	0	1,000	1,000
Budget Improvement Request	<u>0</u>	<u>89,517</u>	<u>3,904</u>
Total Appropriations	<u>1,769,382</u>	<u>2,047,162</u>	<u>2,172,802</u>

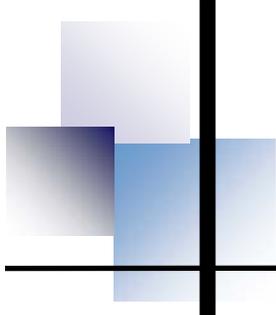


District Attorney



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
District Attorney	ST UNC	1	1	1
State Chief Asst. District Attorney	ST UNC	1	1	1
State Asst. District Attorney	ST UNC	4	5	6
State Investigator	ST UNC	1	1	1
Secretary	ST UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Victim Services Director	UNC	1	1	1
ADA/Contract	UNC	1	1	1
Assistant District Attorney	32	4	5	5
System Administrator	32	1	1	1
Director Community Relations	29	1	1	1
Victim Advocate	28	4	3	4
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Data Management Coordinator	21	1	1	1
Legal Staff Assistant	21	8	8	8
Senior Secretary	19	0	0	0
Victim Assistance Secretary	PT	1	1	1
Intern	PT	0	2	1
TOTAL FULL TIME		33	34	36
TOTAL PART TIME		1	3	2



Juvenile Court

JUDICIAL SYSTEM

MISSION

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

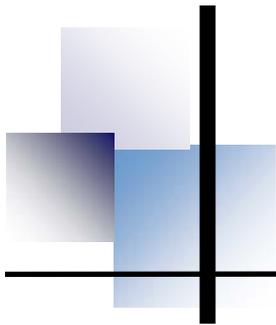
FUNCTIONS

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

GOALS

- To expand the use of contracts to reduce costs for indigent defense
- To devise methods of tracking orders to assure completeness of each file
- To conduct court operations efficiently within the projected budget
- To maintain funding for the Family Drug Treatment Program
- To implement the Court Teams Project
- To include the Family Drug Treatment Program and Court Teams Project in the workload numbers collected in Sustain
- To track and ensure collection of all court ordered fees and restitution monies through a streamlined contempt calendar
- To handle all delinquent and unruly trials on a separate trial calendar

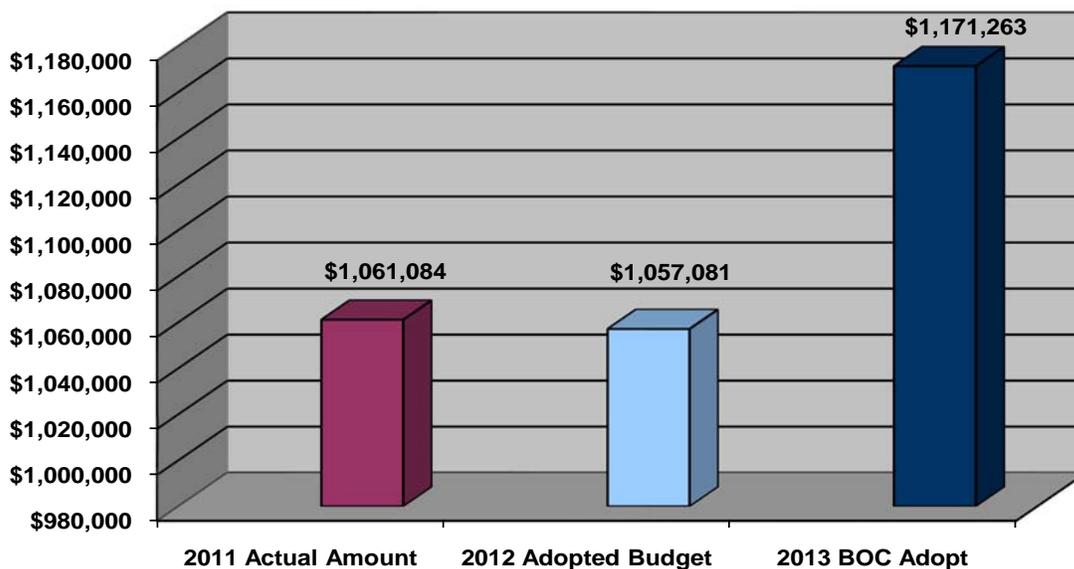


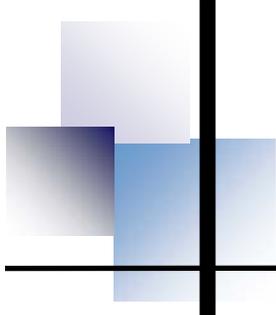


Juvenile Court

BUDGET SUMMARY

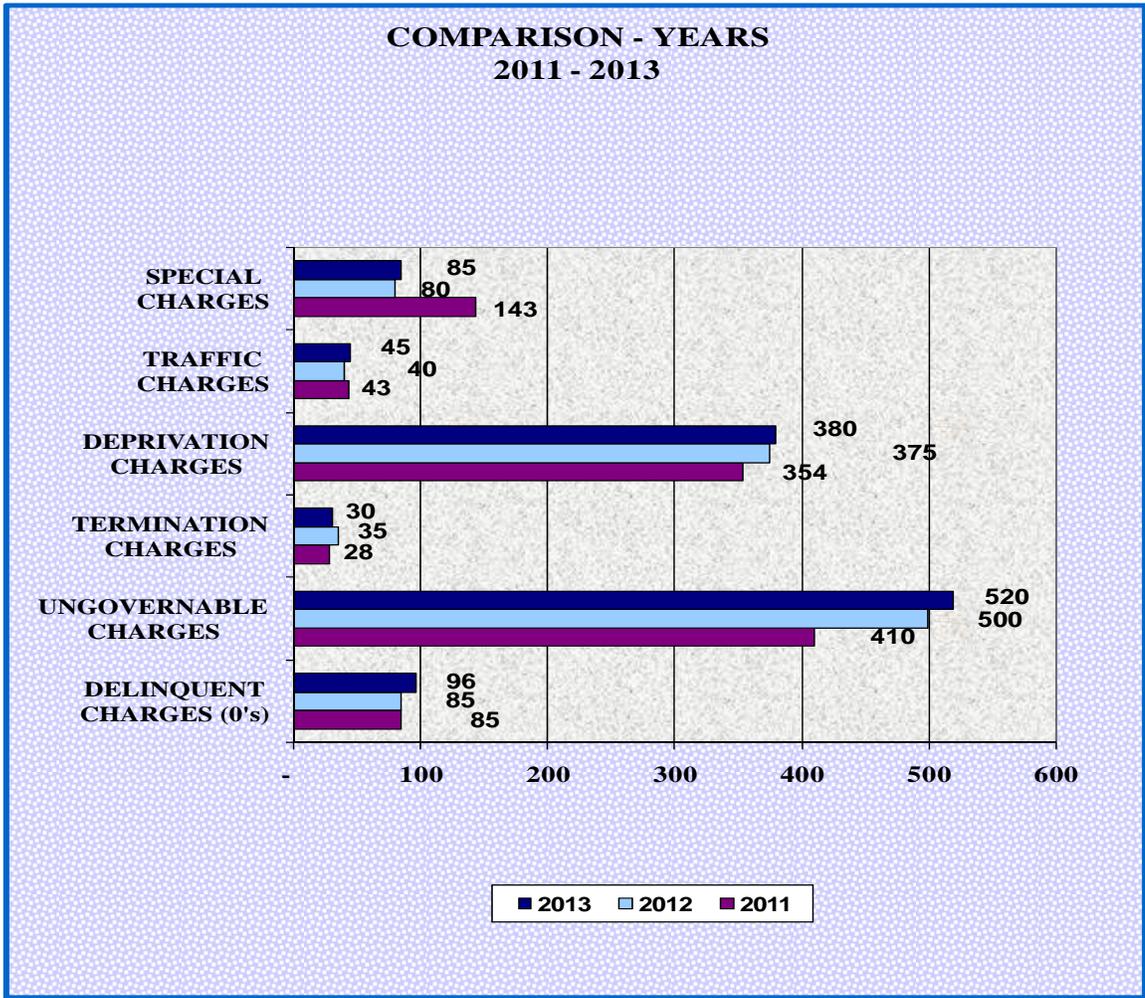
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,061,084</u>	<u>1,057,081</u>	<u>1,171,263</u>
Total Funding Sources	<u><u>1,061,084</u></u>	<u><u>1,057,081</u></u>	<u><u>1,171,263</u></u>
APPROPRIATIONS:			
Salary and Wage	328,507	329,297	329,503
Benefits	84,786	94,776	113,281
Advertising	0	200	200
Audit and Legal	568,907	536,505	637,001
Dues and Subscriptions	1,173	600	1,387
Maintenance Charges	2,334	2,550	2,500
Supplies	3,882	4,954	5,000
Professional Services	69,396	73,721	74,200
Utilities	583	2,385	2,080
Travel & Training	1,517	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>12,093</u>	<u>6,111</u>
Total Appropriations	<u><u>1,061,084</u></u>	<u><u>1,057,081</u></u>	<u><u>1,171,263</u></u>





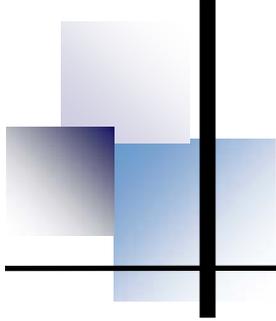
Juvenile Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Senior Court Clerk	20	1	1	1
Deputy Court Clerk	19	2	2	2
TOTAL FULL TIME		7	7	7



Magistrate Court

JUDICIAL SYSTEM

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, dispossessories, and garnishments

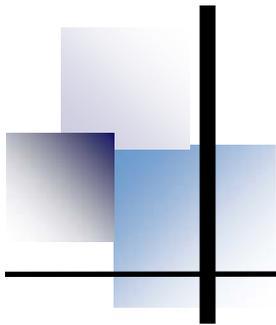
Continue to operate court efficiently with the increased number of civil cases filed by the public

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

Continue to operate ordinance court proceedings efficiently

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

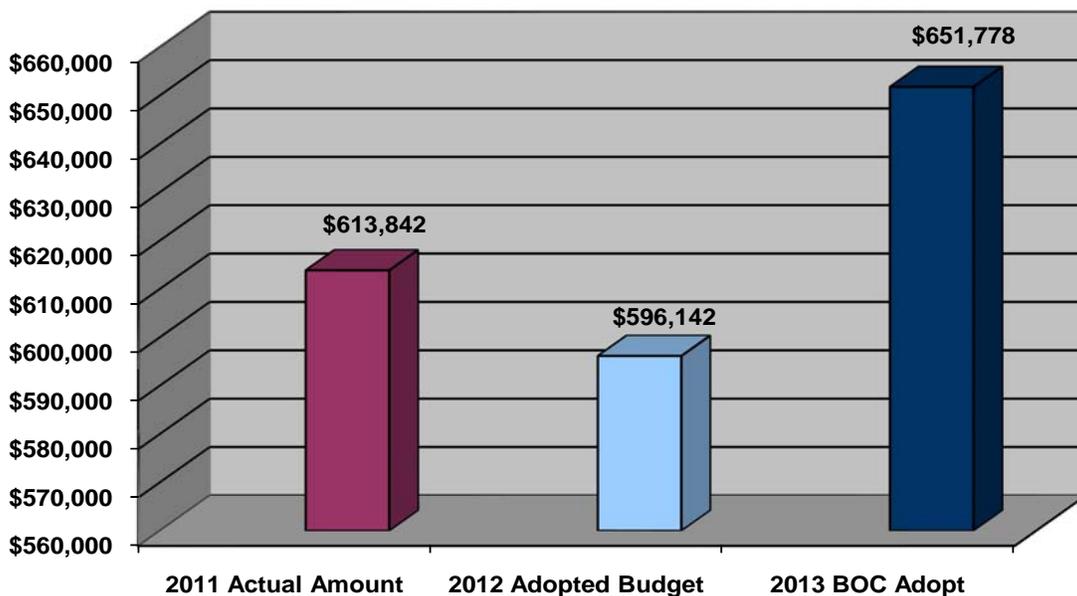


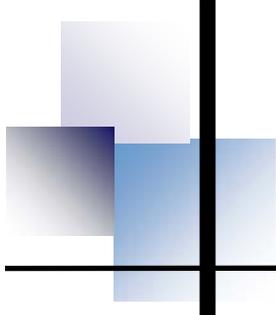


Magistrate Court

BUDGET SUMMARY

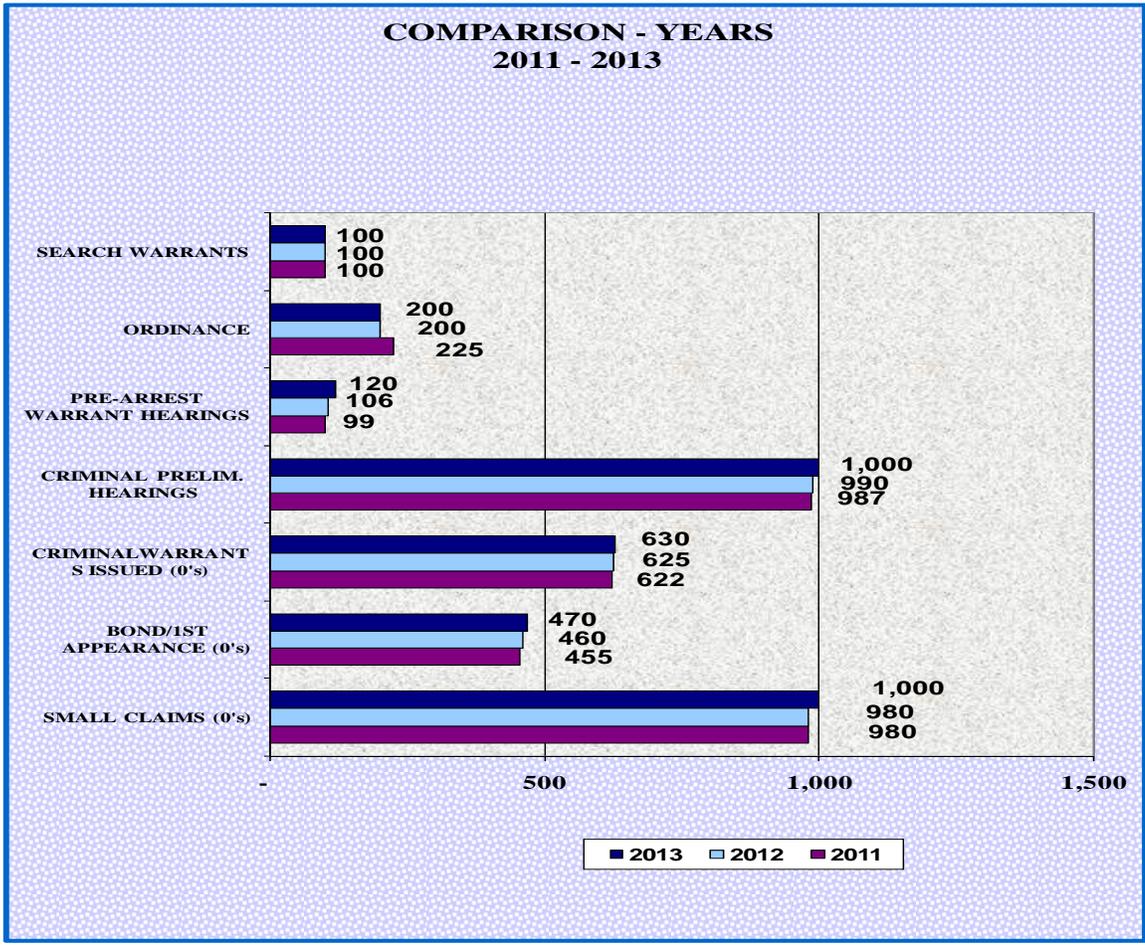
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	613,842	596,142	651,778
Total Funding Sources	613,842	596,142	651,778
APPROPRIATIONS:			
Salary and Wage	493,512	464,807	477,339
Benefits	99,322	119,149	157,618
Dues and Subscriptions	1,499	1,561	1,620
Maintenance Charges	1,400	1,585	1,585
Supplies	11,811	14,709	13,000
Professional Services	1,418	1,651	2,000
Utilities	5	0	0
Travel & Training	2,619	0	0
Minor Equipment and Improvements	2,255	0	0
Budget Improvement Request	0	(7,320)	(1,384)
Total Appropriations	613,842	596,142	651,778





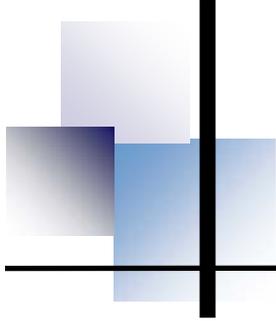
Magistrate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Judge	UNC	1	1	1
Judge	UNC	1	1	1
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Magistrate Court Clerk	19	3	4	4
Appointed Judge	UNC PT	2	2	2
P.T. Deputy Magistrate Court Clerk		0	0	2
TOTAL FULL TIME		8	9	9
TOTAL PART TIME		2	2	4



Probate Court

JUDICIAL SYSTEM

MISSION

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

FUNCTIONS

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

GOALS

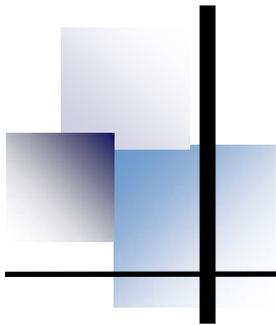
Provide fast, efficient and courteous service to the citizens of Douglas County

Continue to strive in keeping the records of Probate Court protected in order to adhere to confidentiality laws.

Increase productivity and reduce waste with new and updated equipment

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

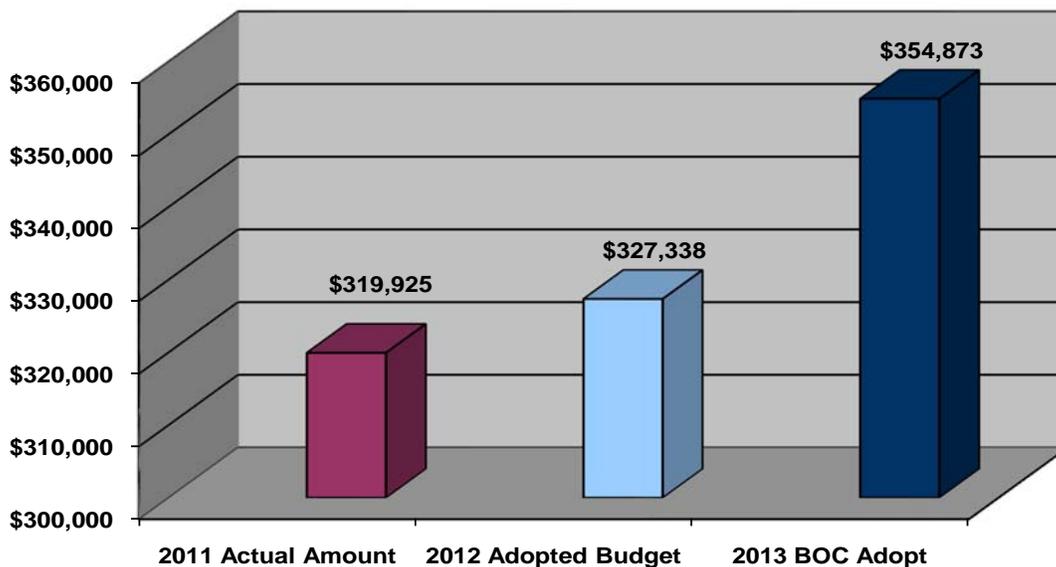


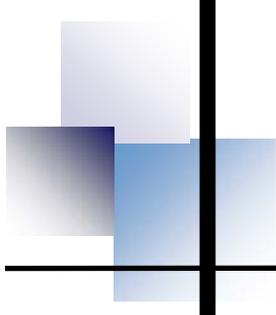


Probate Court

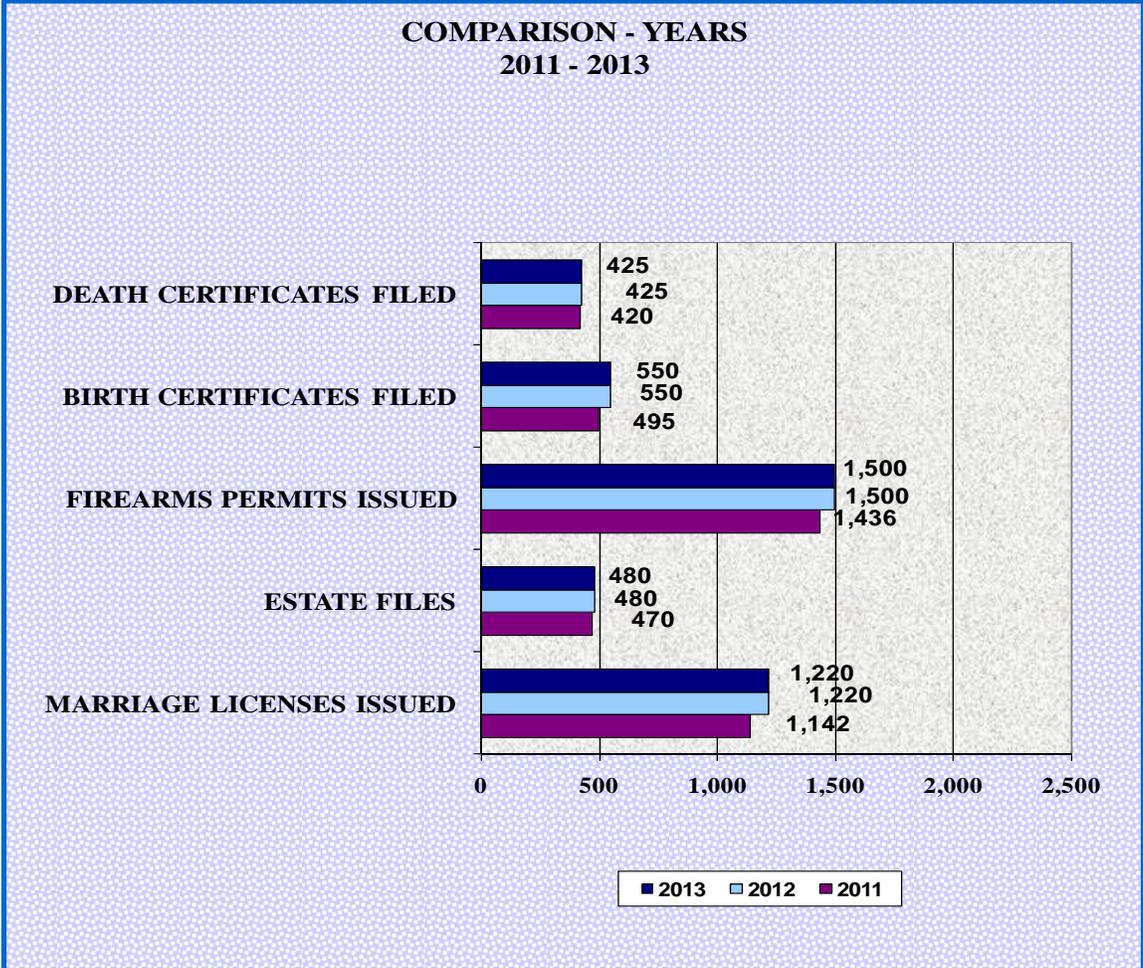
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>319,925</u>	<u>327,338</u>	<u>354,873</u>
Total Funding Sources	<u>319,925</u>	<u>327,338</u>	<u>354,873</u>
APPROPRIATIONS:			
Salary and Wage	239,240	239,487	243,325
Benefits	70,262	82,774	104,325
Advertising	0	200	220
Audit and Legal	100	500	550
Dues and Subscriptions	518	700	800
Maintenance Charges	1,440	1,550	1,750
Supplies	5,949	6,000	6,100
Professional Services	0	200	220
Utilities	0	200	200
Travel & Training	1,553	0	0
Minor Equipment and Improvements	862	0	0
Budget Improvement Request	<u>0</u>	<u>(4,273)</u>	<u>(2,617)</u>
Total Appropriations	<u>319,925</u>	<u>327,338</u>	<u>354,873</u>



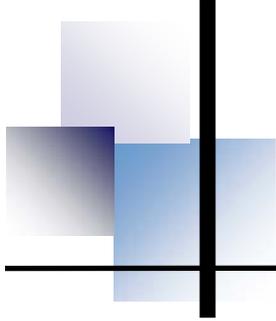


Probate Court



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Probate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Principal Secretary	21	1	1	1
Deputy Court Clerk	19	2	2	2
Senior Secretary	19	1	1	1
Secretary	16	0	0	0
TOTAL FULL TIME		6	6	6



Public Defender

JUDICIAL SYSTEM

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:

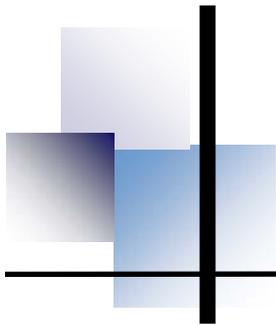
- Initiating early contact with our clients as required by state guidelines
- Investigating all legal defenses
- Preparing for all court appearances
- Keeping abreast of changes in the law
- Keeping clients informed of the status of their cases
- Receiving appropriate continuing education and training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

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

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

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

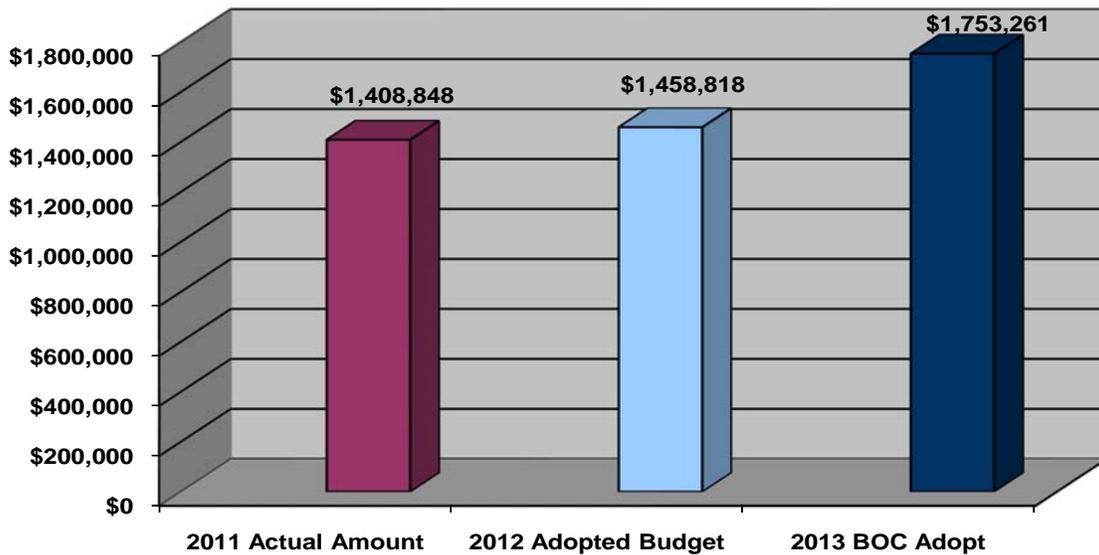


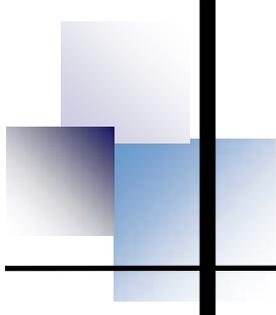


Public Defender

BUDGET SUMMARY

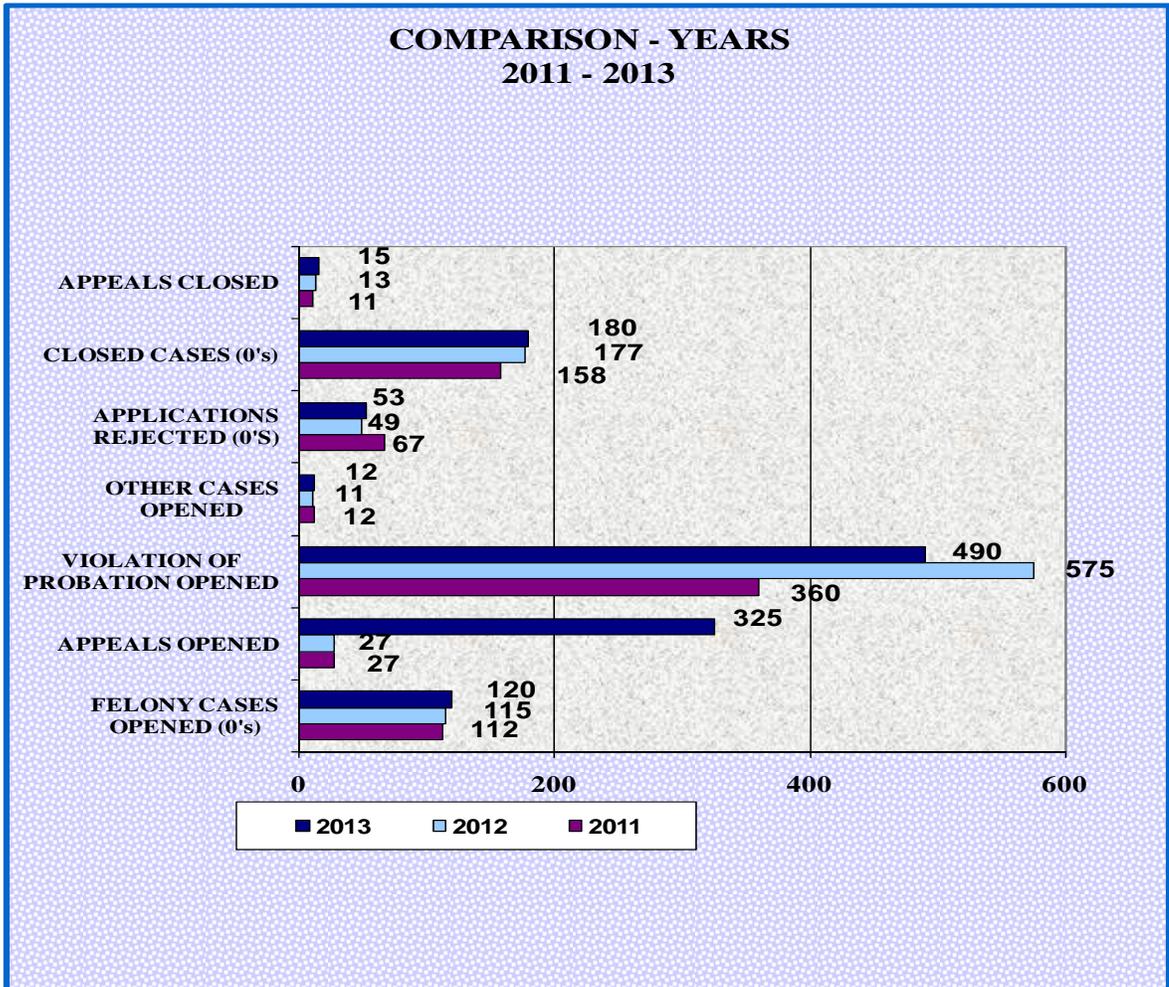
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,408,848</u>	<u>1,458,818</u>	<u>1,753,261</u>
Total Funding Sources	<u>1,408,848</u>	<u>1,458,818</u>	<u>1,753,261</u>
APPROPRIATIONS:			
Salary and Wage	832,067	843,644	999,269
Benefits	181,553	243,903	356,705
Audit and Legal	324,764	320,000	326,000
Vehicle Expense	1,396	3,100	3,100
Dues and Subscriptions	12,072	5,000	15,663
Maintenance Charges	2,583	3,000	2,500
Supplies	8,007	8,825	12,000
Professional Services	35,246	41,500	35,000
Utilities	3,471	4,100	3,500
Travel & Training	7,689	800	500
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>(15,054)</u>	<u>(976)</u>
Total Appropriations	<u>1,408,848</u>	<u>1,458,818</u>	<u>1,753,261</u>





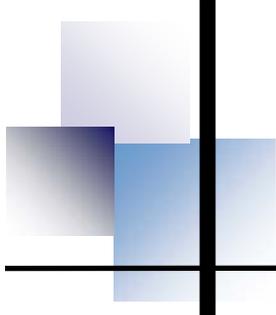
Public Defender

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	6	6	6
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	3
Office Manager	23	1	1	1
TOTAL FULL TIME		15	15	15



State Court—Judges

JUDICIAL SYSTEM

MISSION

To resolve all State Court and traffic cases presented to it

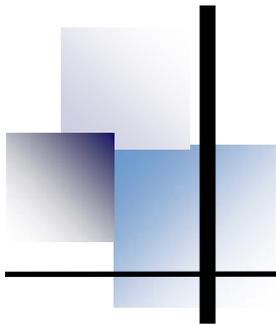
FUNCTIONS

- Exercise jurisdiction of both State Court and traffic cases

GOALS

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

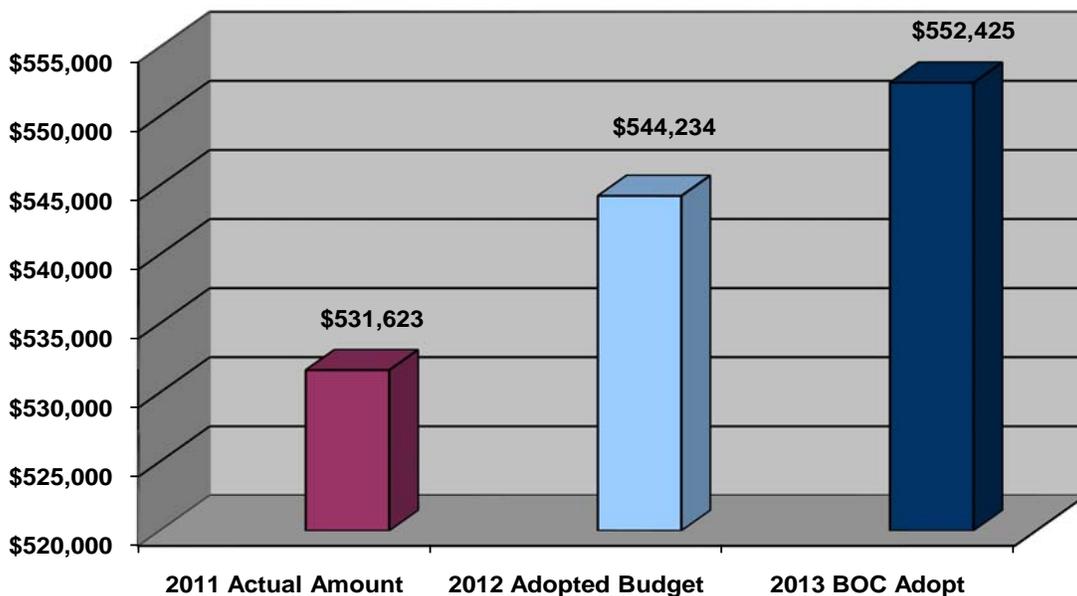




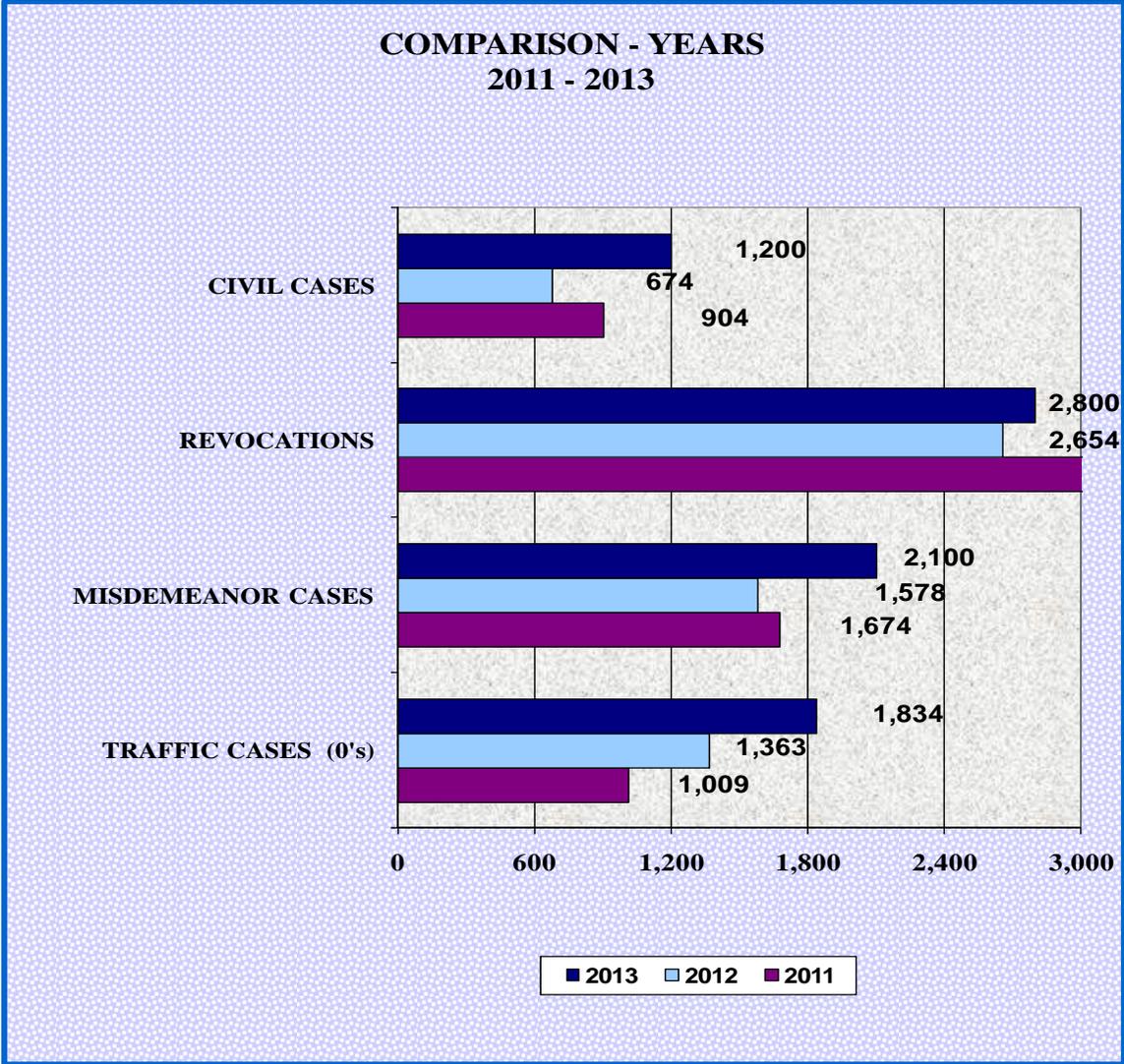
State Court-Judges

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	531,623	544,234	552,425
Total Funding Sources	531,623	544,234	552,425
APPROPRIATIONS:			
Salary and Wage	358,737	374,001	374,004
Benefits	95,175	97,449	97,619
Dues and Subscriptions	886	1,296	1,300
Maintenance Charges	960	960	960
Supplies	3,139	3,240	3,645
Professional Services	69,324	72,276	72,000
Utilities	641	672	684
Travel & Training	2,760	500	500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	(6,160)	1,713
Total Appropriations	531,623	544,234	552,425

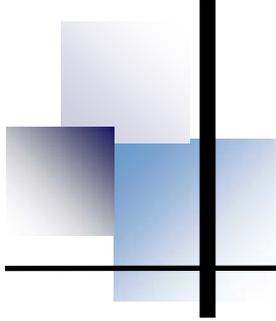


State Court-Judges



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
State Court Judge	UNC	2	2	2
Principal Secretary	21	2	2	2
Legal Staff Assistant	PT	2	2	2
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		2	2	2



State Court—Public Defender

JUDICIAL SYSTEM

MISSION

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

FUNCTIONS

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

GOALS

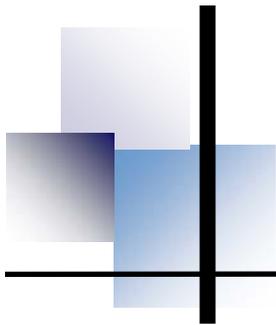
Provide effective and zealous representation to indigent defendants accused of crimes by:

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

Obtain additional staff to help support the increasing workload of the Douglas County State Court

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

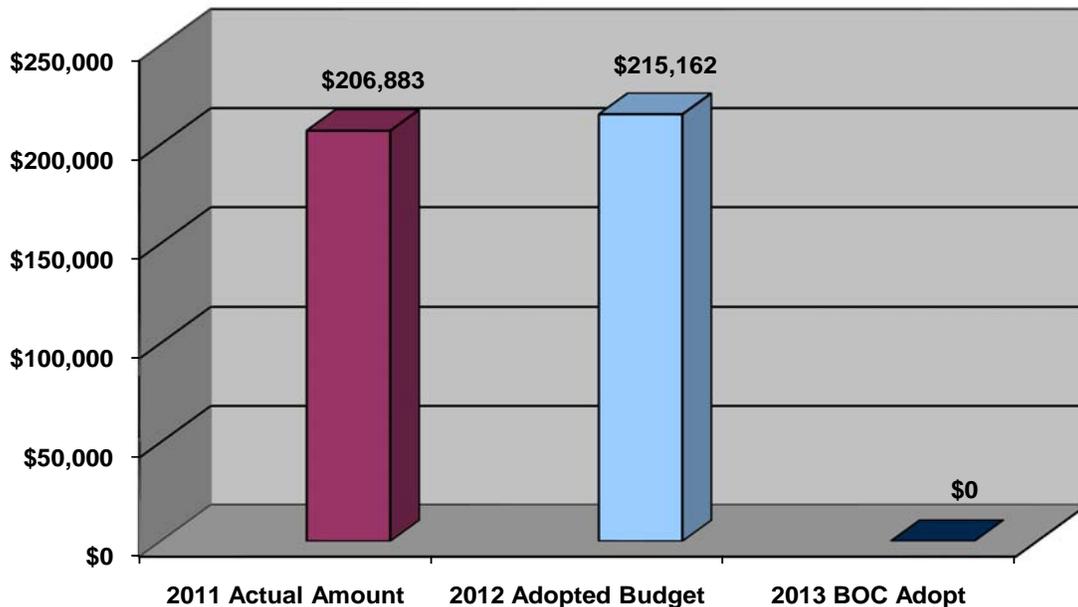




State Court-Public Defender

BUDGET SUMMARY

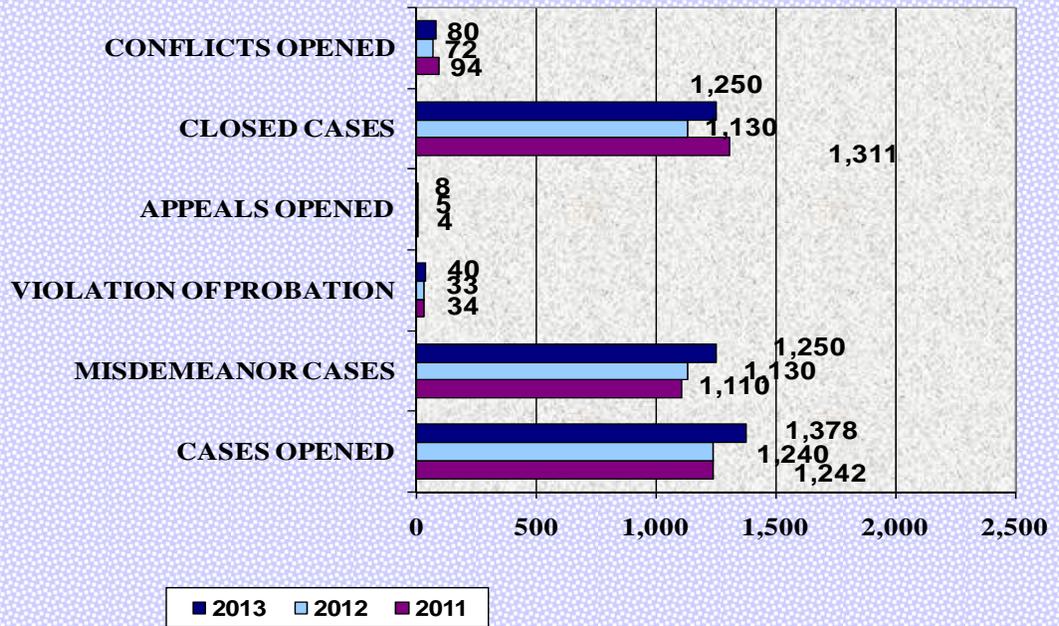
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	206,883	215,162	0
Total Funding Sources	206,883	215,162	0
APPROPRIATIONS:			
Salary and Wage	153,221	157,528	0
Benefits	38,246	47,245	0
Audit and Legal	5,745	6,000	0
Dues and Subscriptions	2,414	1,000	0
Supplies	457	600	0
Professional Services	2,346	5,000	0
Travel & Training	3,590	600	0
Minor Equipment and Improvements	865	0	0
Budget Improvement Request	0	(2,811)	0
Total Appropriations	206,883	215,162	0



State Court-Public Defender

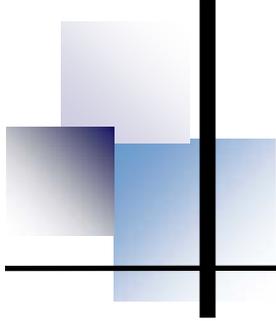
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**COMPARISON - YEARS
2011 - 2013**



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Assistant Public Defender	UNC	3	3	3
TOTAL FULL TIME		3	3	3



State Court—Solicitor

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

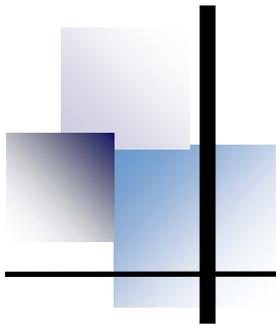
Ensure that all victims of crimes receive restitution for property damages, medical bills, and other expenses to which they are entitled

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

JUDICIAL SYSTEM

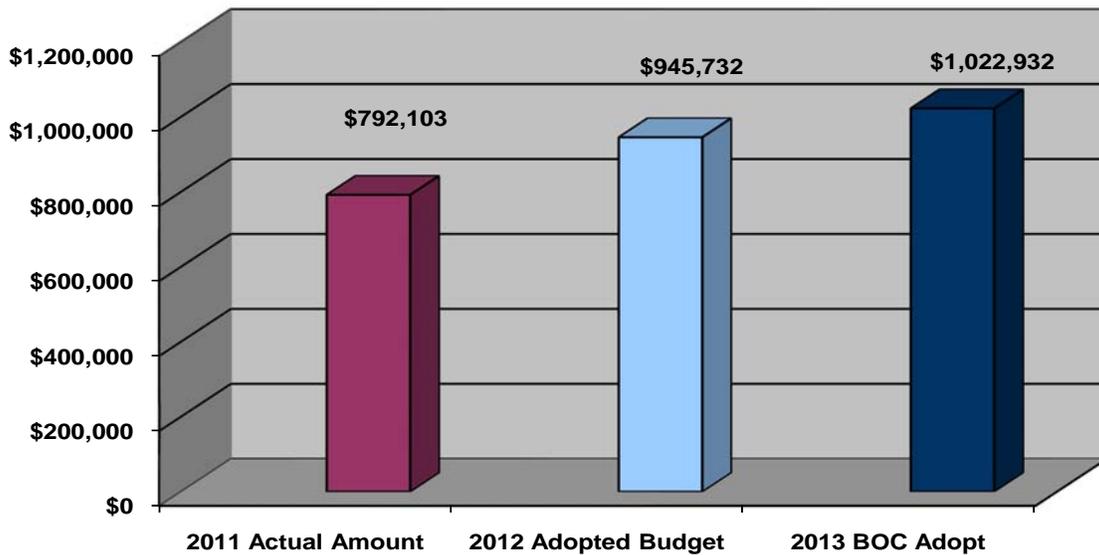


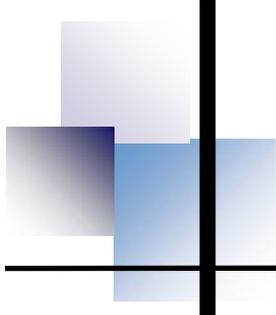


State Court-Solicitor

BUDGET SUMMARY

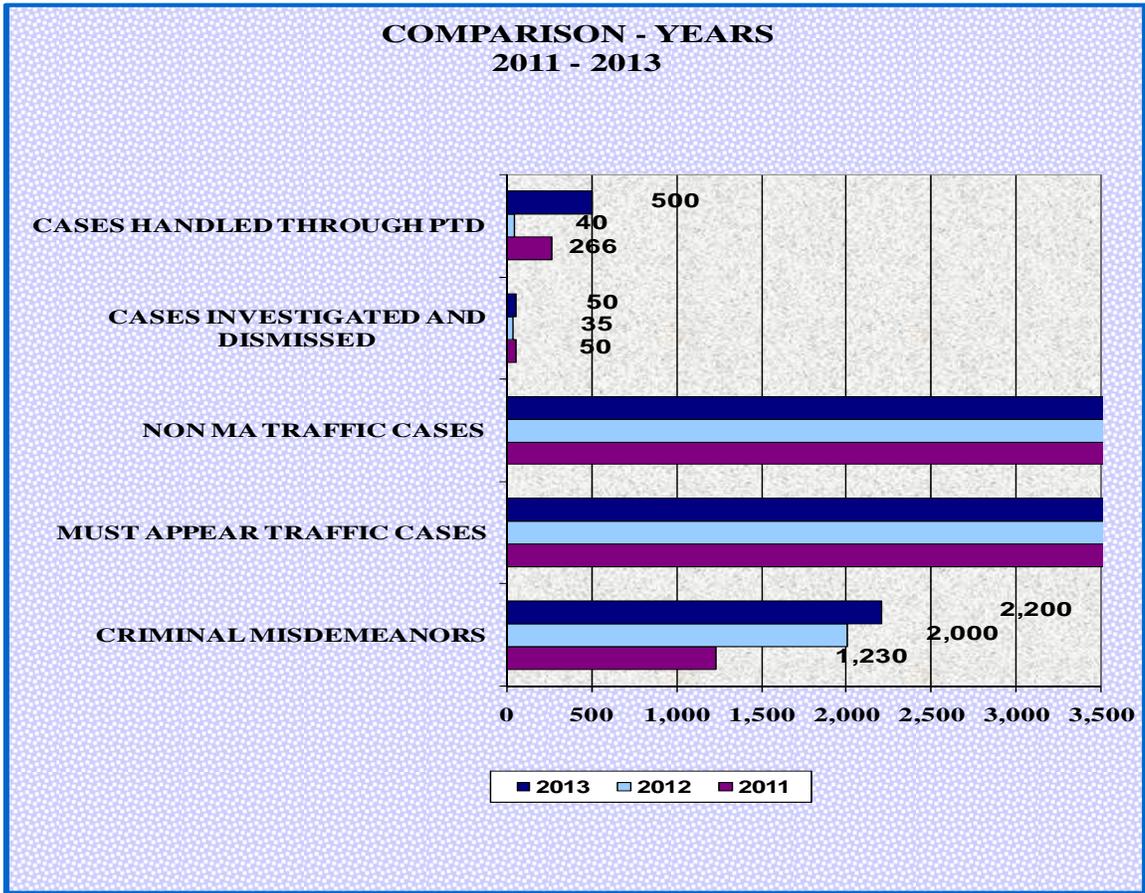
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	792,103	945,732	1,022,932
Total Funding Sources	792,103	945,732	1,022,932
APPROPRIATIONS:			
Salary and Wage	613,090	714,343	690,357
Benefits	145,850	208,438	285,891
Advertising	0	700	700
Vehicle Expense	4,195	6,555	9,500
Dues and Subscriptions	7,537	8,525	8,500
Maintenance Charges	2,173	1,410	2,935
Supplies	10,961	11,386	17,700
Professional Services	510	1,850	4,500
Utilities	2,499	1,880	3,741
Travel & Training	2,996	0	0
Minor Equipment and Improvements	2,294	0	0
Uniforms and Clothing	0	1,000	1,000
Budget Improvement Request	0	(10,355)	(1,892)
Total Appropriations	792,103	945,732	1,022,932





