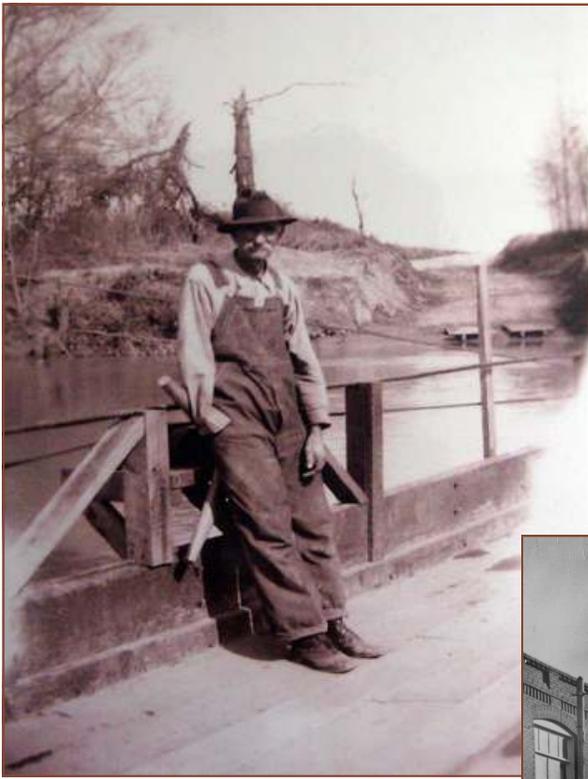


Douglas County, Georgia 2014 Operating Budget



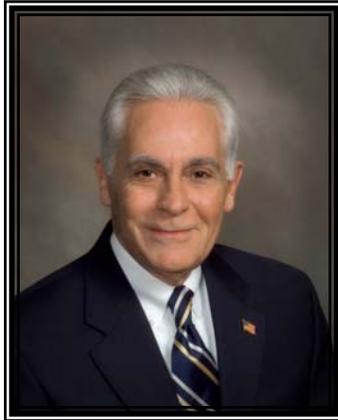
remembering our
past...

...securing our future





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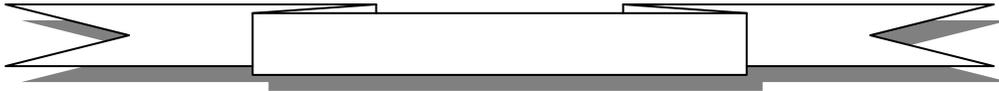


Eric Linton
County Administrator

2014 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

**DOUGLAS COUNTY
FINANCE DEPARTMENT**



JENNIFER HALLMAN, FINANCE DIRECTOR

MICHELLE GREEN, FINANCIAL ANALYST

SABRINA COGBURN, SENIOR ACCOUNTANT

TERRI DAVISON, ACCOUNTING SUPERVISOR

JULIE CLARK, PAYROLL ADMINISTRATOR

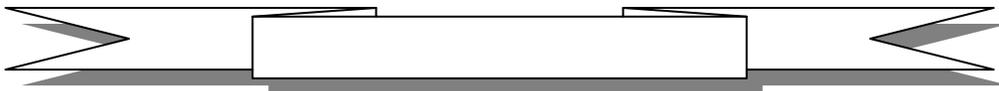
REBECCA ANSLEY, ACCOUNTING ASSISTANT II

DENISE BARRETT, ACCOUNTING ASSISTANT II

ANN BISHOP, ACCOUNTING ASSISTANT II

BRITTANY GILREATH, ACCOUNTING ASSISTANT I

KAREN REED, ACCOUNTING ASSISTANT I



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
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PRESENTED TO

Douglas County

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For the Fiscal Year Beginning

January 1, 2013

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, 2013.

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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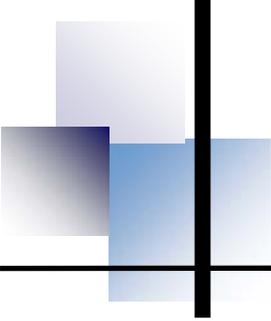
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Budget Message

2014 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2014 annual operating and capital budgets totaling \$130,166,178. 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.