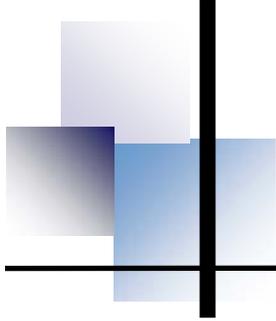
State Court-Solicitor

WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	3	3
Victim Advocate	28	0	1	1
Domestic Violence Investigator	27	1	1	1
Investigator	27	1	1	1
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	2	3	3
Senior Secretary	19	1	1	1
Victim Witness Coordinator	19	1	1	1
Department Secretary	19	1	1	1
TOTAL FULL TIME		13	15	15



Superior Court Judges & Operations

JUDICIAL SYSTEM

MISSION

To serve as Douglas County's general jurisdiction court

FUNCTIONS

Administer and decide civil and criminal cases

GOALS

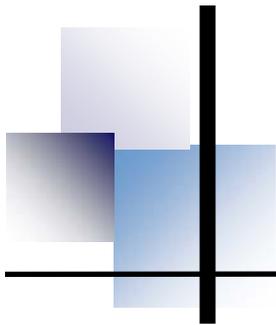
Complete the emergency response plans for continuity of court operations in the event of a natural disaster

Complete and test implementation of archiving system for court document images

Establish the work-release program for non-violent offenders

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

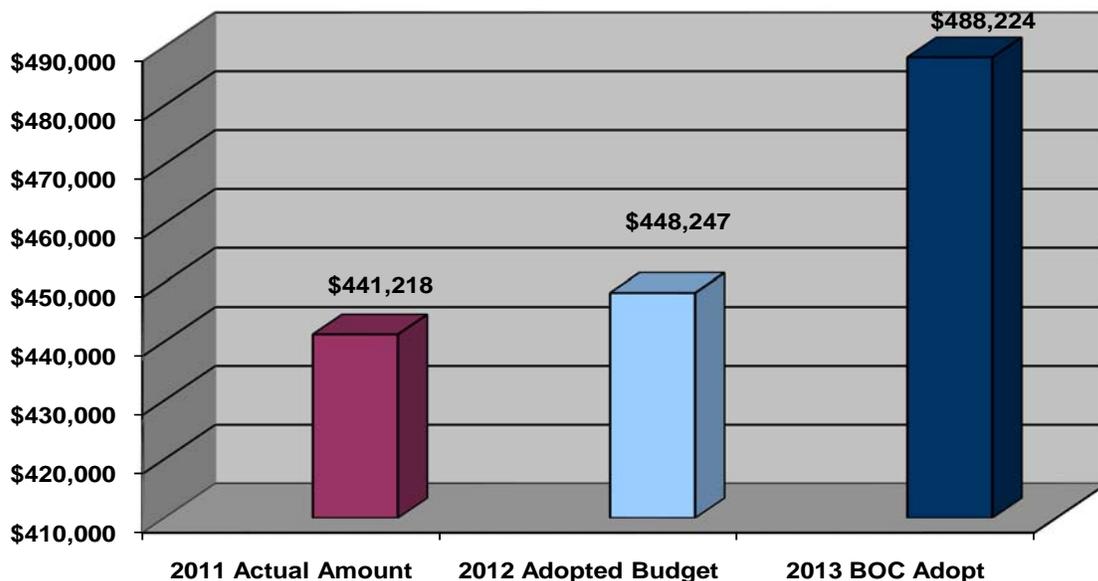


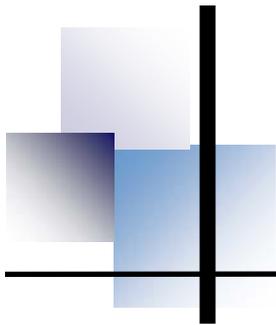


Superior Court Judges

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	441,218	448,247	488,224
Total Funding Sources	441,218	448,247	488,224
APPROPRIATIONS:			
Salary and Wage	159,511	159,511	159,511
Benefits	11,442	21,774	24,486
Dues and Subscriptions	1,604	2,538	2,538
Maintenance Charges	1,440	1,440	1,440
Supplies	5,470	7,299	7,299
Professional Services	253,909	258,531	288,531
Utilities	2	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	3	0	0
Capital Outlay	7,838	0	0
Budget Improvement Request	0	(2,846)	4,419
Total Appropriations	441,218	448,247	488,224

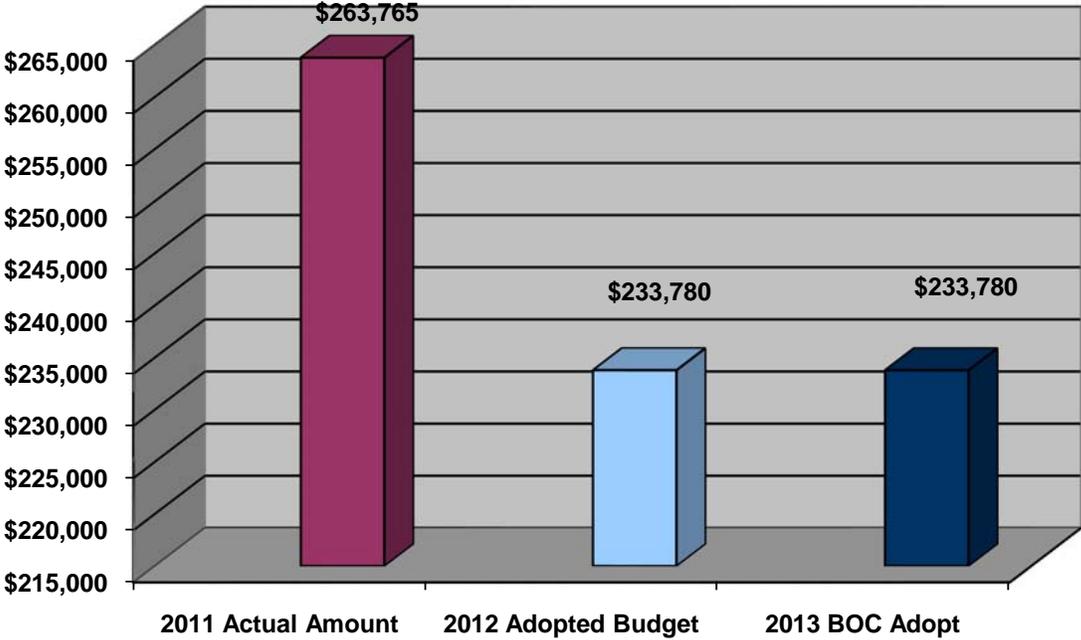


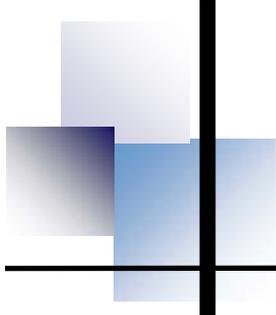


Superior Court Operations

BUDGET SUMMARY

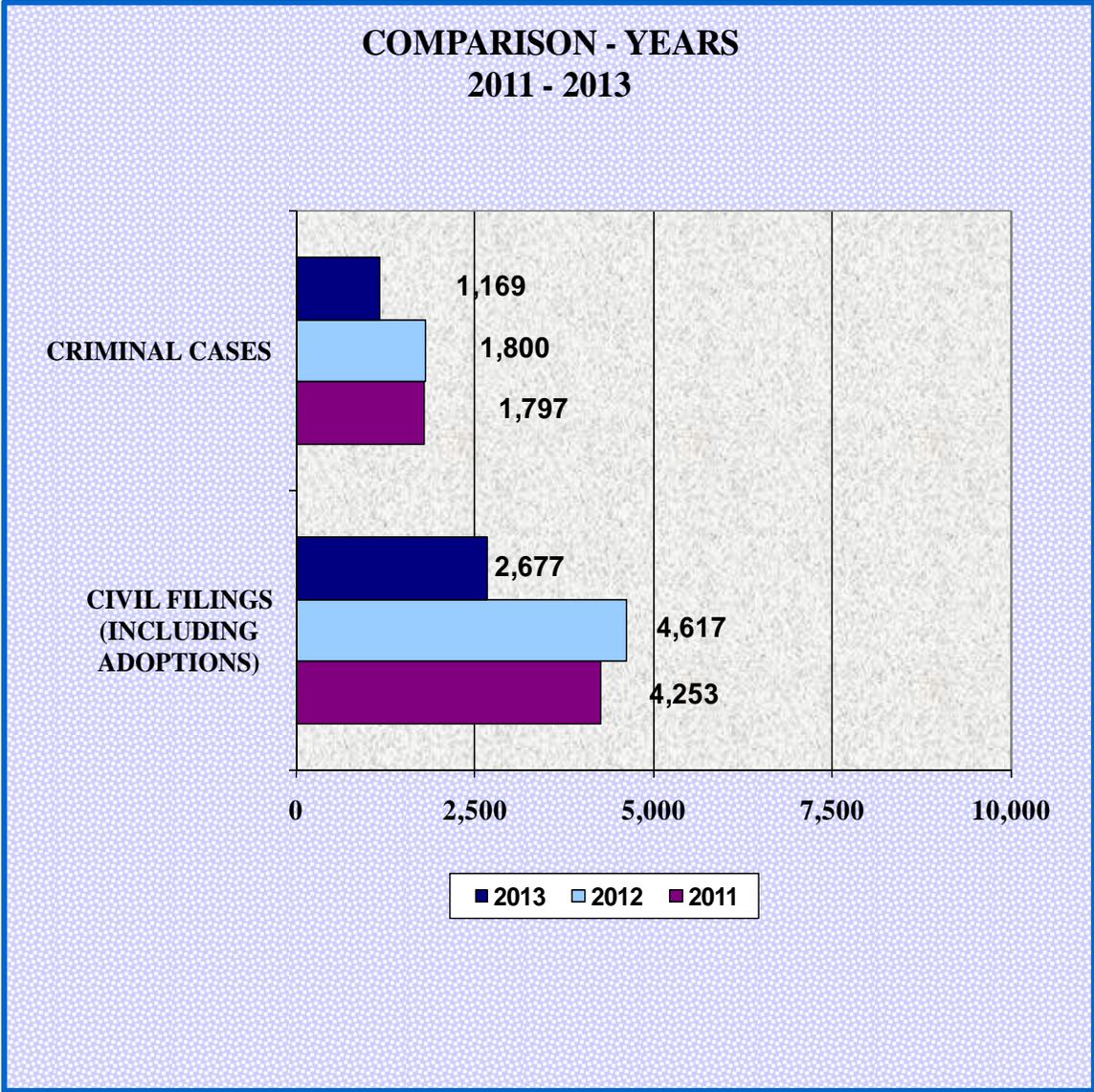
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>263,765</u>	<u>233,780</u>	<u>233,780</u>
Total Funding Sources	<u><u>263,765</u></u>	<u><u>233,780</u></u>	<u><u>233,780</u></u>
APPROPRIATIONS:			
Salary and Wage	0	0	0
Benefits	0	0	0
Maintenance Charges	480	480	480
Supplies	3,295	3,000	3,000
Professional Services	259,990	230,300	230,300
Utilities	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>263,765</u></u>	<u><u>233,780</u></u>	<u><u>233,780</u></u>





Superior Court Judges & Operations

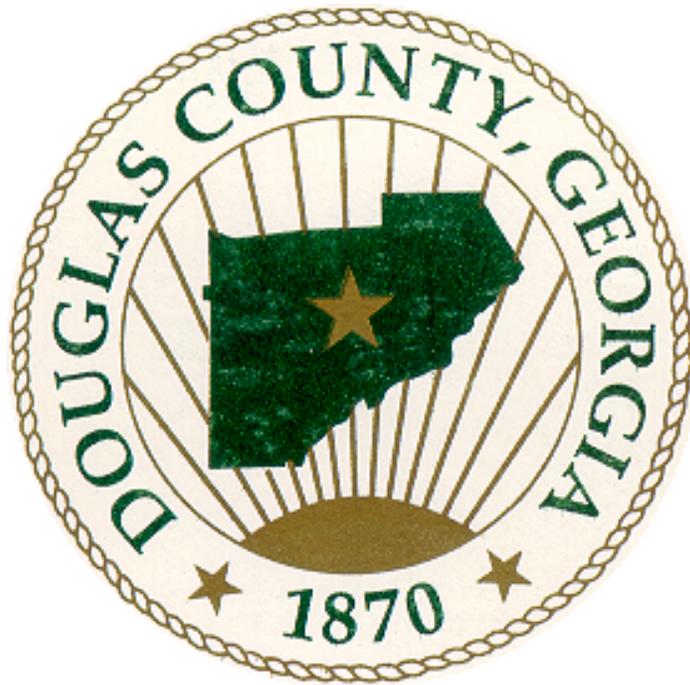
PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

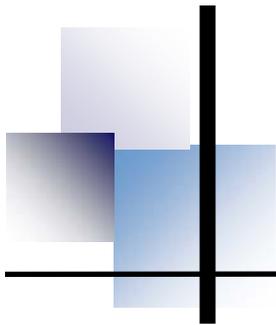
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
TOTAL FULL TIME		6	6	6

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PUBLIC SAFETY

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Public Safety

Animal Control..... 180

Coroner 183

Emergency Management..... 185

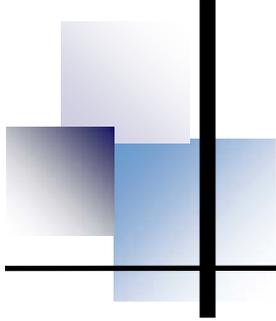
Fire and Emergency Service 188

Sheriff—Detention 192

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DIRECTORY





Animal Control

MISSION

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

FUNCTIONS

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

GOALS

Resolve complaints in a timely manner to help prevent repeat offenders

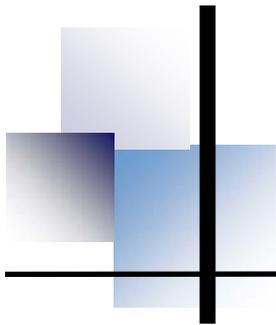
Reduce paper use by ensuring that all aspects of software are utilized completely and by recycling any used paper as shred or scratch paper

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

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

PUBLIC SAFETY

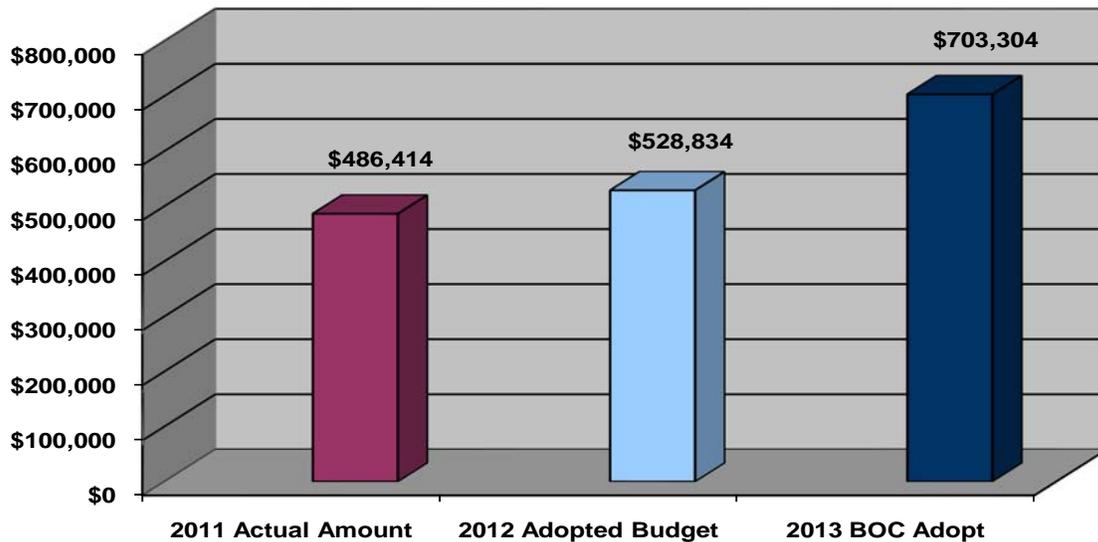




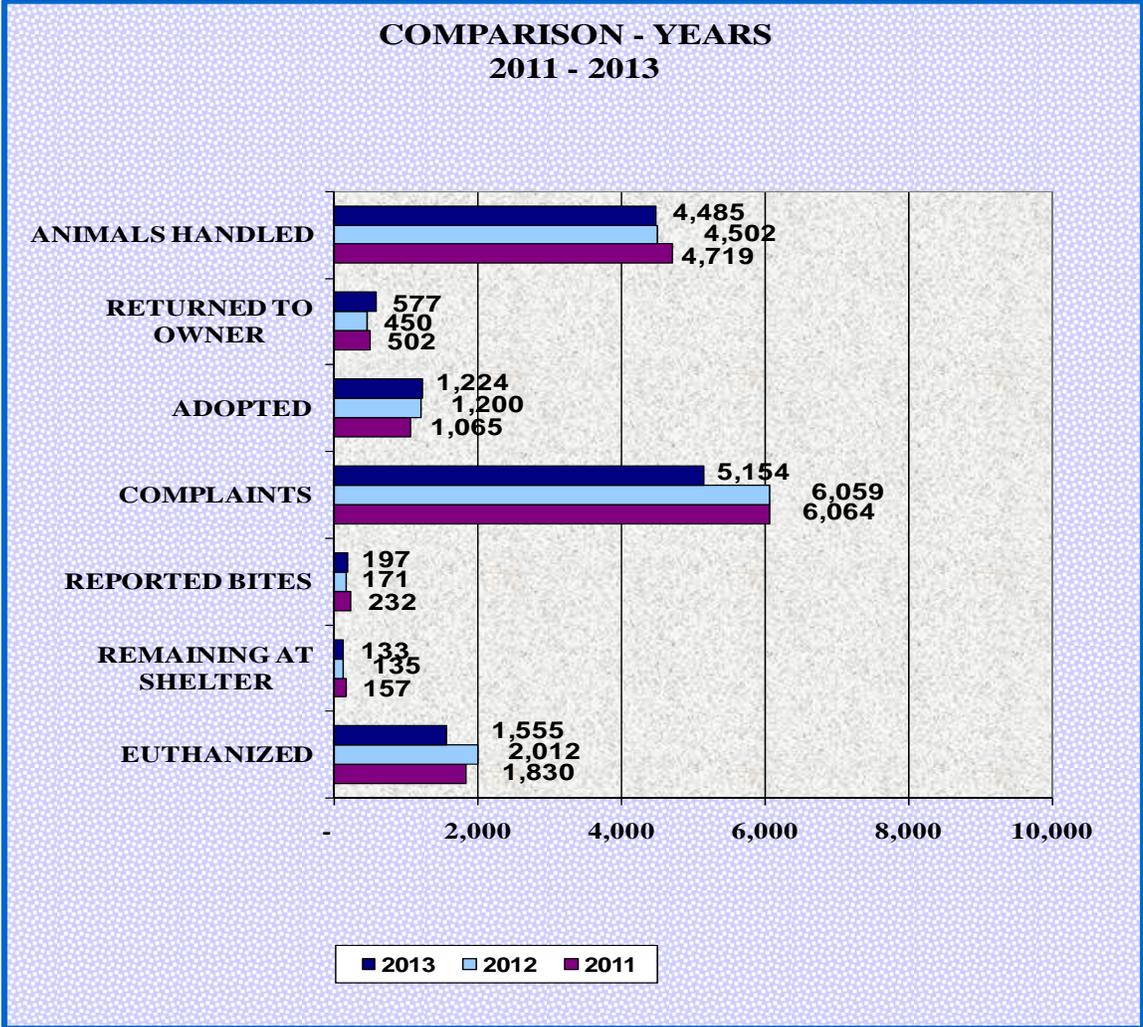
Animal Control

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	486,414	528,834	703,304
Total Funding Sources	486,414	528,834	703,304
APPROPRIATIONS:			
Salary and Wage	284,842	300,744	341,904
Benefits	105,242	114,095	160,297
Advertising	0	180	200
Vehicle Expense	16,652	18,000	22,499
Dues and Subscriptions	400	360	400
Maintenance Charges	5,923	7,632	15,480
Supplies	14,281	20,880	15,500
Professional Services	21,910	19,979	25,000
Utilities	36,483	42,196	41,314
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	682	2,250	1,000
Budget Improvement Request	0	2,518	79,710
Total Appropriations	486,414	528,834	703,304

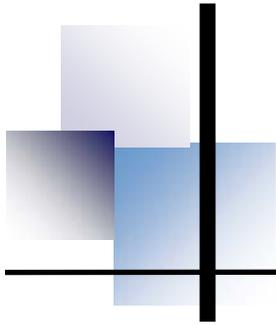


Animal Control



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Manager	UNC	1	1	2
Supervisor	22	1	1	1
Control Officer	19	4	4	4
Kennel Tech	18	4	4	2
Kennel Tech	PT	2	2	1
TOTAL FULL TIME		10	10	9
TOTAL PART TIME		2	2	1



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

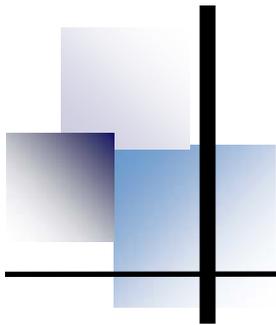
- Respond to all calls in a timely manner
- Investigate the scene of a death in an unobtrusive manner
- Properly determine cause of death
- Issue death certificates upon completion of investigation

PERSONNEL

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Coroner	UNC	1	1	1
TOTAL FULL TIME		1	1	1

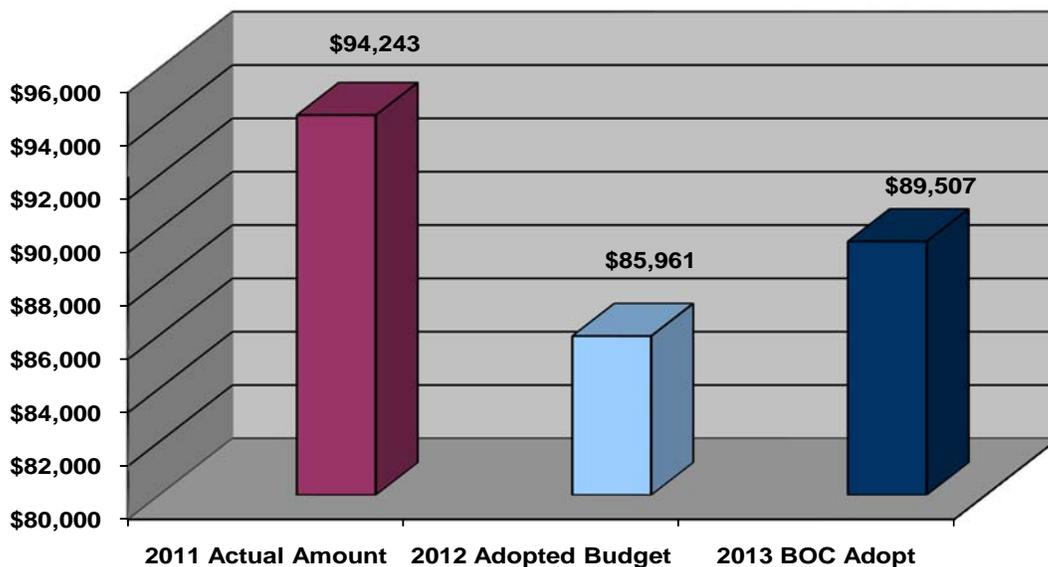


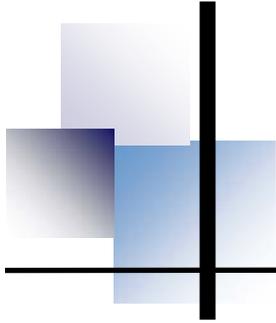


Coroner

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	94,243	85,961	89,507
Total Funding Sources	94,243	85,961	89,507
APPROPRIATIONS:			
Salary and Wage	31,114	31,114	31,115
Benefits	10,846	12,786	15,907
Vehicle Expense	1,380	766	2,428
Dues and Subscriptions	225	211	211
Supplies	1,745	2,456	1,532
Professional Services	24,995	21,464	21,464
Utilities	785	799	799
Travel & Training	2,920	0	0
Minor Equipment and Improvements	600	0	0
Other	19,299	16,920	16,920
Uniforms and Clothing	334	0	131
Budget Improvement Request	0	(555)	(1,000)
Total Appropriations	94,243	85,961	89,507





Emergency Management

MISSION

To maintain a high level of preparedness, to protect the citizens of Douglas County; to mitigate loss of life and vital assets prior to, during, and immediate aftermath of a disaster; and to facilitate the recovery of Douglas County in the mid and long term intervals following a disaster.

FUNCTIONS

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

GOALS

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

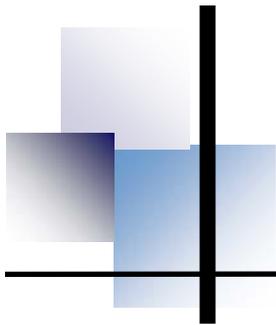
Attain a state of operational readiness to respond to any hazard that may potentially impact Douglas County

Lead County recovery efforts from any disaster that impacts Douglas County

Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program

PUBLIC SAFETY

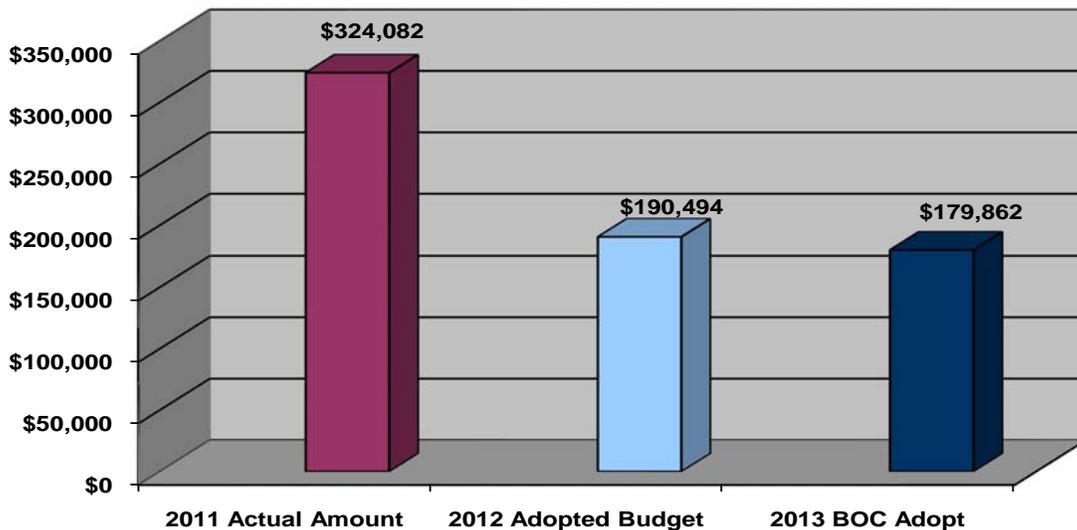


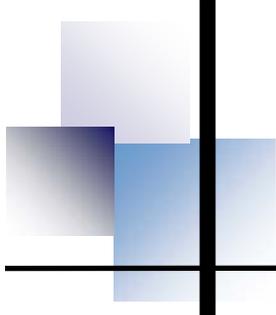


Emergency Management

BUDGET SUMMARY

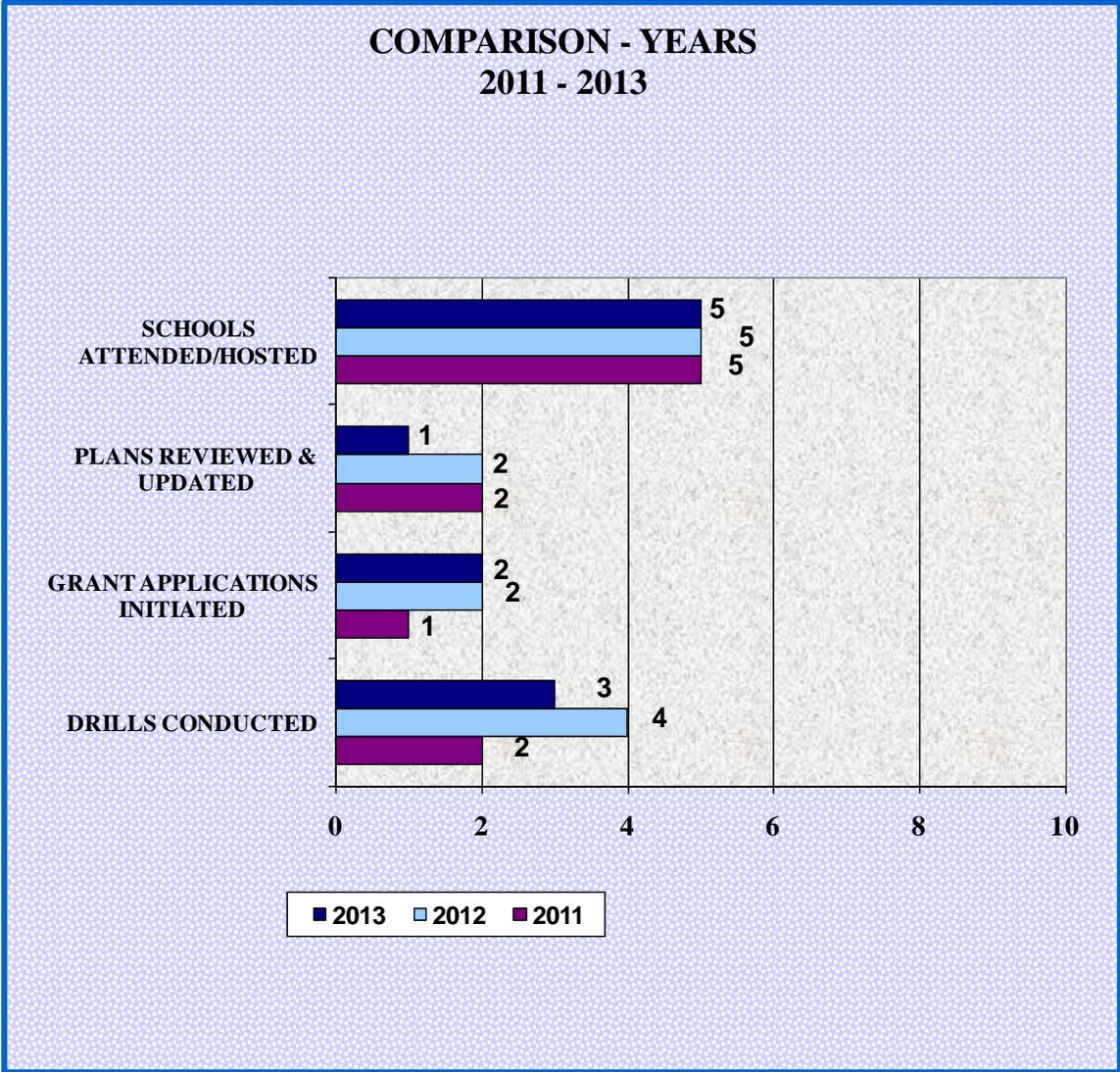
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	324,082	190,494	179,862
Total Funding Sources	324,082	190,494	179,862
APPROPRIATIONS:			
Salary and Wage	86,368	86,978	86,978
Benefits	23,768	29,013	35,667
Advertising	0	350	350
Vehicle Expense	2,076	2,600	3,100
Dues and Subscriptions	210	250	250
Equipment Rental	0	0	0
Maintenance Charges	1,400	2,400	500
Supplies	3,623	5,155	2,125
Professional Services	41,801	46,000	38,000
Utilities	9,163	19,000	13,000
Travel & Training	515	0	0
Minor Equipment and Improvements	22,351	0	0
Capital Outlay	132,670	0	0
Uniforms and Clothing	137	300	300
Budget Improvement Request	0	(1,552)	(408)
Total Appropriations	324,082	190,494	179,862





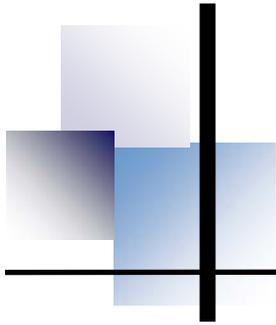
Emergency Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
TOTAL FULL TIME		2	2	2



PUBLIC SAFETY

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

Due to changing technology some of our life saving equipment will no longer allow us to communicate with hospitals. The replacement of this equipment is critical. Other critical life safety equipment also needs immediate replacement

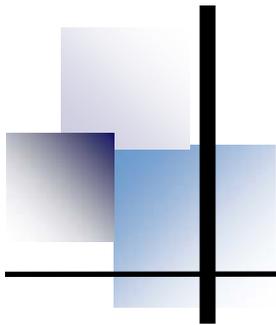
Recruit and hire twenty part-time Emergency Medical Technicians and/or Paramedics to reduce overtime costs.

Develop and implement a Capital Equipment Trust fund for replacement of fire apparatus, ambulances, SCBA, and other capital equipment that is currently reaching or has already reached its useful life expectancy.

Divide the County into two geographic divisions and establish three addition Division Chief positions.

Relocation of Fire Department Administrative Offices.

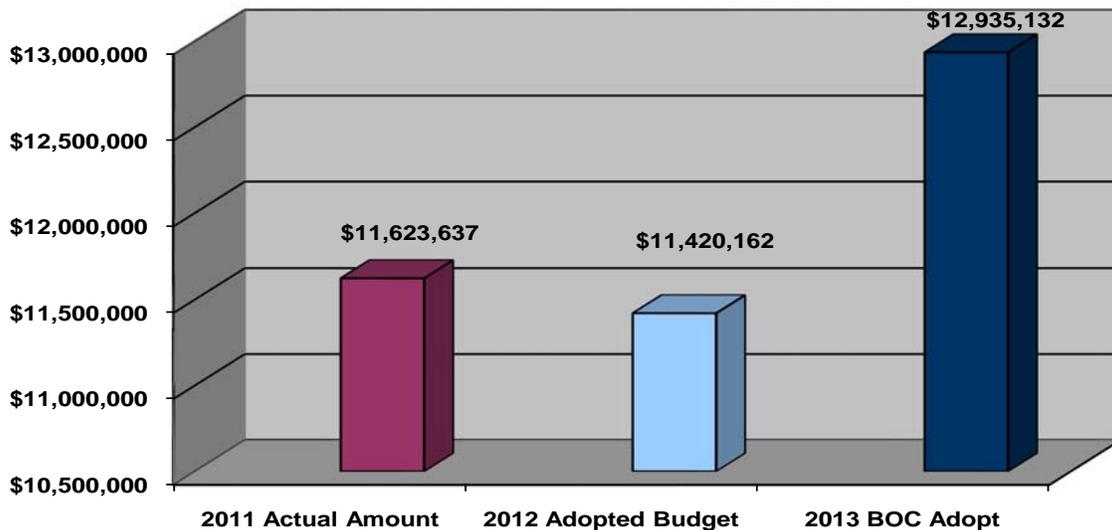


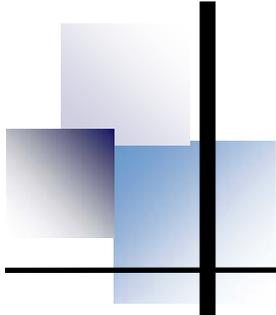


Fire & EMS

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	11,623,637	11,420,162	12,935,132
Total Funding Sources	11,623,637	11,420,162	12,935,132
APPROPRIATIONS:			
Salary and Wage	8,403,220	8,086,935	8,223,072
Benefits	2,068,868	2,424,720	2,842,807
Advertising	6,330	4,415	5,750
Vehicle Expense	347,193	316,247	379,524
Dues and Subscriptions	3,730	2,835	5,545
Equipment Rental	18,900	18,900	18,900
Maintenance Charges	31,466	32,562	77,995
Supplies	205,321	226,260	293,380
Professional Services	221,317	200,000	248,165
Utilities	241,546	200,741	253,260
Travel & Training	9,499	1,000	12,675
Minor Equipment and Improvements	550	0	0
Capital Outlay	44,001	0	0
Uniforms and Clothing	21,696	33,000	66,650
Budget Improvement Request	0	(127,453)	507,409
Total Appropriations	11,623,637	11,420,162	12,935,132





Fire & EMS

PERSONNEL SUMMARY AND ORGANIZATION

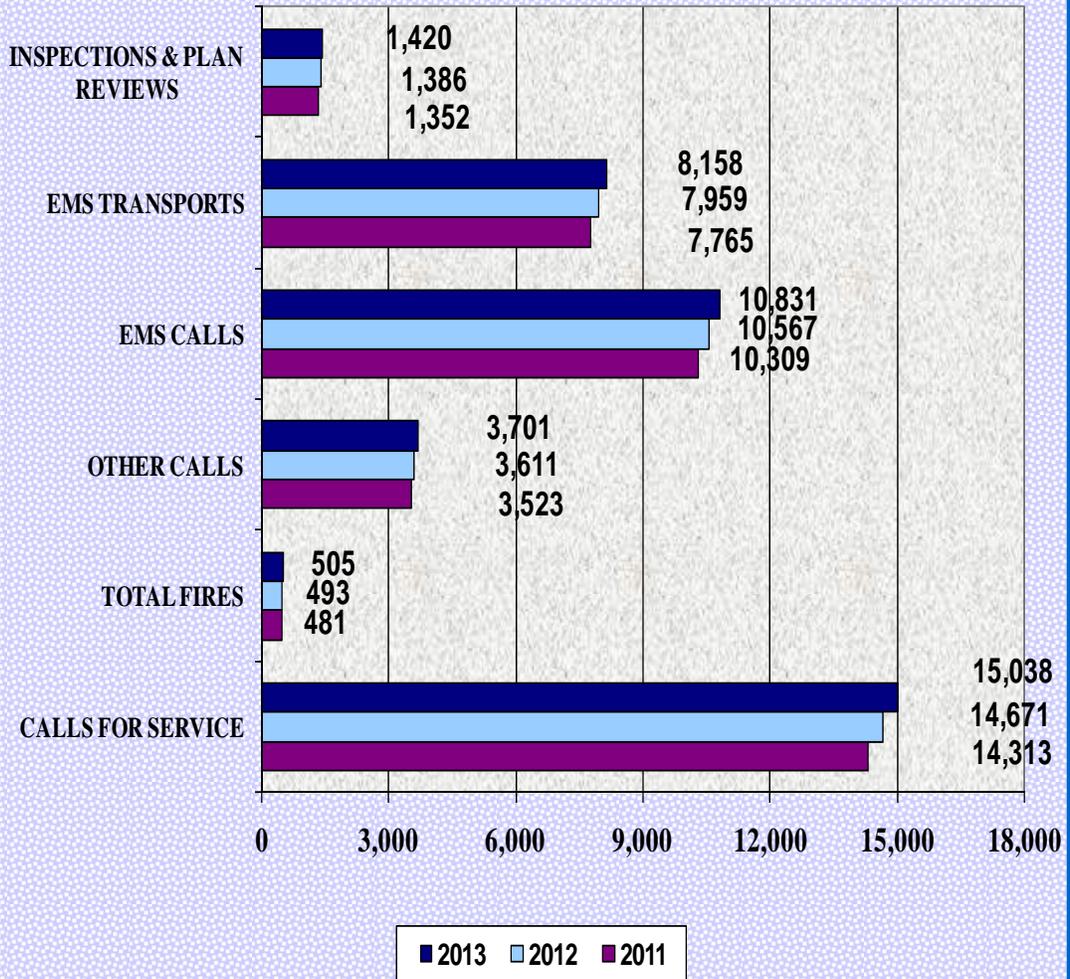
PERSONNEL SUMMARY

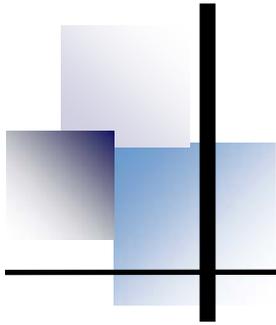
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	4	3	3
Fire Marshal	33	1	1	1
Chief Investigator	33	0	1	1
Station Captain	32	7	6	6
Fire Captain Admin	32	2	2	1
Fire Lieutenant/Paramedic	31	3	4	5
Fire Lieutenant/Cardiac Tech.	30	0	2	2
Lead Fire Investigator	30	0	0	1
Fire Lieutenant/EMT	29	23	23	21
Vehicle Logistical Manager	29	0	1	1
Logistical Administrator	28	0	1	1
Fire Lieutenant	28	3	3	4
Fire Fighter III/Paramedic	28	9	12	10
Assistant to Fire Chief	28	0	0	0
Logistical Compliance Specialist	27	0	0	1
Fire Fighter II/Paramedic	26	14	22	18
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	15	17	17
Fire Fighter III	25	9	8	9
Fire Fighter II/Cardiac Tech	25	2	2	2
Paramedic	25	5	1	1
Fire Fighter II/EMT	24	36	36	37
Administrative Assistant	24	0	1	1
Emergency Medical Technician (EMT)	23	4	5	3
Fire Fighter II	23	1	1	1
Principal Secretary	21	0	0	0
EMS Records Coordinator	23	1	1	1
Department Secretary	19	0	1	1
Secretary	16	0	0	0
Equipment Manager	PT	1	1	1
TOTAL FULL TIME		143	158	153
TOTAL PART TIME		1	1	1

Fire & EMS

WORKLOAD INDICATORS

COMPARISON - YEARS
2011 - 2013





Sheriff Detention

MISSION

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

FUNCTIONS

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

PUBLIC SAFETY

GOALS

Enhance the safety of inmates and staff through the establishment of new procedures and capabilities provided by design of new facility

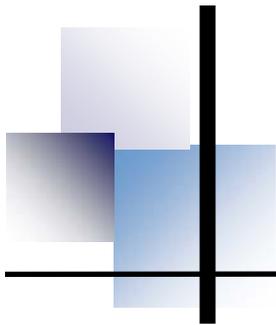
Establish more effective inmate programs to help reduce recidivism

Enhance training capabilities for staff through increase technology and realistic scenarios

Reduce the backlog of arrest warrants through assistance of other division personnel

Establish more cost effective and safer inmate court appearance through the use of video

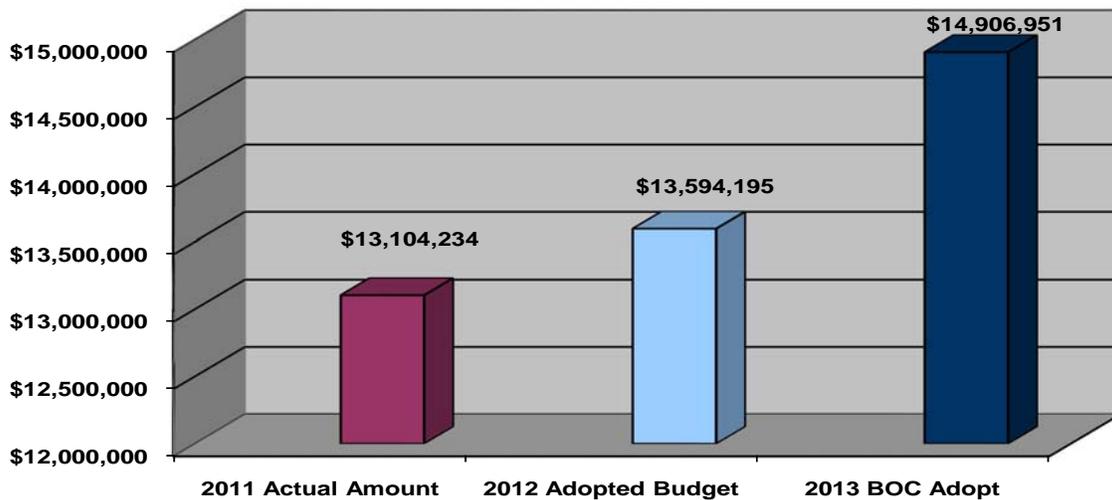


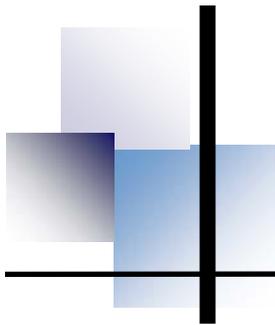


Sheriff Detention

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>13,104,234</u>	<u>13,594,195</u>	<u>14,906,951</u>
Total Funding Sources	<u>13,104,234</u>	<u>13,594,195</u>	<u>14,906,951</u>
APPROPRIATIONS:			
Salary and Wage	7,055,679	6,995,096	7,247,227
Benefits	1,909,730	2,219,073	3,074,868
Advertising	5,918	2,000	4,700
Vehicle Expense	49,521	46,705	75,645
Dues and Subscriptions	1,100	2,610	2,935
Equipment Rental	0	0	0
Rentals	76,308	76,308	0
Maintenance Charges	219,264	175,060	203,450
Supplies	2,902,399	3,161,370	3,099,384
Professional Services	27,507	79,819	50,350
Utilities	756,270	716,440	1,147,408
Travel & Training	29,356	0	0
Minor Equipment and Improvements	8,709	0	0
Capital Outlay	(31,505)	0	0
Other	0	0	0
Debt Service	22,216	24,600	0
Uniforms and Clothing	71,762	50,615	62,995
Budget Improvement Request	<u>0</u>	<u>44,499</u>	<u>(62,011)</u>
Total Appropriations	<u>13,104,234</u>	<u>13,594,195</u>	<u>14,906,951</u>





Sheriff Detention

PERSONNEL SUMMARY

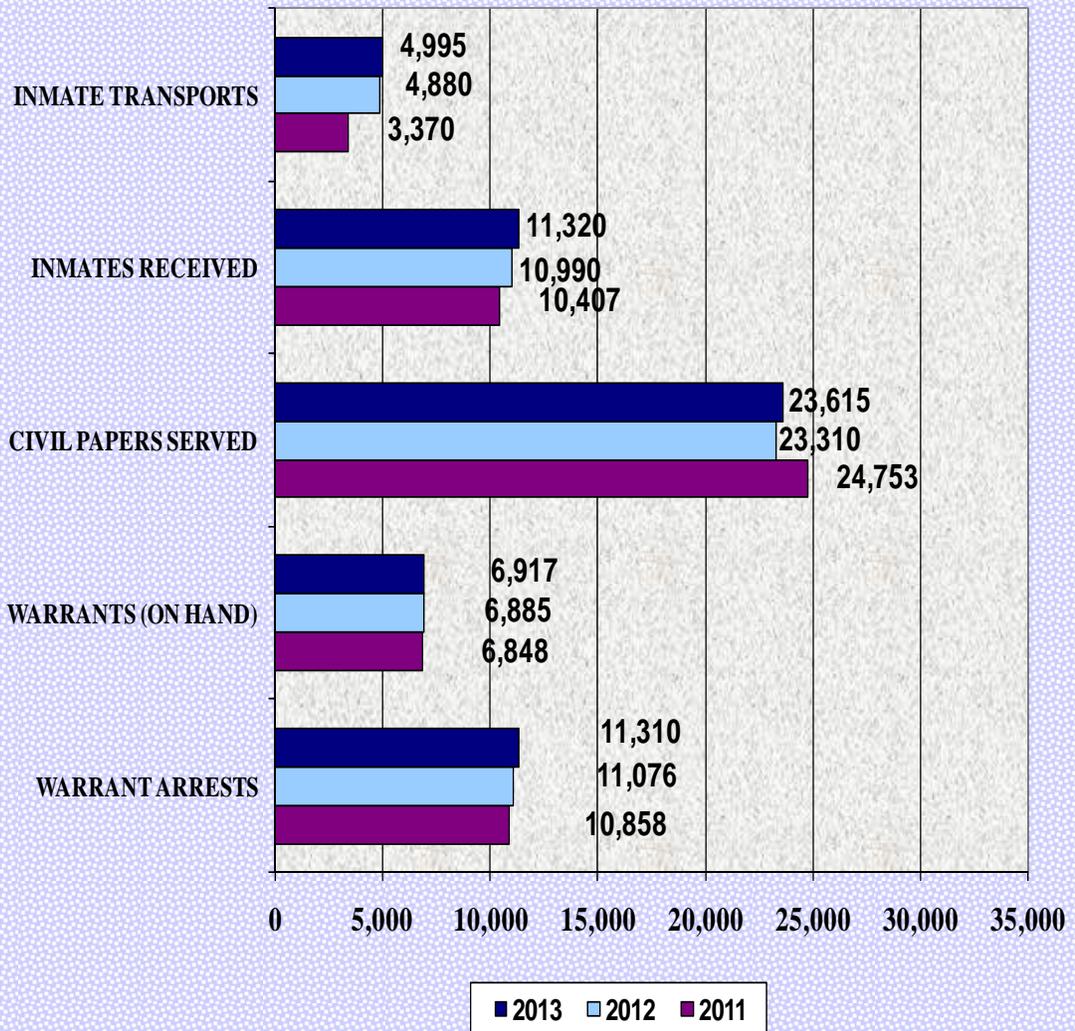
PERSONNEL SUMMARY

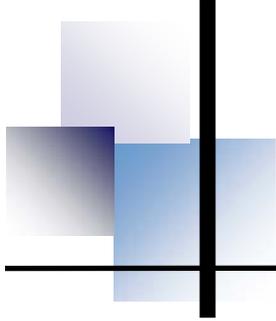
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	0
Nurse Manager	34	0	0	0
Captain	32	3	4	4
Lieutenant	30	12	13	13
Sergeant	27	13	13	13
Maintenance/Security Foreman	27	3	3	3
Corporals	25	5	5	5
Licensed Practical Nurse	25	0	0	0
Deputy Sheriff	24	47	48	53
Administrative Assistant	24	2	3	3
Emergency Medical Technical	23	1	0	0
Records Coordinator	23	1	1	1
Comm Officer II	23	1	1	1
Comm Officer I	21	0	0	0
Senior Records Clerk	21	1	1	1
Jailer II	21	46	48	45
Jailer I	20	2	9	14
Comm Officer Trainee	20	1	1	1
Records Clerk	19	7	7	7
Records Clerk	PT	0	0	0
Deputy Sheriff	PT	0	0	0
Bailiff	PT	22	22	22
TOTAL FULL TIME		147	159	165
TOTAL PART TIME		22	22	22