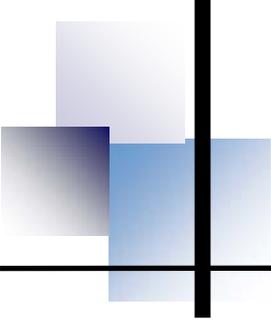
GENERAL VIEW OF THE 2014 BUDGET

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 2014 budget totals \$88,215,599. Nearly every department took a three percent cut in operating expenses. The one exception to this was Senior Services, showing the Board's commitment to servicing the needs of the County's aging population. While recent years have seen few Budget Improvement Requests, the 2014 budget includes an increased commitment to economic improvement for Douglas County. This budget addresses departmental needs on both ends of the spectrum. Improvements include everything from replacement of minor equipment to funding for infrastructure improvements. Despite the economic downturn in recent years the 2014 budget is reflective of the Board's outlook of better days ahead 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. As the County continues to leverage Federal and State funding, \$1.7 million in road resurfacing projects are planned with the County matching State and Federal Funding with approximately 50% of local funds. Transportation alternatives are also planned. A regional greenway trail is planned with a cost of \$1.6 million towards preliminary engineering. The County will match Federal and State Funding with 20% from the Capital Transportation fund. It is also planned for the Department of Transportation a Road Tractor Truck with a trailer and attachment for a total cost for used items of \$75,000. This Department's sign shop will also have printer and software upgrades for a cost of \$20,000.

The Board is committed to the building of a new animal shelter. A site on existing County property was selected and the 2014 budget includes \$250,000 for a building design. Safety of our citizens and Public Safety personnel dictate the inclusion of \$202,000 for Sheriff's radio upgrades and \$81,000 for Fire Department turnout gear. County funds will be partnered with Federal and State funds to purchase four twenty-one passenger buses for Senior Services at a total cost of \$200,000. The court system will begin with process of acquiring new case management system to be utilized by all the judicial departments. An initial \$150,000 is committed for this in the 2014 budget. Improvements to Information Services for hardware and software upgrades will increase speed and efficiency as well as ensure operations are uninterrupted in the event there are failures in the equipment and switches that are being replaced due to being at the end of their life. These improvements are planned at a total cost of \$111,300. Occupational Tax will implement a new business license module. For this budget, additional funding of \$18,000 is committed for this.

Included in the improvements to the County's Parks, Recreation and Culture programs that will total \$197,670 are plans to renovate the maintenance building at the County's most utilized park, an infield machine, batting cages, mowers, and numerous minor improvements.



Budget Message

Salaries, Benefits, and related Operational as the economy slowly begins to recover, the hiring freeze established in 2009 is being reexamined on a case by case basis. In recent years vacancies in positions were either being filled or were filled with the reallocation of existing staff who are becoming underutilized due to lack of work. The 2014 budget includes new positions that address critical needs. Thirteen new full-time positions and three new part-time positions for a total of \$625,419 in salaries and benefits will be added throughout County departments. Departments such as the Sheriff's Department, the Public Defender's office, the District Attorney's office and Animal Control have been understaffed as the demand for their services continued to rise in recent years. Salary increases of \$140,373 will be implemented in various departments as a part of a continued effort to keep Douglas County competitive in the job market.

During the recent economic downturn, many judicial and public safety departments continued to experience growth. In the areas of planning and community development, some departments experienced declines. These declines have begun to slow. With approved capital projects and increased staff and workload, many departmental operating budgets have been funded with a slight increase over 2013. Some will continue to operate at the same level as the prior year and a few have had their operational budgets reduced to reflect continued efforts to increase efficiencies. The variances in operational budgets from 2013 to 2014 are nominal.

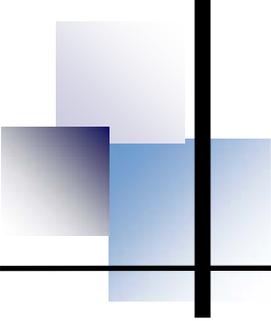
During 2013 the county operated a new Jail and Law Enforcement Complex for the first year. With a full year of operational cost recorded it was determined that this facility could be operated at a level \$20,000 below the 2013 budget. Even with maintenance agreements being put into place where warranties once covered these costs the Sheriff Detention's 2014 operating budget slight .43% less than 2013.

The County's Development Authority is an agency that is independent of the County. However, funding for operations is included in the 2014 budget at an increased amount of \$70,000

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 \$107,556. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$107,556.

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 \$343,833. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$343,833.

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 \$1,608,300. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$1,608,300. Total operating expenses that include salary and benefits for 29 employees total \$1,523,133.



Budget Message

Hotel-Motel Tax Fund The \$185,000 income generated in this fund is utilized to fund tourism through the Chamber of Commerce and to maintain the museum operated by the County Historical Commission. There is no fund balance in this fund because all receipts are transferred to the designated agencies and a portion to the General Fund. Most of the fee generating facilities are located within the City of Douglasville, however in 2010 a new hotel/convention center opened in the County and funds increased 268% in 2010 for the partial year this facility was open. In 2011 this revenue increased another 9.42%. And again in 2012 it increased 9.33%. 2013 experienced a 17.39% increase over 2012. Because 2013 revenues included funds received as the result of a class action law suit, a conservative estimate for 2014 is expected to result in revenues of \$185,000.

Law Library Fund This fund is controlled by the Superior Court Judges and is utilized to keep the Douglas County Law Library updated. Revenues are received from Superior Court, Magistrate Court and Probate Court. The projected 2014 beginning fund balance is \$537,724. Estimated revenues from fines and earnings amount to \$90,000. Expenditures for operating expenses are budgeted at \$90,000. Ending fund balance should be \$537,724.

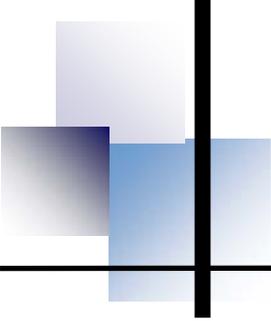
Sheriff Confiscated Funds This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia Title 16, Volume 13, Section 49. The Sheriff's Office is entitled to 1/3 of the amount distributed to provide for any official law enforcement purpose except for the payment of salaries or rewards to law enforcement personnel. The projected beginning fund balance is \$4,035,303. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$4,035,303.

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 \$26,400. The projected beginning fund balance is \$135,047. The budget is projected to be balanced with Revenues equaling Expenditures. Projected ending fund balance is \$135,047.

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 \$4,200.

Victim Assistance Fund This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$197,281. Revenues are projected at \$193,500 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$23,062. There is a 2014 beginning fund balance of \$327,512 and is projected to be the same at the end of 2014.

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



Budget Message

SPLOST and GRTA (Georgia Regional Transportation Authority) Capital Project Funds.

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

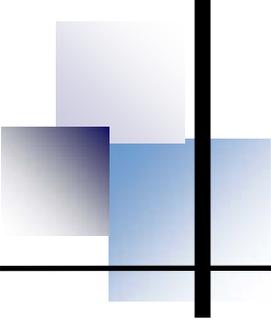
NSP The County is now in the 3rd phase of the Neighborhood Stabilization Program where we use Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home. We sold several homes in 2013 that would have otherwise continued to deteriorate on the market.

Jail 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 is schedule to be paid off in three years.

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 2014 beginning retained earnings is \$258,304. Projected revenues and expenditures are estimated at \$1,644,997. The ending retained earnings are projected to remain constant.