Sheriff Detention

WORKLOAD INDICATORS

**COMPARISON - YEARS
2011 - 2013**





Sheriff Enforcement

MISSION

To serve and protect while honoring the rights of all persons

FUNCTIONS

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

GOALS

Enhance public information capabilities through extended use of social media

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

Enhance traffic safety initiatives

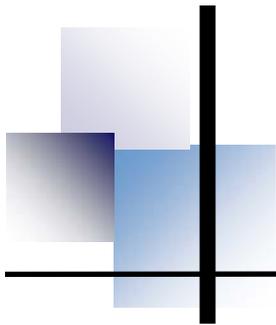
Increase uniform patrol in crime "hot spots"

Increase partnerships with local community organizations for problem oriented approach to crime prevention

Establish more in-depth vice and narcotics investigations to target upper level criminal networks

PUBLIC SAFETY

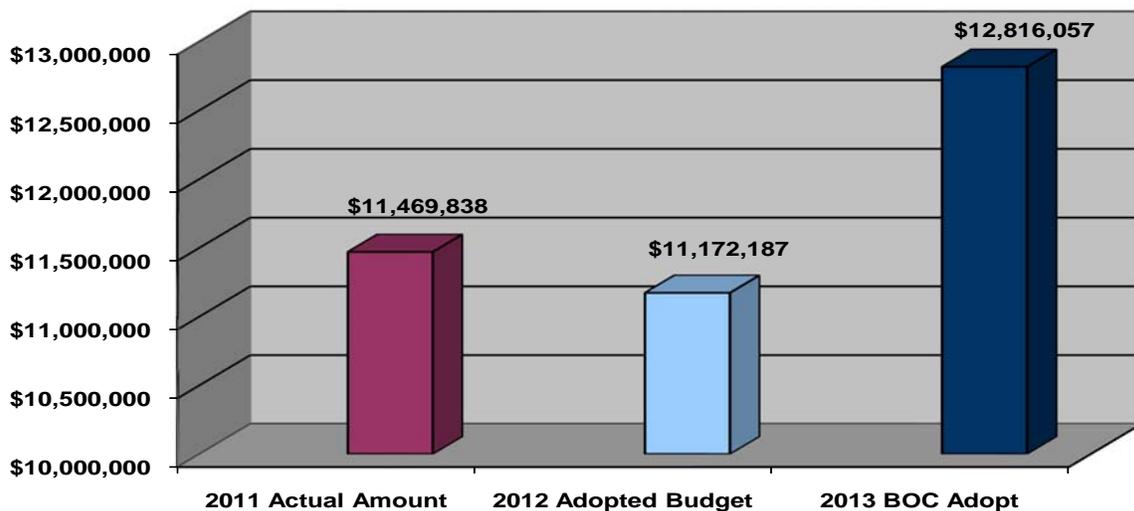


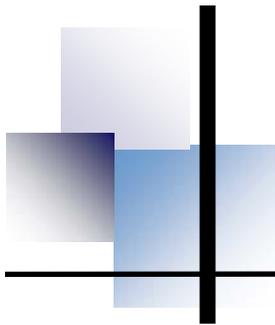


Sheriff Enforcement

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>11,469,838</u>	<u>11,172,187</u>	<u>12,816,057</u>
Total Funding Sources	<u>11,469,838</u>	<u>11,172,187</u>	<u>12,816,057</u>
APPROPRIATIONS:			
Salary and Wage	7,506,046	7,605,672	7,711,821
Benefits	1,998,536	2,411,482	3,161,788
Advertising	12,263	2,760	5,980
Vehicle Expense	898,996	897,448	1,042,178
Dues and Subscriptions	2,752	2,481	4,000
Equipment Rental	0	0	0
Rentals	20,037	20,000	20,640
Maintenance Charges	81,826	30,703	53,103
Supplies	77,423	107,935	100,000
Professional Services	81,581	50,000	91,210
Utilities	92,918	89,194	88,554
Travel & Training	50,710	4,076	5,000
Minor Equipment and Improvements	21,686	0	0
Capital Outlay	537,570	0	0
Other	19,805	19,800	16,200
Uniforms and Clothing	67,688	54,870	72,105
Budget Improvement Request	0	(124,234)	443,478
Total Appropriations	<u>11,469,838</u>	<u>11,172,187</u>	<u>12,816,057</u>



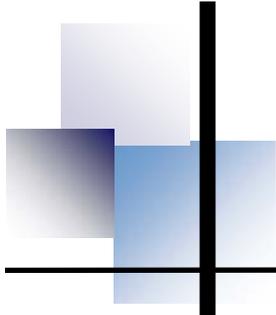


Sheriff Enforcement

PERSONNEL SUMMARY

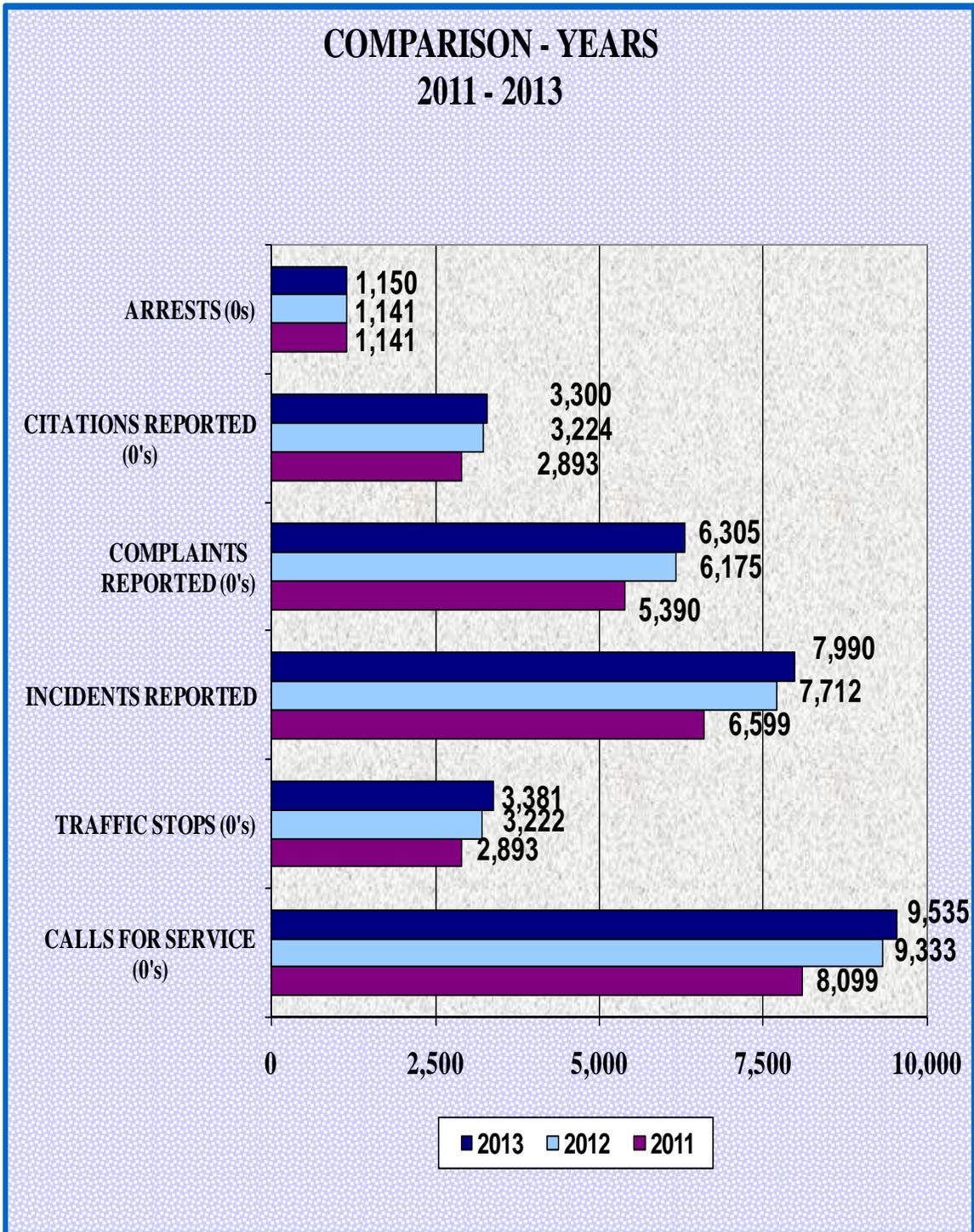
PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	37	1	1	1
Major	35	0	0	0
Captain	32	3	2	2
System Administrator	32	1	1	1
Lieutenant Investigator	31	3	3	2
Lieutenant	30	8	7	7
Sergeant Investigator	28	5	5	5
Sergeant	27	12	12	12
Investigator	27	27	26	27
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	74	81	86
Administrative Assistant	24	2	2	2
Communications Officer II	22	6	11	10
Communications Officer I	21	7	5	4
Jailer II	21	2	0	0
Communications Officer Trainee	20	1	1	0
Senior Secretary	PT	1	1	1
Uncertified Deputy	PT	0	0	0
Deputy Sheriff PT	PT	1	0	0
PC Support Specialist	PT	0	1	0
Mail Clerk	PT	1	1	0
TOTAL FULL TIME		156	161	163
TOTAL PART TIME		3	3	1

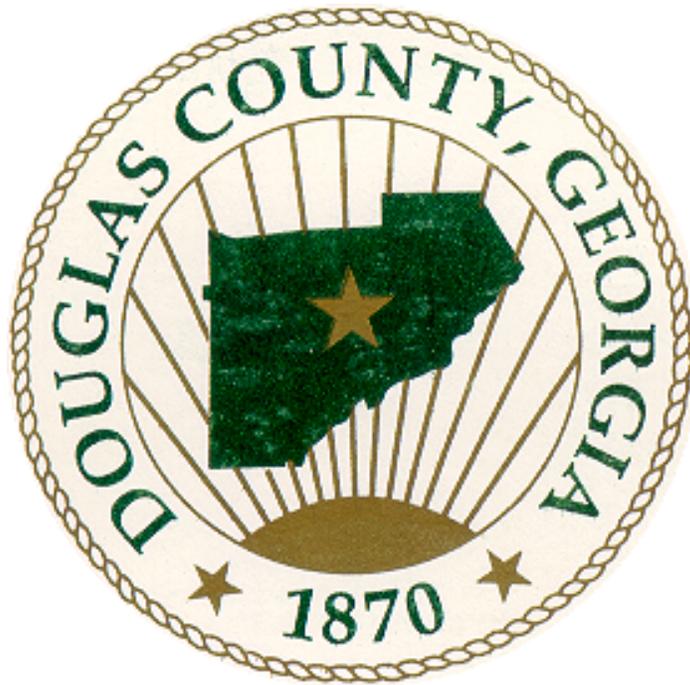


Sheriff Enforcement

WORKLOAD INDICATORS

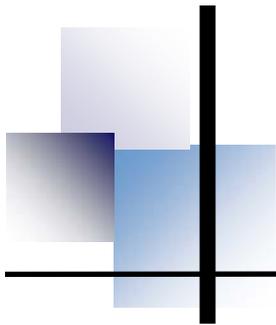


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PUBLIC WORKS

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Public Works

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D.O.T. Administration..... 207

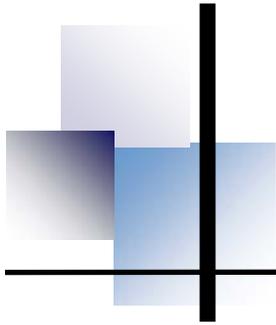
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DIRECTORY





Development Control

MISSION

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

FUNCTIONS

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

GOALS

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

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

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

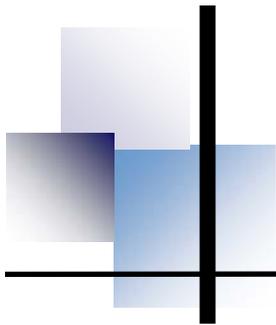
- Continue to process citizen concerns/complaints within one business day
- Ensuring that all applicants and citizens are treated fairly and equally by all parties involved;
- Aid WSA with concerns pertaining to storm water runoff and erosion control

Improve infrastructure quality and site aesthetics by implementing the following:

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

PUBLIC WORKS

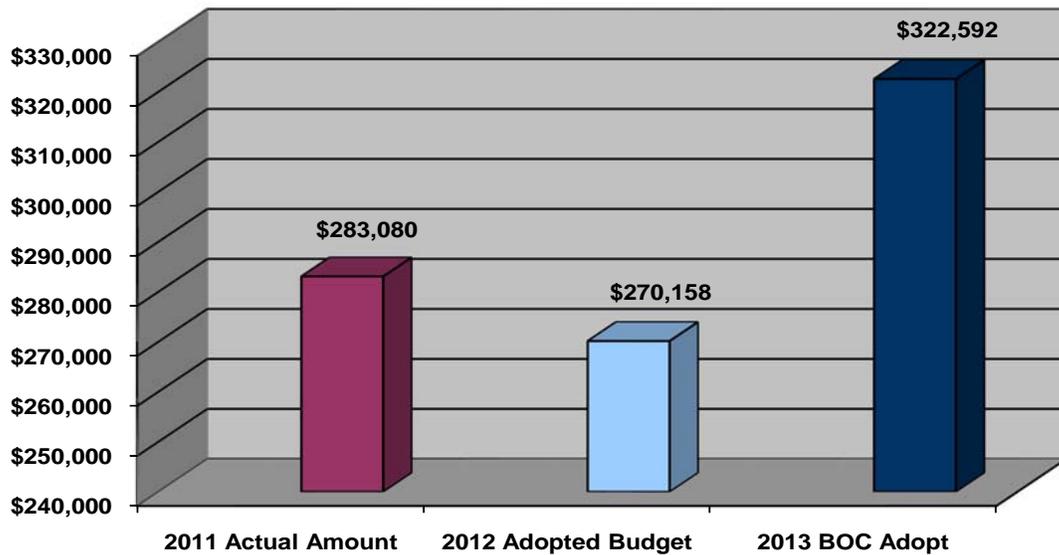


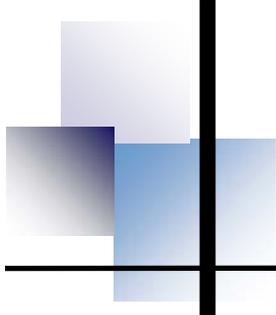


Development Control

BUDGET SUMMARY

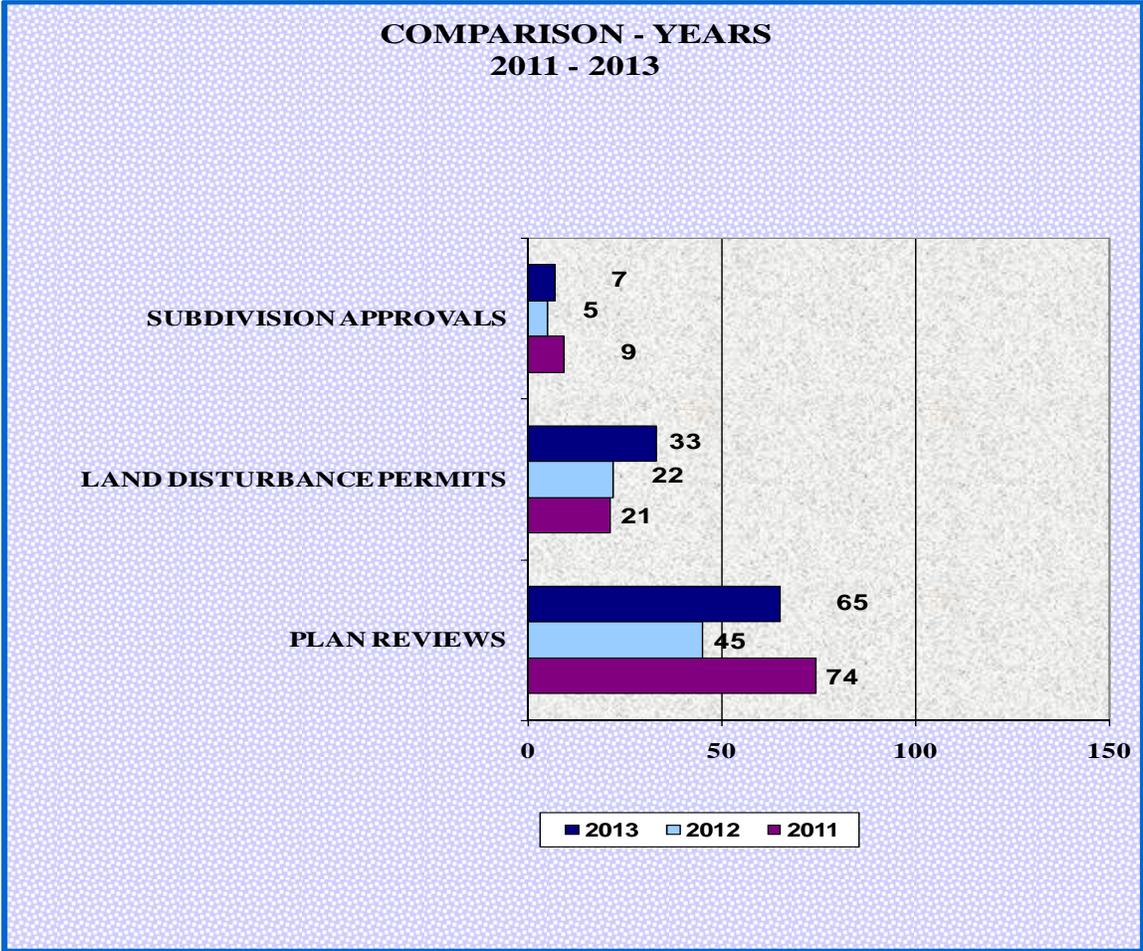
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	283,080	270,158	322,592
Total Funding Sources	283,080	270,158	322,592
APPROPRIATIONS:			
Salary and Wage	215,976	201,126	230,612
Benefits	51,851	60,065	78,393
Advertising	0	0	0
Vehicle Expense	5,309	7,205	10,025
Dues and Subscriptions	310	110	110
Maintenance Charges	0	0	0
Supplies	1,487	2,078	1,484
Professional Services	5,025	0	0
Utilities	1,629	1,740	1,800
Travel & Training	1,140	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	353	700	700
Budget Improvement Request	0	(2,866)	(532)
Total Appropriations	283,080	270,158	322,592





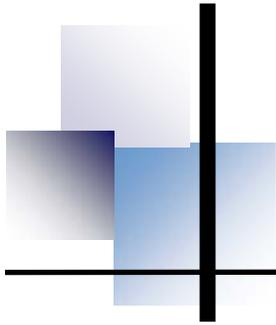
Development Control

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	19	1	0	0
Arborist	PT	0	1	1
TOTAL FULL TIME		5	4	4
TOTAL PART TIME		0	1	1



Department of Transportation

MISSION

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

FUNCTIONS

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

GOALS

Educate, train, and empower all Department of Transportation staff to act individually and as an agency to identify solutions and enhancements that will improve safety, operations, and any other services that support the transportation system and mobility needs of the citizens of Douglas County

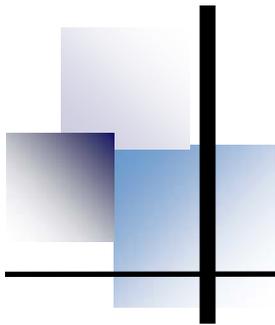
Closely collaborate with federal, state, and regional planning partners to identify and pursue specific funding programs to support Douglas County’s transportation needs and priorities

Expand services, improve operational efficiencies and better manage Douglas County’s transportation assets through the use of innovative construction techniques, technology, and increased utilization of staff resources

Seek ways to optimize and connect available transportation resources in the community and region to expand and improve current transportation choices including specialized transportation services for senior citizens, the disabled and individuals with lower incomes

PUBLIC WORKS



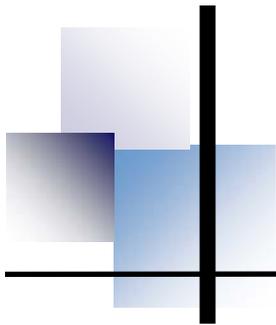


Department of Transportation

PERSONNEL SUMMARY

PERSONNEL SUMMARY

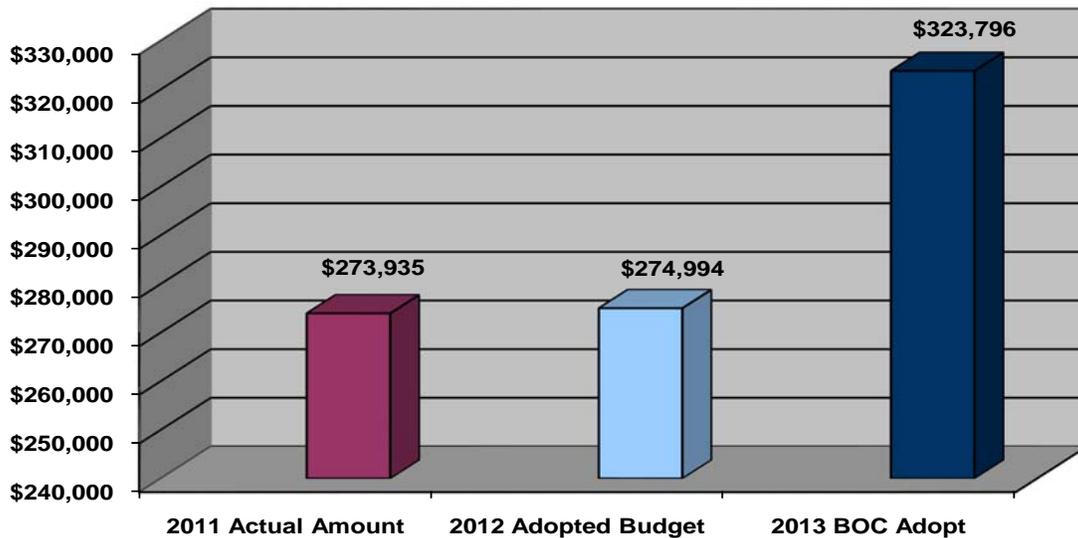
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
<u>Administration</u>				
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Land Acquit Coordinator	23	1	1	1
Department Secretary	16	1	0	0
<u>Traffic Operations</u>				
Assistant Director	UNC	1	1	1
Access Management Engineer	UNC	1	1	1
Transportation Engineer	35	1	1	1
Utility Engineer	29	1	1	1
Traffic Engineering Tech	28	1	1	1
Sign/Marking Superintendent	24	1	1	1
Traffic Signal Superintendent	24	1	1	1
Traffic Signal Technician	23	1	1	1
Secretary	19	1	1	1
Sign/Marking Fabricator	17	1	1	1
Sign/Marking Technician	16	3	3	3
<u>Maintenance & Construction</u>				
Maintenance Engineer	UNC	1	1	1
R O W Management Superintendent	25	1	1	1
Foreman II	24	1	1	1
Road Maint. Superintendent	25	1	1	1
Road Maint. Foreman	24	1	1	1
Foreman I	22	1	1	1
Bridge/Guardrail Sup	25	1	1	1
Equipment Operator IV	20	6	6	6
Equipment Operator III	19	6	6	6
Secretary	19	1	1	1
Equipment Operator II	18	6	6	6
Equipment Operator I	17	1	1	0
Laborer II	15	1	1	1
TOTAL FULL TIME		45	44	43



D.O.T. Administration

BUDGET SUMMARY

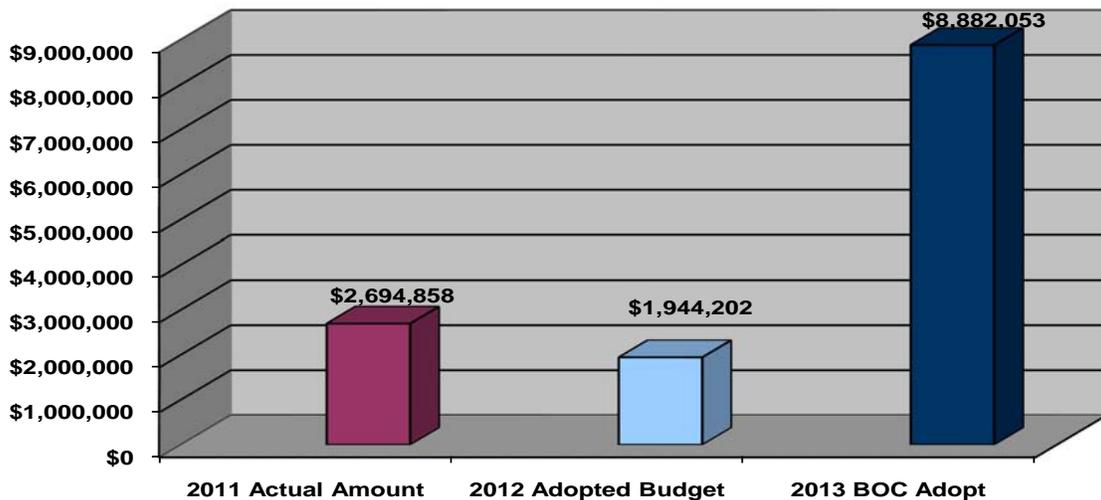
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	273,935	274,994	323,796
Total Funding Sources	273,935	274,994	323,796
APPROPRIATIONS:			
Salary and Wage	194,899	194,159	194,699
Benefits	42,068	52,790	64,576
Advertising	240	2,000	1,500
Vehicle Expense	3,897	5,200	7,800
Dues and Subscriptions	8,150	1,210	9,585
Maintenance Charges	480	800	800
Supplies	4,506	5,200	7,200
Professional Services	18,070	15,000	30,000
Utilities	1,356	1,600	1,600
Travel & Training	269	500	500
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(3,465)	5,536
Total Appropriations	273,935	274,994	323,796

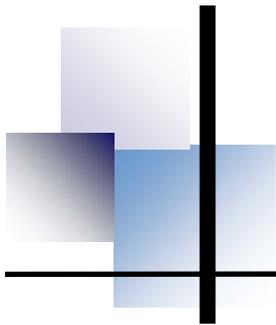


D.O.T. Maintenance & Construction

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	2,694,858	1,944,202	8,882,053
Total Funding Sources	2,694,858	1,944,202	8,882,053
APPROPRIATIONS:			
Salary and Wage	972,189	995,033	998,262
Benefits	324,625	379,851	528,135
Advertising	0	500	500
Vehicle Expense	204,664	185,000	195,000
Dues and Subscriptions	430	382	500
Equipment Rental	1,234	2,500	2,500
Maintenance Charges	3,226	9,080	2,980
Supplies	32,640	35,500	41,000
Professional Services	3,000	5,852	3,000
Utilities	90,998	109,100	100,500
Travel & Training	642	0	0
Minor Equipment and Improvements	9,004	0	0
Capital Outlay	350,697	235,350	370,000
Other Financing Sources	665,279	0	6,556,750
Debt Service	0	0	89,616
Uniforms and Clothing	8,751	7,325	8,450
Road Maintenance	27,478	0	0
Budget Improvement Request	0	(21,271)	(15,140)
Total Appropriations	2,694,858	1,944,202	8,882,053

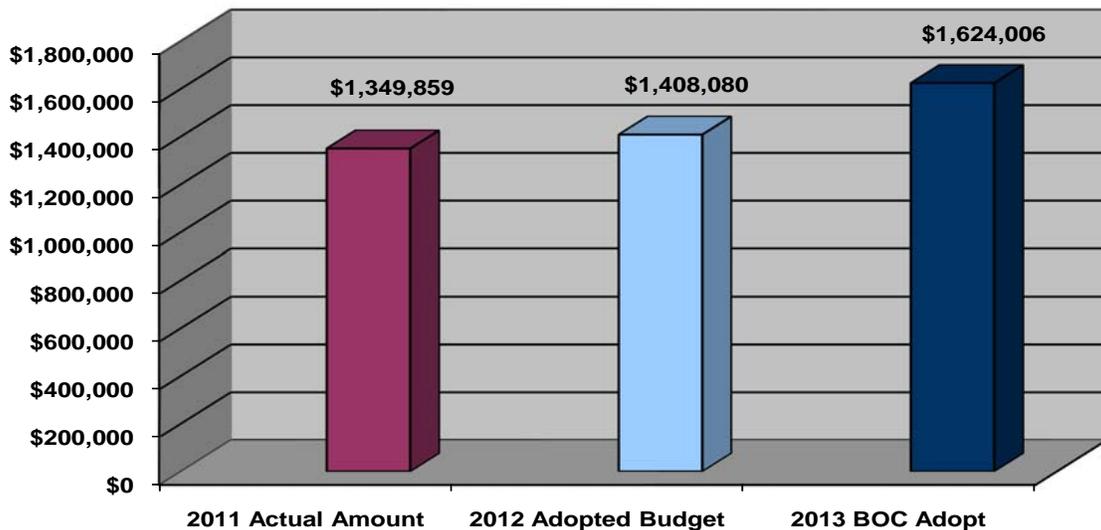




D.O.T. Traffic Operations

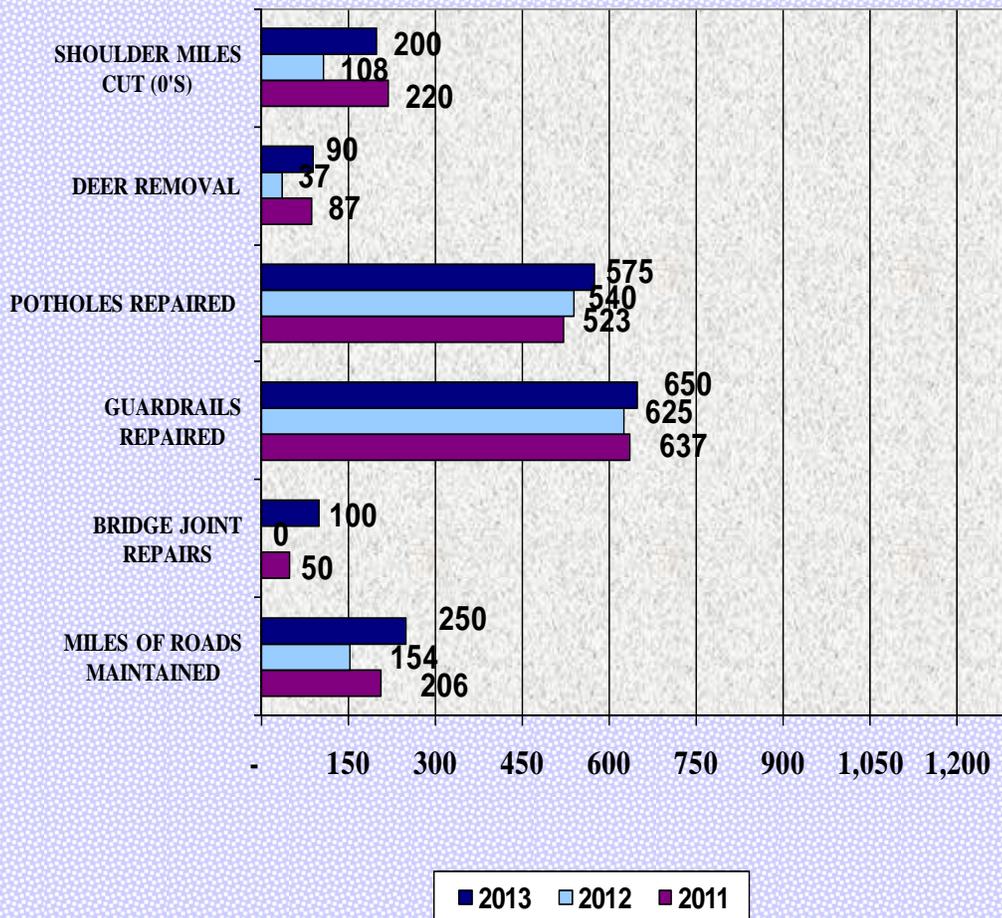
BUDGET SUMMARY

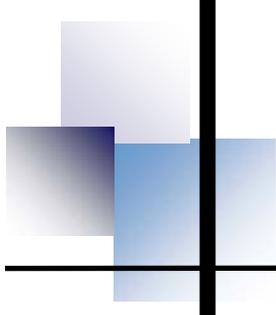
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,349,859</u>	<u>1,408,080</u>	<u>1,624,006</u>
Total Funding Sources	<u>1,349,859</u>	<u>1,408,080</u>	<u>1,624,006</u>
APPROPRIATIONS:			
Salary and Wage	521,982	529,650	531,666
Benefits	148,567	178,159	235,590
Advertising	300	0	500
Vehicle Expense	34,352	29,000	41,000
Dues and Subscriptions	5,212	5,000	5,000
Maintenance Charges	0	451	0
Supplies	21,551	15,000	18,000
Professional Services	102,986	40,000	45,000
Utilities	48,739	77,500	33,500
Travel & Training	4,319	0	1,000
Minor Equipment and Improvements	848	0	0
Capital Outlay	272,267	440,000	565,000
Uniforms and Clothing	2,049	2,400	2,400
Road Maintenance	186,688	100,000	150,000
Budget Improvement Request	<u>0</u>	<u>(9,080)</u>	<u>(4,650)</u>
Total Appropriations	<u>1,349,859</u>	<u>1,408,080</u>	<u>1,624,006</u>



WORKLOAD INDICATORS

COMPARISON - YEARS
2011 - 2013





Fleet Management

PUBLIC WORKS

MISSION

To manage the County's fleet of over 800 vehicles and individual pieces of equipment in a cost effective, time efficient, environmentally and record accountable manner

FUNCTIONS

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

GOALS

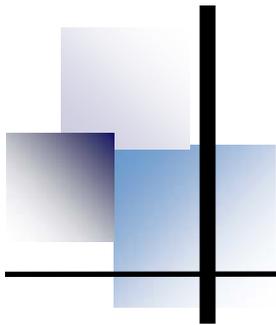
Improve Fleet Management's New World Functions

- Enhance and continue in the usage of Technology to promote communications, efficiency and paperless Fleet Management programs
- Scheduling service and repairs via New World
- RFA- request for action
- Training for each department with vehicles and equipment
- Establish a contact for repair authorization and approvals
- Work manager permission in New World
- Estimates of repairs and down time
- Read only for County Departments
- Monthly reports for repairs and fuel
- E-mail and "paperless" communication
- Fleet reports to County Departments

Improve Fleet Managements Field Service

- Fund and expand Field service
- Open frozen Mechanic III position
- 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

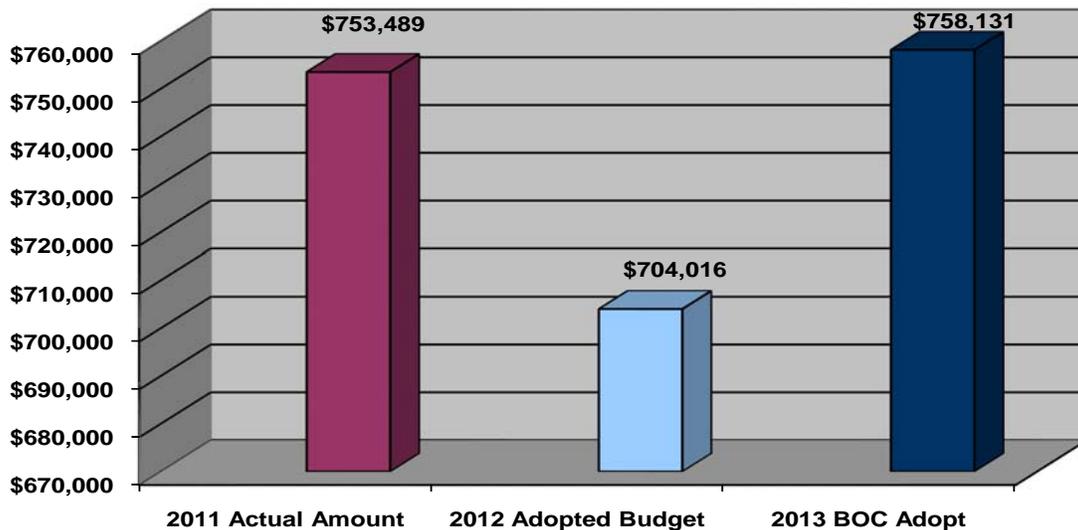


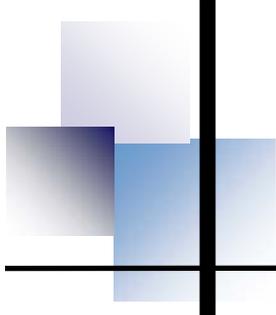


Fleet Management

BUDGET SUMMARY

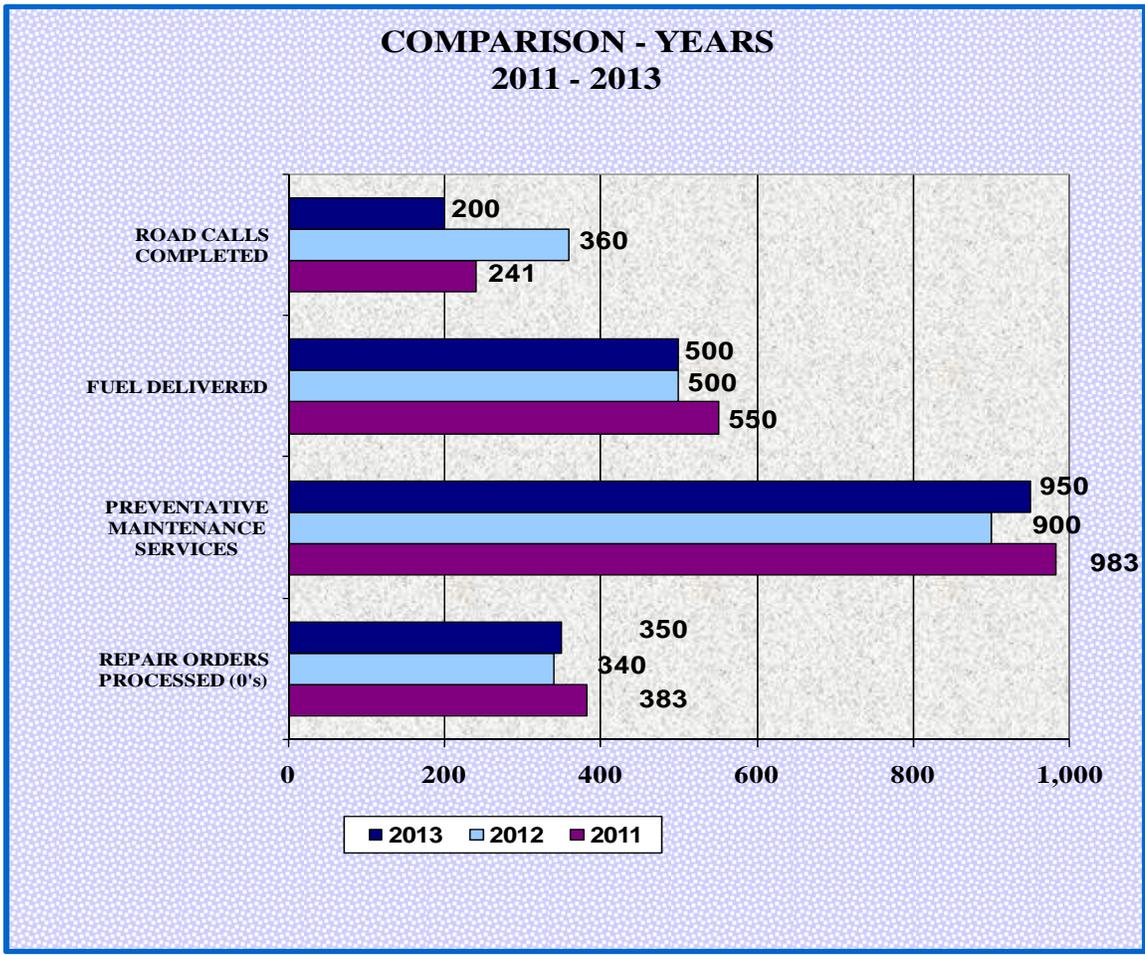
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	753,489	704,016	758,131
Total Funding Sources	753,489	704,016	758,131
APPROPRIATIONS:			
Salary and Wage	464,740	471,390	487,525
Benefits	137,458	171,615	231,403
Advertising	0	100	250
Vehicle Expense	101,903	19,620	30,272
Dues and Subscriptions	1,500	1,350	1,500
Equipment Rental	610	797	600
Maintenance Charges	15,232	18,432	15,480
Supplies	8,647	10,125	12,020
Professional Services	615	1,119	1,420
Utilities	15,361	16,383	19,125
Travel & Training	54	200	200
Minor Equipment and Improvements	1,300	0	0
Capital Outlay	5,111	0	0
Uniforms and Clothing	959	847	2,500
Budget Improvement Request	0	(7,962)	(44,164)
Total Appropriations	753,489	704,016	758,131





Fleet Management

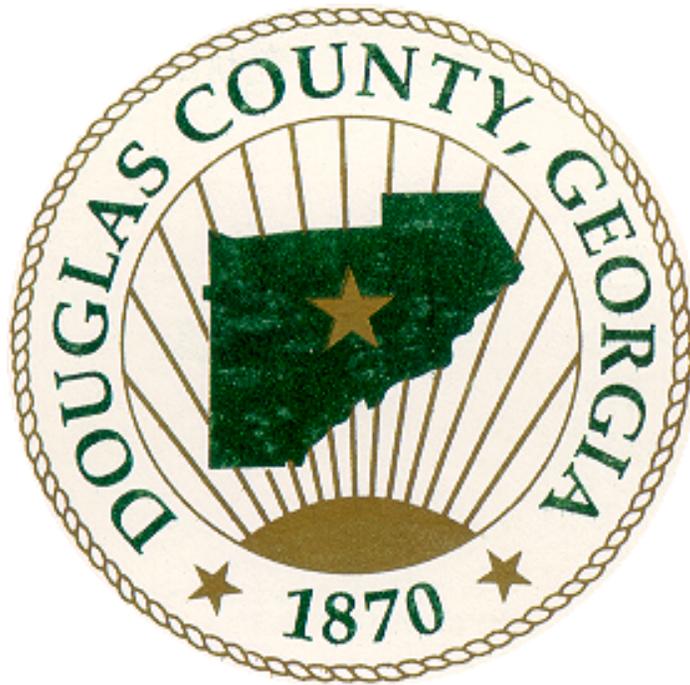
PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

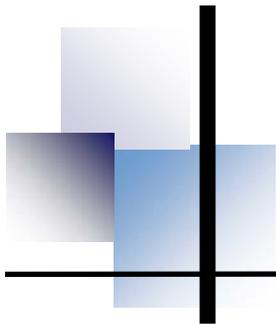
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Manager	UNC	1	1	1
Fleet Mgt Superintendent	25	1	1	1
Parts Manager	23	1	1	1
Mechanic III	23	6	6	6
Mechanic II	20	1	1	1
Mechanic I	18	1	1	1
Secretary	16	1	1	1
Mechanic Trainee	PT	1	0	1
TOTAL FULL TIME		12	12	12
TOTAL PART TIME		1	0	1

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HEALTH AND WELFARE

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Health and Welfare

Board of Health..... 216

Community Services Board 218

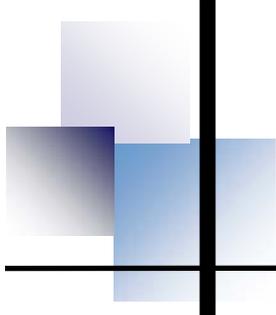
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Juvenile Programs Administration 222

Senior Services 225

DIRECTORY





Board of Health

HEALTH AND WELFARE

MISSION

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

FUNCTIONS

- Preventative health care
- Provide educational and counseling services

GOALS

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

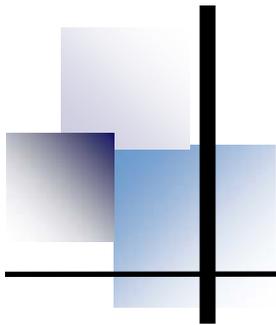
Fully assess organizational capability, implement a Balanced Scorecard management system and begin critical initiatives in the areas of: service delivery, internal communication and collaboration, technology, employee well-being and revenue enhancement

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

PERSONNEL

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

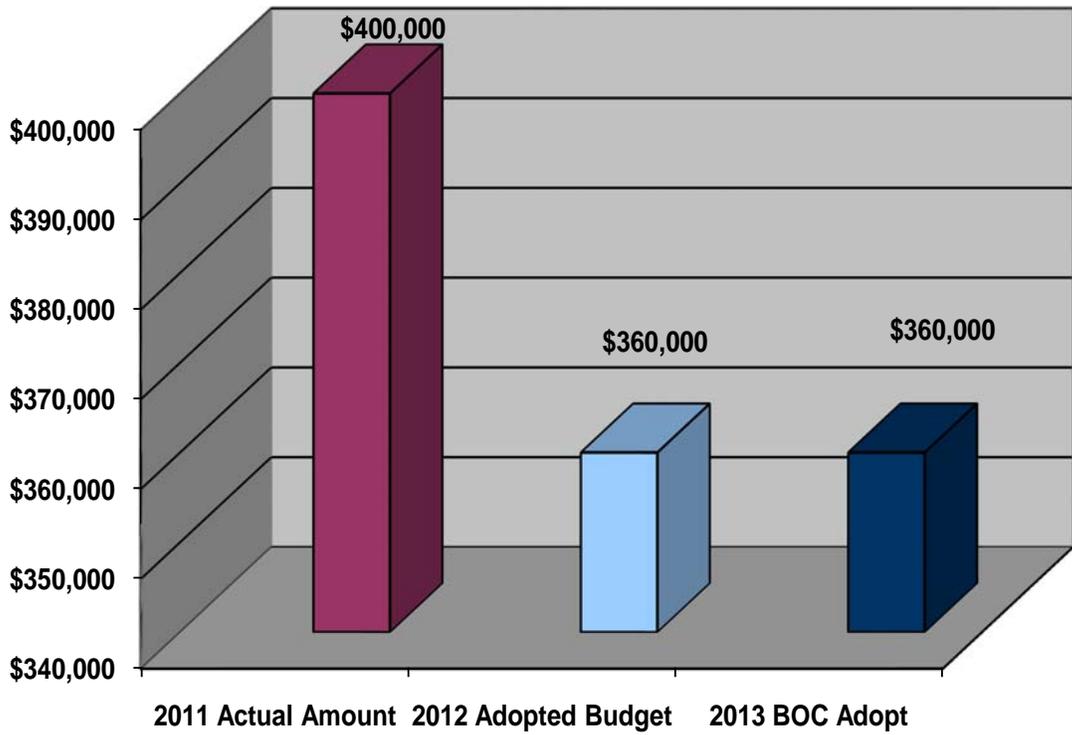


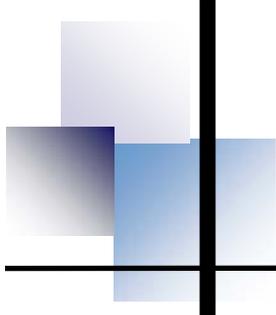


Board of Health

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>400,000</u>	<u>360,000</u>	<u>360,000</u>
Total Funding Sources	<u>400,000</u>	<u>360,000</u>	<u>360,000</u>
APPROPRIATIONS:			
Professional Services	400,000	360,000	360,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>400,000</u>	<u>360,000</u>	<u>360,000</u>





Community Services Board

HEALTH AND WELFARE

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

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

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

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

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

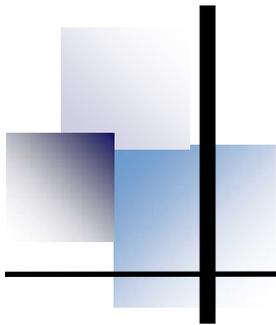
Facilitate full access to integrated services regardless of disability