Health and Employee Benefits Fund. This is an internal service fund that provides health and life insurance benefits for Douglas County employees. Revenues are generated by transfer payments from other funds, employees and retirees. Total expenditures for 2014 are anticipated to be \$11,332,800 as compared to \$11,185,281 for the year 2013. The beginning fund balance is a negative \$2,248,755. In an effort to address this deficit the County is contributing an additional \$1.5 million to this fund. The employees contribute based on a tier structure of coverage which equals approximately \$2,116,400. Also, retirees, depending on their retirement plan, pay part of the premium.

Workers' Compensation Fund. This is an internal service fund that provides workers' compensation benefits for Douglas County employees. Revenues are generated by transfer payments from the General Fund, E-911 Fund, Victim Assistance Fund and Landfill Fund. For 2009 these funds postponed contributions to the Worker's Comp Fund because it was determined to have enough reserves to cover one year of claim and plan administration costs. Claims exceeded budget in 2009 leaving a negative beginning 2010 Retained Earnings. Funding resumed in 2010 which reduced this negative ending Retained Earnings. 2014 begins with a negative \$701,198. In an effort to address this deficit the County is contributing an additional \$500,000 to this fund. Total expenditures for 2014 are budgeted at \$1,049,623 with revenues to be the same. This leaves the projected 2014 ending net assets for this fund with a negative \$355,716.



Budget Message

ACCOMPLISHMENTS FOR 2013

The 2013 fiscal year was the fifth year of the recession. Revenues in many areas began to experience an increase for the first time during this recession. Demand for general government services, court services, law enforcement and other government services continued to steadily increase at a pace much faster than these revenue increases though. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. Even with factors beyond anyone's control such as the cost of fuel, homes values, etc. the 2013 expenditures were 1.14% under budget. In the face of adversity, however, 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 2013. This department began to replace all computers 2005 and older. With limited funds, every effort was made to keep cost to a minimum and allotted funds were sufficient to extend this refresh program to include computers purchased in 2006 and 2007.

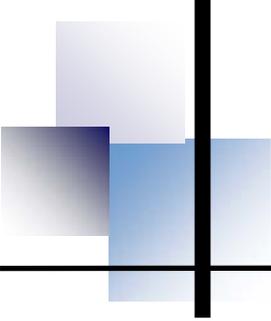
Improved Judicial Services:

In years past improvements have primarily been in the way of actual budgeted expenditures for equipment and capital items. This is changing with the implementation of new services and programs that continue to be added to improve the quality of life and to help restore families and individuals. To enhance public safety and to help repeat DUI offenders obtain sobriety, the County began a DUI Court in April of 2013. The Family Treatment Program of the Juvenile Court worked with fifteen families to provide services to parents who have substance abuse issues and have cases filed in the Court. Providing opportunities like these not only changes lives, but also saves taxpayer dollars. The alternative programs assist offenders in getting their lives together and reduce the number of repeat offenses. This saves court costs and reduces the inmate population in the County.

Improved Public Safety:

2013 was the County's first full year of operations in the \$117 million Jail and Law Enforcement Center that was completed in late 2012. 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. Available space in the facility have led to the housing of inmates from other jurisdictions. This generates revenue at little or no additional cost to the County.



Budget Message

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 \$727,478.

Online training in the neighborhood fire stations became available to our Fire and EMS Department. This allowed these emergency personnel to be more responsive to the over 14,000 emergency calls received in 2013.

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. Acquisition of new equipment late in 2012 facilitated more work in 2013 done by County staff.

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

Improved Health and Welfare:

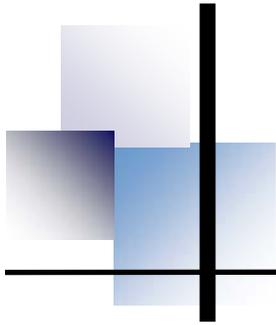
Since late 2010 the County has operated Senior Services and continues to enhance their programs to meet the needs of the aging population. In 2013 52,000 meals were served to seniors with 36,000 of those delivered directly to the homebound.

Improved Parks, Recreation, and Culture:

As economic times worsen, families in our community found a renewed interest in things to do that are affordable. Our County's eleven parks offered this in 2013 with everything from organized baseball, softball, soccer, swimming competitions, picnic areas, a dog park, walking tracks, recreational swimming and open spaces for family entertainment. Each High School in the County now has a swim team that trains in our Aquatic Center. Almost 1,000 people use this center on a weekly basis. In addition to Senior Services we have a senior center that serves the recreational needs of the portion of our older population that are independent. Dozens of programs are designed to keep this population young and active. We had 41,000 participants' visit this center in 2013. Our three public libraries hosted 500,000 people, many who took advantage of e-books, e-audio books and e-magazines, and computer classes.

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.



Budget Message

PRIORITIES FOR 2014

Economic development is vital to the long-term success of Douglas County. We have a lot to offer with a reliable water supply, a good school system, a well maintained transportation system, relatively low taxes, a competitive fiber grid, and a capable work force. The 2014 budget shows a strong commitment to our infrastructure and alternative transportation. This will help attract businesses and persons wanting to relocate to our community and strengthen our housing market.

While ensuring that we are fiscally responsible with tax dollars is paramount, we cannot continue to absorb budget cuts to an already restrictive budget without detrimental effects to programs and services. The County's tax digest and property tax revenues have significantly declined since 2008. A slight increase to the 2013 millage rate showed the Board's commitment to infrastructure improvements necessary to the sustainability of this community. This increase was necessary to meet the continued increased demands for services. There is no planned increase for the 2014 budget year. 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.

The County's 2014 budget does include a reserve fund to be used in emergencies so that our response to emergencies can be appropriate and timely.

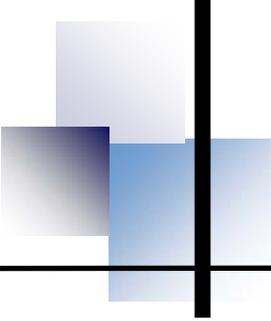
Strong emphasis in 2014 will be placed on building our community. Douglas County will remain dedicated to providing services to the public in an efficient, responsible, and professional manner. Services will be delivered in a caring, humane environment. Douglas County is dedicated to providing a work environment where we respect the dignity, and recognize the merit, of each individual employee. Douglas County is committed to a policy of open government.

Improved Planning and Community Development:

Economic development continues to be a top priority for 2014. Increased funding for the Development Authority, infrastructure, transportation alternatives and public safety will help promote Douglas County to businesses and industries looking for a great place to locate.

Improved Commitment to Citizens:

The County will operate within the 2014 budget with no increase in taxes, and a steadfast assurance to continue to offer quality services to our citizens and to address issues that have been deferred long enough. The 2014 budget shows less than a 1.00% increase in revenues from 2013 estimates and expenditures at an 11.44% increase. When department operating budgets were cut 3%, Senior Services budget was preserved at the requested operating level and four buses included to better meet the needs of this growing population for transportation.



Budget Message

Improved Public Safety:

Public Safety is our highest priority and receives 47.31% of the budget. Funding for additional staff, vehicles, communications equipment, turnout gear, and plan and design for an animal shelter are included in the 2014 budget. In 2012 construction on the \$117 million jail and law enforcement complex facility was complete and opened for operation. SPLOST proceeds are foreseen to be adequate to pay the debt service on this center over the next three years, until the debt service is paid in full.

Animal Control while holding a small portion of the Public Safety budget is a priority. Staffing required to be effective at the animal shelter is provided for this year. Our current facility is outdated and inadequate to meet the growing needs of the County. For 2014 a new location that is more central to the residents than the present location is planned and the budget includes funding to have plans designed for a new facility.