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

PERSONNEL

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

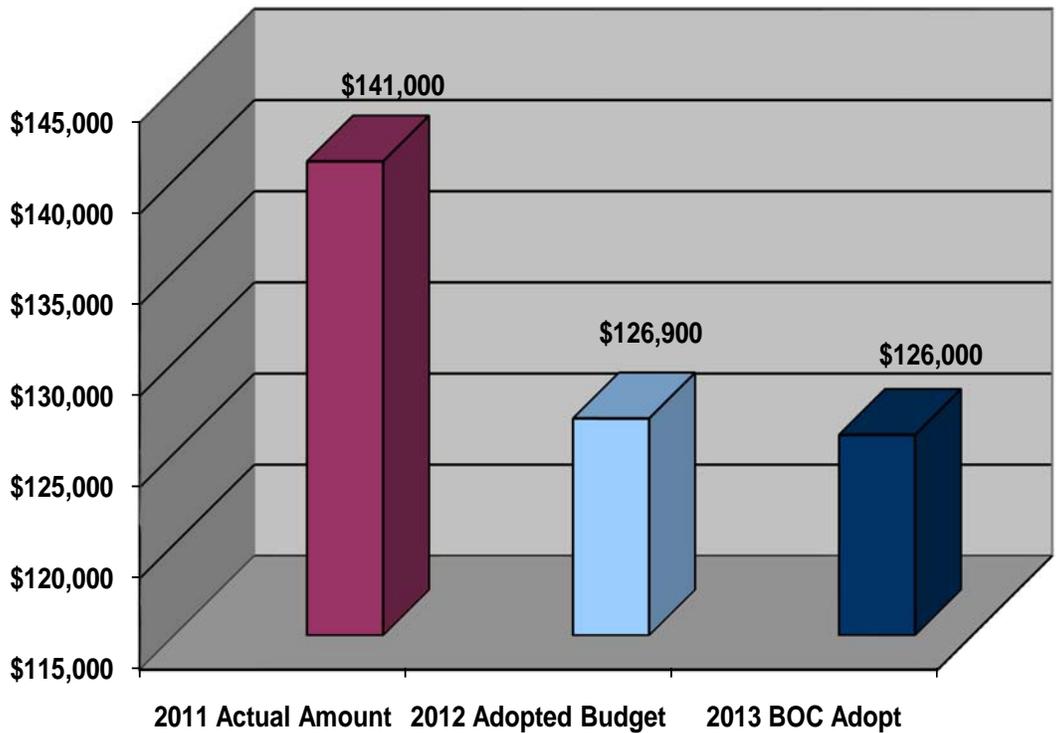


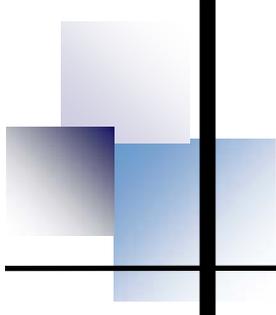


Community Services Board

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>141,000</u>	<u>126,900</u>	<u>126,000</u>
Total Funding Sources	<u>141,000</u>	<u>126,900</u>	<u>126,000</u>
APPROPRIATIONS:			
Professional Services	141,000	126,900	126,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>141,000</u>	<u>126,900</u>	<u>126,000</u>





Family & Children Services

HEALTH AND WELFARE

MISSION

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

FUNCTIONS

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

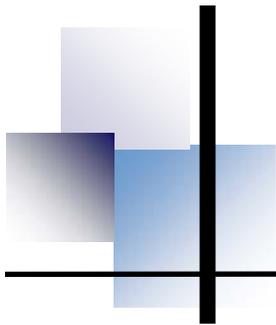
GOALS

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

PERSONNEL

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

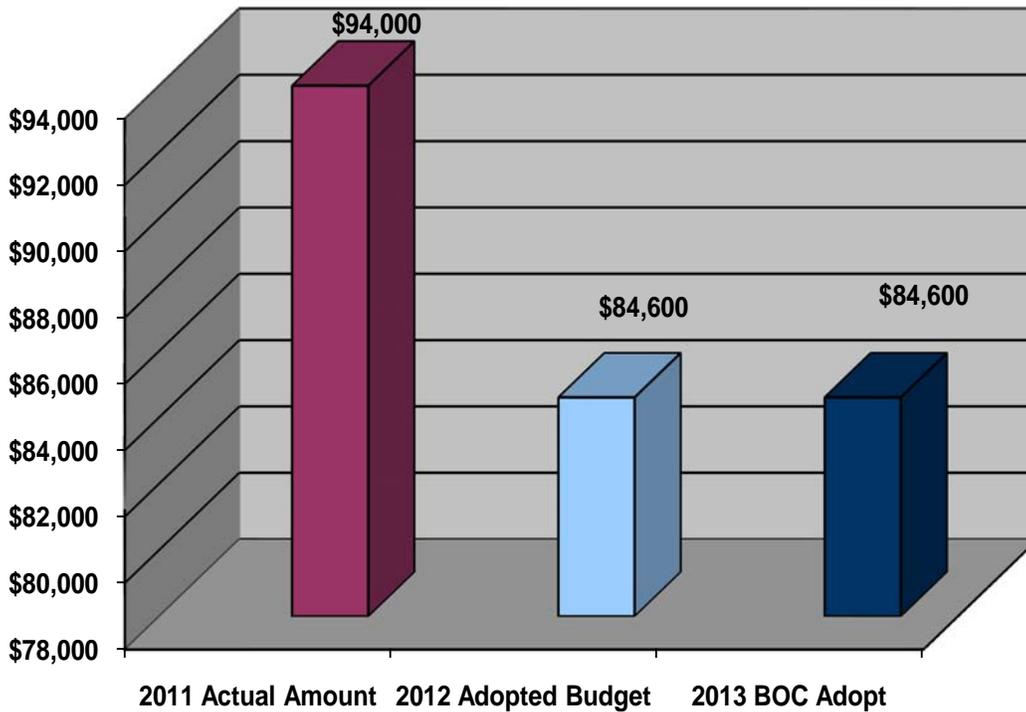


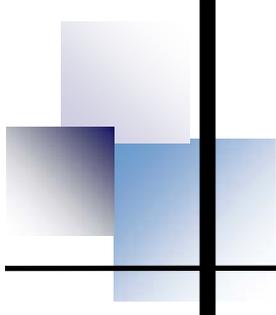


Family & Children Services

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>94,000</u>	<u>84,600</u>	<u>84,600</u>
Total Funding Sources	<u><u>94,000</u></u>	<u><u>84,600</u></u>	<u><u>84,600</u></u>
APPROPRIATIONS:			
Other	94,000	84,600	84,600
Other Financing Sources	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>94,000</u></u>	<u><u>84,600</u></u>	<u><u>84,600</u></u>





Juvenile Programs Administration

JUDICIAL SYSTEM

MISSION

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

FUNCTIONS

- Fee and restitution collection and disbursement
- Adolescent substance abuse program case management
- Guardian-Ad-Litem case management
- Administration of grant funded programs
- Court administration support and court supported services
- Truancy intervention program
- Community involvement
- Intake case management
- Douglas Link/LIPT Committee
- Mental health assessment services
- Court Improvement Initiative
- Attorney Application Program

GOALS

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

Continue to provide quality programs for clients of Juvenile Court

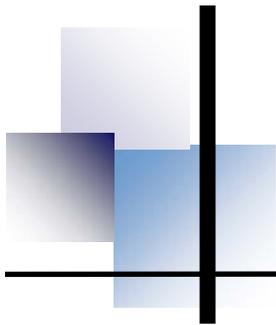
Continue to provide diversion alternatives for first-time offenders

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

Continue to provide administrative support to the court

Continue to provide management and supervision to employees

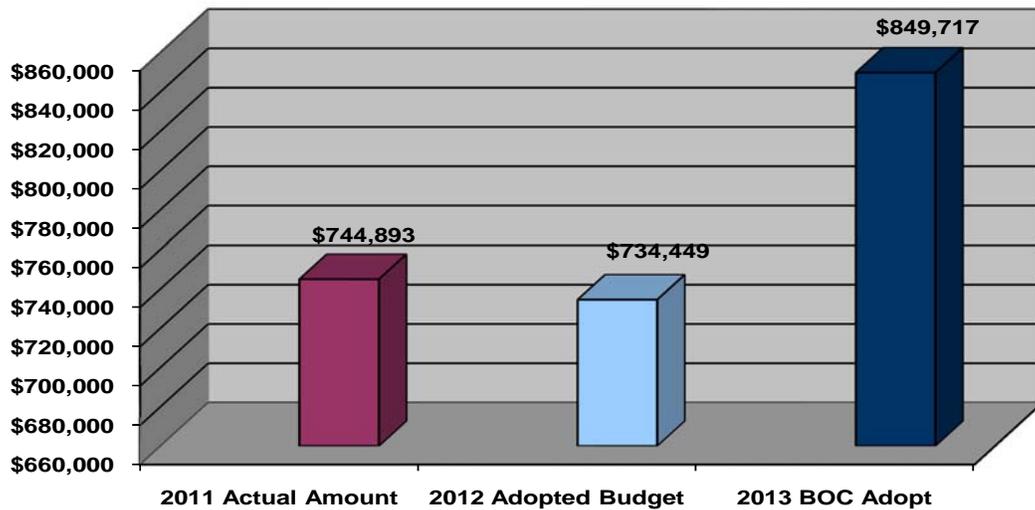




Juvenile Programs Administration

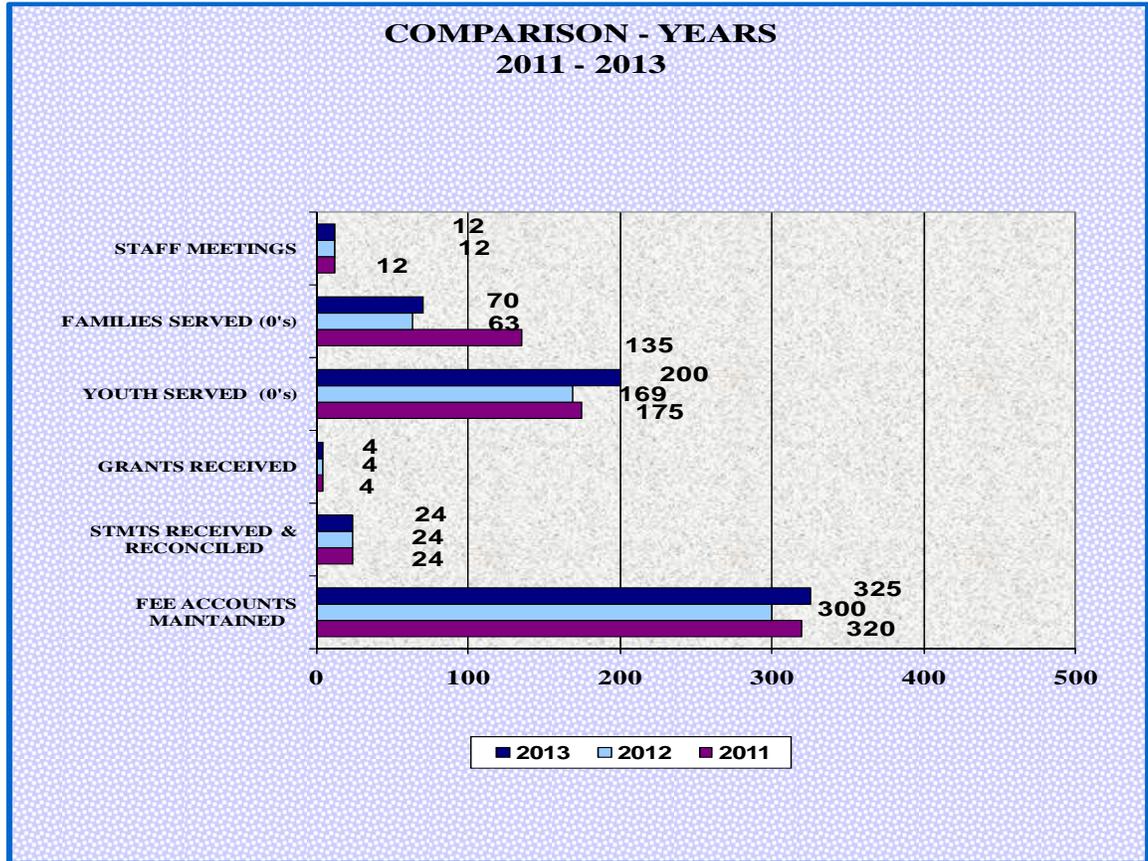
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	744,893	734,449	849,717
Total Funding Sources	744,893	734,449	849,717
APPROPRIATIONS:			
Salary and Wage	497,103	504,605	503,539
Benefits	100,866	144,800	210,741
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	145	164	175
Equipment Rental	0	0	0
Maintenance Charges	1,200	1,200	1,200
Supplies	15,862	21,440	21,946
Professional Services	18,868	28,625	25,000
Utilities	1,929	1,776	3,100
Travel & Training	10,202	8,405	9,002
Minor Equipment and Improvements	(309)	0	0
Other	31,646	24,000	0
Grants	67,380	8,438	77,956
Budget Improvement Request	0	(9,004)	(2,942)
Total Appropriations	744,893	734,449	849,717



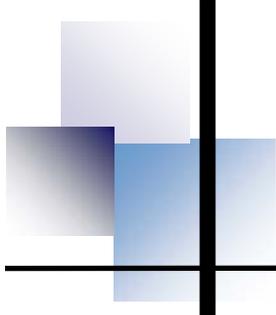
Juvenile Programs Administration

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	UNC	1	1	1
Asst. Director	UNC	1	1	1
Intervention Officer	UNC	1	1	1
Family Connection Coordinator	UNC	1	1	1
Office Manager	23	1	1	1
Court Assessor	UNC	1	0	1
Community Outreach CaseMGR II	UNC	1	1	1
Community Outreach CaseMGR I	UNC	1	1	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	3	3
Intern	PT	0	0	1
TOTAL FULL TIME		13	12	13
TOTAL PART TIME		0	0	1



Senior Services

HEALTH AND WELFARE

Senior Services was formerly know 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 be under the direction of and fully funded by the Douglas County Board of Commissioners.

MISSION

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

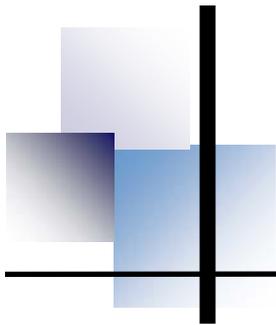
FUNCTIONS

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

GOALS

- Expand health and wellness programs to increase the ability of seniors to manage/ improve chronic health conditions
- Increase our ability to provide transitional care for seniors as they transition from care settings to their homes
- Play an increased role in the planning and implementation of “Livable Communities” as relates to senior transportation and housing opportunities

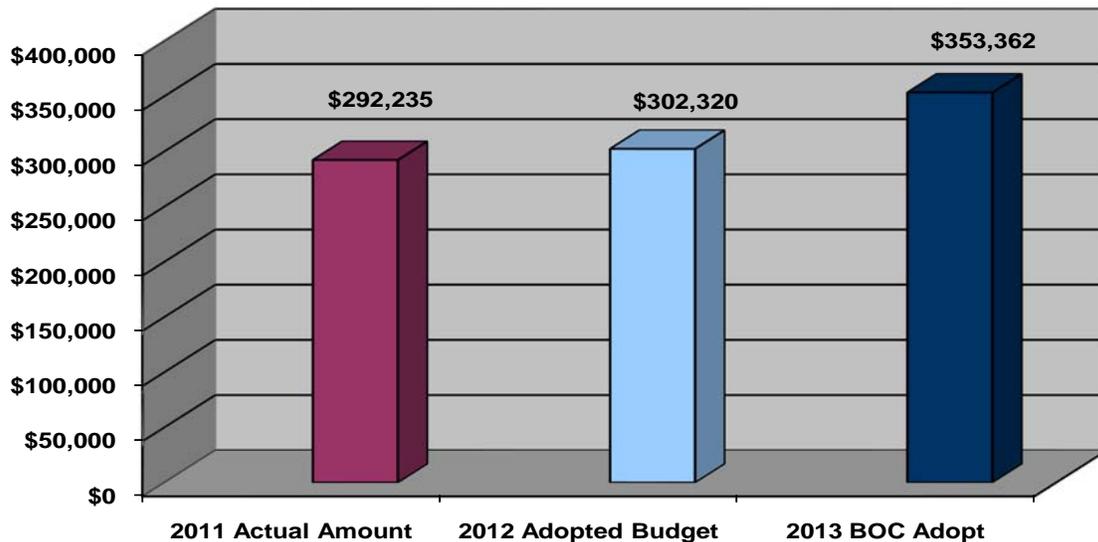




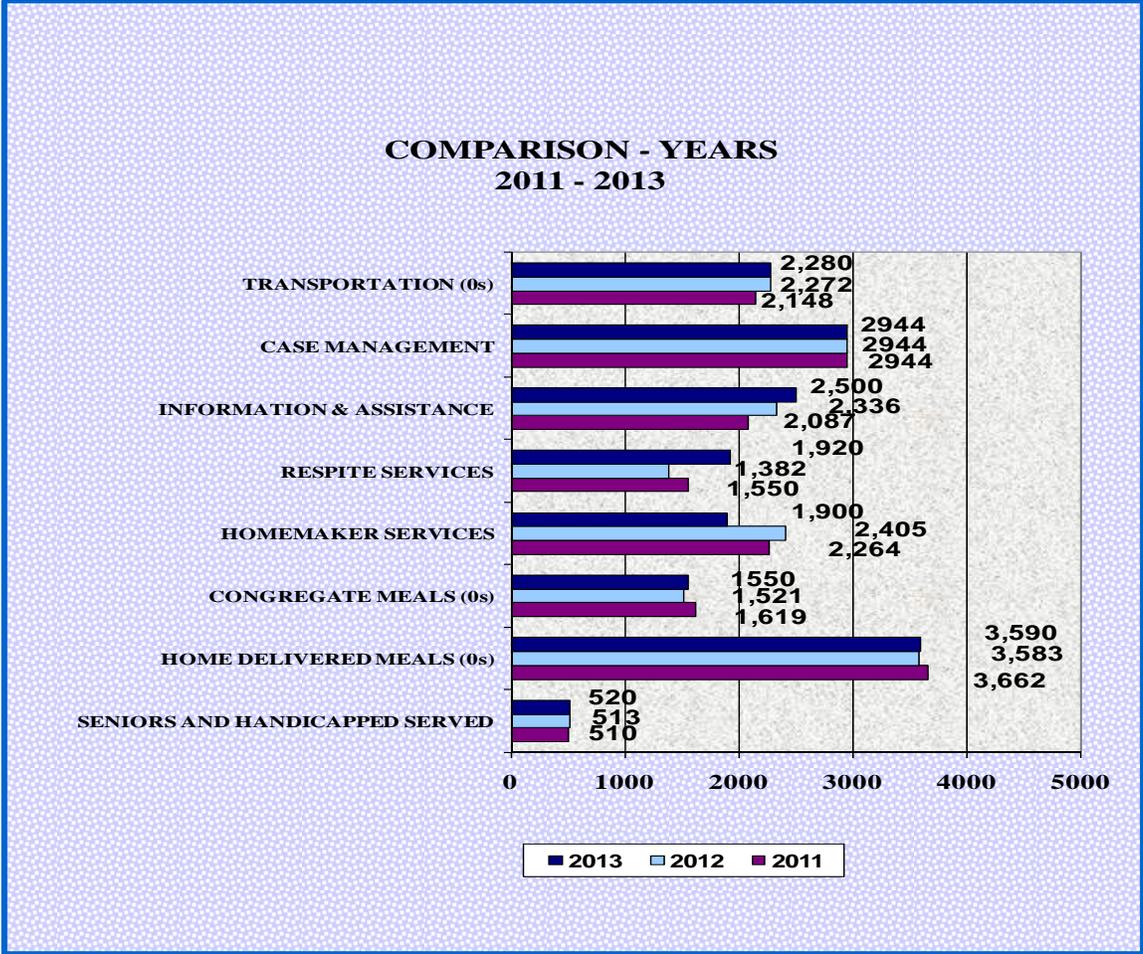
Senior Services

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	292,235	302,320	353,362
Total Funding Sources	292,235	302,320	353,362
APPROPRIATIONS:			
Salary and Wage	118,037	112,922	112,901
Benefits	43,405	48,909	61,894
Advertising	2,607	2,722	650
Vehicle Expense	0	0	6,620
Dues and Subscriptions	0	630	712
Equipment Rental	0	1,800	1,000
Maintenance Charges	32,351	28,350	40,875
Supplies	8,750	11,136	9,975
Professional Services	60,222	67,500	85,000
Utilities	26,676	30,186	37,130
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	188	180	200
Budget Improvement Request	0	(2,015)	(3,595)
Total Appropriations	292,235	302,320	353,362



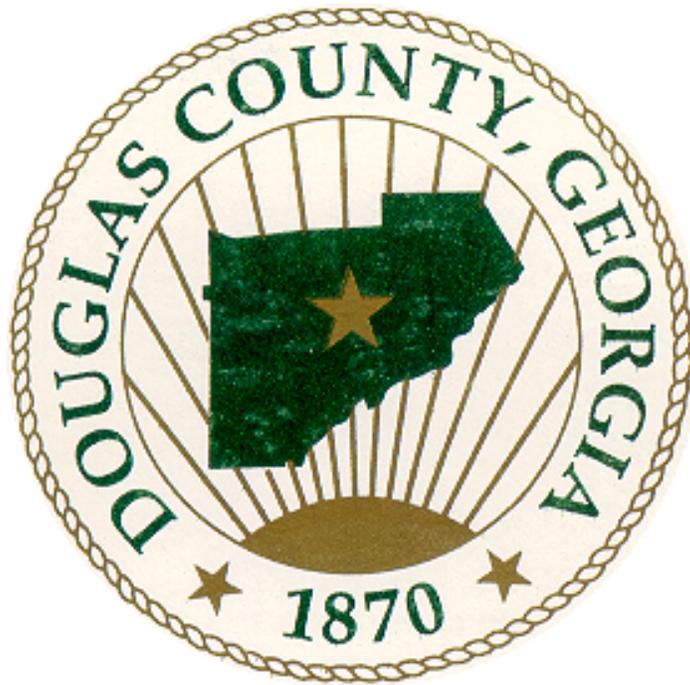
Senior Services



PERSONNEL SUMMARY

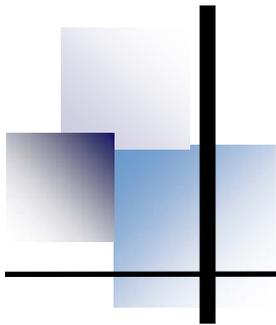
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	UNC	1	1	1
Program Manager	26	1	1	1
Information and Assistant Specialist	22	0	0	1
Meals Program Assistant	13	1	2	2
Driver	15	2	2	2
Aide	12	2	2	2
Driver PT	PT	0	1	0
Aide PT	PT	0	1	0
Secretary	PT	0	1	0
TOTAL PART TIME		0	0	0
TOTAL FULL TIME		7	11	9

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**PARKS, RECREATION,
AND CULTURE**

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Parks, Recreation & Culture

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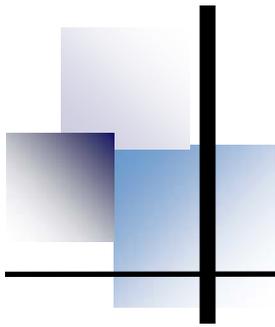
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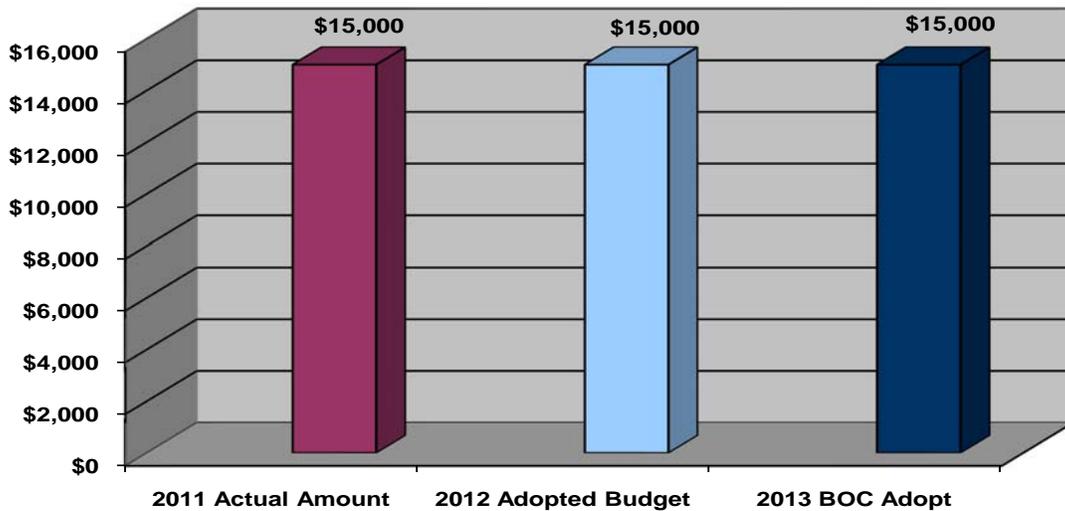
Boys & Girls Club

MISSION

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

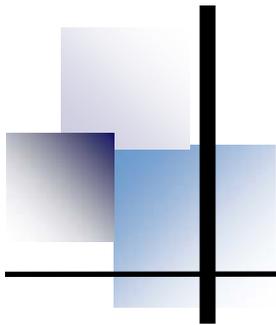
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Funding Sources	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
APPROPRIATIONS:			
Professional Services	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Appropriations	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>



PERSONNEL

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



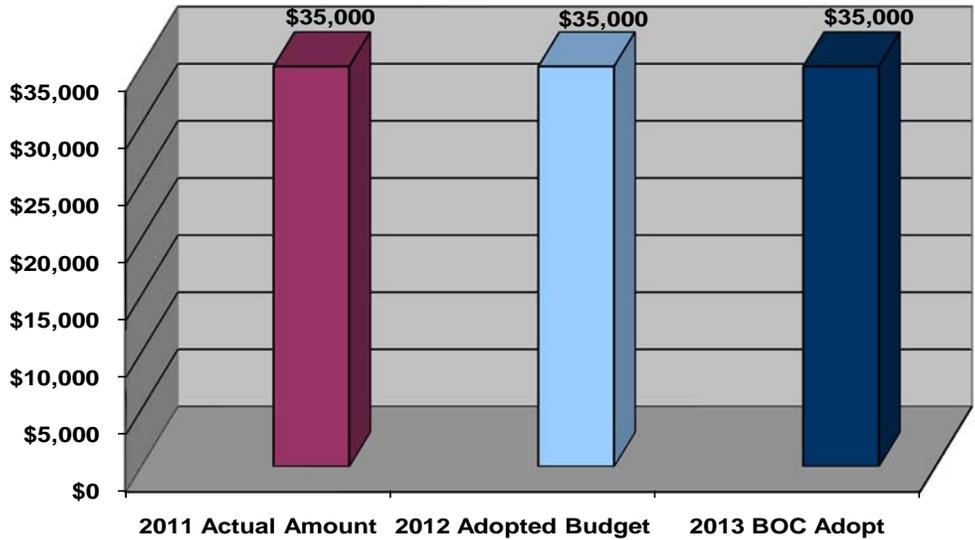
Cultural Arts Council

MISSION

To provide quality care programs to the citizens of Douglas County

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Funding Sources	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
APPROPRIATIONS:			
Other	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Appropriations	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>



PERSONNEL

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

MISSION

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

FUNCTIONS

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

GOALS

To continue to promote excellence in library services and staff production.

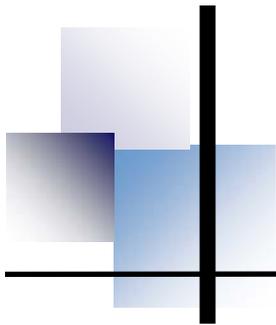
To maintain a positive standing in the community by offering additional services, such as computer courses and book clubs.

To stay abreast of new technologies with the introduction of e-books into the library collection.

To transform the meeting room of the Lithia Springs Branch into a functioning, usable space for community programs and meetings.

To improve the appearance of the Douglas Co. branch by replacing carpet, painting, and cleaning air ducts.

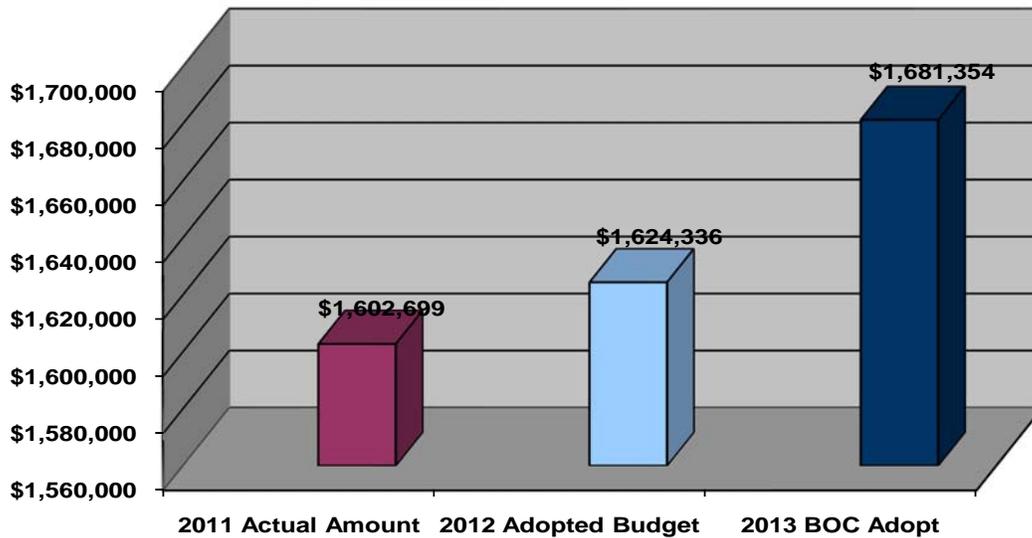


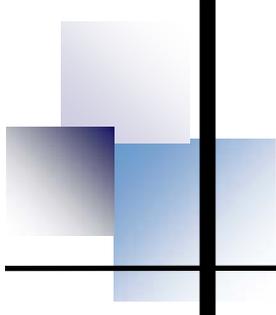


Douglas County Libraries

BUDGET SUMMARY

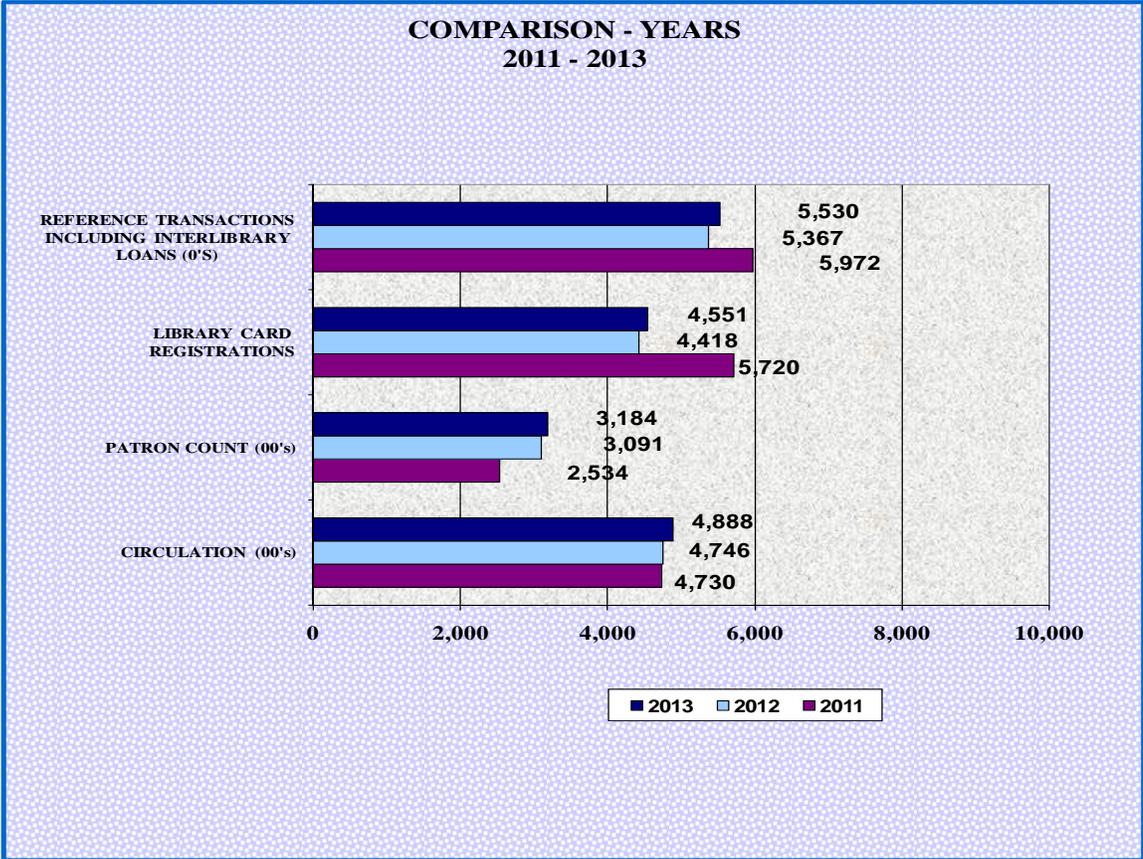
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,602,699	1,624,336	1,681,354
Total Funding Sources	1,602,699	1,624,336	1,681,354
APPROPRIATIONS:			
Salary and Wage	624,043	831,787	809,452
Benefits	177,749	271,333	350,836
Advertising	1,833	4,085	5,085
Dues and Subscriptions	228	395	395
Maintenance Charges	10,970	27,038	22,300
Supplies	229,345	339,111	368,659
Professional Services	8,922	17,595	11,000
Utilities	95,830	143,552	149,152
Travel & Training	1,002	800	1,000
Minor Equipment and Improvements	1,528	0	0
Capital Outlay	451,250	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	(11,360)	(36,525)
Total Appropriations	1,602,699	1,624,336	1,681,354





Douglas County Libraries

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
County Librarian	30	1	1	1
Librarian	28	1	1	1
Library Manager	25	1	1	1
Reference Associate	21	1	1	1
Library Associate	19	5	5	6
Senior Secretary	19	1	1	1
Library Assistant II	16	5	7	11
Library Assistant I	16	4	4	1
Circulation Assistant	PT	1	1	0
Library Assistant II	PT	3	1	0
Custodian	PT	2	2	0
TOTAL FULL TIME		15	17	23
TOTAL PART TIME		10	10	0

Parks & Recreation

MISSION

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

FUNCTIONS

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

GOALS

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

Continue implementation of online registration and facility reservations with a goal of 10% of participants registering online.

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

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

Seek clearer definitions regarding fee waivers and discounts.

Accurately track the “cost to taxpayer” of each DCPR program and facility.

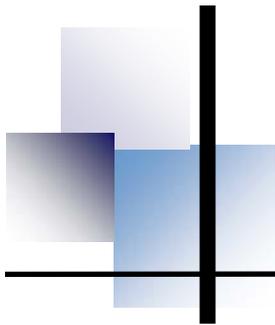
Progress toward complete implementation of the Community Sports Manual to all community groups using DCPR facilities.

Require each Association to sign contract.

Require each association to supply more clearly defined schedule for their use of assigned facilities.

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

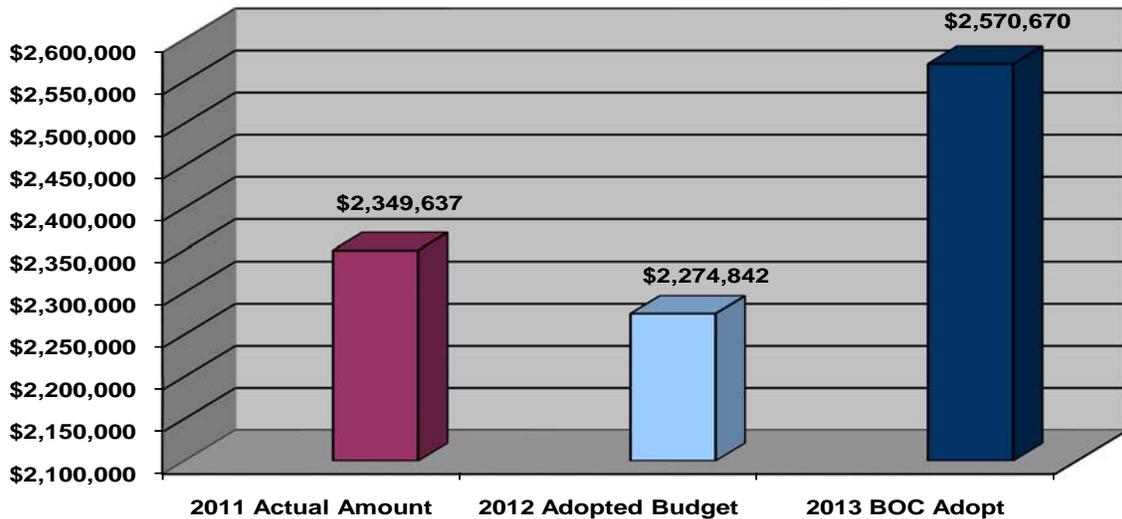


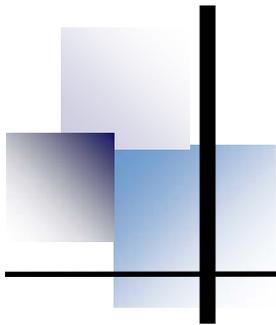


Parks & Recreation

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,349,637</u>	<u>2,274,842</u>	<u>2,570,670</u>
Total Funding Sources	<u>2,349,637</u>	<u>2,274,842</u>	<u>2,570,670</u>
APPROPRIATIONS:			
Salary and Wage	1,151,691	1,146,543	1,136,313
Benefits	333,611	415,109	542,919
Advertising	4,146	7,426	20,000
Vehicle Expense	106,344	94,400	102,001
Dues and Subscriptions	1,935	1,955	2,165
Equipment Rental	2,177	1,500	1,500
Maintenance Charges	98,802	101,880	122,920
Supplies	84,911	88,185	88,100
Professional Services	126,223	136,238	125,000
Utilities	370,773	356,580	399,198
Travel & Training	5,495	470	3,600
Minor Equipment and Improvements	27,064	0	0
Capital Outlay	32,348	0	0
Other Financing Sources	0	0	0
Uniforms and Clothing	4,118	4,700	2,500
Budget Improvement Request	<u>0</u>	<u>(80,144)</u>	<u>24,454</u>
Total Appropriations	<u>2,349,637</u>	<u>2,274,842</u>	<u>2,570,670</u>





Parks & Recreation

PERSONNEL SUMMARY

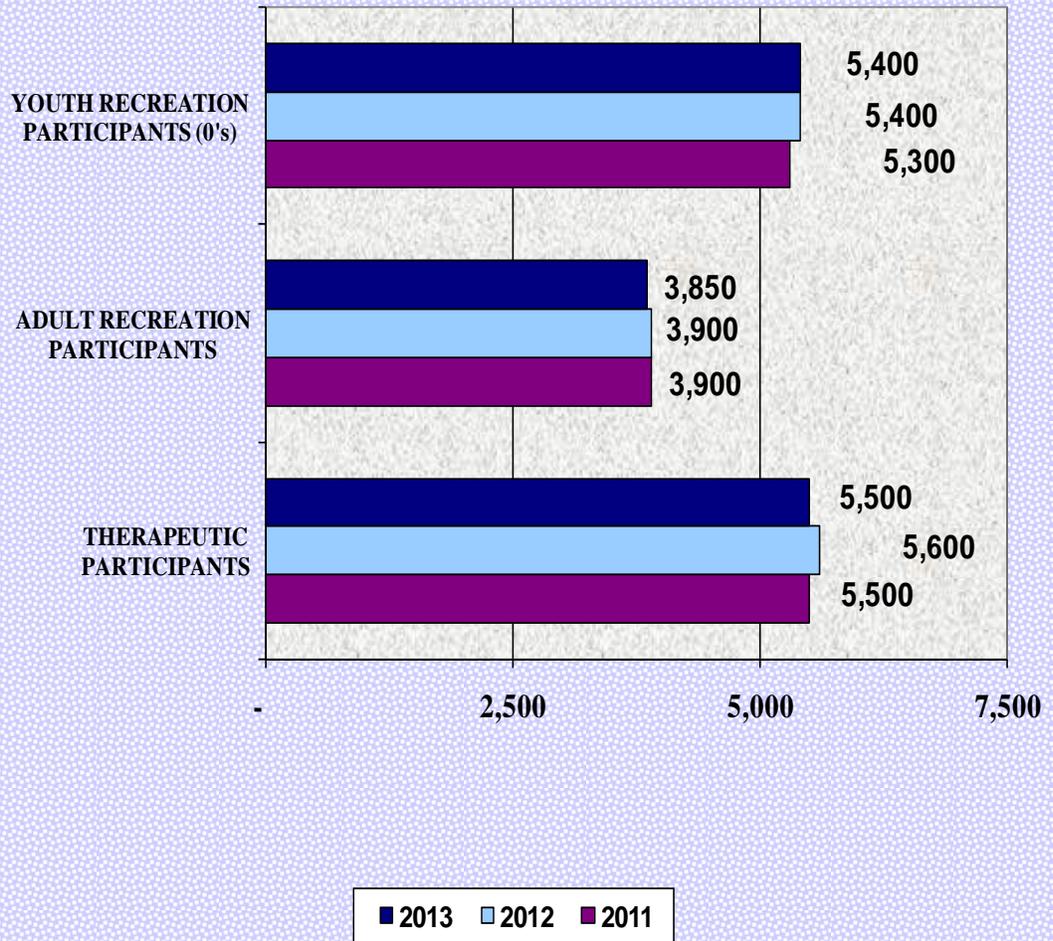
PERSONNEL SUMMARY

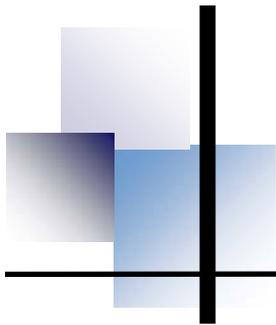
<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
<u>PARKS AND RECREATION</u>				
Director	33	1	1	1
Recreation Manager	28	1	1	0
Manager BW Park	27	1	1	1
Recreation Superintendent	27	0	1	1
Office Manager	23	0	1	1
Superintendent	24	1	1	1
Program Coordinator	22	3	3	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Park Security Supervisor	20	1	1	1
Program Assistant	19	1	1	1
Parks Beautification Coordinator	23	1	1	1
Senior Secretary	19	1	1	0
Park Security Officer	18	3	3	3
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Laborer III	16	1	1	2
Laborer I	14	0	1	3
Secretary	12	1	2	2
Attendant	13	1	1	0
Receptionist	PT	1	1	0
Program Aides	PT	27	26	26
Skateboard Park Supervisor	PT	2	1	0
Secretary	PT	1	1	0
Laborer I	PT	1	1	0
Laborer III	PT	1	1	0
TOTAL FULL TIME		29	33	33
TOTAL PART TIME		33	31	26

Parks & Recreation

WORKLOAD INDICATORS

COMPARISON - YEARS 2011 - 2013

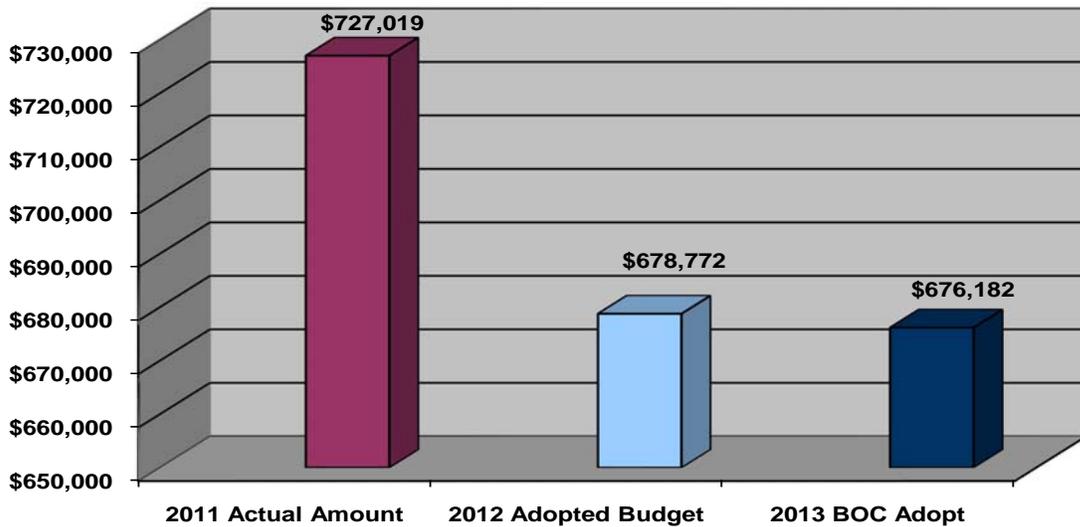


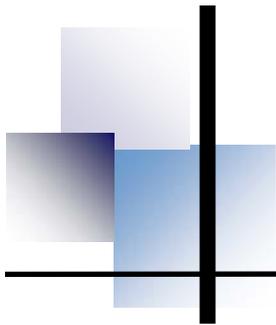


Parks & Recreation Aquatic Center

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>727,019</u>	<u>678,772</u>	<u>676,182</u>
Total Funding Sources	<u>727,019</u>	<u>678,772</u>	<u>676,182</u>
APPROPRIATIONS:			
Salary and Wage	367,732	340,965	363,515
Benefits	56,355	67,589	84,795
Advertising	500	559	559
Vehicle Expense	0	188	94
Dues and Subscriptions	140	282	100
Maintenance Charges	48,648	45,479	25,479
Supplies	17,655	21,280	19,200
Professional Services	45,046	43,708	42,300
Utilities	188,566	146,453	146,806
Travel & Training	99	800	100
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	2,278	2,350	1,800
Budget Improvement Request	<u>0</u>	<u>9,119</u>	<u>(8,566)</u>
Total Appropriations	<u>727,019</u>	<u>678,772</u>	<u>676,182</u>

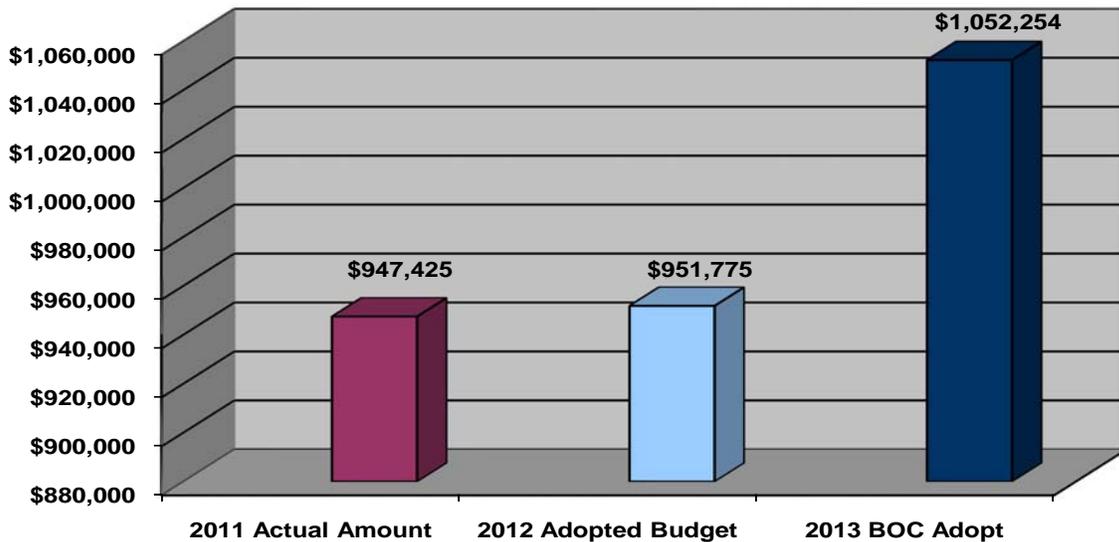


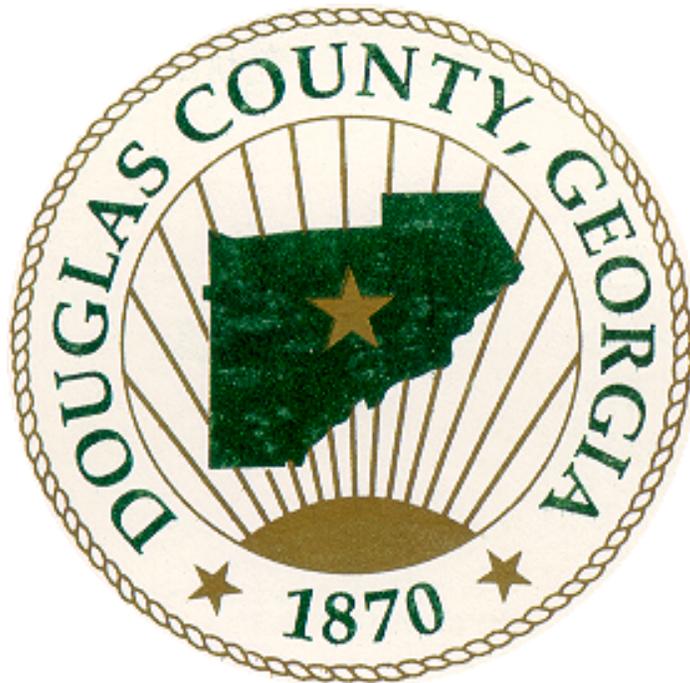


Parks & Recreation Senior Center

BUDGET SUMMARY

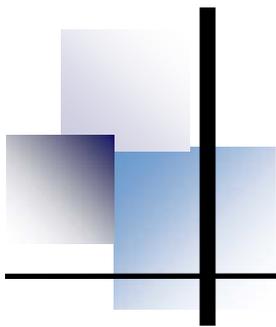
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	947,425	951,775	1,052,254
Total Funding Sources	947,425	951,775	1,052,254
APPROPRIATIONS:			
Salary and Wage	243,094	279,424	299,685
Benefits	63,905	78,256	137,848
Advertising	0	0	0
Vehicle Expense	42,652	44,200	52,500
Dues and Subscriptions	149	350	300
Maintenance Charges	1,853	4,500	4,500
Supplies	196,356	209,000	196,000
Professional Services	25,862	63,700	13,700
Utilities	52,325	54,000	54,400
Travel & Training	18,785	18,400	7,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	1,730	0	0
Other	300,713	203,775	290,000
Budget Improvement Request	0	(3,830)	(3,679)
Total Appropriations	947,425	951,775	1,052,254