Improved Judicial Process:

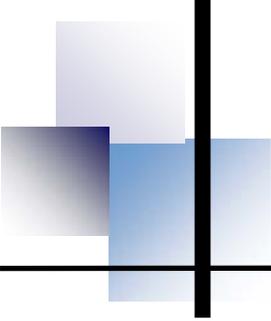
The creation of a new DUI Court and corresponding treatment program will remove more drunk drivers off the streets and offer them a chance to make better life choices as well as ultimately prevent them from causing harm to themselves or others. 2014 will be the first full year of operations for this program that continues to grow in the number of participants that successfully complete the program. With this program underway, the State Court is instituting a Misdemeanor Drug Court to address drug addiction issues in the same manner that the DUI Court addresses alcohol issues. Both programs keep people out of jail, and put them back into their families and community with tools to become successful and productive contributors to both. Savings of time and effort will be achieved as attorneys and citizens will now be able for the first time to electronically file cases and documents with the Clerk of Superior Court.

Improved Facilities:

While still one of the County's newest buildings, the courthouse is aging and repairs to the roof and replacement of the cooling tower will help address issues that if deferred could become considerably more costly to repair/replace. 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. Renovations to an existing Park maintenance building will provide proper facilities to better house their growing operations and adequate space for the County's equipment and maintenance operations. Professional services will be engaged to clean the air ducts and carpet at the libraries, which will provide not only a more pleasant atmosphere for citizens who utilize the library, but also increase the air quality at one of the aging facilities.

Improved Transportation:

Leveraging Federal and State grants for roadway and transportation projects will allow us to begin to make progress on much needed projects. Not only does the 2014 budget include a \$1 million contribution to our Capital Transportation fund, but a \$1.6 million commitment for a regional greenway trail that will provide transportation alternatives as well as opportunities for growth in the way of additional homes and businesses along the trail.



Budget Message

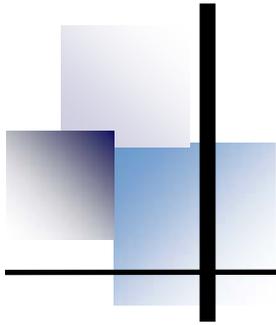
Improved Responsibility

To strengthen the confidence the public has in this Government, it's transparency and integrity in the new year begins with an adopted vehicle use policy that will ensure that cost incurred for maintenance, fuel and insurance are incurred for only legitimate County business. In conjunction with this policy a number of County employees who previously had a take home County vehicle have redeemed those vehicles and now receive a vehicle allowance. Over time there will be a cost savings to the County in the maintenance, insurance, fuel, replacement cost, etc. In addition to the savings, the negative public perception that comes when County vehicles are seen in operation outside the normal business hours will be eliminated.

In 2014, a current employee will become a Certified Public Accountant. Additional job duties will come with this professional designation that will include reviews in all areas of the County where funds are received and dispersed. Internal controls will be reviewed and revised as deemed necessary. For areas the warrant more than a review, the budget provides funding for external firms to come in and audit such areas. These actions will reinforce financial policies in place and give additional assurance to the citizens that funds from all sources are being handled appropriately.

Healthcare costs have continued to rise during the recession of recent years. The County has not been immune to these increases. Our Healthcare and Workers Comp Funds are self-insured and while claims have been paid timely, the funding of these internal service funds has not kept pace with the rising cost. A substantial financial commitment to reducing the negative fund balances in these areas is included in the 2014 budget. The commitment includes the undertaking to have these funds reviewed by a consultant to provide direction that will allow us to eliminate these deficits and create sustainable funds that are paid for each year with current dollars.

With only three years remaining on the County's only long-term debt for a jail and law enforcement center funded by a Special Purpose Local Option Sales Tax, the county remains in a good financial position. Maintaining reserves of about 10% of the General Fund budget is a policy that we take seriously and have been able to continue to do for 2014.



Budget Message

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

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

Community Vision

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

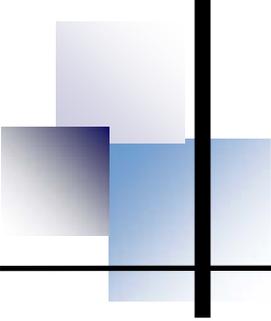
Community Issues and Opportunities

Douglas County faces many challenges when faced with fulfilling our vision. Workforce development to be discussed in the following section, provision of services to our senior adults, and perhaps the greatest challenge before us, the preservation of rural areas while allowing for growth.