**PLANNING AND
COMMUNITY
DEVELOPMENT**

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Planning and Community Development

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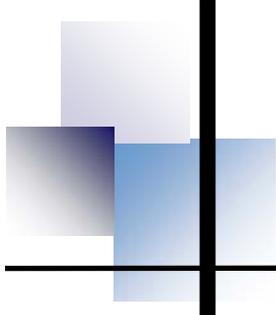
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Building Inspection

MISSION

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

FUNCTIONS

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

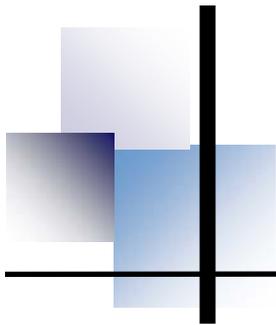
GOALS

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

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

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

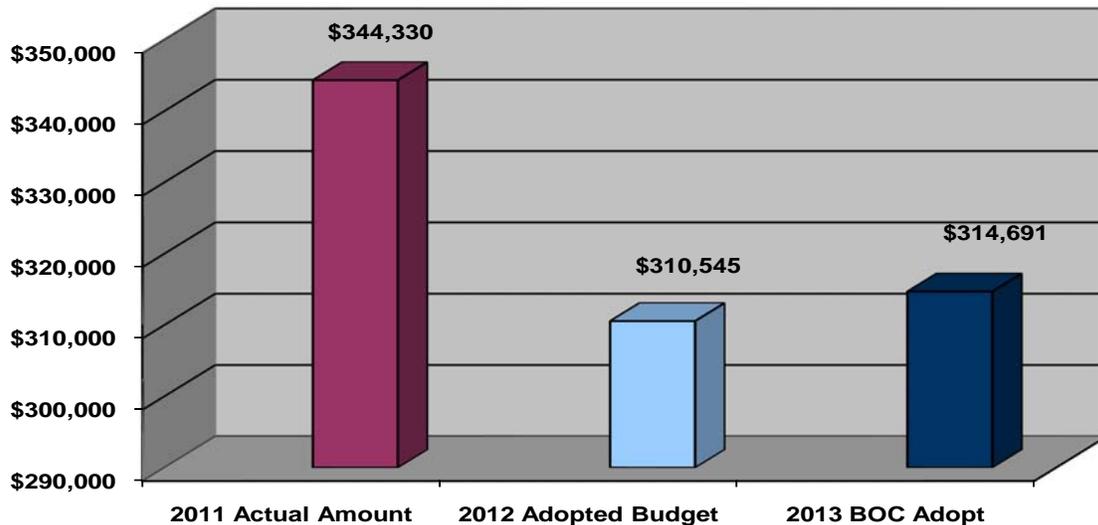


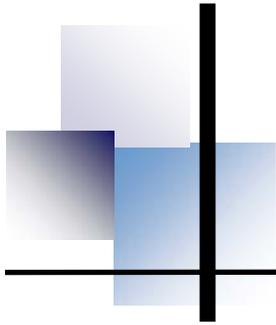


Building Inspection

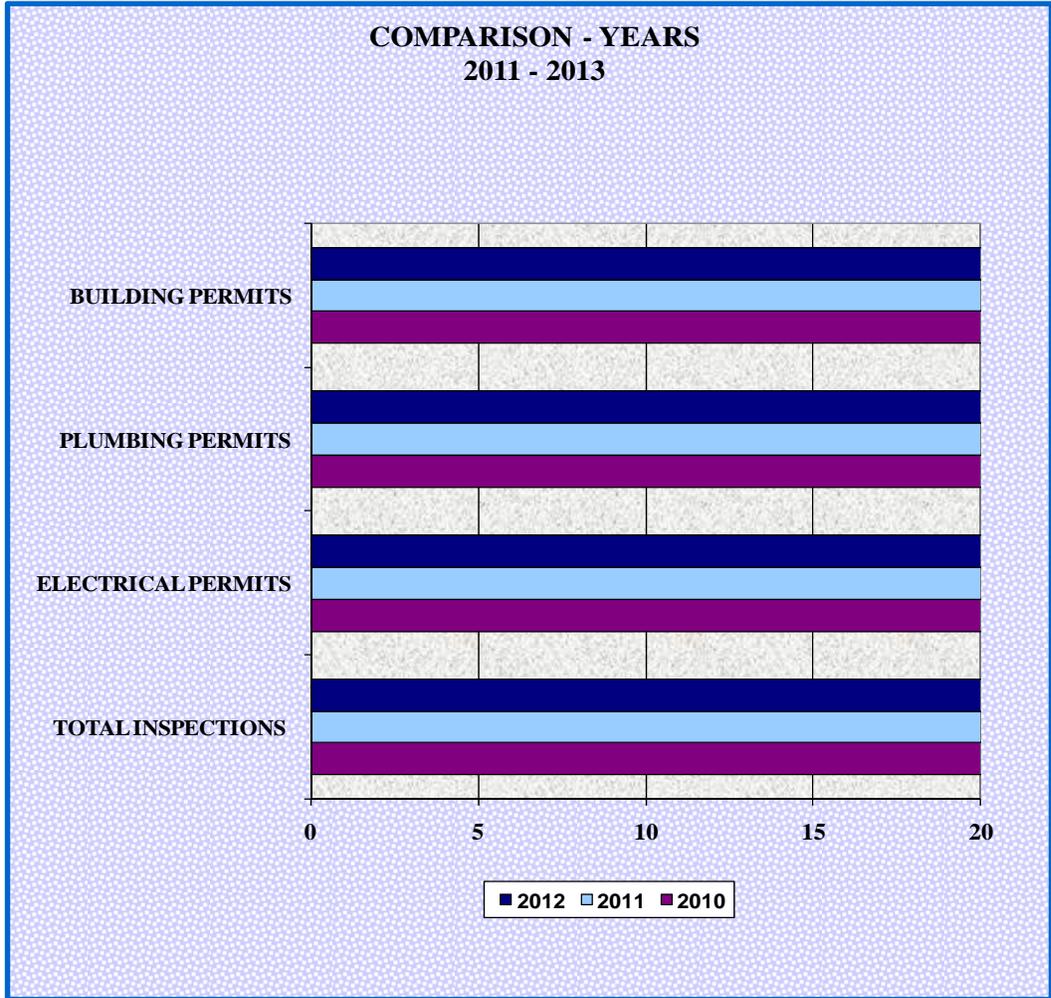
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>344,330</u>	<u>310,545</u>	<u>314,691</u>
Total Funding Sources	<u><u>344,330</u></u>	<u><u>310,545</u></u>	<u><u>314,691</u></u>
APPROPRIATIONS:			
Salary and Wage	228,423	229,054	194,004
Benefits	91,273	95,486	101,020
Advertising	0	0	0
Vehicle Expense	14,276	13,060	12,252
Dues and Subscriptions	395	865	625
Maintenance Charges	480	480	600
Supplies	1,487	1,700	1,380
Professional Services	4,495	5,400	5,400
Utilities	2,763	3,000	2,160
Travel & Training	51	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	689	700	700
Budget Improvement Request	<u>0</u>	<u>(39,200)</u>	<u>(3,450)</u>
Total Appropriations	<u><u>344,330</u></u>	<u><u>310,545</u></u>	<u><u>314,691</u></u>



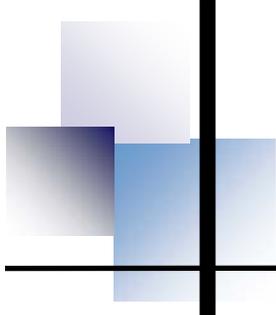


Building Inspection



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Chief Building Official	35	0	0	0
Building Official	31	0	0	0
Commercial Bldg. Inspector	24	1	1	0
General Inspector	23	1	1	1
Electrical Inspector	23	1	1	0
Heat and Air Inspector	23	1	1	1
Plumbing Inspector	23	1	1	1
Plan Review Coordinator	22	0	0	0
Permit Clerk	19	2	2	2
Senior Secretary	19	1	1	1
TOTAL FULL TIME		8	8	6



Code Enforcement

PLANNING & DEVELOPMENT

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

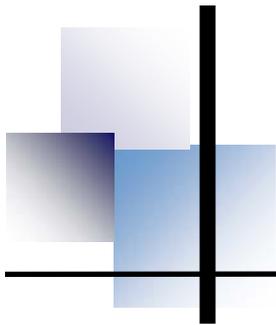
Continue the clean up of abandoned and/or derelict properties by:

- 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

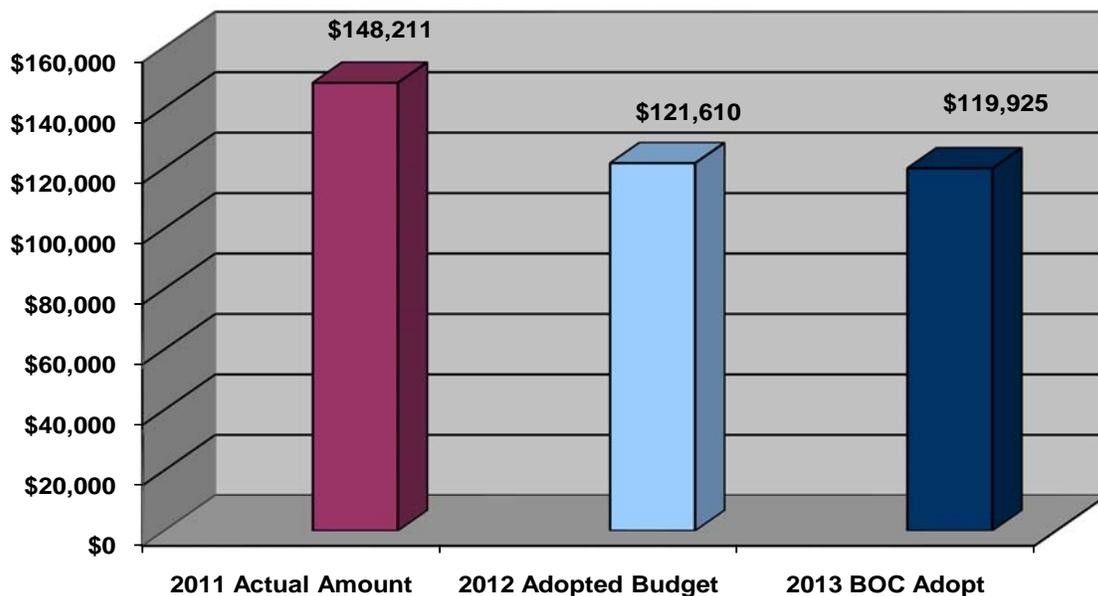




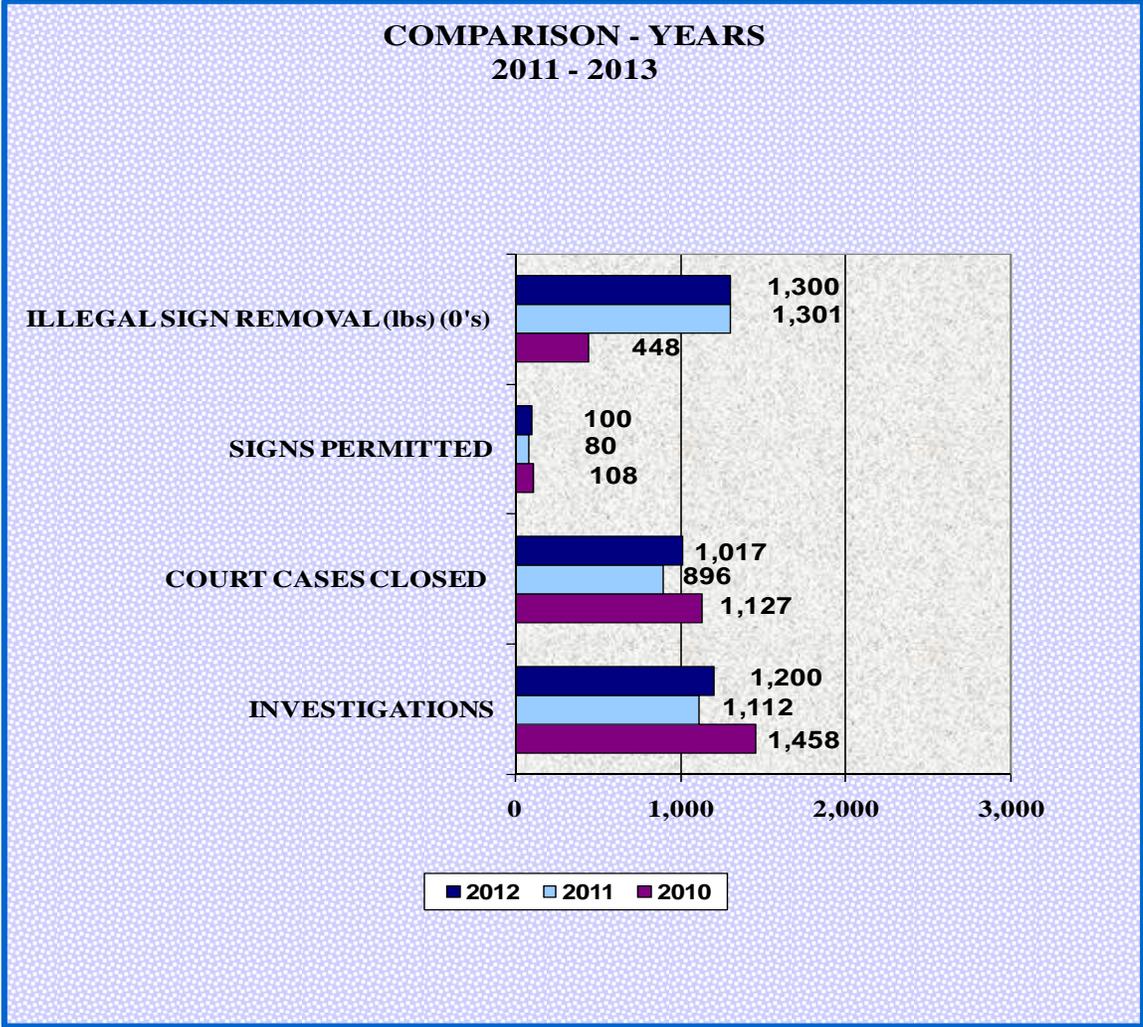
Code Enforcement

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	148,211	121,610	119,925
Total Funding Sources	148,211	121,610	119,925
APPROPRIATIONS:			
Salary and Wage	103,182	104,670	73,672
Benefits	35,627	41,786	36,259
Vehicle Expense	6,491	5,501	5,762
Dues and Subscriptions	0	101	101
Supplies	1,383	1,549	1,549
Professional Services	0	0	0
Utilities	856	1,021	960
Travel & Training	0	0	0
Uniforms and Clothing	674	576	576
Budget Improvement Request	0	(33,594)	1,046
Total Appropriations	148,211	121,610	119,925

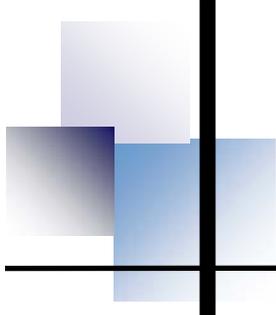


Code Enforcement



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	2	2	1
TOTAL FULL TIME		3	3	2



Cooperative Extension

PLANNING & DEVELOPMENT

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 Environment, Water Conservation, and Home Gardening.

- Offer water testing and interpretation of results to citizens. Continue collaboration with Water Sewer Authority, Master Naturalists, Jr. Master Gardeners and other County organizations to promote responsible environmental conservation habits.
- Promote value of Douglas County home gardening with potential to generate small vegetable / fruit growers to supply the metro-Atlanta locally grown food movement.

Coordinate Walk Georgia Physical Activity program for County employees and citizens, January-May 2013.

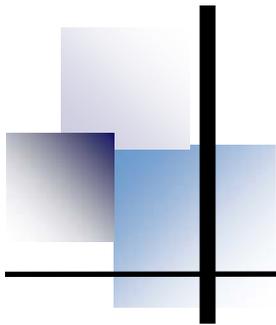
Educate youth on prevention of overweight and obesity, citizenship and leadership.

Recruit, Train and Keep volunteers to extend our impact on Douglas County citizens.

Market Extension by collaborating with County departments and agencies.

- Market all Extension program areas (Agriculture/Horticulture, 4-H Youth, and Family and Consumer Sciences) to County agencies, County government departments and citizens.
- Connect County employees with training opportunities (such as pesticide applicator classes related to employees job responsibilities.)

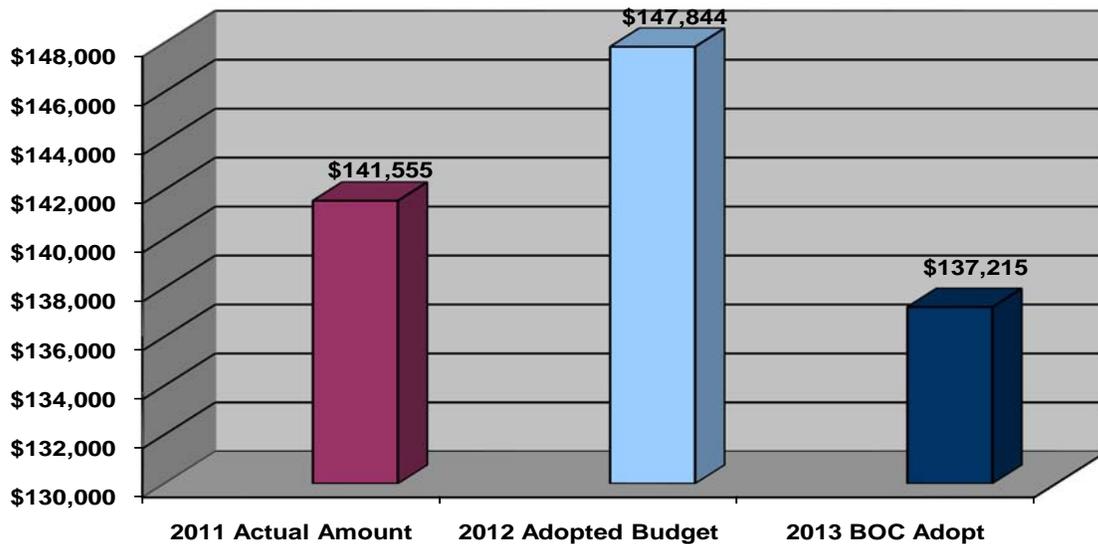


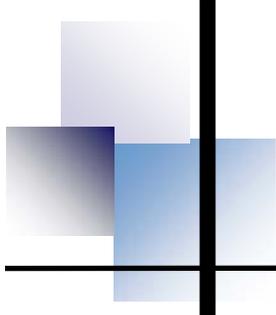


Cooperative Extension

BUDGET SUMMARY

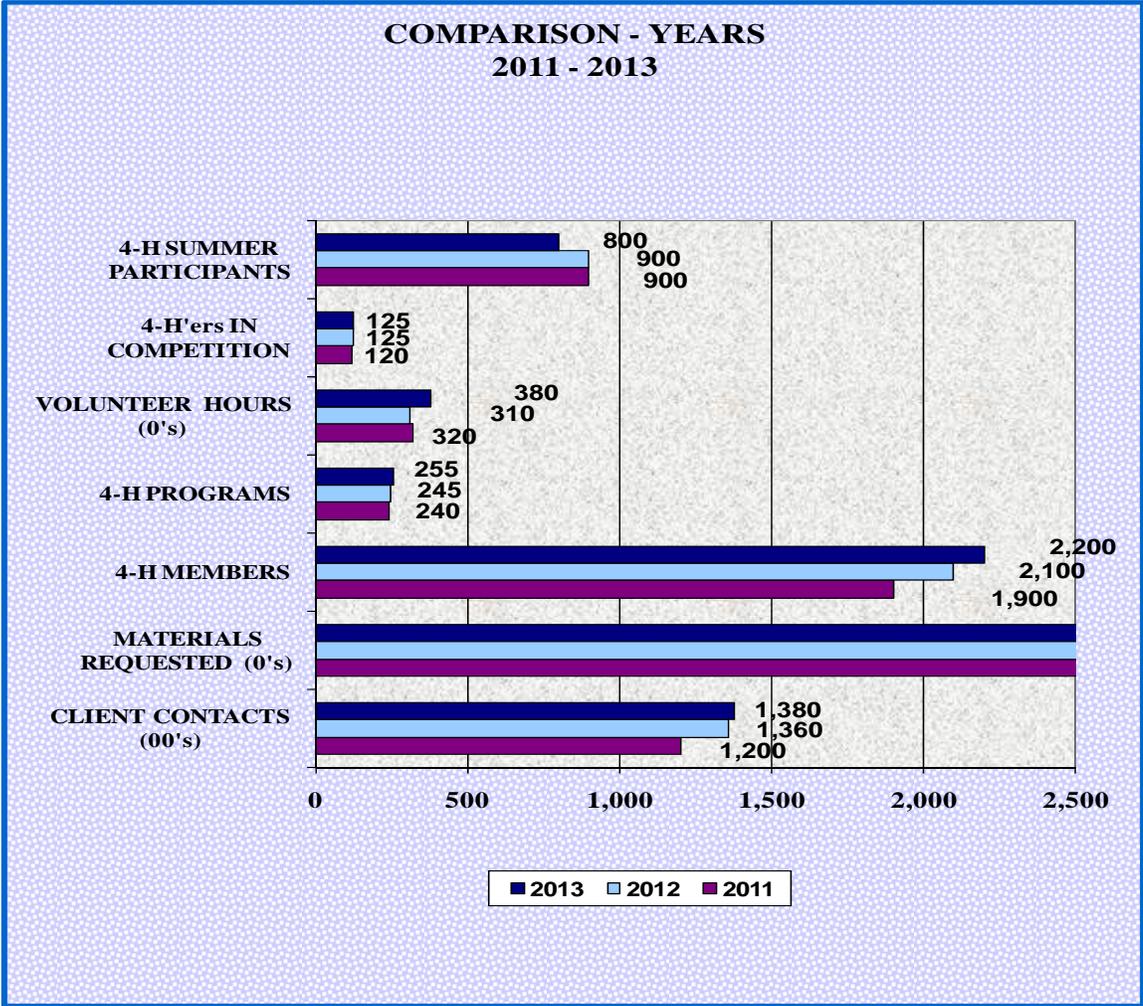
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	141,555	147,844	137,215
Total Funding Sources	141,555	147,844	137,215
APPROPRIATIONS:			
Salary and Wage	116,884	121,792	121,733
Benefits	17,551	19,445	22,877
Advertising	0	45	0
Vehicle Expense	956	1,057	1,300
Dues and Subscriptions	436	675	700
Equipment Rental	0	0	0
Maintenance Charges	1,304	1,154	2,830
Supplies	3,892	3,960	4,250
Professional Services	130	0	0
Utilities	0	0	17,620
Travel & Training	402	90	125
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	180	210
Budget Improvement Request	0	(554)	(34,430)
Total Appropriations	141,555	147,844	137,215





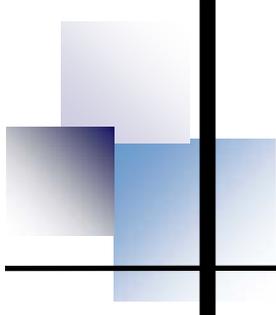
Cooperative Extension

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	2
Senior Secretary	19	1	1	1
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	2	2	2
TOTAL FULL TIME		6	6	5
TOTAL PART TIME		2	2	2



MISSION

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

FUNCTIONS

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

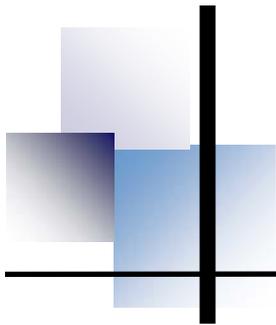
GOALS

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

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

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

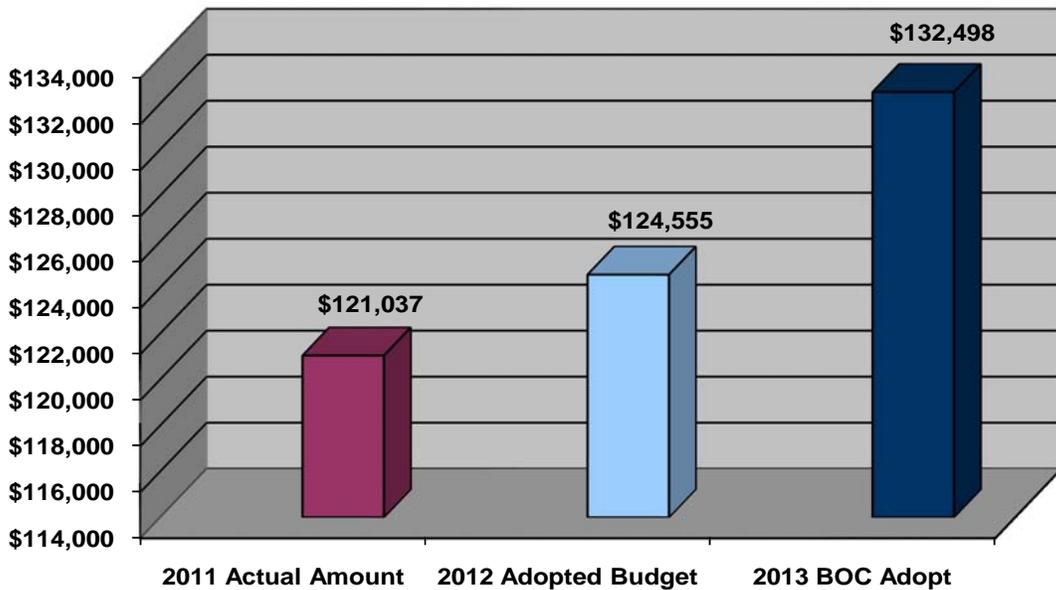


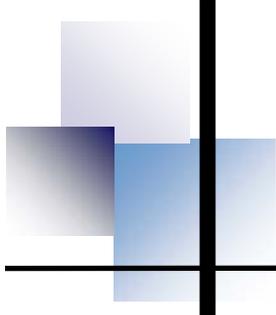


Development Services Administration

BUDGET SUMMARY

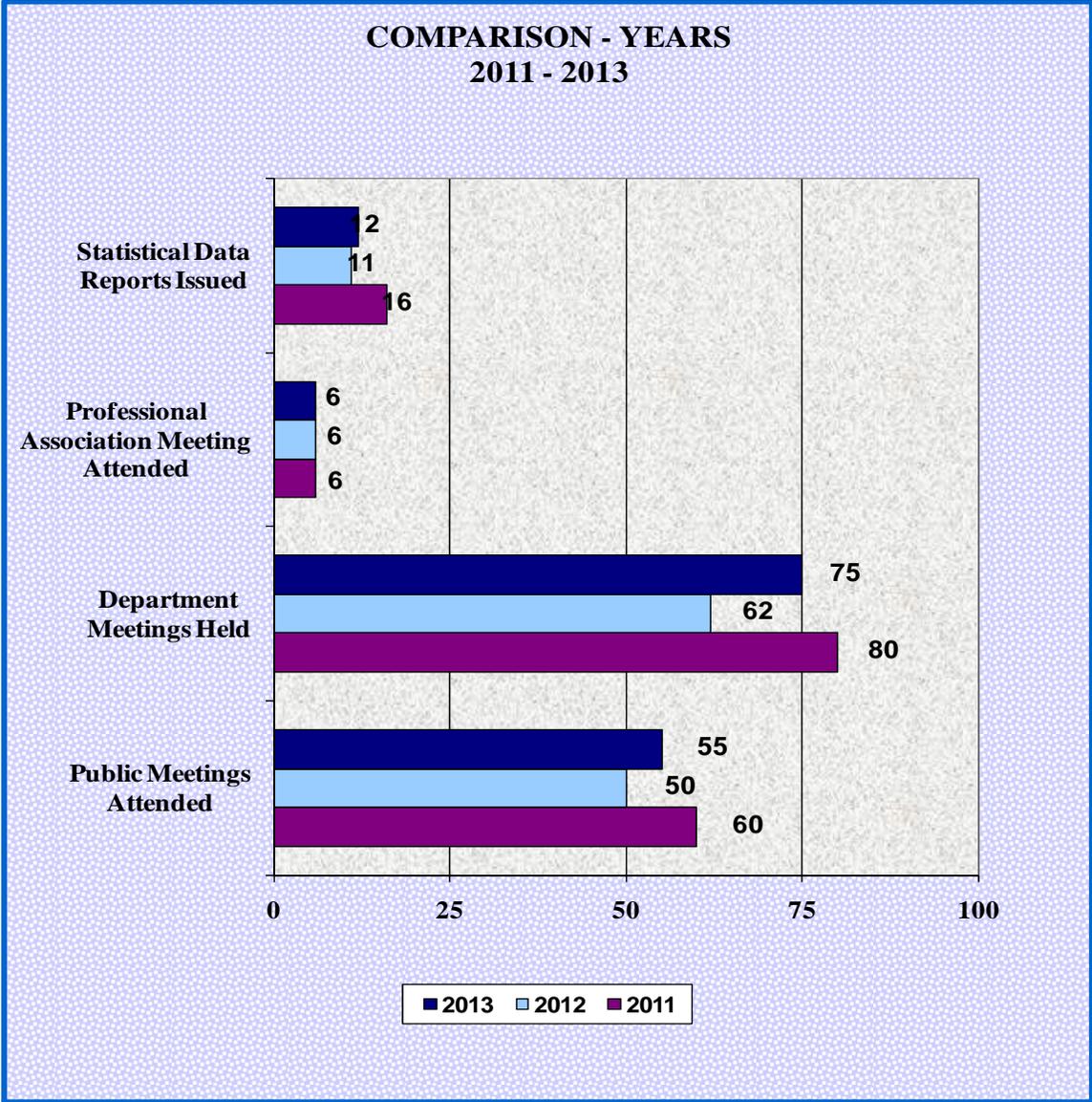
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>121,037</u>	<u>124,555</u>	<u>132,498</u>
Total Funding Sources	<u>121,037</u>	<u>124,555</u>	<u>132,498</u>
APPROPRIATIONS:			
Salary and Wage	102,571	102,571	103,111
Benefits	16,768	22,700	27,626
Dues and Subscriptions	262	420	250
Supplies	0	94	94
Utilities	603	600	540
Travel & Training	834	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>(1,830)</u>	<u>877</u>
Total Appropriations	<u>121,037</u>	<u>124,555</u>	<u>132,498</u>





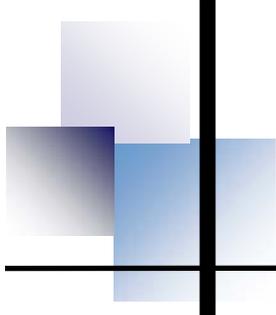
Development Services Administration

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director Development Services	UNC	1	1	1
TOTAL FULL TIME		<u>1</u>	<u>1</u>	<u>1</u>



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

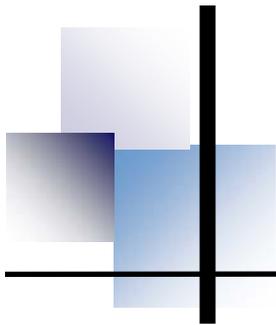
Create a strong reputation as a cooperative and appreciative place to invest/conduct business by:

- 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

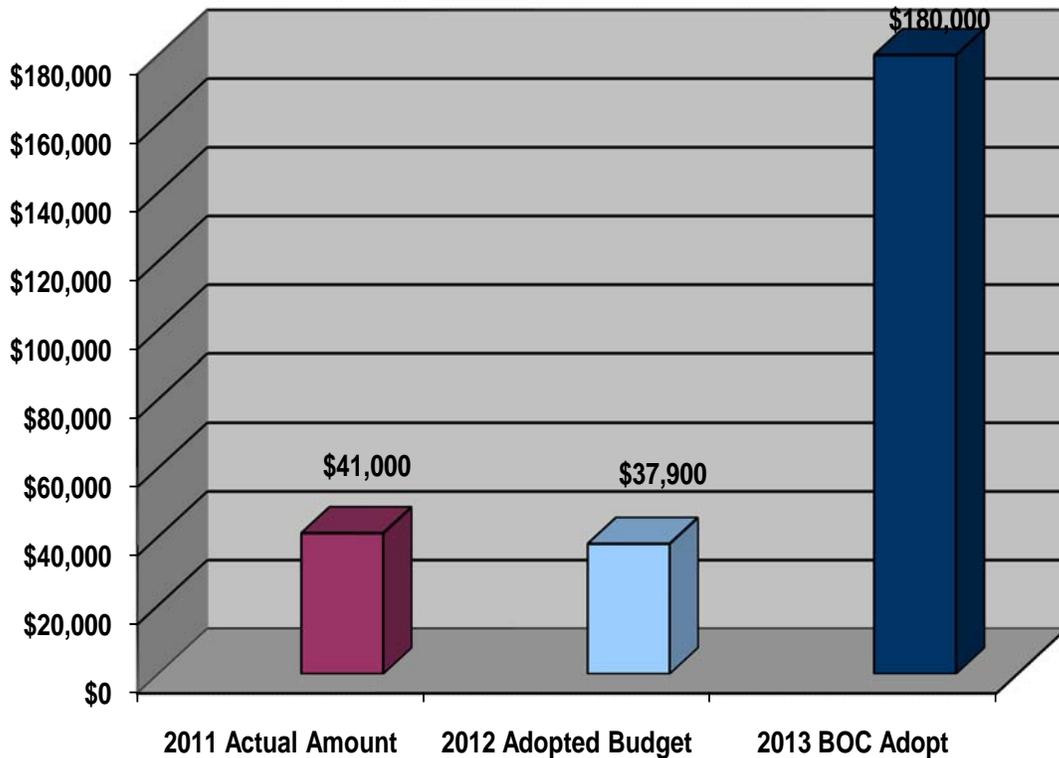


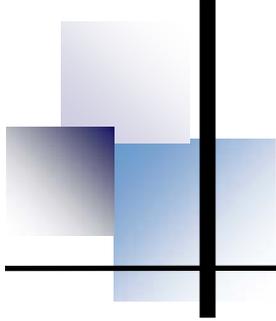


Economic Development Authority

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>41,000</u>	<u>37,900</u>	<u>180,000</u>
Total Funding Sources	<u>41,000</u>	<u>37,900</u>	<u>180,000</u>
APPROPRIATIONS:			
Professional Services	<u>41,000</u>	<u>37,900</u>	<u>180,000</u>
Total Appropriations	<u>41,000</u>	<u>37,900</u>	<u>180,000</u>





GIS / Mapping

GENERAL GOVERNMENT

MISSION

Support all County Departments in the development of geographic data

FUNCTIONS

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

GOALS

Replace aging Server and Upgrade SQL Database

- Server recommended by Executive Technology Committee - \$12k
- Is shared with Appraisal and Tax Departments and no longer efficiently handles workload of 3 departments entering crucial property information
- Database required by ESRI (GIS Software Provider) - \$12-15k

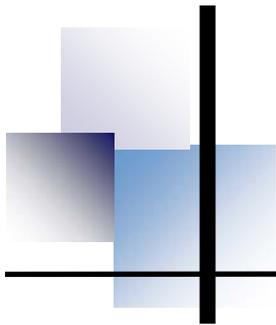
Addressing

- Continue our successful program to correct/change addresses by actively enforcing the UDC standards for addressing
- Use county resources such as code-enforcers to assist us in gathering unaccounted addresses that exist in the county

Assist departments with GIS integration

- Core attributes such as parcel numbers and addresses should be common and correct in each and every county system where location-based information is maintained
- DOT/Cartegraph
- Occupational Tax/New World

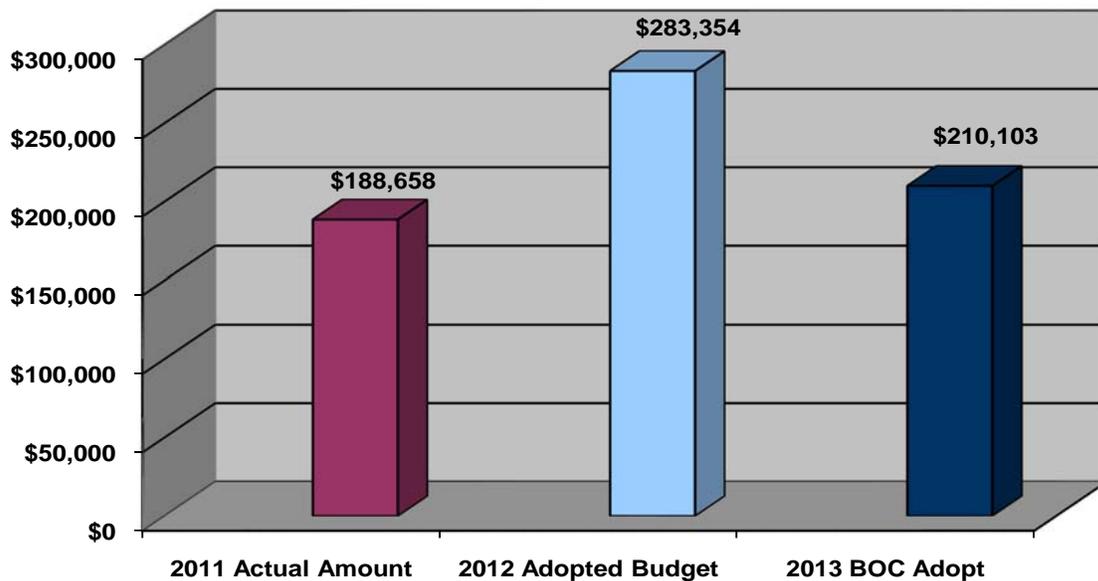




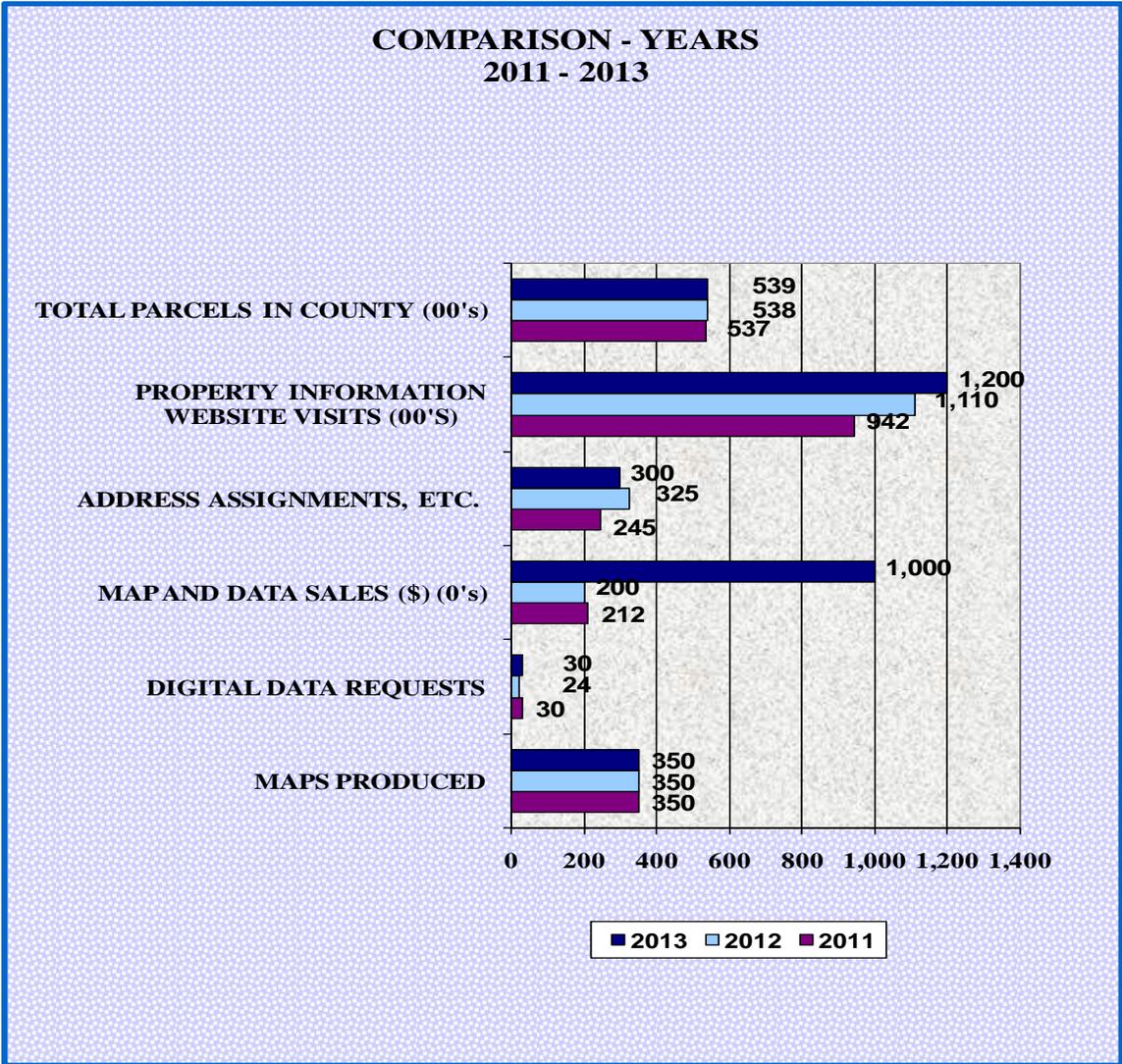
GIS / Mapping

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	188,658	283,354	210,103
Total Funding Sources	188,658	283,354	210,103
APPROPRIATIONS:			
Salary and Wage	136,365	136,245	137,037
Benefits	36,367	43,629	54,347
Vehicle Expense	0	0	0
Dues and Subscriptions	0	0	0
Maintenance Charges	0	14,150	0
Supplies	14,180	1,761	15,671
Professional Services	1,747	0	4,540
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	87,569	(1,492)
Total Appropriations	188,658	283,354	210,103

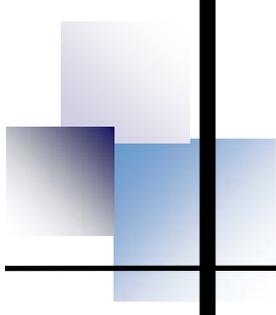


GIS / Mapping



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
GIS Manager	UNC	1	1	1
GIS Analyst I	22	1	1	1
GIS Analyst II	24	1	1	1
TOTAL FULL TIME		3	3	3



Occupational Tax

PLANNING & DEVELOPMENT

MISSION

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

FUNCTIONS

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

GOALS

Improve customer service by:

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

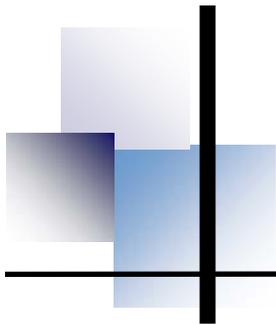
Maintain low delinquent occupational tax collections by:

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

Improve the payment procedure for Occupational Tax by:

- Accepting on-line payments

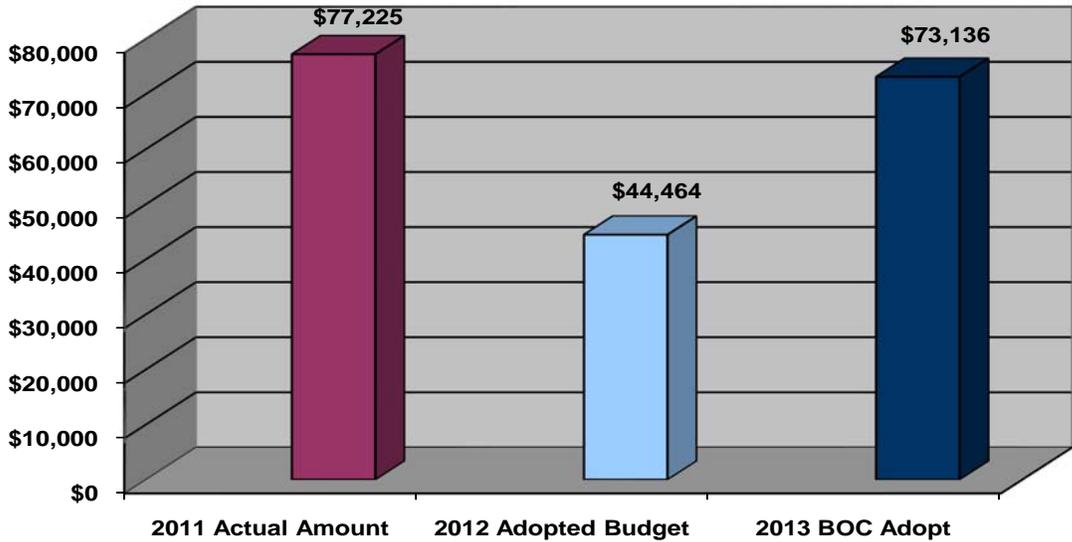


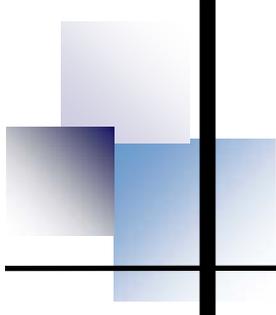


Occupational Tax

BUDGET SUMMARY

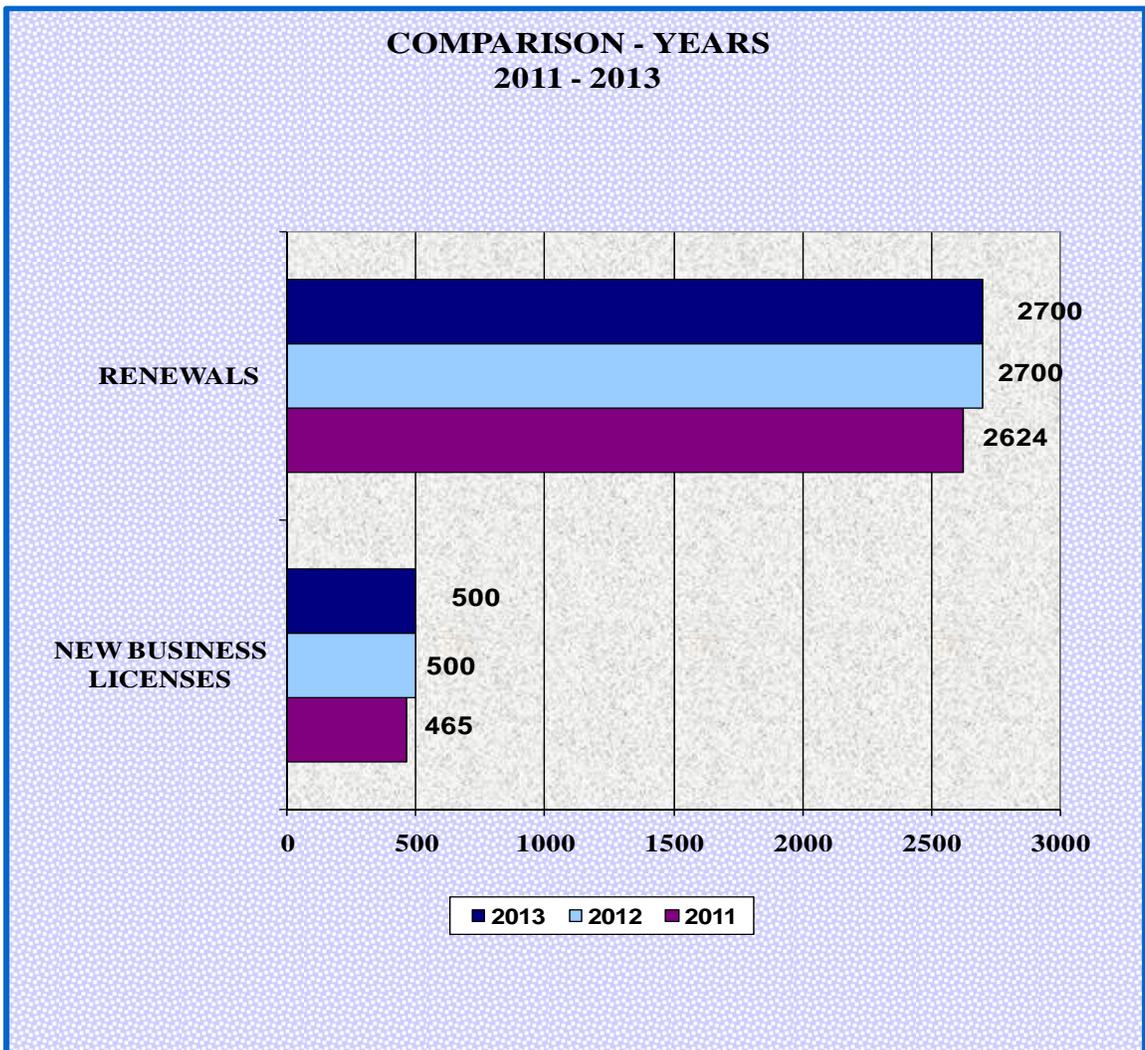
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	77,225	44,464	73,136
Total Funding Sources	77,225	44,464	73,136
APPROPRIATIONS:			
Salary and Wage	63,721	62,939	29,557
Benefits	6,344	9,657	15,639
Advertising	0	0	0
Vehicle Expense	637	1,340	500
Dues and Subscriptions	210	204	267
Maintenance Charges	1,131	960	960
Supplies	4,318	4,724	4,724
Professional Services	0	0	0
Utilities	238	240	288
Travel & Training	506	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	120	120	120
Budget Improvement Request	0	(35,720)	21,081
Total Appropriations	77,225	44,464	73,136





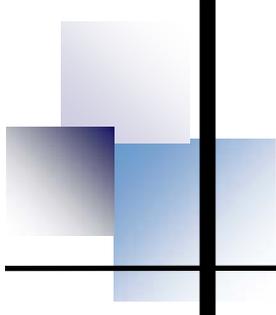
Occupational Tax

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Occupational Tax Manager	24	0	0	0
Compliance Officer	22	1	1	0
Senior Secretary	19	1	1	1
TOTAL FULL TIME		2	2	1



Planning and Zoning

PLANNING & DEVELOPMENT

MISSION

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

FUNCTIONS

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

GOALS

Establish a higher level of customer service by:

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

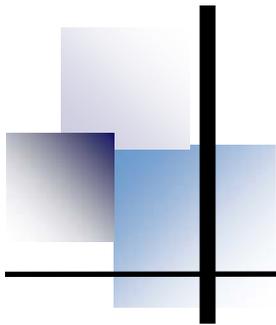
Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:

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

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

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

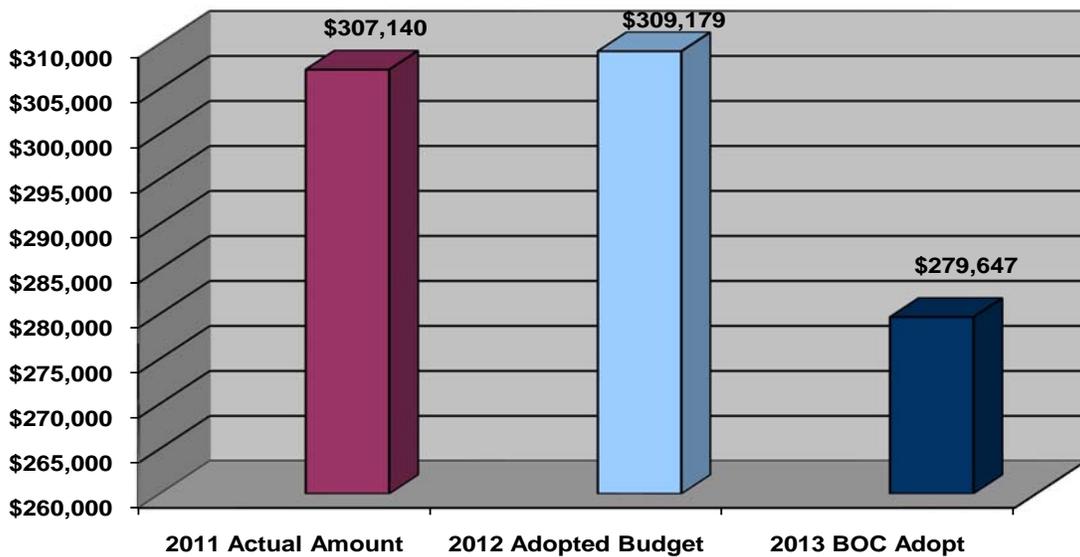


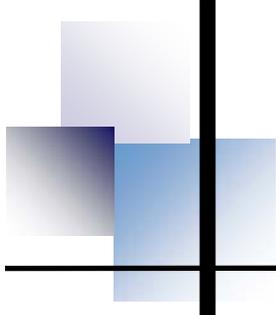


Planning and Zoning

BUDGET SUMMARY

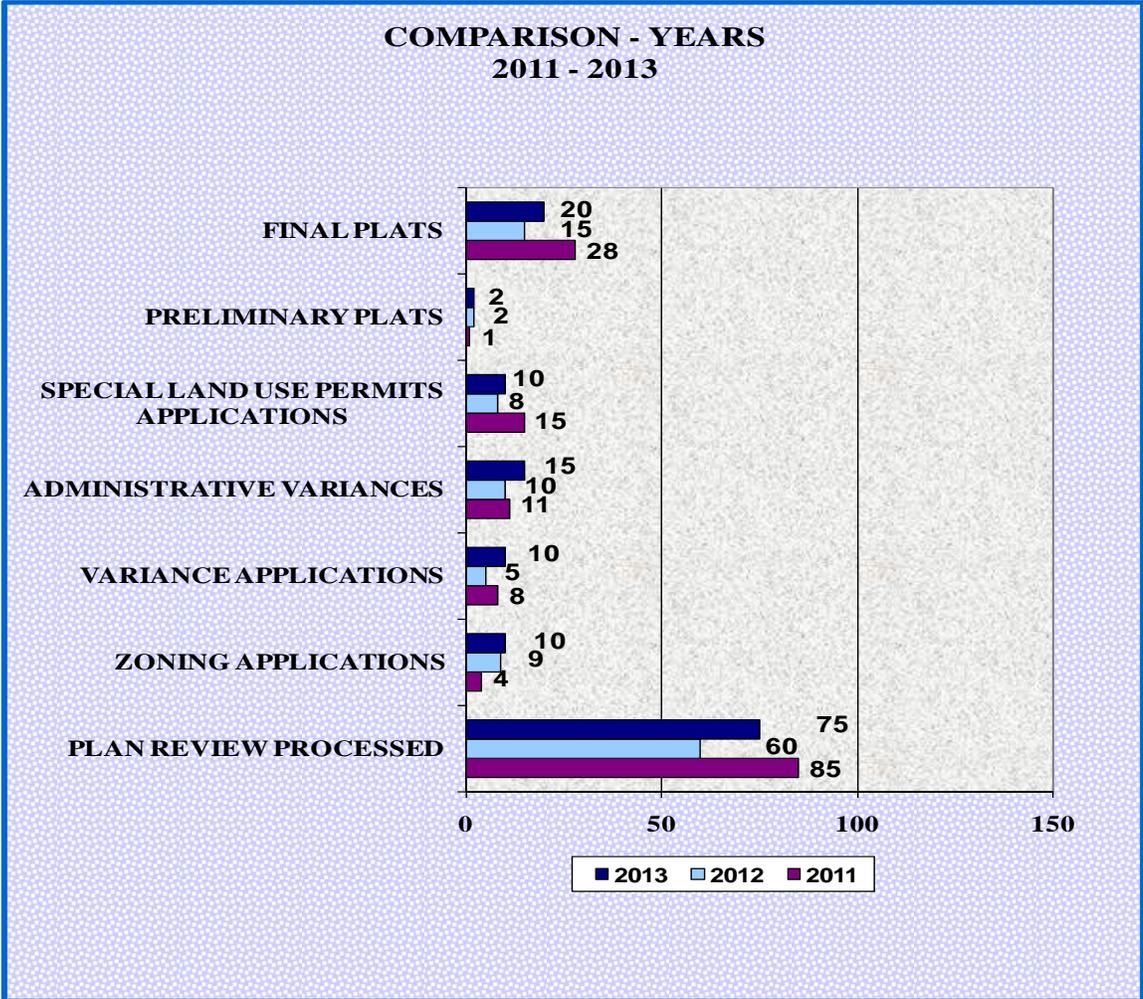
	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>307,140</u>	<u>309,179</u>	<u>279,647</u>
Total Funding Sources	<u>307,140</u>	<u>309,179</u>	<u>279,647</u>
APPROPRIATIONS:			
Salary and Wage	244,070	245,693	196,854
Benefits	53,797	67,623	73,844
Advertising	770	1,600	800
Vehicle Expense	306	150	2,150
Dues and Subscriptions	810	900	900
Maintenance Charges	1,200	1,200	1,200
Supplies	1,630	2,200	2,000
Professional Services	0	1,176	0
Utilities	968	968	540
Travel & Training	3,077	0	676
Capital Outlay	0	0	0
Other	513	0	0
Budget Improvement Request	<u>0</u>	<u>(12,331)</u>	<u>683</u>
Total Appropriations	<u>307,140</u>	<u>309,179</u>	<u>279,647</u>





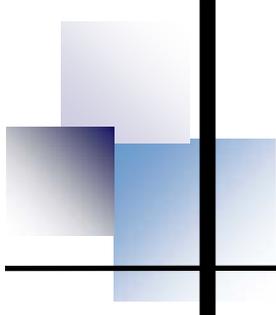
Planning and Zoning

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Planning & Zoning Director	UNC	1	1	1
Senior Planner	28	1	1	1
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Senior Secretary	19	1	1	1
Planning & Zoning Board	PT	0	0	0
TOTAL PART TIME		0	0	0
TOTAL FULL TIME		5	5	5



MISSION

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

FUNCTIONS

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

GOALS

Secure Federal Transit Authority and Georgia Department of Transportation funding

Secure grant funds for a transit feasibility study

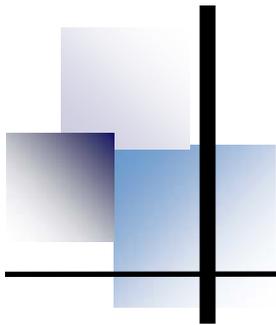
Increase vanpool routes by one third and have 80 active routes by year end

Complete construction of Douglas Boulevard park and rid lot

Identify data collection software to be purchased with grant money

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

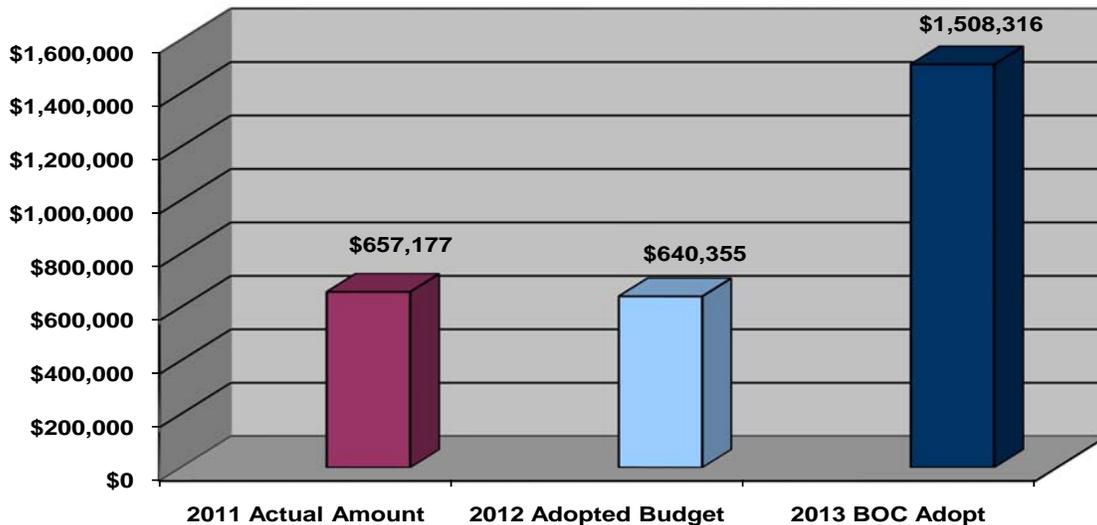


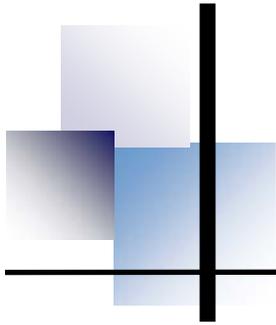


Rideshare

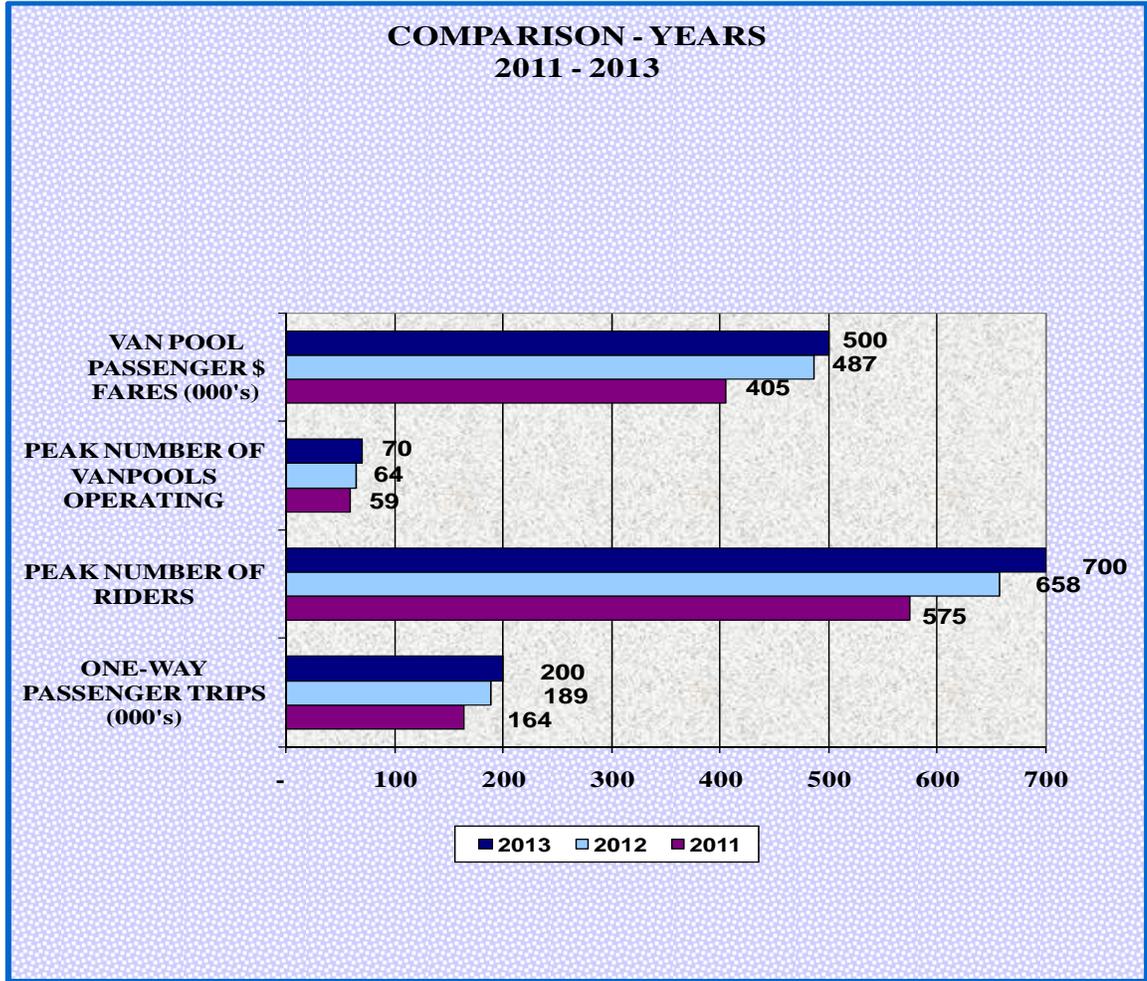
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>657,177</u>	<u>640,355</u>	<u>1,508,316</u>
Total Funding Sources	<u>657,177</u>	<u>640,355</u>	<u>1,508,316</u>
APPROPRIATIONS:			
Salary and Wage	181,936	183,601	185,496
Benefits	52,361	61,886	77,936
Advertising	2,267	2,700	2,000
Vehicle Expense	322,626	309,141	353,400
Dues and Subscriptions	1,488	1,152	1,280
Maintenance Charges	23,158	24,372	20,420
Supplies	6,626	5,976	6,490
Professional Services	19,020	15,300	16,500
Utilities	41,533	39,186	46,120
Travel & Training	972	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	5,191	0	0
Uniforms and Clothing	0	0	600
Budget Improvement Request	<u>0</u>	<u>(2,959)</u>	<u>798,074</u>
Total Appropriations	<u>657,177</u>	<u>640,355</u>	<u>1,508,316</u>



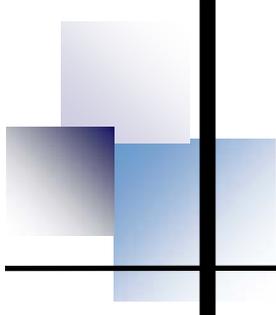


Rideshare



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Multi-Modal Trans Service Manager	UNC	0	1	1
Coordinator	28	0	0	0
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
TOTAL FULL TIME		3	4	4
TOTAL PART TIME		2	2	2



MISSION

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

FUNCTIONS

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

GOALS

Continue the twenty-four hour crisis line

Continue the emergency shelter for battered and homeless women and children

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

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

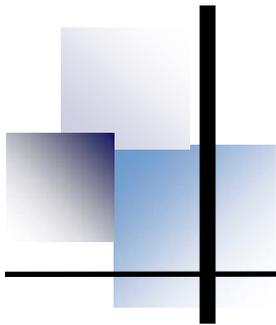
Continue support groups and services such as parenting classes and life skills classes

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

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

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

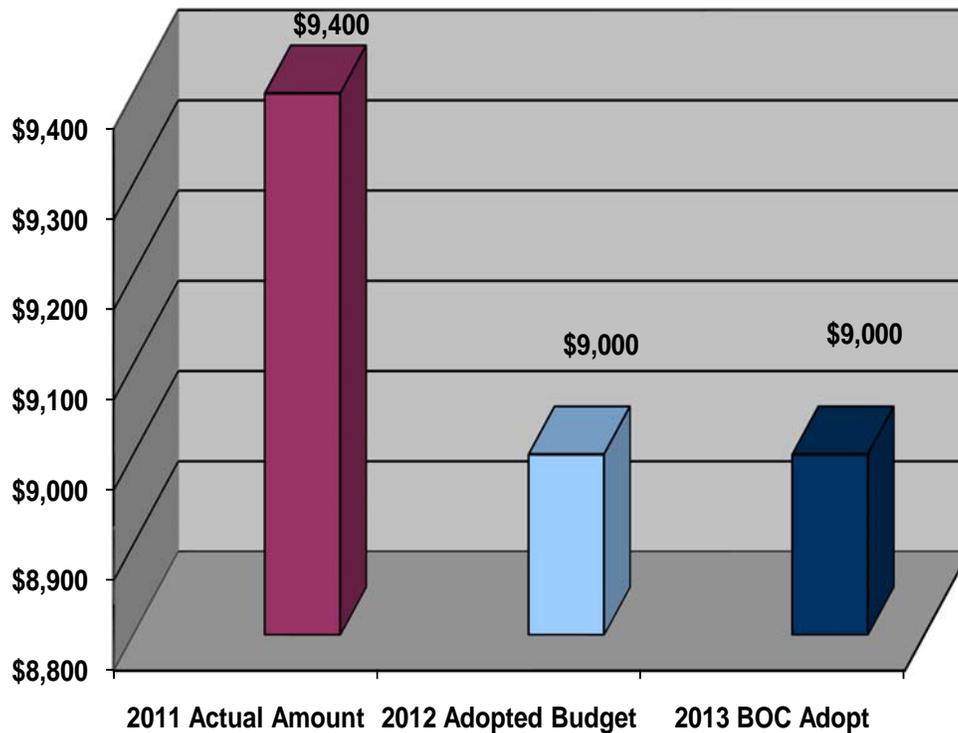


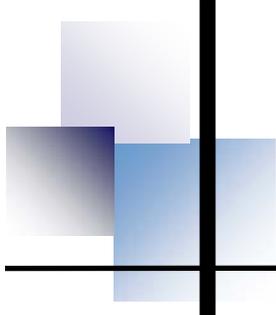


S . H . A . R . E . H o u s e

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>9,400</u>	<u>9,000</u>	<u>9,000</u>
Total Funding Sources	<u>9,400</u>	<u>9,000</u>	<u>9,000</u>
APPROPRIATIONS:			
Professional Services	9,400	9,000	9,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>9,400</u>	<u>9,000</u>	<u>9,000</u>





MISSION

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

FUNCTIONS

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

GOALS

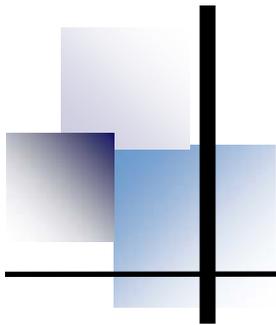
- Continue to distribute all materials throughout the community
- To update needed brochures and continue to promote the use of the Welcome Center to new residents and visitors
- To preserve the historical heritage of Douglas County by expanding and improving the Douglas County History Exhibits
- To provide Chamber member services, economic development, business growth, government affairs, community development, and Shop Douglas First programs.

ENTITIES

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

- Chamber of Commerce
- Tourism & History Commission

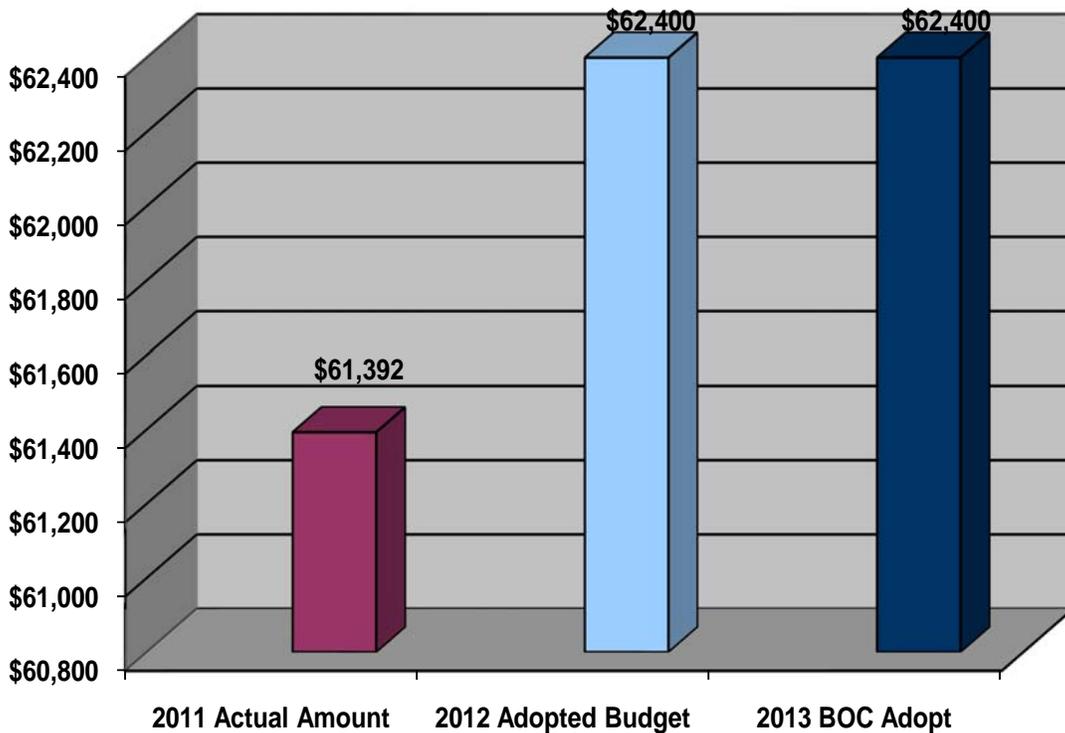




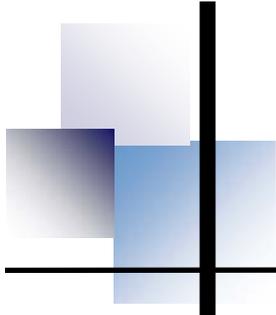
Tourism & Chamber of Commerce

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>61,392</u>	<u>62,400</u>	<u>62,400</u>
Total Funding Sources	<u><u>61,392</u></u>	<u><u>62,400</u></u>	<u><u>62,400</u></u>
APPROPRIATIONS:			
Professional Services	<u>61,392</u>	<u>62,400</u>	<u>62,400</u>
Total Appropriations	<u><u>61,392</u></u>	<u><u>62,400</u></u>	<u><u>62,400</u></u>



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Special Revenue Funds

DIRECTORY

District Attorney Confiscated Funds 274

Drug Abuse Treatment Fund..... 276

CDBG Senior Center Fund 278

E-911/Wireless Telephone System Fund..... 280

Hotel Motel Tax Fund 288

Law Library 290

Sheriff Confiscated Funds..... 292

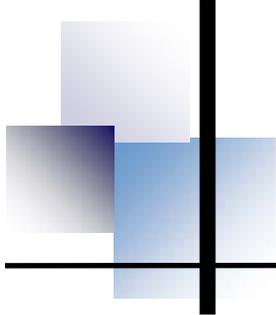
Sheriff Inmate Commissary 294

Sheriff Other..... 296

Sidewalk Fund..... 298

Neighborhood Stabilization Program 300

Victim Assistance Fund 302



District Attorney Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>201,455</u>	<u>182,622</u>	<u>442,566</u>	<u>633,294</u>
REVENUES				
Courts and Law Enforcement	148,394	395,139	317,493	139,977
Use of Money and Property	1,073	5,904	10,625	9,276
Miscellaneous	-	-	-	-
TOTAL REVENUES	<u>149,467</u>	<u>401,043</u>	<u>328,118</u>	<u>149,253</u>
EXPENDITURES				
Operating	168,300	141,099	137,390	532,337
Capital Outlay	-	-	-	-
OTHER FINANCING SOURCES				
Transfers Out	-	-	-	-
TOTAL EXPENDITURES	<u>168,300</u>	<u>141,099</u>	<u>137,390</u>	<u>532,337</u>
ENDING FUND BALANCE	<u><u>182,622</u></u>	<u><u>442,566</u></u>	<u><u>633,294</u></u>	<u><u>250,210</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2013

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. 2013 is projected to increase to \$100,000 from what was budgeted in 2012.

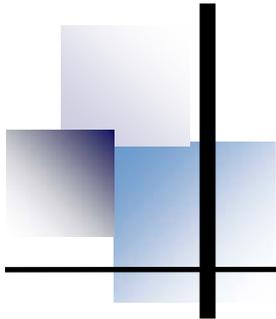
EXPENDITURES: Funds are expensed to provide payment for any and all necessary expenses for the operation of District Attorney's Office. For instance, vehicles and weapons for investigators have been expensed in this Fund. Expenditures do not fluctuate as widely as Revenues. In 2008 this fund contributed \$ to the General Fund to cover over time for a death penalty case, salaries of two positions, salaries of furloughed State employees, the HOPE program and miscellaneous small projects. In 2010 contributions were made for furloughed salaries only. 2013 is projected to see a 54% increase from 2012 Expenditures.

FUND BALANCE: Projected 2013 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

District Attorney Confiscated Funds

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 APPROVED</u>	<u>2012 ESTIMATED</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>250,210</u>	<u>230,210</u>	<u>118,415</u>	<u>208,272</u>	<u>208,272</u>	<u>208,272</u>	<u>100%</u>
125,000	30,481	251,516	65,000	65,000	100,000	100%
5,000	2,915	8,986	-	-	-	0%
-	-	-	-	-	-	0%
130,000	33,396	260,502	65,000	65,000	100,000	100%
150,000	134,616	170,645	65,000	65,000	100,000	100%
-	-	-	-	-	-	0%
-	10,575	-	-	-	-	
150,000	134,616	170,645	65,000	65,000	100,000	100%
<u>230,210</u>	<u>118,415</u>	<u>208,272</u>	<u>208,272</u>	<u>208,272</u>	<u>208,272</u>	<u>100%</u>





Drug Abuse Treatment

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>276,945</u>	<u>277,750</u>	<u>316,697</u>	<u>353,274</u>
REVENUES				
Courts and Law Enforcement	96,599	128,204	121,736	136,215
Interest	7,985	13,046	14,441	6,044
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES	104,584	141,250	136,177	142,259
EXPENDITURES				
Other Professional Services	96,000	102,303	96,000	98,880
Supplies	7,779	-	3,600	6,932
Training	-	-	-	-
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	103,779	102,303	99,600	105,812
ENDING FUND BALANCE	<u>277,750</u>	<u>316,697</u>	<u>353,274</u>	<u>389,721</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

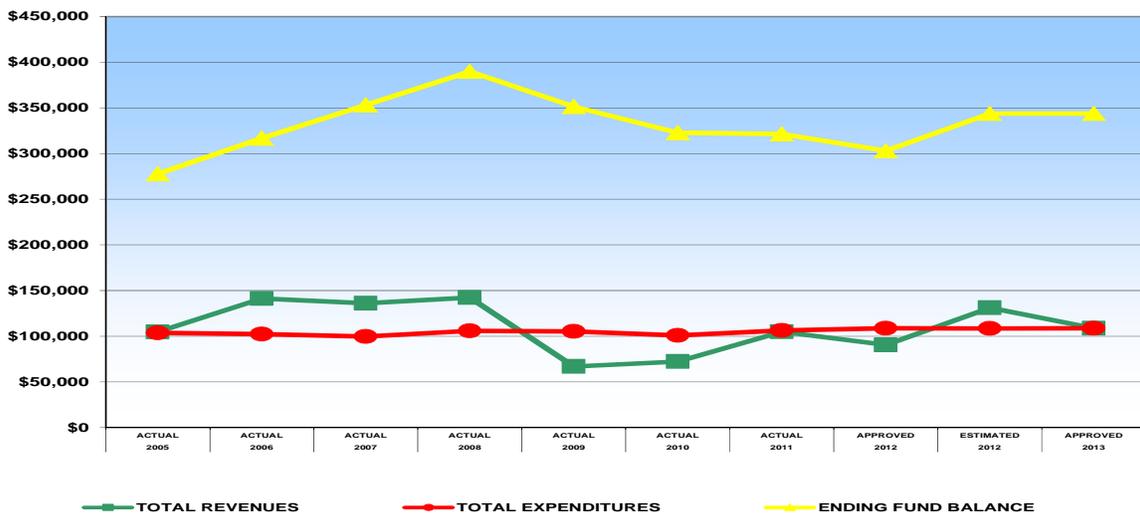
REVENUES: 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2013 Revenues are anticipated to be 17% less than those in 2012. The percentage change has varied over the years from a 53% decrease to a 51% increase.

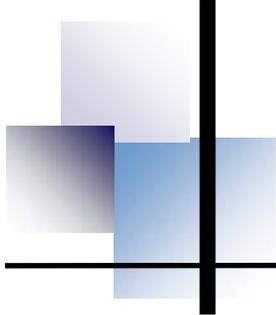
EXPENDITURES: Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been widespread. On one end of the spectrum Expenditures have decreased 5% from the previous year and on the other have increased 112%. In recent years, however, these broad fluctuations have diminished. 2013 will have barely any fluctuation in expenditures compared to those estimated in 2012.

FUND BALANCE: Projected 2013 Ending Fund Balance is expected to increase to \$343,832.

Drug Abuse Treatment

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGETED</u>	<u>2012 ESTIMATED</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>389,721</u>	<u>351,365</u>	<u>322,789</u>	<u>321,321</u>	<u>321,321</u>	<u>343,832</u>	<u>100%</u>
65,470	71,536	104,454	90,000	130,796	108,761	100%
1,491	787	452	500	234	-	0%
-	-	-	-	-	-	0%
<u>66,961</u>	<u>72,323</u>	<u>104,906</u>	<u>90,500</u>	<u>131,030</u>	<u>108,761</u>	<u>100%</u>
98,880	90,937	106,374	98,880	98,880		0%
6,437	7,942	-	9,881	9,639	9,881	9%
-	2,020	-	-	-	98,880	91%
-	-	-	-	-	-	0%
<u>105,317</u>	<u>100,899</u>	<u>106,374</u>	<u>108,761</u>	<u>108,519</u>	<u>108,761</u>	<u>100%</u>
<u>351,365</u>	<u>322,789</u>	<u>321,321</u>	<u>303,060</u>	<u>343,832</u>	<u>343,832</u>	<u>100%</u>





SPECIAL REVENUE TRENDS

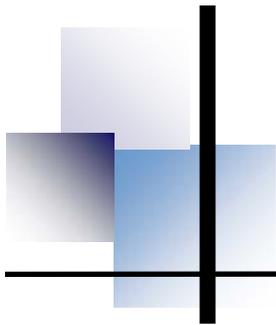
TRENDS FOR THE YEAR ENDED December 31, 2013

REVENUES: 2011 was the first year of existence for this fund. This Fund accounts for a grant funded by Housing and Urban Development. The funds are passed through the Department of Community Affairs for the Community Development Block Grant Program (CDBG). The funding program allows local governments in Georgia to compete for funding to serve low to moderate income citizens. The total grant is for \$500,000 and the local match is \$141,674. These funds will be used to build a new expansion of the Senior Center. The Senior Center is expected to be completed in the first quarter of 2013. The total funding for 2013 is expected to be the remaining portion of grants money \$273,528.

EXPENDITURES: The expenditures are the remaining costs to finish the Senior Center expansion including a transfers out to cover going over budget in 2012.

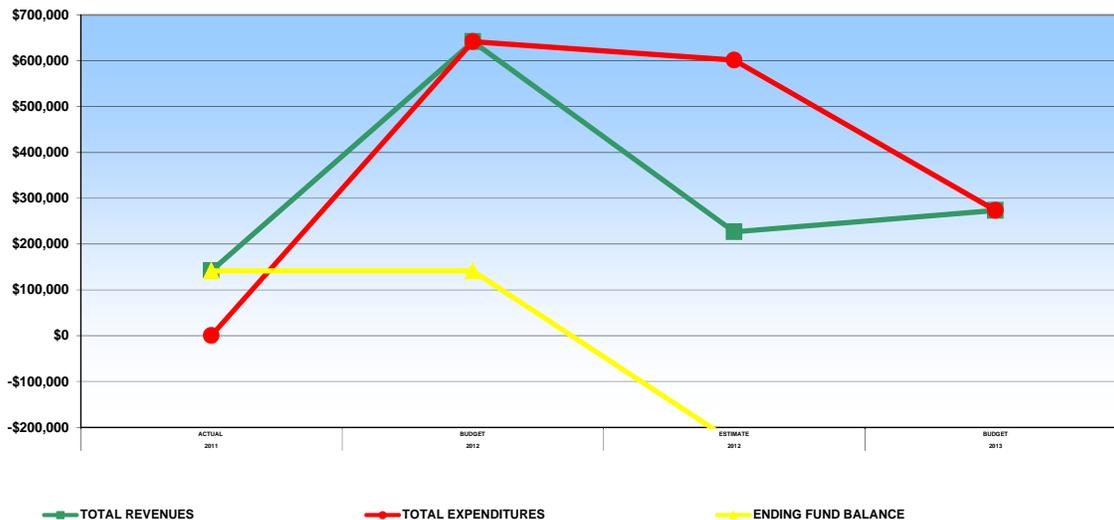
FUND BALANCE: Projected 2013 Ending Fund Balance is expected to end with a negative \$55,241. This is due to the project projected to be slightly over budget.

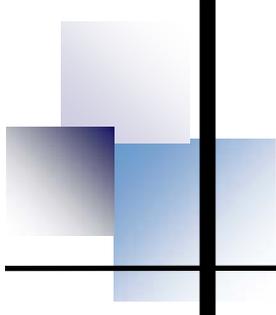




CDBG Senior Center

	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 BUDGET</u>	<u>PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	-	141,554	141,554	(233,254)	100%
REVENUES					
Federal Government		500,000	226,472	273,528	
Miscellaneous		141,674	-	-	
Other Financing Sources	141,674	-	-	-	0%
TOTAL REVENUES	141,674	641,674	226,472	273,528	0%
EXPENDITURES					
Professional Services	-	44,018	10,004	34,014	1%
Transfers Out	-	-	-	178,013	
Capital Outlay	120	597,656	591,276	61,501	2%
TOTAL EXPENDITURES	120	641,674	601,280	273,528	3%
ENDING FUND BALANCE	141,554	141,554	(233,254)	(233,254)	100%





E-911 and Wireless

SPECIAL REVENUE FUND

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

Improve the appearance and function of the outside landscape surrounding the E-911 /EOC building. This can be done through a private company or by using county resources to add grass seed, sod and replace the plant beds.

Replace the existing 911 AS400 computer with the latest version from IBM to improve the computer aided dispatch system. We received a letter from IBM stating that they will no longer maintain our current AS400 system after this year.

Continue to provide the current level of emergency service by adding 2 dispatcher positions in order to meet the increased call volume and demand for service. The new 911 center has 10 dispatcher work stations with the same staffing level from the old 7 work station 911 center. While this does help during unusual occurrences for extra staffing levels, it does not help the impact of day to day operations at peak call volumes.

Create a redundant generator switch for stand by use with another generator in case of catastrophic failure to our primary backup generator. Install a three way throw switch so that two generators can be put into service without the risk of circuits being crossed. *Note* This switch should have been included in the original generator design as requested and planned but was left out by the contractor.



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E-911 and Wireless

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>1,811,705</u>	<u>2,547,993</u>	<u>3,389,562</u>	<u>4,223,286</u>
REVENUES				
Wireless Charges	1,164,640	1,295,978	1,469,580	1,601,962
User Fees	940,926	941,739	951,731	896,053
Intergovernmental	-	-	-	-
Investment Earnings	-	-	-	-
Miscellaneous	<u>95,705</u>	<u>144,736</u>	<u>173,697</u>	<u>75,553</u>
TOTAL REVENUES	<u>2,201,271</u>	<u>2,382,453</u>	<u>2,595,008</u>	<u>2,573,568</u>
EXPENDITURES				
Salaries and Related Costs	1,053,059	1,144,387	1,176,819	1,286,240
Other Expenses	380,563	358,233	464,007	473,857
Capital Outlay	<u>31,361</u>	<u>38,264</u>	<u>120,458</u>	<u>180,216</u>
TOTAL EXPENDITURES	<u>1,464,983</u>	<u>1,540,884</u>	<u>1,761,284</u>	<u>1,940,313</u>
ENDING FUND BALANCE	<u>2,547,993</u>	<u>3,389,562</u>	<u>4,223,286</u>	<u>4,856,541</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

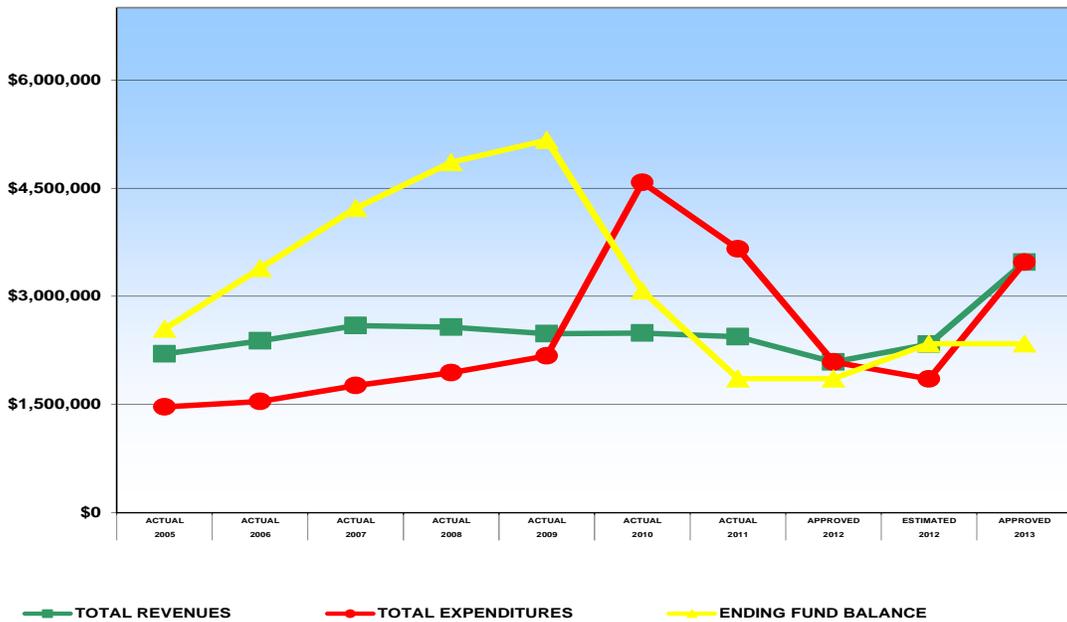
REVENUES: Wireless fees continue to increase slightly each year while Wireline user fees remain relatively constant and at times decline. Total Revenues for this Fund are projected to increase by 49% from 2012.

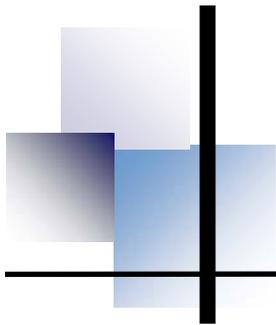
EXPENDITURES: Salaries and related cost are anticipated to increase by 8% over 2012 estimated expenditures. Total Expenditures are projected to increase 87% over 2012 estimates.

FUND BALANCE: The 2013 Fund Balance is projected to remain constant with that of 2012, leaving a Fund Balance of \$2,343,147.

E-911 and Wireless

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 BUDGET</u>	<u>2013 PERCENT OF TOTAL</u>
<u>4,856,541</u>	<u>5,164,990</u>	<u>3,076,338</u>	<u>1,859,582</u>	<u>1,859,582</u>	<u>2,343,147</u>	<u>100%</u>
1,510,534	1,650,620	2,340,542	1,369,674	2,335,118	2,246,376	65%
952,994	828,286	-	716,526	-	-	0%
-	-	93,592	-	-	-	0%
-	-	3,748	-	1,378	900	
<u>19,695</u>	<u>11,967</u>	<u>1,091</u>	<u>4,000</u>	<u>793</u>	<u>1,224,274</u>	<u>35%</u>
2,483,223	2,490,873	2,438,974	2,090,200	2,337,289	3,471,550	100%
1,288,056	1,319,813	1,283,830	1,363,533	1,361,795	1,475,398	42%
422,683	432,599	501,854	726,667	560,879	-	0%
<u>464,035</u>	<u>2,827,113</u>	<u>1,870,045</u>	<u>-</u>	<u>(68,950)</u>	<u>1,996,152</u>	<u>58%</u>
2,174,774	4,579,525	3,655,730	2,090,200	1,853,724	3,471,550	100%
<u>5,164,990</u>	<u>3,076,338</u>	<u>1,859,582</u>	<u>1,859,582</u>	<u>2,343,147</u>	<u>2,343,147</u>	<u>100%</u>

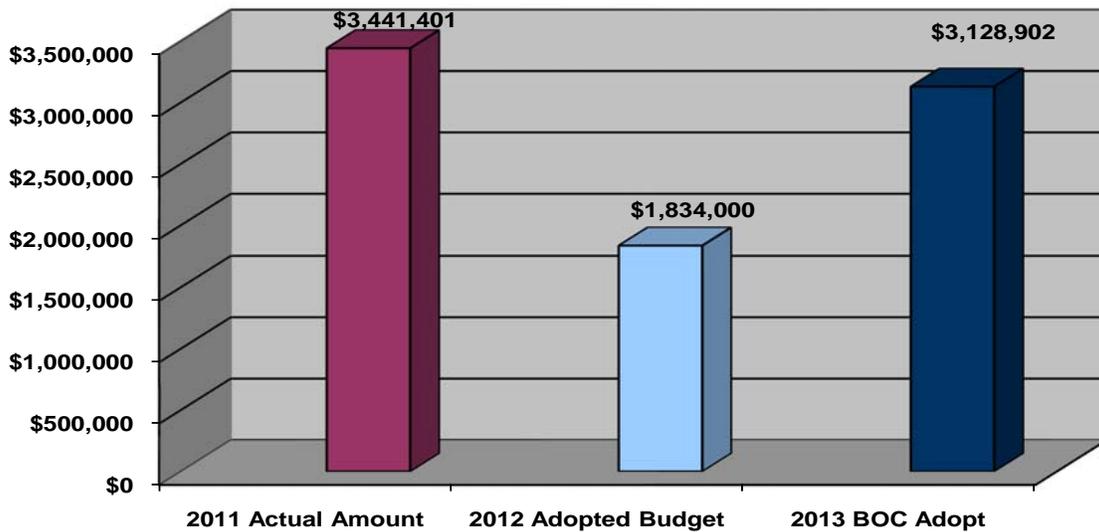


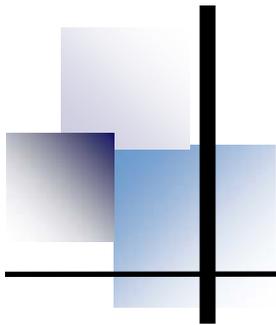


E-911 Wireline

BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>3,441,401</u>	<u>1,834,000</u>	<u>3,128,902</u>
Total Funding Sources	<u>3,441,401</u>	<u>1,834,000</u>	<u>3,128,902</u>
APPROPRIATIONS:			
Salary and Wage	1,003,391	1,094,966	1,079,473
Benefits	280,439	319,041	395,925
Advertising	0	500	500
Vehicle Expense	4,981	3,400	3,300
Dues and Subscriptions	857	1,250	1,250
Equipment Rental	134	150	150
Maintenance Charges	17,415	115,216	42,600
Supplies	5,112	8,000	8,000
Utilities	255,131	340,651	357,300
Travel & Training	2,133	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	1,870,045	0	0
Other Financing Sources	0	0	1,223,374
Uniforms and Clothing	1,763	1,300	1,500
Budget Improvement Request	<u>0</u>	<u>(50,474)</u>	<u>15,530</u>
Total Appropriations	<u>3,441,401</u>	<u>1,834,000</u>	<u>3,128,902</u>

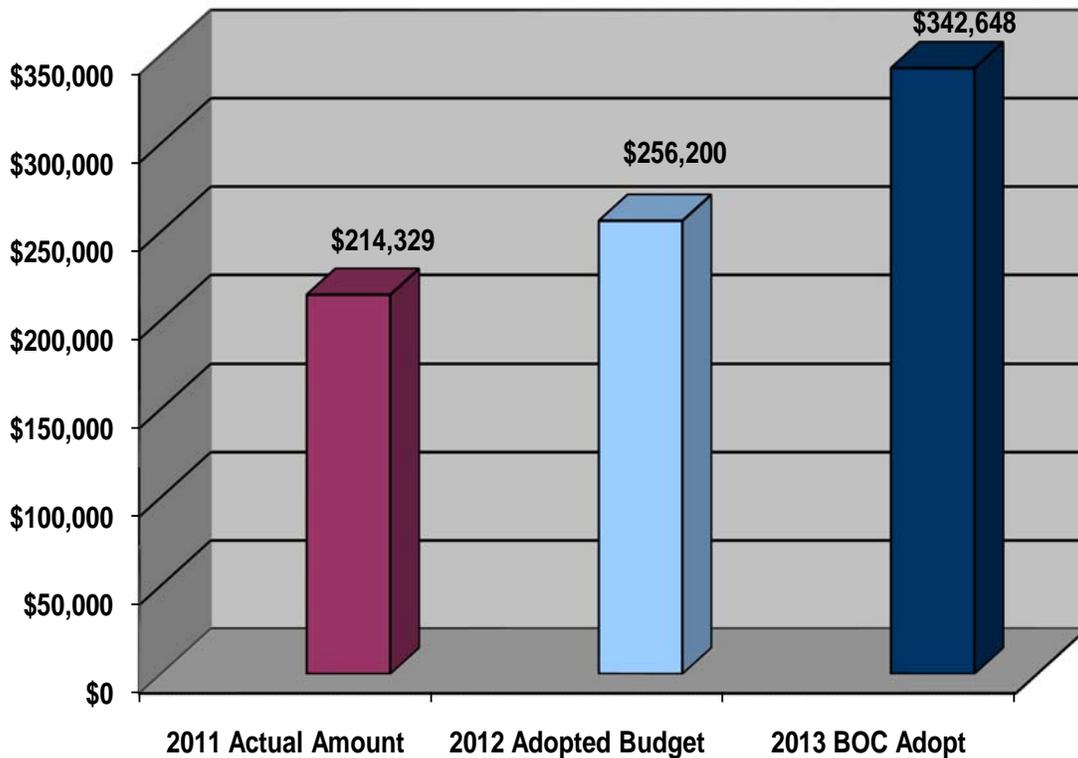




E-911 Wireless

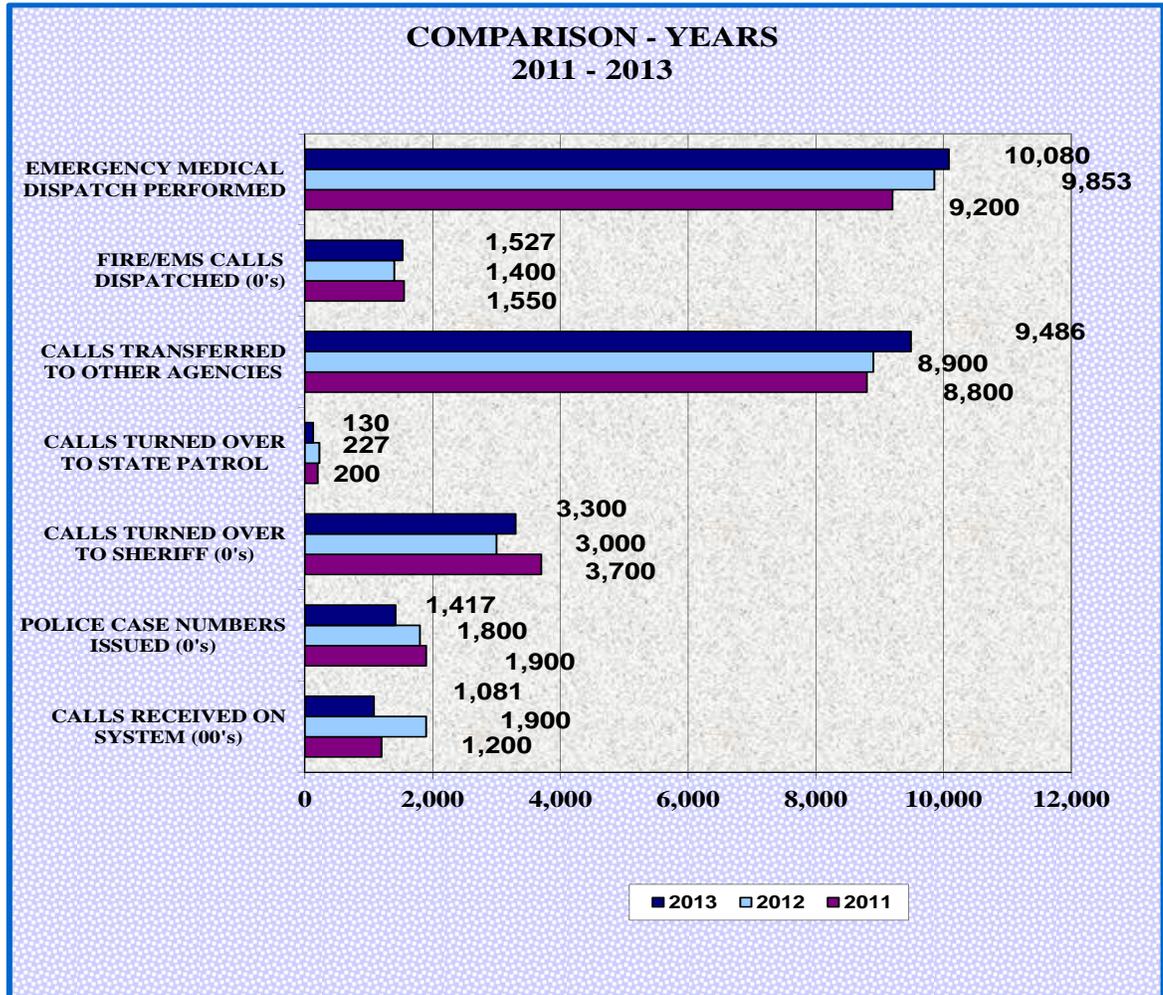
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>214,329</u>	<u>256,200</u>	<u>342,648</u>
Total Funding Sources	<u><u>214,329</u></u>	<u><u>256,200</u></u>	<u><u>342,648</u></u>
APPROPRIATIONS:			
Professional Services	<u>214,329</u>	<u>256,200</u>	<u>342,648</u>
Total Appropriations	<u><u>214,329</u></u>	<u><u>256,200</u></u>	<u><u>342,648</u></u>



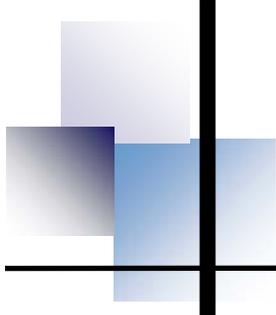
E-911 and Wireless

PERSONNEL SUMMARY & WORKLOAD INDICATORS



<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Director	33	1	1	1
Database Coordinator	27	1	1	1
Training Coordinator	27	1	1	1
Supervisor	25	5	5	5
Operator II	22	9	11	9
Operator I	21	3	7	3
Operator Trainee	20	3	2	4
Records Coordinator	20	0	0	0
Operator Trainee	PT	0	1	0
Operator I	PT	1	0	0
TOTAL FULL TIME		23	28	24
TOTAL PART TIME		1	1	0

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Hotel/Motel Tax Fund

FUNCTIONS

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>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Hotel-Motel Taxes	<u>24,924</u>	<u>27,616</u>	<u>23,400</u>	<u>18,119</u>
TOTAL REVENUES	24,924	27,616	23,400	18,119
EXPENDITURES				
Transfers Out	<u>24,924</u>	<u>27,616</u>	<u>23,400</u>	<u>18,119</u>
TOTAL EXPENDITURES	24,924	27,616	23,400	18,119
ENDING FUND BALANCE	-	-	-	-

TRENDS FOR THE YEAR ENDED December 31, 2012

REVENUES: The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have remained fairly constant since that time with the exception of 2009. Revenues rose 110% with the addition of one new hotel. In 2010 this hotel and conference center had its first full year of operations, increasing 2010's revenue over 2009 by 268%. Excluding this new Hotel the number of Hotels and Motels in the County has remained the same, while new facilities in neighboring municipalities have emerged to prevent growth in business for the Hotels and Motels located in Douglas County. For 2013 a 26% growth in this revenue source is budgeted.