Between 2000 and 2010, Douglas County's population increased by 44% from 92,174 residents to 132,403. Douglas County's population is projected to be approximately 256,500 by 2040. This would be almost a 100% increase in population. The population has experienced growth and stagnation in particular age categories over the past ten years. While populations between ages 25 and 54 saw similarly proportioned increases, the population of people over 65 rose by 38%. In addition, the population of children (under 18) also rose by largest amount with an increase of 12,000 people. Children under 18 make up 28% of the county's 2010 population.

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

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



Budget Message

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

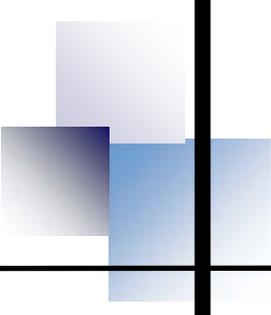
Douglas County is typical of communities that possess a diminished stock of historic structures, but have expressed a desire to project an image that respects the community's overall desire to preserve its small town feel. Situations vary, but a common approach is to research, identify, and restore the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

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

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

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

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



Budget Message

Community Work Program

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

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

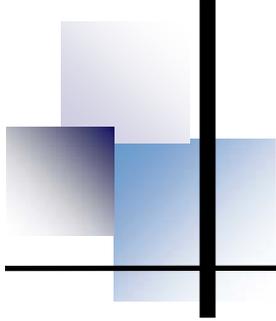
It is the County's desire to promote high quality commercial and business development during the next 20 years emphasizing non-residential in order to enhance the County's tax base, create new jobs, and provide convenient shopping opportunities for local residents. The vision for the future is based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

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



Eric Linton
County Administrator, ICMA-CM, AICP

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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

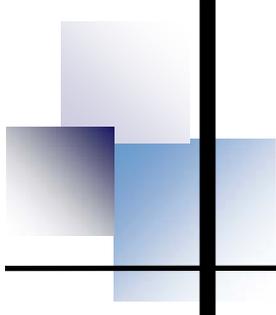
Douglas County is one of the smallest counties in the State of Georgia. It occupies an area of only 199.3 square miles. Of the 159 counties in Georgia, Douglas County ranks 139th in size.

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

DESCRIPTION

TRANSPORTATION

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

ECONOMY

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%.

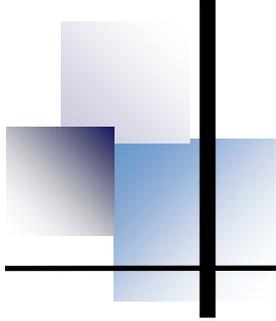
POPULATION

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.

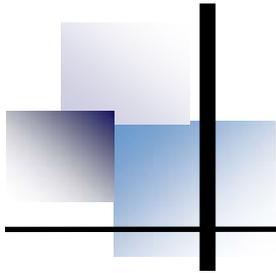
The County Coroner's position is also an elected position.

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.