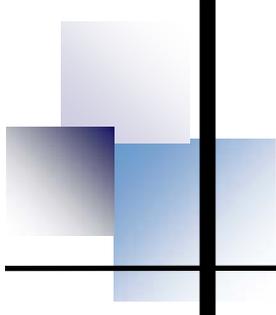
EXPENDITURES: Expenditures for the Hotel/Motel Fund are budgeted each year to be the same as the Revenue. Funds are transferred out to the General Fund and remitted to agencies that promote tourism within the County.

FUND BALANCE: The 2013 Ending Fund Balance will remain zero. This is due to the fact that, as stated above, all Revenues are expended from this Fund.

Hotel/Motel Tax Fund

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
-	-	(0)	(0)	-	(0)	0%
<u>38,077</u>	<u>140,265</u>	<u>153,481</u>	<u>156,000</u>	<u>167,810</u>	<u>211,250</u>	<u>100%</u>
38,077	140,265	153,481	156,000	167,810	211,250	100%
<u>38,077</u>	<u>140,265</u>	<u>153,481</u>	<u>156,000</u>	<u>167,810</u>	<u>211,250</u>	<u>100%</u>
38,077	140,265	153,481	156,000	167,810	211,250	100%
<u>-</u>	<u>(0)</u>	<u>-</u>	<u>(0)</u>	<u>-</u>	<u>(0)</u>	<u>0%</u>





Law Library

SPECIAL REVENUE TRENDS

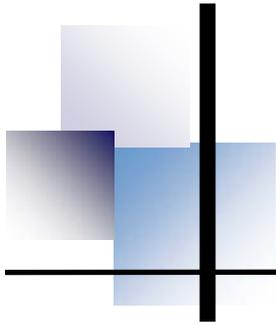
	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>218,771</u>	<u>218,536</u>	<u>256,103</u>	<u>317,321</u>
REVENUES				
Courts and Law Enforcement	88,733	123,984	156,550	169,896
Use of Money and Property	<u>1,860</u>	<u>2,784</u>	<u>4,192</u>	<u>1,896</u>
TOTAL REVENUES	90,593	126,768	160,742	171,792
EXPENDITURES				
Operating	90,828	89,201	99,524	88,972
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	90,828	89,201	99,524	88,972
ENDING FUND BALANCE	<u><u>218,536</u></u>	<u><u>256,103</u></u>	<u><u>317,321</u></u>	<u><u>400,141</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2013

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 2013 Revenues are expected to increase 6% from 2012.

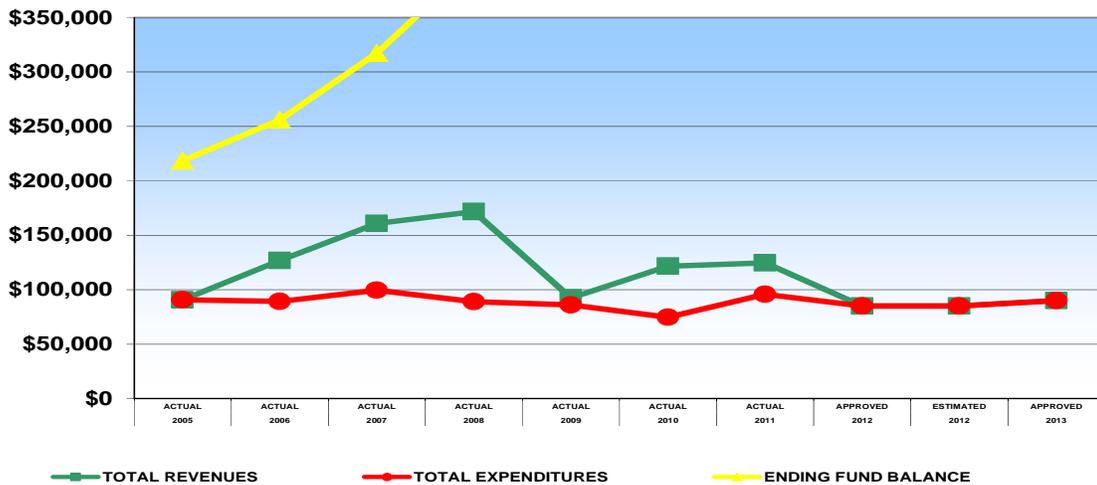
EXPENDITURES: Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years. Expenditures are anticipated to have a slight increase in 2013 as compared to 2012's estimated Expenditures.

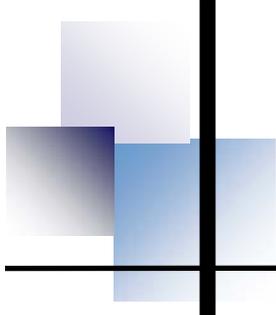
FUND BALANCE: Revenues have exceeded Expenditures in most years; therefore, Fund Balance continues to increase. In 2012 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2013 Ending Fund Balance of \$482,212.



Law Library

2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET	2012 ESTIMATED	2013 APPROVED	2013 PERCENT OF TOTAL
400,141	406,564	453,461	482,212	482,212	482,212	100%
91,623	119,813	123,330	85,000	85,000	90,000	100%
800	1,718	1,177	-	-	-	0%
92,423	121,531	124,507	85,000	85,000	90,000	100%
86,000	74,634	95,756	85,000	85,000	90,000	100%
-	-	-	-	-	-	0%
86,000	74,634	95,756	85,000	85,000	90,000	100%
406,564	453,461	482,212	482,212	482,212	482,212	100%





Sheriff Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>2,054,277</u>	<u>2,613,416</u>	<u>4,288,382</u>	<u>5,241,706</u>
REVENUES				
Fines and Forfeitures	966,002	2,276,237	1,764,841	380,651
Investment Earnings	<u>11,806</u>	<u>73,313</u>	<u>136,249</u>	<u>171,166</u>
TOTAL REVENUES	977,808	2,349,550	1,901,090	551,817
EXPENDITURES				
Operating	418,669	674,584	947,766	793,930
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	418,669	674,584	947,766	793,930
ENDING FUND BALANCE	<u>2,613,416</u>	<u>4,288,382</u>	<u>5,241,706</u>	<u>4,999,593</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

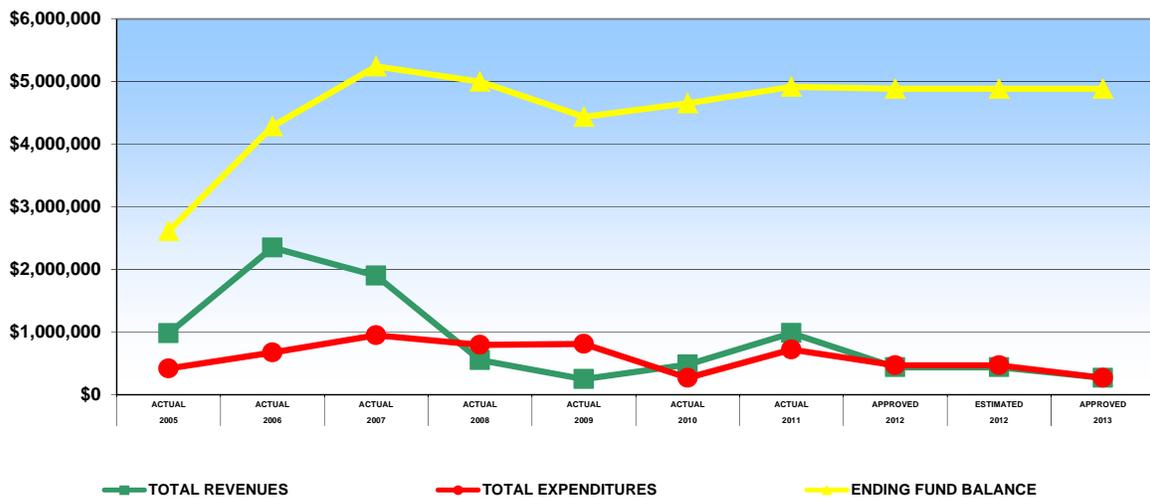
REVENUES: This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues can be difficult to forecast. There is projected to be an approximate 64% decrease in estimated 2013 Revenues over 2012 estimated Revenues. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high as 140% of a prior year.

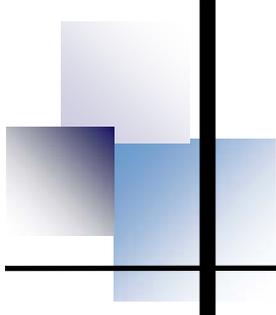
EXPENDITURES: Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2013 Expenditures are estimated to decrease 43%.

FUND BALANCE: The Ending Fund Balance for 2013 is \$4,883,575. The Fund Balance in this fund has increased every year until 2008. Since then the fund balance has fluctuated. This year it is projected to stay the same compared to the 2012 Estimated Ending Fund Balance. These slight increases and decreases, when matched against years when the Fund Balance saw an 82% increase such as 2003 or a 96% increase in 2006 are nominal. The Fund Balance still remains strong and stable.

Sheriff Confiscated Funds

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 APPROVED</u>	<u>2012 ESTIMATED</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>4,999,593</u>	<u>4,436,593</u>	<u>4,651,048</u>	<u>4,915,575</u>	<u>4,915,575</u>	<u>4,883,575</u>	<u>100%</u>
<u>160,000</u> <u>88,000</u>	<u>373,657</u> <u>107,714</u>	<u>943,986</u> <u>39,885</u>	<u>438,000</u> <u>-</u>	<u>438,000</u> <u>-</u>	<u>267,000</u> <u>-</u>	<u>100%</u> <u>0%</u>
<u>248,000</u>	<u>481,371</u>	<u>983,871</u>	<u>438,000</u>	<u>438,000</u>	<u>267,000</u>	<u>100%</u>
<u>11,000</u> <u>800,000</u>	<u>266,916</u> <u>-</u>	<u>719,344</u> <u>-</u>	<u>470,000</u> <u>-</u>	<u>470,000</u> <u>-</u>	<u>267,000</u> <u>-</u>	<u>100%</u> <u>0%</u>
<u>811,000</u>	<u>266,916</u>	<u>719,344</u>	<u>470,000</u>	<u>470,000</u>	<u>267,000</u>	<u>100%</u>
<u>4,436,593</u>	<u>4,651,048</u>	<u>4,915,575</u>	<u>4,883,575</u>	<u>4,883,575</u>	<u>4,883,575</u>	<u>100%</u>





Sheriff Inmate Commissary

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>303,331</u>	<u>308,557</u>	<u>336,865</u>	<u>407,353</u>
REVENUES				
Intergovernmental	-	-	-	-
Use of Money and Property	630	743	1,362	1,249
Miscellaneous	<u>378,579</u>	<u>292,300</u>	<u>310,654</u>	<u>242,891</u>
TOTAL REVENUES	379,209	293,043	312,016	244,140
EXPENDITURES				
Operating	208,983	264,735	241,528	258,845
Capital Outlay	<u>165,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	373,983	264,735	241,528	258,845
ENDING FUND BALANCE	<u>308,557</u>	<u>336,865</u>	<u>407,353</u>	<u>392,648</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

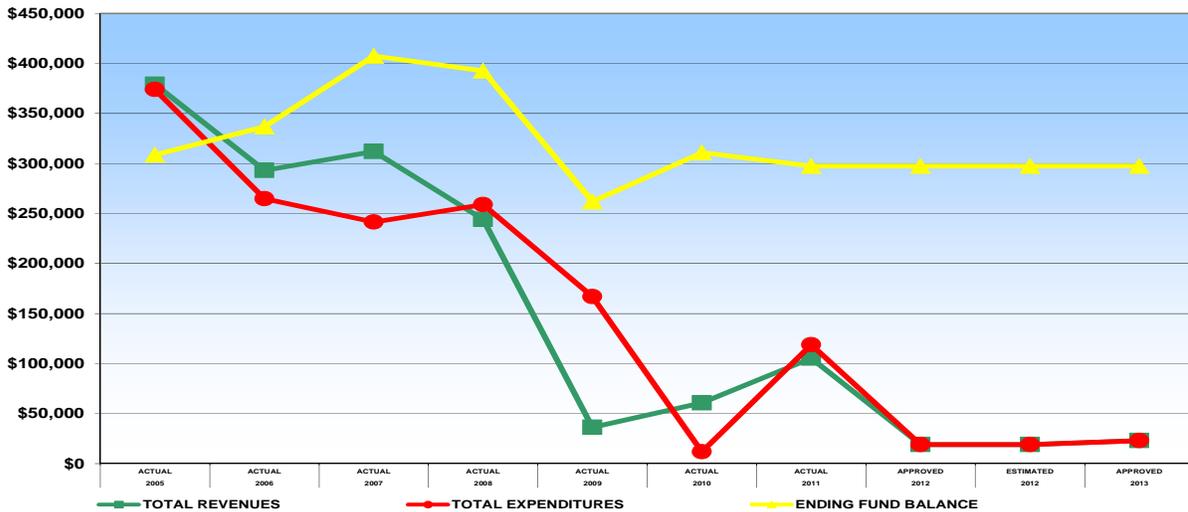
REVENUES: Revenues are generated from the sale of supplies to the Inmates. The profit from these sales are used for the benefit of the general inmate population. 2013 Revenues are projected to increase slightly as compared to 2012's estimate. Revenues fluctuate from year to year as the inmate population 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.

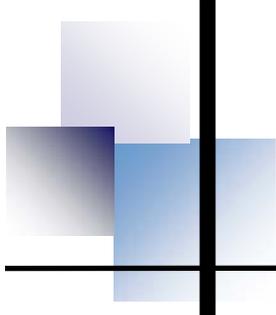
EXPENDITURES: 2013 Expenditures are \$4,000 more than estimated Expenditures for 2012. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$23,000 for 2013 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

FUND BALANCE: Expenditures as well as Revenues have increased. The Expenditures are budgeted to be the same as the Revenues resulting in no change in the Ending Fund Balance \$297,315 from 2012 to 2013.

Sheriff Inmate Commissary

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>392,648</u>	<u>261,948</u>	<u>310,888</u>	<u>297,315</u>	<u>297,315</u>	<u>297,315</u>	<u>100%</u>
-	-	-	-	-	-	0%
<u>300</u>	-	-	-	-	-	0%
<u>36,000</u>	<u>60,834</u>	<u>105,236</u>	<u>19,000</u>	<u>19,000</u>	<u>23,000</u>	<u>100%</u>
36,300	60,834	105,236	19,000	19,000	23,000	100%
167,000	11,894	118,809	19,000	19,000	23,000	100%
-	-	-	-	-	-	0%
167,000	11,894	118,809	19,000	19,000	23,000	100%
<u>261,948</u>	<u>310,888</u>	<u>297,315</u>	<u>297,315</u>	<u>297,315</u>	<u>297,315</u>	<u>100%</u>





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

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>25,384</u>	<u>32,953</u>	<u>34,080</u>	<u>30,421</u>
REVENUES				
Charges for Service	15,401	7,949	25,316	78,761
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>122</u>
TOTAL REVENUES	15,401	7,949	25,316	78,883
EXPENDITURES				
Operating	7,832	6,822	28,975	44,425
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	7,832	6,822	28,975	44,425
ENDING FUND BALANCE	<u><u>32,953</u></u>	<u><u>34,080</u></u>	<u><u>30,421</u></u>	<u><u>64,879</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2013

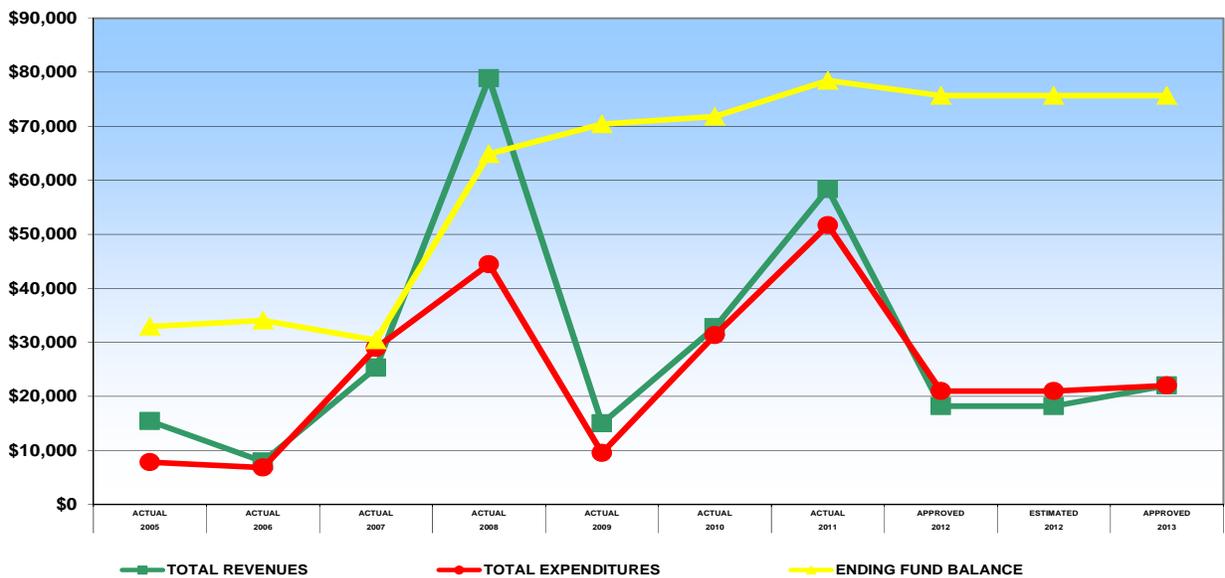
REVENUES: Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office’s Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2013 are estimated to be \$22,000. This is an increase of \$3,800 from the 2012 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and in 2008 they were the highest they’ve ever been.

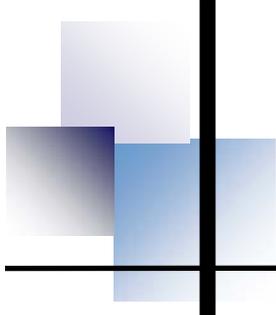
EXPENDITURES: Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures will be approximately \$1,000 more than the Expenditures for 2012. Expenditures have fluctuated between the current difference of \$1,000 and \$44,425 in recent years.

FUND BALANCE: Fund Balance has grown steadily since 2002. However, 2007 experience the first decrease, but the trend of increasing Fund Balance resumed in 2008 until 2012. The Ending Fund Balance is projected to stay the same for 2013.

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

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>64,879</u>	<u>70,379</u>	<u>71,820</u>	<u>78,474</u>	<u>78,474</u>	<u>75,674</u>	<u>100%</u>
-	34	11	-	-	-	0%
<u>15,000</u>	<u>32,744</u>	<u>58,334</u>	<u>18,200</u>	<u>18,200</u>	<u>22,000</u>	<u>100%</u>
15,000	32,778	58,345	18,200	18,200	22,000	100%
<u>9,500</u>	<u>31,337</u>	<u>51,691</u>	<u>21,000</u>	<u>21,000</u>	<u>22,000</u>	<u>100%</u>
-	-	-	-	-	-	<u>0%</u>
9,500	31,337	51,691	21,000	21,000	22,000	100%
<u>70,379</u>	<u>71,820</u>	<u>78,474</u>	<u>75,674</u>	<u>75,674</u>	<u>75,674</u>	<u>100%</u>





Sidewalk Fund

SPECIAL REVENUE TRENDS

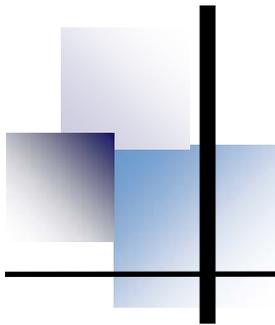
	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>20,258</u>	<u>(9,478)</u>	<u>26,361</u>	<u>27,582</u>
REVENUES				
Fees	-	35,275	-	-
Use of Property & Money	<u>264</u>	<u>564</u>	<u>1,221</u>	<u>471</u>
TOTAL REVENUES	264	35,839	1,221	471
EXPENDITURES				
Operating	30,000	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	30,000	-	-	-
ENDING FUND BALANCE	<u>(9,478)</u>	<u>26,361</u>	<u>27,582</u>	<u>28,053</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

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 2013.

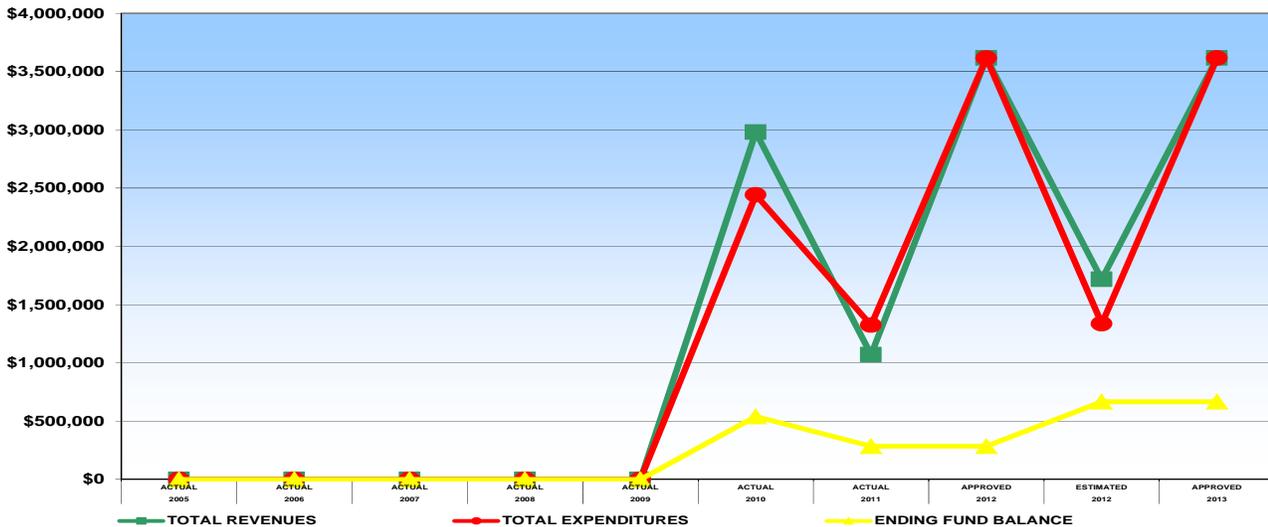
EXPENDITURES: Only \$100.00 of expenditures was budgeted for 2013. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

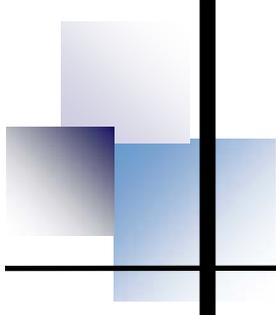
FUND BALANCE: Fund Balance increased to its highest point in 2011 of \$169,207. This is due to several unexpected subdivisions that required sidewalks for the year. For 2013 the fund balance is projected to remain the same due to Revenue and Expenditures being equal.



Sidewalk Fund

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>28,053</u>	<u>28,258</u>	<u>33,349</u>	<u>169,207</u>	<u>169,207</u>	<u>13,346</u>	<u>100%</u>
7,550	5,000	162,900	-	-	-	0%
<u>205</u>	<u>91</u>	<u>174</u>	<u>100</u>	<u>74</u>	<u>100</u>	<u>0%</u>
7,755	5,091	163,074	100	74	100	0%
-	-	-	-	-	-	0%
7,550	-	27,216	-	155,935	100	0%
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
7,550	-	27,216	-	155,935	100	0%
<u>28,258</u>	<u>33,349</u>	<u>169,207</u>	<u>169,307</u>	<u>13,346</u>	<u>13,346</u>	<u>100%</u>





Neighborhood Stabilization Program

SPECIAL REVENUE TRENDS

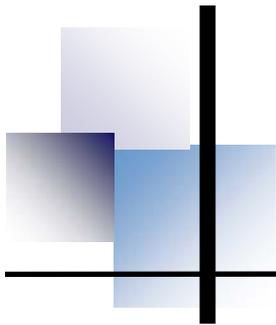
TRENDS FOR THE YEAR ENDED December 31, 2013

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 2013 have increased 111% compared to 2012. This is due to receiving additional grant money in 2013.

EXPENDITURES: With the influx of grant money the expenditures have increased as well. The 2013 Projected Expenditures are \$3,616,112, which is a 171% increase compared to last year.

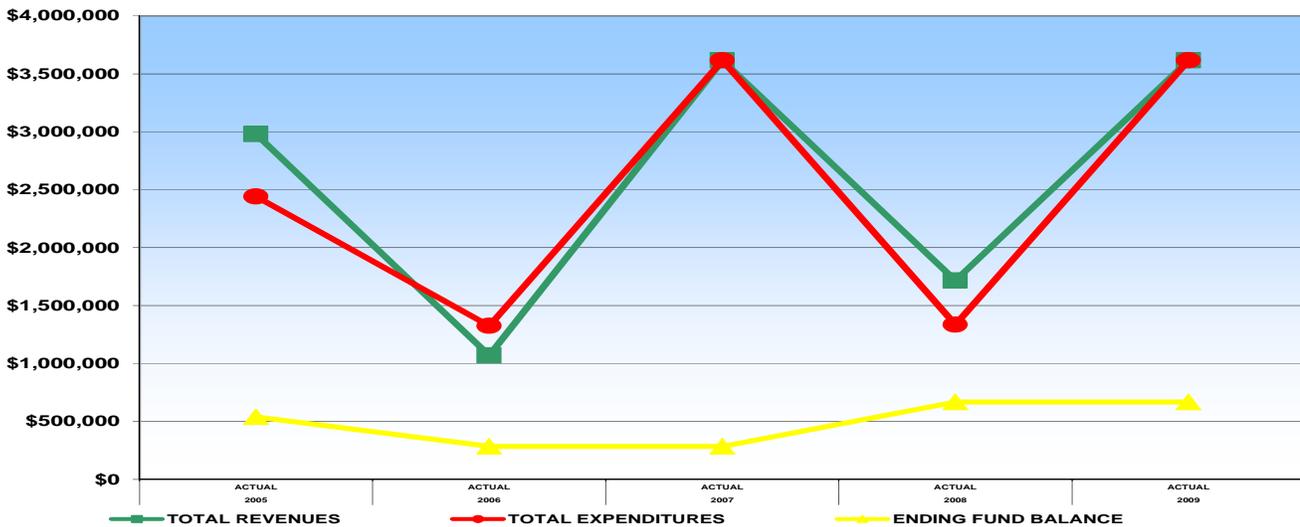
FUND BALANCE: Fund Balance has increased from the 2012 budgeted figure and is projected to end with \$667,264. The General Fund will provide the match for this grant. This fund will continue to receive grant fund reimbursements causing the Projected Ending Fund Balance to fluctuate from year to year.

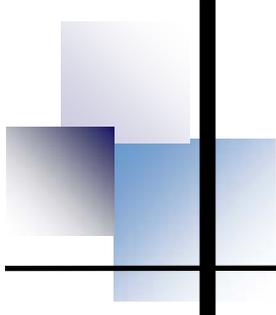




Neighborhood Stabilization Program

	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	-	539,224	284,736	284,736	667,264	100%
REVENUES						
Intergovernmental	2,441,518	1,069,622	2,996,479	1,393,022	3,616,112	0%
Other	539,224	-	619,633	324,386	-	0%
TOTAL REVENUES	2,980,742	1,069,622	3,616,112	1,717,408	3,616,112	0%
EXPENDITURES						
Other Professional Services	2,441,518	1,300,238	3,616,112	1,334,880	3,616,112	0%
Transfers Out	-	23,872	-	-	-	0%
TOTAL EXPENDITURES	2,441,518	1,324,110	3,616,112	1,334,880	3,616,112	0%
ENDING FUND BALANCE	<u>539,224</u>	<u>284,736</u>	<u>284,736</u>	<u>667,264</u>	<u>667,264</u>	<u>100%</u>





Victim Assistance

SPECIAL REVENUE FUND

MISSION

To meet the needs of every Victim of misdemeanor crime, making certain they completely understand their rights and can participate fully in the criminal justice process

FUNCTIONS

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

- Aid victims of crime by supporting them throughout the entire prosecution of their case
- Accompanying Victims to court appearances and ensure they have an opportunity to offer input
- Provide Victims' rights information, referrals, and court accompaniment
- Provide crime prevention education and information to citizens

GOALS

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

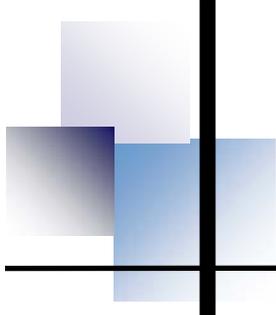
- Giving Victims information to help them understand their rights
- Giving Encouragement to exercise all their rights under the law
- Giving eligible Victims information necessary to apply for and receive restitution for their loss
- Giving complete support when they participate in the criminal justice process
- Give comfort in a professional and caring manner

WORKLOAD INDICATORS

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



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Victim Assistance

SPECIAL REVENUE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>282,603</u>	<u>261,194</u>	<u>272,492</u>	<u>283,806</u>
REVENUES				
Victim Assistance Fines	148,977	195,752	240,361	233,699
Interest	<u>283</u>	<u>247</u>	<u>9,974</u>	<u>4,662</u>
TOTAL REVENUES	149,260	195,999	250,335	238,361
EXPENDITURES				
Salaries and Related Costs	136,488	143,000	137,170	154,003
Other Expenses	561	185	65	36,000
Transfers Out	33,620	41,516	101,786	34,802
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	170,669	184,701	239,021	224,805
ENDING FUND BALANCE	<u>261,194</u>	<u>272,492</u>	<u>283,806</u>	<u>297,362</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

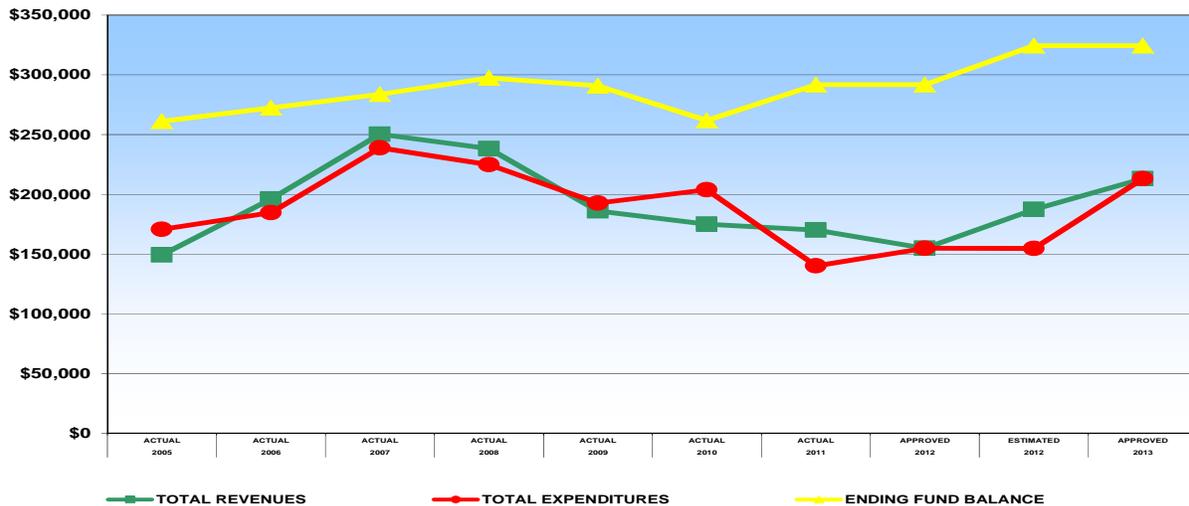
REVENUES: 2013 Revenues in this fund are projected to have a 14% increase compared to 2012's Estimated Revenue. The trend in fluctuation of Revenue has varied. 2006 was the first year in several years that saw an increase in Revenue. In 2008 this trend reversed with a 5% decrease and has declined since that time until 2012.

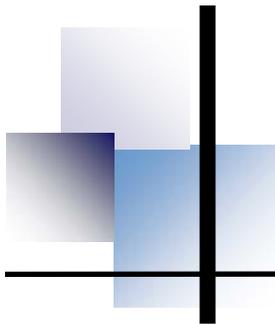
EXPENDITURES: Expenditures for 2013 are expected to increase \$58,451 compared to 2012's Estimated Expenditures. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years until 2010, and this decline will end in 2013. Other Expenses for 2013 decrease slightly as well. Operating transfers occur in this Fund when funds are transferred to the General Fund to help cover the Salaries and Related Costs of employees in the District Attorney's Office. These costs have risen in most years, with the exception of 2010 and 2011. Transfers out have varied over the years.

FUND BALANCE: Projected 2013 ending Fund Balance reflects no change from the prior year. Prior year's activity show a slowing trend that caused this Fund to be evaluated in 2005. Since then the fund balance has risen approximately \$63,000. But for 2013 it is remaining constant.

Victim Assistance

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>297,362</u>	<u>290,796</u>	<u>261,897</u>	<u>291,861</u>	<u>291,861</u>	<u>324,512</u>	<u>100%</u>
184,900	174,421	169,651	154,513	187,111	193,200	91%
-	-	-	-	-	19,416	
<u>1,110</u>	<u>583</u>	<u>358</u>	<u>375</u>	<u>205</u>	<u>500</u>	<u>0%</u>
186,010	175,004	170,009	154,888	187,316	213,116	91%
159,930	140,306	112,759	123,288	128,980	181,089	85%
65	20,952	3,000	7,300	2,999	9,341	4%
<u>32,581</u>	<u>42,645</u>	<u>24,285</u>	<u>24,300</u>	<u>22,686</u>	<u>22,686</u>	<u>11%</u>
-	-	-	-	-	-	<u>0%</u>
192,576	203,903	140,044	154,888	154,665	213,116	100%
<u>290,796</u>	<u>261,897</u>	<u>291,861</u>	<u>291,861</u>	<u>324,512</u>	<u>324,512</u>	<u>100%</u>

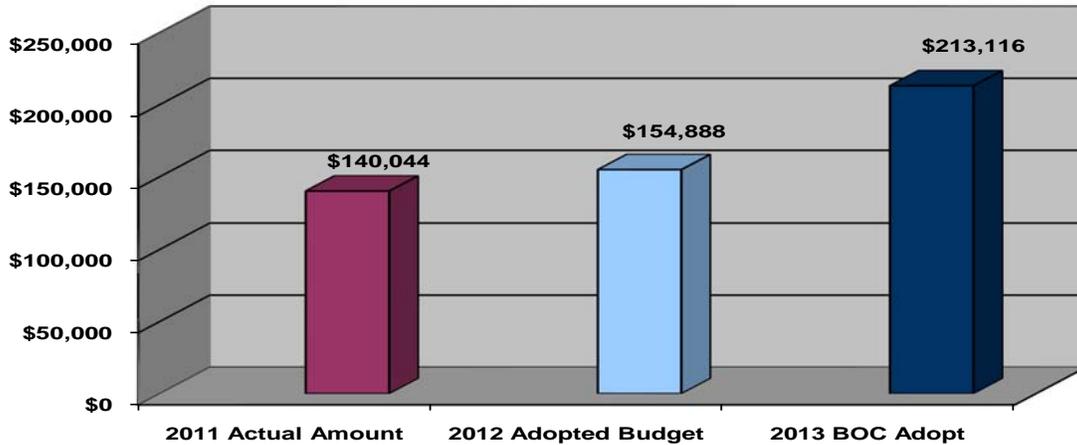




Victim Assistance

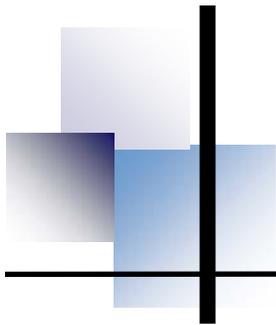
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	140,044	154,888	213,116
Total Funding Sources	140,044	154,888	213,116
APPROPRIATIONS:			
Salary and Wage	87,795	97,817	127,031
Benefits	24,965	30,515	54,058
Advertising	0	100	100
Supplies	0	1,200	1,200
Professional Services	3,000	5,000	5,000
Utilities	0	1,000	1,000
Travel & Training	0	0	0
Other Financing Sources	24,285	24,300	22,686
Budget Improvement Request	0	(5,044)	2,041
Total Appropriations	140,044	154,888	213,116



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Senior Victim Investigator	UNC	1	1	1
Legal Staff Assistant	21	1	1	1
Victim Staff Assistant	21	0	1	1
Secretary	PT	1	1	1
TOTAL FULL TIME		2	3	3
TOTAL PART TIME		1	1	1

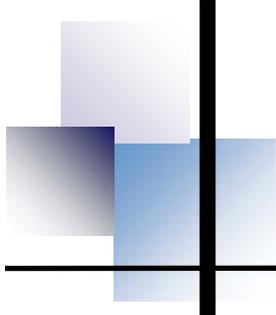


Enterprise Funds

Landfill Fund..... 308

DIRECTORY





Landfill

ENTERPRISE FUND

MISSION

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

FUNCTIONS

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

GOALS

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

- Maximizing revenues while maintaining a solid and consistent Customer Base by providing a friendly, safe, easy to use facility and offering complete 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:

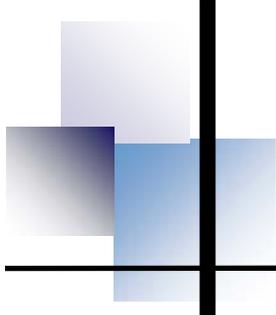
- Offering educational - promotional campaigns for recycling.
- Removal of the highest volume possible of recyclable, reuse, and waste diversion material from the waste stream.

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”.



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Landfill Fund

ENTERPRISE TRENDS

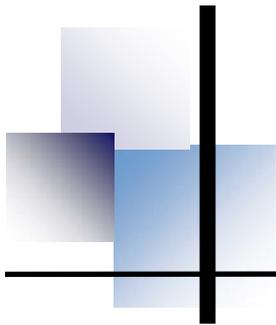
	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>472,549</u>	<u>240,444</u>	<u>521,537</u>	<u>668,937</u>
REVENUES				
Transfer Fees	724,287	801,644	851,952	889,635
C & D Fees	862,320	922,900	983,098	846,296
Camp Road Transfer Fees	45,412	64,435	66,389	66,707
Investments	12,064	24,056	3,559	1,568
Insurance Claims	-	-	-	-
Recycling Sales	162,713	193,762	174,229	210,387
Charges b/w Funds	-	-	-	-
Intergovernmental	-	-	-	-
Other	<u>1,496</u>	<u>155,149</u>	<u>10,166</u>	<u>1,446</u>
TOTAL REVENUES	1,808,292	2,161,946	2,089,393	2,016,039
EXPENDITURES				
Salary and Benefits	512,573	527,910	592,301	613,544
Operating Expenses	1,442,514	1,221,285	1,212,663	1,449,485
Capital Outlay	-	-	-	-
Depreciation	<u>85,310</u>	<u>131,658</u>	<u>137,029</u>	<u>130,406</u>
TOTAL EXPENDITURES	2,040,397	1,880,853	1,941,993	2,193,435
ENDING FUND BALANCE	<u>240,444</u>	<u>521,537</u>	<u>668,937</u>	<u>491,541</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

REVENUES: The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2013 are projected to experience a 20% increase over those of 2012.

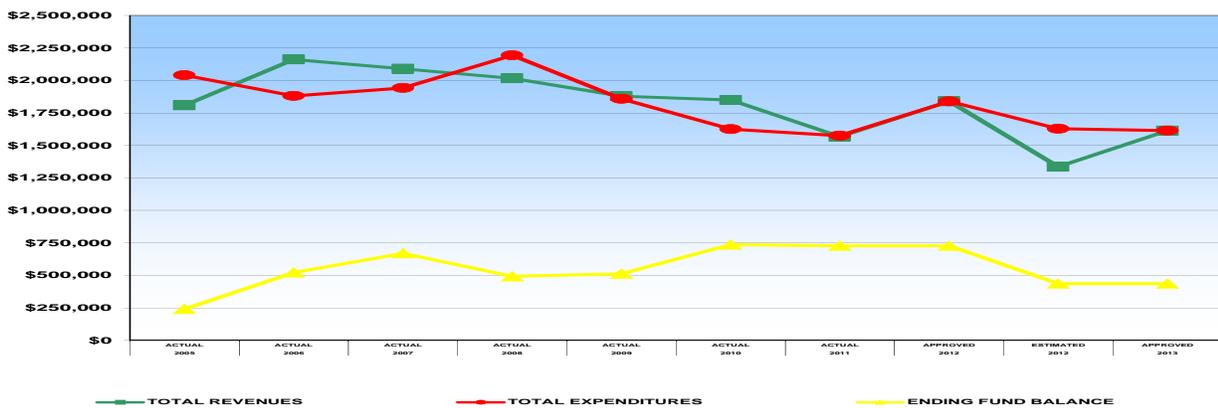
EXPENDITURES: Expenditures are anticipated to decrease by .08% compared to 2012's estimate. Operating Expenses are slightly decreasing for 2013. Some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, it could fluctuate.

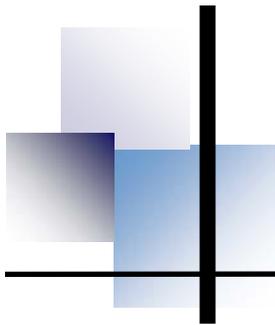
FUND BALANCE: The projected fund balance for 2013 is expected to remain the same with Revenues and Expenditures being equal.



Landfill

2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET	2012 ESTIMATE	2013 APPROVED	2013 PERCENT OF TOTAL
491,541	512,021	735,924	728,181	728,181	435,770	100%
920,164	879,673	818,076	935,970	732,921	702,000	43%
638,583	595,596	395,160	521,114	364,086	420,000	26%
70,274	62,165	59,657	63,189	61,094	65,000	4%
151	290	161	-	57	-	0%
-	-	-	-	-	-	0%
163,489	248,056	237,420	318,886	177,680	300,000	19%
-	8,398	24,291	-	-	-	0%
-	54,383	26,446	-	-	-	0%
86,268	578	6,387	-	79	127,739	8%
1,878,930	1,849,139	1,567,599	1,839,159	1,335,916	1,614,739	92%
572,045	594,269	573,479	580,226	600,809	635,599	39%
1,162,639	907,257	882,746	1,158,933	912,142	879,140	54%
(2,440)	-	-	-	-	-	0%
126,206	123,710	119,118	100,000	115,376	100,000	6%
1,858,450	1,625,236	1,575,343	1,839,159	1,628,327	1,614,739	100%
512,021	735,924	728,181	728,181	435,770	435,770	100%

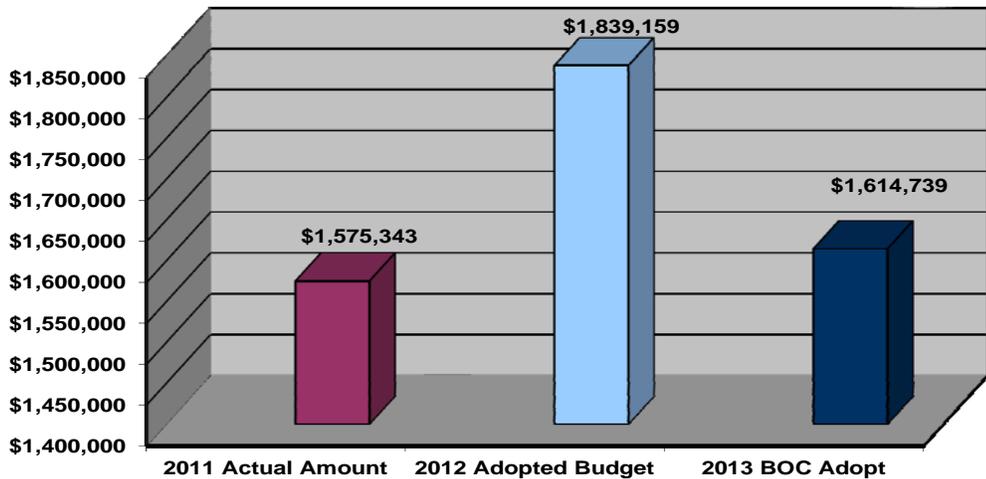


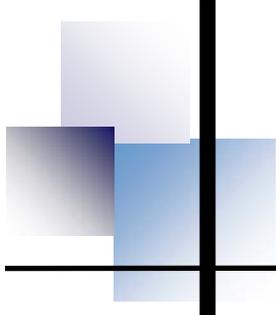


Landfill

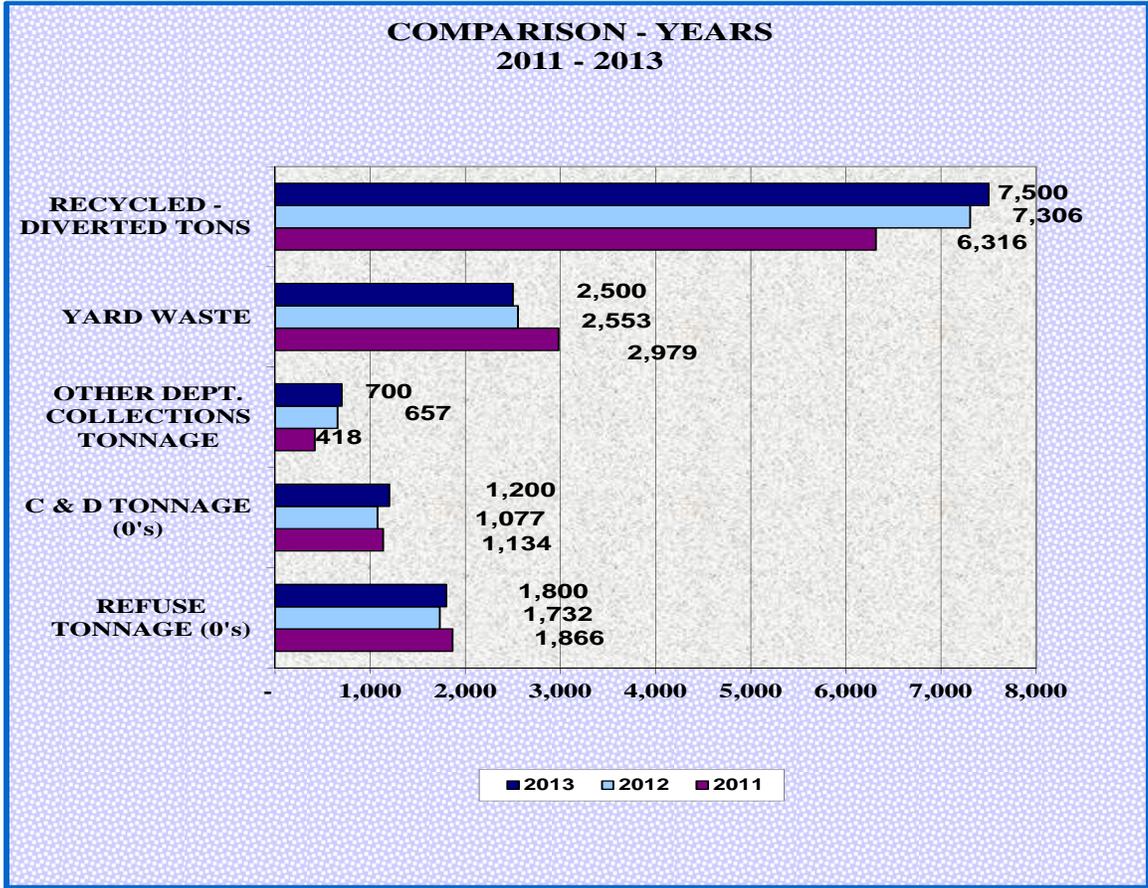
BUDGET SUMMARY

	2011 Actual Amount	2012 Adopted Budget	2013 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,575,343</u>	<u>1,839,159</u>	<u>1,614,739</u>
Total Funding Sources	<u>1,575,343</u>	<u>1,839,159</u>	<u>1,614,739</u>
APPROPRIATIONS:			
Salary and Wage	460,322	467,543	471,012
Benefits	113,157	133,266	164,587
Advertising	1,384	2,500	2,500
Vehicle Expense	96,448	187,000	125,000
Dues and Subscriptions	1,035	1,400	1,400
Equipment Rental	3,080	10,400	4,400
Rentals	600	600	600
Maintenance Charges	39,979	46,860	46,860
Supplies	7,844	35,253	13,920
Professional Services	163,552	224,474	175,000
Utilities	564,406	645,335	505,960
Travel & Training	0	360	0
Minor Equipment and Improvements	2,226	0	0
Capital Outlay	0	0	0
Other	119,118	100,000	100,000
Debt Service	0	0	0
Uniforms and Clothing	2,194	3,750	2,500
Closure and Post Closure	0	1	0
Other	0	1,000	1,000
Budget Improvement Request	<u>0</u>	<u>(20,583)</u>	<u>0</u>
Total Appropriations	<u>1,575,343</u>	<u>1,839,159</u>	<u>1,614,739</u>





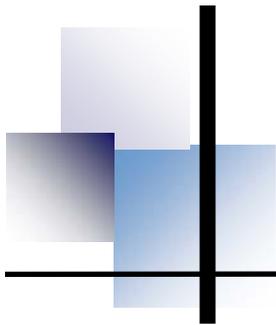
Landfill



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2013 APPROVED</u>
Government Services Director	35	1	1	1
Solid Waste Manager	UNC	1	1	1
Landfill Superintendent	28	1	1	1
Administrative Assistant	24	1	1	1
Landfill Supervisor	22	1	1	1
Senior Equipment Operator	20	1	1	1
Equipment Operator	19	1	1	1
Attendant	17	1	1	1
Scale Operator	PT	3	3	3
Equipment Operator	PT	1	1	1
Laborer I	PT	2	2	2
TOTAL FULL TIME		8	8	8
TOTAL PART TIME		6	6	6

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Internal Service Funds

Health and Employee Benefits..... 316

Workers' Compensation 318

DIRECTORY



Health/Employee Benefits

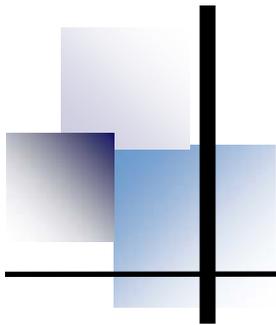
	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>(474,620)</u>	<u>(831,179)</u>	<u>(589,484)</u>	<u>(90,887)</u>
REVENUES				
Charges for Services	6,524,068	7,689,360	8,301,277	8,734,947
Interest	4,289	230	12,366	1,424
Transfer In	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>-</u>
TOTAL REVENUES	6,528,357	7,689,590	8,813,643	8,736,371
EXPENDITURES				
Claims	6,103,692	7,227,937	7,080,730	7,128,157
Administrative	<u>781,224</u>	<u>219,958</u>	<u>1,234,316</u>	<u>962,971</u>
TOTAL EXPENDITURES	6,884,916	7,447,895	8,315,046	8,091,128
ENDING FUND BALANCE	<u>(831,179)</u>	<u>(589,484)</u>	<u>(90,887)</u>	<u>554,356</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

REVENUES: Revenues are anticipated to increase by \$100,327 compared to 2012's Estimated Revenue. The General Fund and the employees are contributing to this Fund to offset the increase cost of Healthcare claims. The trend in prior years has been for Revenue in this Fund to experience between a 6% decrease and 18% increase over the prior year. 2008 experienced the first decrease since 2003, though just a slight 1%. 2009 followed with a 8% decrease. In 2010 the trend moved back to an increase and next years increase will continue this trend.

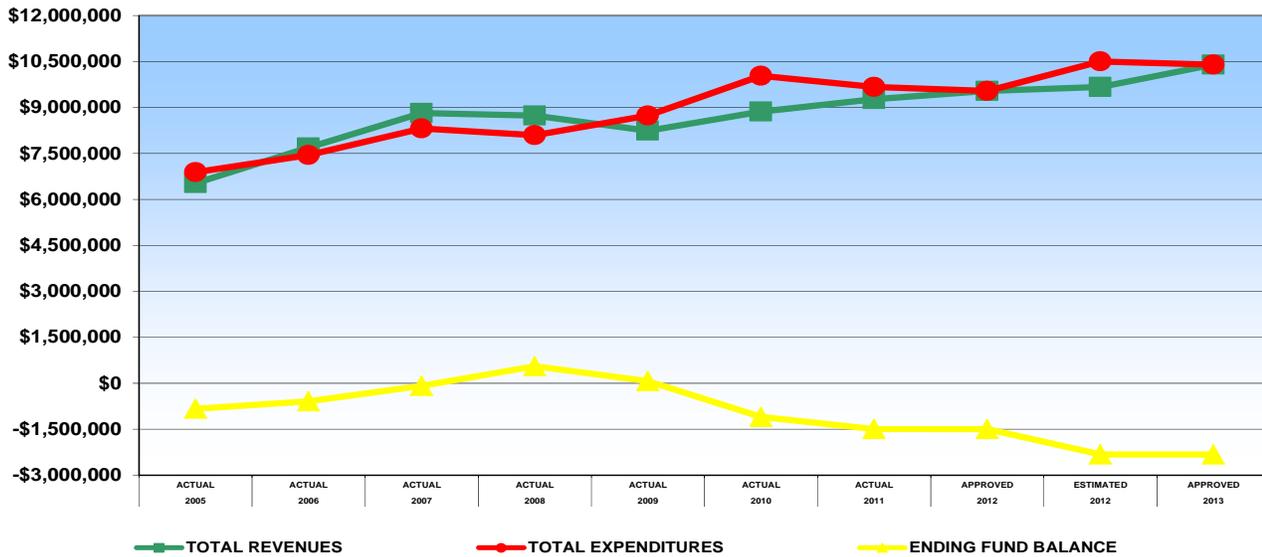
EXPENDITURES: Expenditures are estimated to decrease over the prior year. The benefits and coverage are revised annually in an effort to keep costs down while still providing employees with quality coverage. Administrative fees show a slight increase of 15%. Rising healthcare costs will be offset by cost containment measures exercised by this new vendor in the payment of claims. They will also be offset by raising the charges for services to the employees.

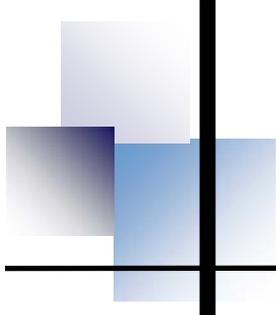
FUND BALANCE: The 2013 Estimated Ending Fund Balance is a negative \$2.3 million. 2010, 2011, and 2012 also ended with a negative Fund Balance. For 2013 the Fund Balance is not expected to change from the prior year. The Fund Balance has consistently remained negative with the exception of 2008 and 2009 that followed an additional transfer in from the General Fund in 2007.



Health/Employee Benefits

2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET	2012 ESTIMATE	2013 APPROVED	2013 PERCENT OF TOTAL
554,356	63,806	(1,102,313)	(1,498,514)	(1,498,514)	(2,328,909)	100%
8,239,774	8,866,088	8,738,684	9,536,560	9,669,968	10,400,050	100%
364	296	130	100	64	50	0%
-	-	532,149	-	-	-	0%
8,240,138	8,866,384	9,270,963	9,536,660	9,670,032	10,400,100	100%
8,305,018	9,633,450	9,253,348	9,126,660	9,266,720	8,984,100	86%
425,669	399,053	413,816	410,000	1,233,707	1,416,000	14%
8,730,688	10,032,503	9,667,164	9,536,660	10,500,427	10,400,100	100%
63,806	(1,102,313)	(1,498,514)	(1,498,514)	(2,328,909)	(2,328,909)	0%





Workers' Compensation

INTERNAL SERVICE TRENDS

	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	<u>1,752,857</u>	<u>1,610,318</u>	<u>1,617,134</u>	<u>1,173,900</u>
REVENUES				
Charges for Services	594,299	622,019	735,428	724,580
Interest Earned	<u>17,127</u>	<u>66,016</u>	<u>49,068</u>	<u>3,856</u>
TOTAL REVENUES	611,426	688,035	784,496	728,436
EXPENDITURES				
Claims	512,094	661,280	534,602	1,300,514
Administrative	241,871	19,939	193,128	177,444
Transfer Out	<u>-</u>	<u>-</u>	<u>500,000</u>	<u>-</u>
TOTAL EXPENDITURES	753,965	681,219	1,227,730	1,477,958
ENDING FUND BALANCE	<u><u>1,610,318</u></u>	<u><u>1,617,134</u></u>	<u><u>1,173,900</u></u>	<u><u>424,378</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2013

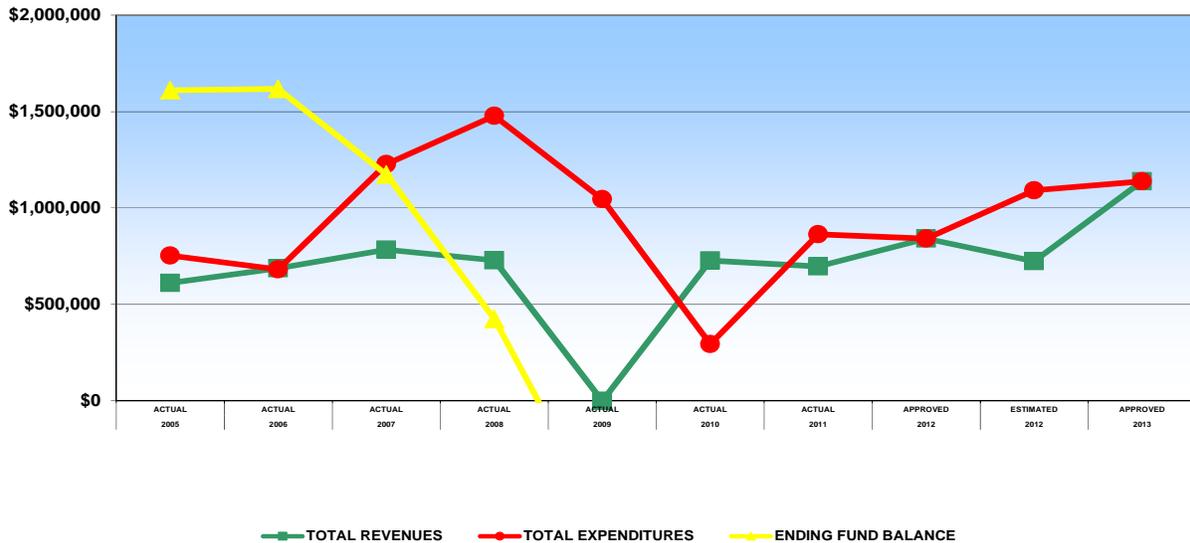
REVENUES: Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010. Estimated Revenues are lower than budgeted, but projected Revenues for 2013 show an increase of 57%.

EXPENDITURES: Costs are anticipated to decrease .04% in 2013. In 2007 \$500,000 was transferred from this Fund to the Health and Employee Benefit Fund. Such a transfer did not occur since this time nor is one planned for 2013.

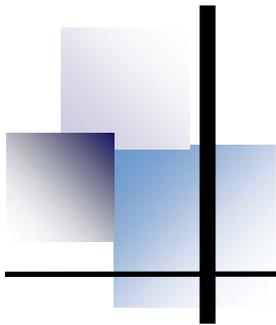
FUND BALANCE: Fund Balance will remain the same as compared to 2012 Estimated Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. With there being no change in the Ending Fund Balance, though negative, it is hopeful that in years to come the Fund Balance will soon be positive again. This is the result of the efforts of a Risk Manager that has been on board since 2007.

Workers' Compensation

<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>424,378</u>	<u>(621,693)</u>	<u>(188,654)</u>	<u>(355,716)</u>	<u>(355,716)</u>	<u>(723,973)</u>	<u>100%</u>
-	727,166	697,037	841,050	723,563	1,137,960	0%
<u>140</u>	<u>127</u>	<u>58</u>	<u>50</u>	<u>31</u>	<u>40</u>	<u>0%</u>
140	727,293	697,095	841,100	723,594	1,138,000	0%
940,989	204,858	795,010	769,600	984,122	1,023,000	90%
105,222	89,397	69,147	71,500	107,728	115,000	10%
-	-	-	-	-	-	0%
1,046,211	294,254	864,157	841,100	1,091,850	1,138,000	100%
<u>(621,693)</u>	<u>(188,654)</u>	<u>(355,716)</u>	<u>(355,716)</u>	<u>(723,973)</u>	<u>(723,973)</u>	<u>100%</u>



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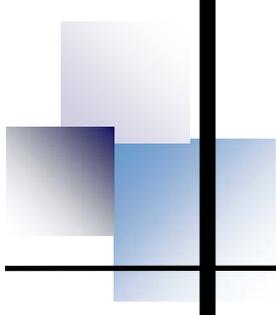
Debt Service Funds

Jail Annex Debt Service Fund 322

2010 Jail Special Local Option Sales Tax 324

DIRECTORY





Jail Annex Debt Service

DEBT SERVICE TRENDS

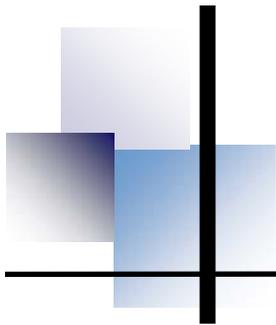
	<u>2005 ACTUAL</u>	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>
BEGINNING FUND BALANCE	139,148	140,534	148,709	153,119
REVENUES				
Miscellaneous	4,933	8,175	7,910	1,857
TOTAL REVENUES	4,933	8,175	7,910	1,857
EXPENDITURES				
Principal	680,000	700,000	705,000	720,000
Interest and Fees	209,455	199,254	185,208	184,624
TOTAL EXPENDITURES	889,455	899,254	890,208	904,624
OTHER FINANCING SOURCES				
Transfers In / (Out)	885,908	899,254	886,708	831,682
ENDING FUND BALANCE	140,534	148,709	153,119	82,034
		<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>BALANCE</u>
				\$ 8,328,422
	2003	\$ -	\$ 137,272	8,191,150
	2004	-	205,908	7,985,242
	2005	680,000	205,908	7,099,334
	2006	700,000	195,708	6,203,626
	2007	705,000	181,707	5,316,919
	2008	720,000	165,493	4,431,426
	2009	740,000	146,772	3,544,654
	2010	760,000	125,683	2,658,971
	2011	800,000	87,682	1,771,289
	2012	825,000	60,082	886,207
	2013	855,000	31,207	-
		<u>\$ 6,785,000</u>	<u>\$ 1,543,422</u>	<u>\$ 8,328,422</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

REVENUES: For 2013 there will be a transfer in from the General Fund to cover most of the debt service payment.

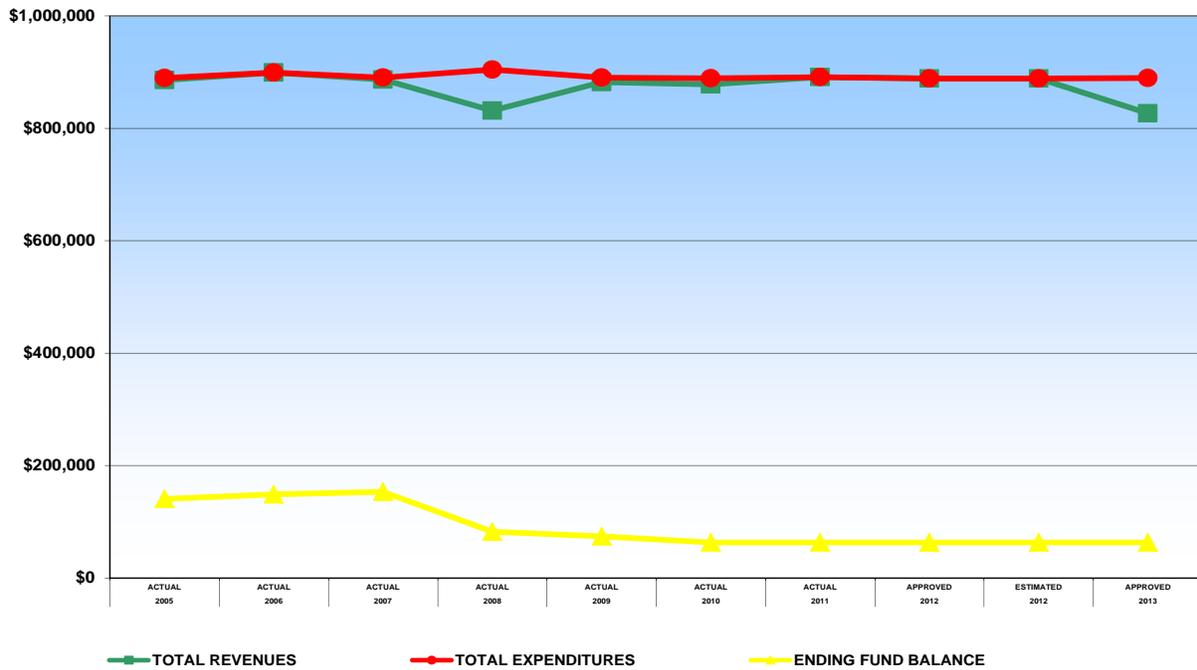
EXPENDITURES: For 2013 there will be expenditures to pay bond debt service. Payments are due May and November each year. Funds to pay debt service will come from the General Fund. This debt service will be paid off in 2013.

FUND BALANCE: The fund balance will remain fairly constant because that is the amount we



Jail Annex Debt Service

2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 BUDGET	2012 ESTIMATE	2013 APPROVED	2013 PERCENT OF TOTAL
<u>82,034</u>	<u>73,935</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>100%</u>
<u>53</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>62,842</u>	<u>100%</u>
<u>53</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>62,842</u>	<u>100%</u>
<u>740,000</u>	<u>760,000</u>	<u>800,000</u>	<u>825,000</u>	<u>825,000</u>	<u>855,000</u>	<u>96%</u>
<u>150,273</u>	<u>129,183</u>	<u>91,182</u>	<u>63,583</u>	<u>63,583</u>	<u>34,708</u>	<u>4%</u>
<u>890,273</u>	<u>889,183</u>	<u>891,182</u>	<u>888,583</u>	<u>888,583</u>	<u>889,708</u>	<u>100%</u>
<u>882,121</u>	<u>878,090</u>	<u>891,182</u>	<u>888,583</u>	<u>888,583</u>	<u>826,866</u>	<u>100%</u>
<u>73,935</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>62,842</u>	<u>100%</u>



2010 JAIL SPLOST

DEBT SERVICE TRENDS

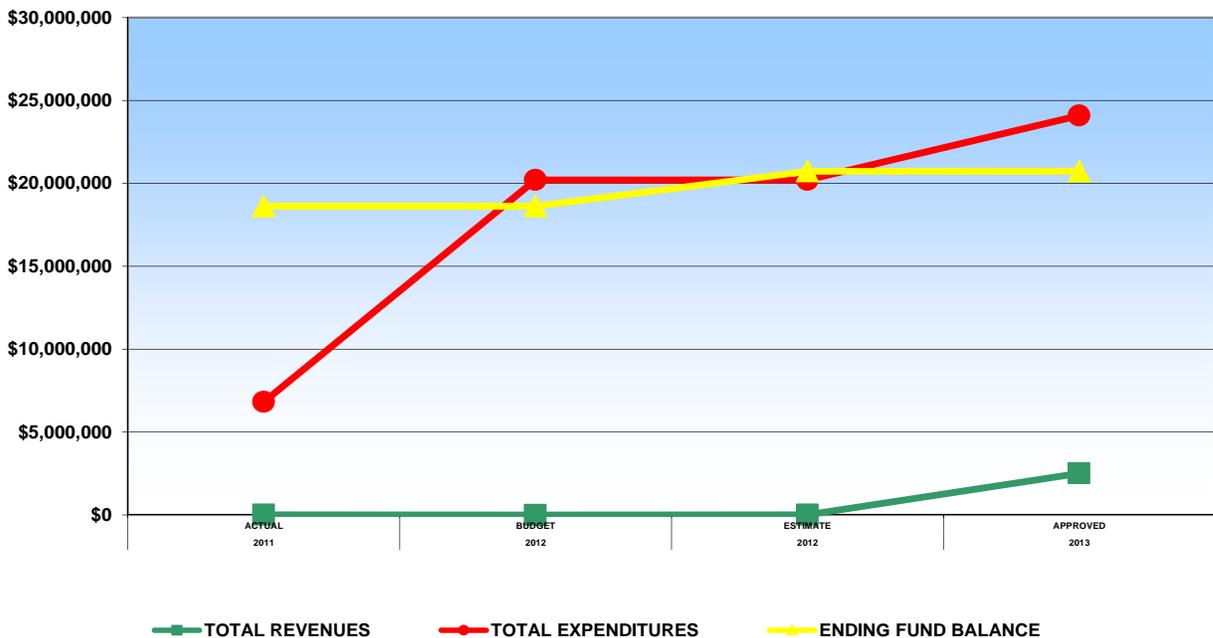
	<u>2011 ACTUAL</u>	<u>2012 BUDGET</u>	<u>2012 ESTIMATE</u>	<u>2013 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	-	18,640,407	18,640,407	20,730,132	100%
REVENUES					
Taxes	-	-	-	-	0%
Miscellaneous	-	-	-	2,500,000	
Investment Earnings	13,938	-	13,908	14,000	
TOTAL REVENUES	13,938	-	13,908	2,514,000	0%
EXPENDITURES					
Other Financing Sources	-	-	-	2,500,000	
Principal	4,840,000	16,000,000	16,000,000	18,000,000	75%
Interest and Fees	1,985,430	4,208,950	4,208,950	3,588,950	15%
TOTAL EXPENDITURES	6,825,430	20,208,950	20,208,950	24,088,950	90%
OTHER FINANCING SOURCES					
OPERATING TRANSFERS IN	25,451,899	20,208,950	22,284,767	21,574,950	100%
ENDING FUND BALANCE	<u>18,640,407</u>	<u>18,640,407</u>	<u>20,730,132</u>	<u>20,730,132</u>	<u>100%</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

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

2010 JAIL SPLOST

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



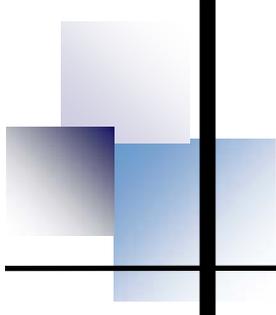
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Capital Outlay/Expenditures Policy

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

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



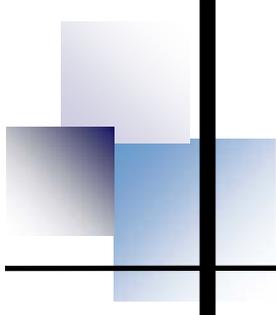


**Approved Capital Purchases Within Various Funds
Other Than Capital Project Funds**

CAPITAL BUDGETING

DEPARTMENT	DESCRIPTION	TOTAL
General Fund GENERAL GOVERNMENT		
INFORMATION SERVICES	Cloud to replace Servers	\$ 105,013
	Replace 150 PCs	\$ 135,000
		\$ 240,013
COURTHOUSE MAINTENANCE	Pressure Wash Courthouse	\$ 40,000
	Cooling Tower Replacement	\$ 110,000
		\$ 150,000
General Fund JUDICIAL SYSTEM		
STATE COURT DUI	DUI Court Grant	\$ 44,634
General Fund PUBLIC SAFETY		
SHERIFF ENFORCEMENT	Vehicles	\$ 500,000
FIRE & EMS	Capital Items	\$ 747,293
	Software	\$ 8,500
		\$ 755,793
General Fund PUBLIC WORKS		
RIDESHARE	Transportation Feasibility Study	\$ 180,000
	Vans	\$ 297,000
	Safety Upgrades at Multi-Modal Center and Park & Ride Lots	\$ 323,000
		\$ 800,000
MOTOR POOL	REFURBISH VEHICLES	\$ 100,000
General Fund PARKS, RECREATION AND CULTURE		
LIBRARY	Replace carpet at DC Library	\$ 70,000
General Fund PLANNING AND COMMUNITY DEVELOPMENT		
OCCUPATIONAL TAX	Business License Module Implementation and Training	\$ 7,500
	New World Business License Module Software	\$ 11,200
		\$ 18,700

Fund Total: General Fund \$2,679,140



Capital Impact on Operating Budget

CAPITAL IMPACT ON OPERATING

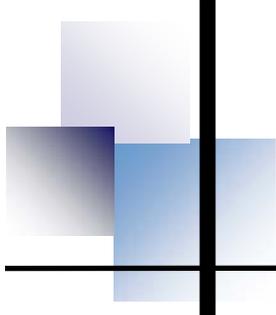
The 2013 Budget includes more budget improvements than in recent years. In order to continue to offer the citizens of Douglas County a high level of services through the economic crisis many needed repairs were deferred. The level of funding for capital improvements for 2013 is far from being sufficient to address all the needs of the County but it is a start to help us get back to a level of operations we were several years ago. The most costly capital projects planned for 2013 are primarily being funded with Federal and State Funds.

Public Safety is a top priority for the County. The 2013 budget includes \$755,793 for capital items that include software for the Fire Department. Most of these items will be replacing outdated equipment or equipment that is in disrepair. While improved service to the citizens is the primary goal of replacing equipment, improved efficiencies on the job will also be attained. There may be no measurable financial impact to the operating budget of this department.

The budget also includes \$500,000 for Sheriff Department Vehicles. Replacing some of the aging fleet will result in costs savings in both maintenance and repairs as well as fuel cost. There is also \$100,000 earmarked to refurbish County vehicles, most of which may belong to the Sheriff Department.

Our Rideshare program will make safety upgrades at our Multi-Modal Center and Park and Ride lots for \$323,000. \$297,000 is planned for additions and replacement of vans for the program. And a transportation feasibility study for \$180,000 will be completed. Of these funds 80% is Federally funded, 10% comes from the State and the County has a 10% obligation. While the improvements to the center and the rideshare lots will make these areas safer they may not have a measurable impact on the operating budget. The safety factor may, however, bring additional revenues because of the added features. The study on transportation will not have an immediate impact on operating, but the decisions made based on the results of the study will have long-term effects that will impact budget years beyond 2013. The replacement of vans should result in a decrease in fuel cost as the newer vans should get better gas mileage, and will result in fewer maintenance costs in the first years of operation.

Our oldest library has carpet is worn and tears present hazardous conditions. The 2013 budget includes \$70,000 to replace this carpet. While this replacement will make the library a more pleasant place to be and will make it safer, the operational budget will not be impacted by this in any significant amount.



Capital Impact on Operating Budget

CAPITAL IMPACT ON OPERATING

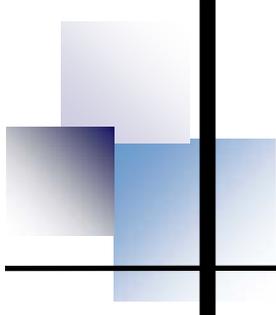
Many of the County’s computers are outdated and are in need of being replaced. The 2013 budget includes \$135,000 to replace approximately 150 PCs. Our servers are at a maximum with their storage capacity so \$105,000 will be spent to move towards the Cloud as a means of storage. Efficiency in operations will definitely be a benefit of these improvements, but operational cost may not be directly affected in the initial year.

The County courthouse is an area where needs have been deferred. The cooling tower will need to be replaced as soon as possible, because to defer this cost any longer would not be fiscally responsible. The Budget includes \$110,000 for this capital improvement. We will also spent \$40,000 to pressure wash the courthouse building. Substantial cost in utilities as well as maintenance are expected due to the replacement of the cooling tower.

A DUI Court has been added under the umbrella of the State Court. A grant in the amount of \$44,634 has been received to cover the full cost of this court in its first year of operations. The goal is for this court to not only become self supporting, but to help to ensure that citizens receiving DUIs in court have adequate treatment and ultimately reduce cost of them coming to court numerous times and possibly having to serve time in our jail at a cost to the taxpayers.

Our commitment to an improved economy has led us to include \$18,700 for new software for our Occupational Tax Department. This software will better interface with our present financial software and will help us to better serve our local businesses.





S.P.L.O.S.T. Capital Project Fund

CAPITAL BUDGETING

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

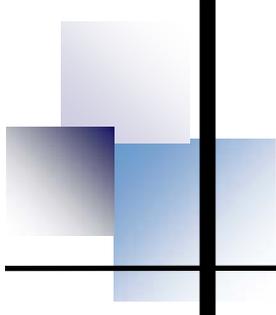
The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements from 2009 to 2011 were completed. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower rate than originally scheduled for the 2012 year. SPLOST funding has ceased to be received but there will still be funding for these projects from the Georgia Department of Transportation. All projects are scheduled to be completed in early 2013.

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 2013 to complete renovations to our stations.

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. The last of these funds are being spent to pave parking areas in park facilities around the county. All funds will be spent in 2013.

The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2013.

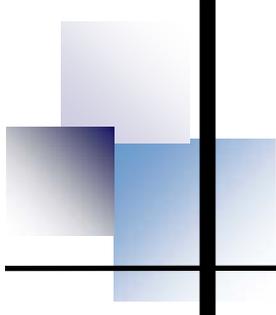




S.P.L.O.S.T. Budget by Projects

CAPITAL BUDGETING

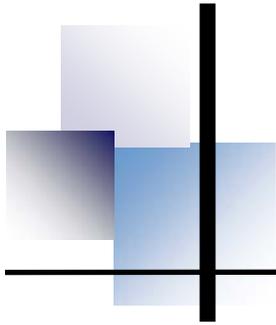
	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Parks			
Bond Issuance Cost	498,189	498,189	0
Bond Interest Cost	6,068,150	6,068,149	1
Administrative Professional Services	336,854	336,854	0
Land	8,373,864	8,373,864	0
Boundary Waters Multi Purpose Stadium	145,264	145,264	0
Deer Lick Multi Purpose Building	2,399	2,398	1
Deer Lick Skateboard Complex	297,907	297,906	1
Boundary Waters Baseball Complex	744,295	744,294	1
Boundary Waters Sports Complex	7,557,804	7,557,803	1
Boundary Waters Soccer/Football Complex	163,252	163,251	1
Senior Center	1,995,554	1,995,554	0
Aquatic Center	8,207,553	8,207,553	(0)
Deer Lick Tennis Center	231,485	231,485	(0)
Equipment	392,224	392,224	0
Woodrow Wilson Park Renovation	84,425	84,424	1
Lithia Springs Park Renovation	37,956	37,957	(1)
Deer Lick Park Renovation	826,384	826,383	1
Mt Carmel Park Renovation	83,986	83,986	0
Bill Arp Park Renovation	671,559	671,559	0
Winston Park Renovation	3,109,168	3,109,169	(1)
Post Road Park Renovation	498,948	498,948	(0)
Dog River Park Renovation	222,926	222,926	0
Project Manager	1,300,128	1,300,128	0
Equipment - Miscellaneous	190,230	187,812	2,418
Paving	205,000	129,001	75,999
Buleah Ruritan Park Renovation	239,966	239,965	1
Fairplay Renovation	232,656	232,656	0
Clinton Estates Park Renovation	115,139	115,139	0
Deer Lick Dam Replacement & Drainage	668,758	668,758	0
Lithia Springs Park	656,261	656,262	(1)
Lithia Springs Park 2010	2,247,400	2,247,048	352
TOTAL DOUGLAS COUNTY PARK PROJECTS	46,405,684.00	46,326,909.25	78,774.750



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

CAPITAL BUDGETING

	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Roads			
Project Manager Cost	1,518,618	1,611,219	(92,601)
Administrative/Professional Servcies	38,000	38,000	0
Transportation Modeling	688,771	688,771	-
Unpaved Roads	2,311,986	1,624,328	687,658
Intersection Imp. Mt Vernon & Skyview Dr	74,163	74,163	-
Sidewalks Junior High Drive	400,000	309,804	90,196
Intersection Impv Central Chruch & Kings Hwy	514,727	514,726	1
Intersection Impv Chapel Hill & W Chapel Hill	198,152	198,152	0
Intersection Impv Timber Ridge @ Presley Mill	1,431,851	1,351,130	80,721
Intersection Impv Chapel Hill @ Dorsett	4,191,523	3,898,558	292,965
Intersection Impv Chapel Hill @ Central Church	2,855,375	1,969,694	885,681
Intersection Impv Stewart Mill @ Yancy	1,180,000	180,775	999,225
Intersection Impv Bright Star & Douglas Blvd	98,600	98,600	0
Intersection Impv SR 5 & Bright Star	320,601	320,601	0
Bridge Anneewakee Creek	77,100	77,100	-
Bridge Stewarts Mill @ Reynolds	868,615	117,910	750,705
Bridge Post Rd @ Dog River	21,000	-	21,000
Bridge Stockmar Rd @ Mud Creek	62,062	62,062	0
Bridge Mason Creek @ Mobley	79,575	79,575	-
Bridge Tyree @ Hurricane Creek	81,046	81,046	0
Bridge Brewer @ Town Branch	165,535	165,534	1
Bridge N Sweetwater @ Mill Branch	37,104	37,104	0
Bridge Cedar Mt @ Gothards Creek	161,710	161,709	1
Bridge N Flat Rock @ Gothards Creek	213,754	213,754	0
Sidewalks on Wenona Rd SR5	38,319	-	38,319
Sidewalks on W Stewarts Mill to Wenona	32,343	-	32,343
Sidewalks Stewarts Mill - Chapel Hill - Central	50,309	-	50,309
Chapel Hill - Stewart Mill Rd Improvement	633,984	598,480	35,504
Mason Creek at Post Road Intersection Improvement	-	418,256	(418,256)
Unincorporated Road Projects	2,800,479	2,619,035	181,444
Resurfaced Roads	17,949,585	19,696,548	(1,746,963)
Prep & Shoulder Work	93,137	93,136	1
Safety Action Project	1,484,899	1,484,898	1
Mt Vernon Culvert	36,605	36,605	0
Contingency Interest	2,357	-	2,357
TOTAL DOUGLAS COUNTY ROAD PROJECTS	40,711,885	38,821,272	1,890,614

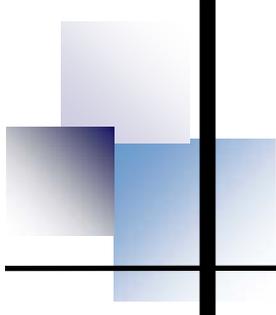


S.P.L.O.S.T. Budget by Projects

CAPITAL BUDGETING

	<u>CURRENT</u> <u>BUDGET</u>	<u>TOTAL SPENT</u> <u>TO DATE</u>	<u>REMAINING</u> <u>BALANCE</u>
Project File Summary - Fire			
Training Facility	1,517,101	1,517,101	0
Administrative Professional Services	11,400	11,400	-
Administrative Building	106,121	-	106,121
Equipment	1,983,202	1,896,703	86,499
8 Pumper Trucks	2,048,392	2,048,392	0
2 Ariel Trucks	1,167,759	1,167,755	4
8 Specialized Trucks	1,237,580	1,127,699	109,881
8 Ambulances	557,659	557,659	0
16 Administrative Units	347,620	288,532	59,088
Station 11 Dallas Hwy Renovation	150,616	150,616	0
Station 8 Westside/Mirror Lake	1,366,904	1,366,903	1
Station 5 Chapel Hill Renovation	272,699	111,159	161,540
Station 6 Riverside Renovation	109,899	109,896	3
Station 9 Eastside	1,000,000	245,004	754,996
Station 1 Lithia Springs Groovers Lake Road	1,254,195	1,254,194	1
General Renovations to Other Stations	128,687	115,884	12,803
Contingency from Reduced Interest Projections	40,957	(2)	40,959
	<hr/>		
TOTAL DOUGLAS COUNTY FIRE PROJECTS	13,300,791	11,968,893	1,331,898
	<hr/>		





G.R.T.A. Capital Project Fund

CAPITAL BUDGETING

Douglas County entered into an agreement with the Georgia Regional Transportation Authority (G.R.T.A.) in 2002. Douglas County committed \$1,700,000 towards the costs of the regional express bus system operated by G.R.T.A. in exchange for \$19,719,000 for arterial improvement projects that consist of:

- Duralee Lane Extension with a total budget of \$2,100,000 (which includes professional engineering, right-of-way and construction) and will construct a new 3 lane road from the end of Duralee 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	\$ 2,363,350	\$ (263,350)
Lee Rd/S. Sweetwater Rd Phase I	7,284,000	490,623	6,793,377
Lee Rd Phase II	10,335,000	3,078,107	7,256,893
	<u>\$ 19,719,000</u>	<u>\$ 5,932,080</u>	<u>\$ 13,786,920</u>

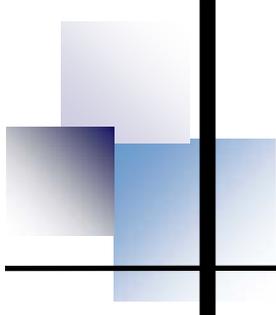


G.R.T.A. Capital Project Fund

CAPITAL BUDGETING

**DOUGLAS COUNTY, GEORGIA
GRTA ARTERIAL ROADS
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FROM INCEPTION AND FOR THE YEAR 2013**

	<u>PROJECT AUTHORIZATION</u>	<u>PRIOR YEARS</u>	<u>2013 ESTIMATED</u>	<u>TOTAL AT END OF 2013</u>
REVENUES:				
Intergovernmental	\$ 19,719,000	\$ 3,535,640	\$ 1,000,000	\$ 4,535,640
Interest	-	4,353	-	4,353
TOTAL REVENUES	\$ 19,719,000	\$ 3,539,993	\$ 1,000,000	\$ 4,539,993
EXPENDITURES:				
Capital Outlay - Public Works	\$ 19,719,000	\$ 4,521,282	\$ 380,000	\$ 4,901,282
TOTAL EXPENDITURES	\$ 19,719,000	\$ 4,521,282	\$ 380,000	\$ 4,901,282
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ -	\$ (981,289)	\$ 620,000	\$ (361,289)
OTHER FINANCING SOURCES:				
Operating Transfer In	-	450,000	-	450,000
TOTAL OTHER FINANCING SOURCES	\$ -	\$ 450,000	\$ -	\$ 450,000
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ -	\$ (531,289)	\$ 620,000	
FUND BALANCE BEGINNING OF YEAR		\$ -	\$ (531,289)	
FUND BALANCE END OF YEAR		\$ (531,289)	\$ 88,711	



2010 JAIL SPLOST CAPITAL PROJECT FUND

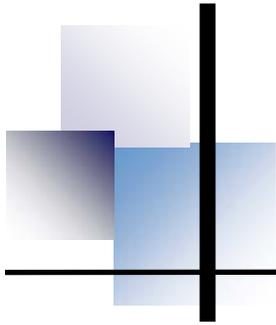
Construction on the \$117 million facility began in the last quarter of 2010 and was complete 2012 with just a few items remaining on the building.

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

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

CAPITAL BUDGETING

DOUGLAS COUNTY, GEORGIA 2010 JAIL SPLOST SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2013				
	PROJECT AUTHORIZATION	PRIOR YEARS	2013 ESTIMATED	TOTAL AT END OF 2013
REVENUES:				
Special Local Option Sales Tax	\$ 122,240,471	\$ 59,237,251	\$ 21,000,000	\$ 80,237,251
Interest	280,000	326,949	65,117	392,066
TOTAL REVENUES	\$ 122,520,471	\$ 59,564,200	\$ 21,065,117	\$ 80,629,317
EXPENDITURES:				
Capital Outlay - Public Safety	\$ 116,240,580	\$ 138,956,474	\$ 4,467,985	\$ 143,424,459
TOTAL EXPENDITURES	\$ 116,240,580	\$ 138,956,474	\$ 4,467,985	\$ 143,424,459
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ 6,279,891	\$ (79,392,274)	\$ 16,597,132	\$ (62,795,142)
OTHER FINANCING SOURCES:				
Issuance of Long-Term Debt	\$ 97,245,000	\$ 97,245,000	\$ -	\$ 97,245,000
Premiums on Bonds Sold	\$ 9,090,539	\$ 9,090,539	\$ -	\$ 9,090,539
Transfers Out	(112,615,430)	(47,722,728)	(21,588,950)	(69,311,678)
TOTAL OTHER FINANCING SOURCES	\$ (6,279,891)	\$ 58,612,811	\$ (21,588,950)	\$ 37,023,861
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ -	\$ (20,779,463)	\$ (4,991,818)	
FUND BALANCE BEGINNING OF YEAR		\$ -	\$ (20,779,463)	
FUND BALANCE END OF YEAR		\$ (20,779,463)	\$ (25,771,281)	

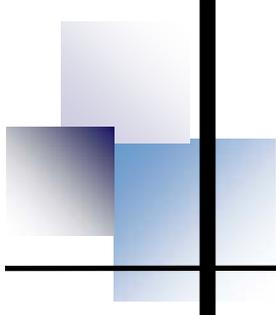


Capital Transportation

The newly established Capital Transportation Fund will facilitate the ongoing projects from the Department of Transportation. The General Fund will contribute each year as funds are available and the Board deems it fiscally responsible to do so. Funding for these projects will also come from the Georgia Department Of Transportation and possible other agencies as well. There are no planned contributions from the General Fund for 2013.

CAPITAL BUDGETING

DOUGLAS COUNTY, GEORGIA CAPITAL TRANSPORTATION FUND SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2013				
	PROJECT AUTHORIZATION	PRIOR YEARS	2013 ESTIMATED	TOTAL AT END OF 2013
REVENUES:				
Intergovernmental	\$ 1,002,733	\$ 502,733	\$ 500,000	\$ 1,002,733
TOTAL REVENUES	\$ 1,002,733	\$ 502,733	\$ 500,000	\$ 1,002,733
EXPENDITURES:				
Capital Outlay - Public Works	2,580,162	1,510,583	\$ 724,871	\$ 2,235,454
TOTAL EXPENDITURES	\$ 2,580,162	\$ 1,510,583	\$ 724,871	\$ 2,235,454
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (1,577,429)	\$ (1,007,850)	\$ (224,871)	\$ (1,232,721)
OTHER FINANCING SOURCES:				
Transfers In	2,572,812	2,744,548	\$ -	\$ 2,744,548
Transfers Out	(450,000)	(450,000)	(371,736)	(821,736)
TOTAL OTHER FINANCING SOURCES	\$ 2,122,812	\$ 2,294,548	\$ (371,736)	\$ 1,922,812
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ 545,383	\$ 1,286,698	\$ (596,607)	
FUND BALANCE BEGINNING OF YEAR		\$ -	\$ 1,286,698	
FUND BALANCE END OF YEAR		\$ 1,286,698	\$ 690,091	



Glossary

APPENDIX

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

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

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

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

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

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

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

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

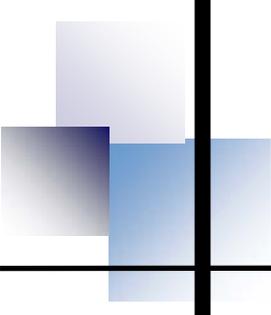
Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

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

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

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

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



Glossary

APPENDIX

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.

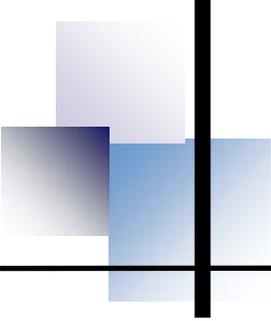
Election Fees – Fees levied on the qualifying candidates for the cost of the election process.

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.



Glossary

APPENDIX

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.

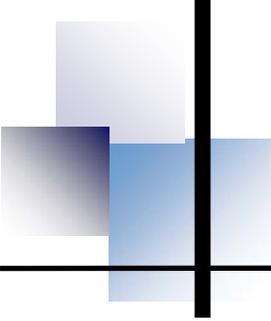
Franchise Taxes – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

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.

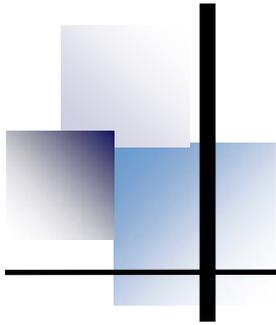
Insurance – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

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.



Glossary

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.

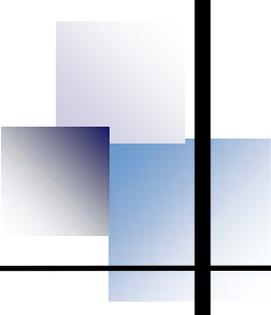
Mechanical Permit – Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

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.



Glossary

APPENDIX

Non-Operating Revenues – Proprietary fund revenues that are incidental to, or by-products of, the fund’s primary service activities.

Occupational Taxes – Revenues from businesses and occupations within the County, which are taxed, based on gross receipts.

Operating Budget – The portion of the budget pertaining to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.

Operating Revenue – Proprietary fund revenues which are directly related to the fund’s primary service activities. They consist primarily of user charges for services.

Other Services & Charges – Includes expenditures/expenses for services that are required by the County for administration of its assigned functions.

Personal Services – Includes expenditures for salaries, wages, and related benefits provided for persons employed by Douglas County.

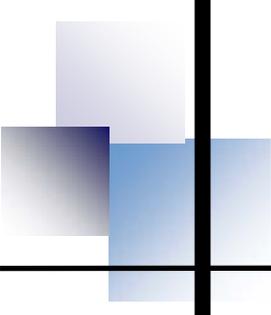
Plans & Construction – Revenue from the administrative review of plan and specifications on commercial building.

Plumbing Permit – Revenue from businesses and individuals to secure the approval to perform plumbing work.

Professional Services – Expenditures incurred by the County to obtain the services of recognized licensed professionals such as Doctors, Engineers, Certified Public Accountants, etc. These accounts are not used for fee payments.

Property Transfer Tax – Tax paid on the transfer of real property. The tax is applied to the principal of the new loan plus any cash transferred for the real property.

Proprietary Fund Types—Funds that accounted for on a cost of service or “capital maintenance” measurement focus where determination of net income is important. The measurement focus is upon determination of net income, financial position and cash flows.



Glossary

APPENDIX

Public Utilities – Tax levied on the property of the public utilities based on the values given by the tax assessors’ office.

Public Utility Services – Cost of electricity, natural gas, water and sewer, and communication services purchased for County buildings and facilities.

Railroad Equipment Tax – Tax levied on railroad equipment located within Douglas County.

Recreation Fee – Charges for current services by the Recreation Department.

Rentals and Leases – Expenditures incurred in the renting or leasing of real estate, etc.

Reserve – An account used to indicate that a portion of a fund’s balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Retained Earnings – A fund equity account which reflects accumulated net earnings (or losses) of a proprietary fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

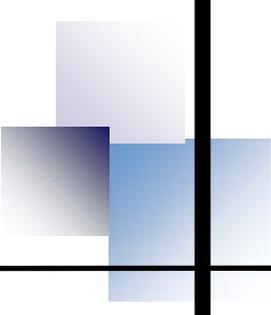
Revenue – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

Sales Taxes – Local option 1% sales taxes collected in Douglas County and distributed by the State of Georgia to the local governments within Douglas County.

Selective Sales & Use Taxes – Taxes imposed upon the sale/use of selected goods or services.

Special Assessments – A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Purpose Sales Tax – Special sales and use tax imposed by Douglas County for a specific period of time not to exceed five (5) years. The tax imposed is at a one-percent rate and is subject to referendum approval.



Glossary

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

Supplies – Includes articles and commodities purchased by the County to aid the departments in accomplishing its mission and which are consumed or materially altered when used.

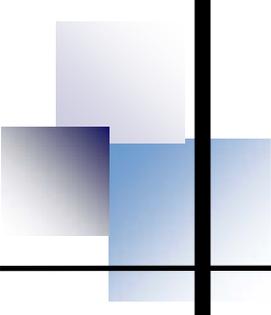
Tax Cost – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by Douglas County are approved by the County Commission and are within limits determined by the State.

Tax Not on Digest – Property located or identified after the digest is approved by Douglas County for submission to the State.

Working Reserve—Fund balance less any reserves of fund balance such as reserves for encumbrances, capital outlay, debt service, prepaid items, etc. Also known as unreserved/undesignated fund balance.

Zero-Based Budgeting— A budget approach that requires each department to submit a budget request and justify all expenditures rather than justifying only the expenditures with proposed changes from the prior year budget.



Acronyms

APPENDIX

A.R.C.—Atlanta Regional Commission

B.I.R.—Budget Improvement Request

B.O.C.—Board of Commissioners

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

C.D.B.G. — Community Development Block Grant Program

D.A.R.E.—Drug Abuse Resistance Education

D.O.T.—Department Of Transportation

F.I.C.A.—Federal Insurance Contribution Act

G.A.A.P.—Generally Accepted Accounting Principles

G.A.S.B.—Governmental Accounting Standards Board

G.F.O.A.—Government Finance Officers Association

G.R.T.A.—Georgia Regional Transportation Authority

L.O.S.T.—Local Option Sales Tax

N.P.D.E.S. II—National Pollutant Discharge Elimination System

N.S.P. — Neighborhood Stabilization Program

O.C.G.A.—Official Code of Georgia Annotated

S.H.A.R.E. House—Someone Helping Another through Resources and Education House is a private, non-profit, grass roots organization in Douglas County, Georgia with a satellite office in Paulding County. They provide services and shelter for battered and homeless women and children.

S.P.L.O.S.T.—Special Local Option Sales Tax



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