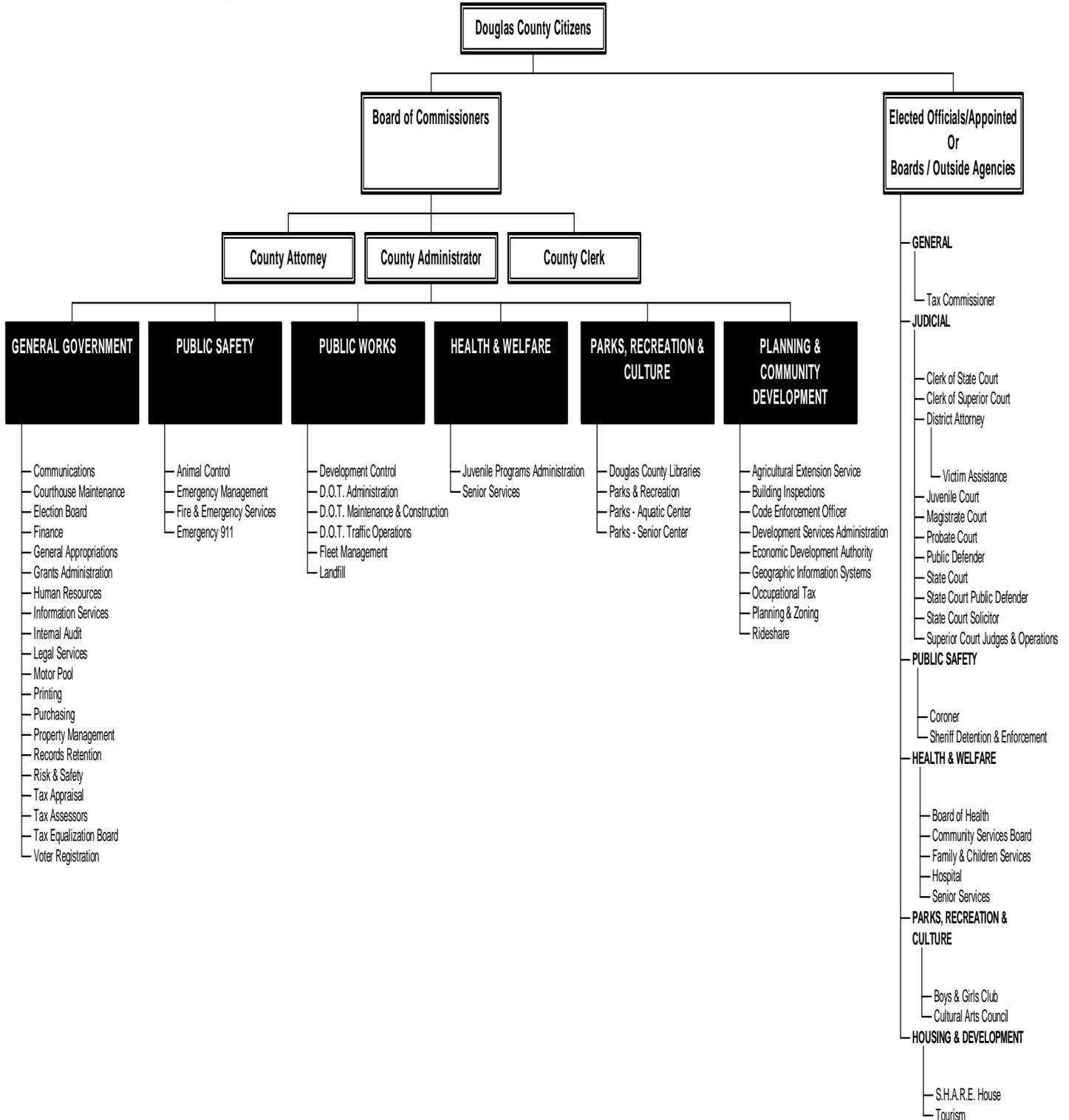
Douglas County also provides the following urban services:

- 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!

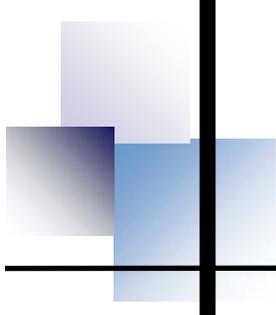
Facts and Figures



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



Douglas County Fire/EMS Department	
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

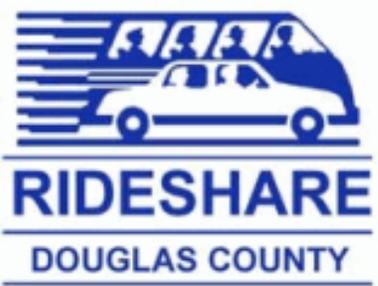


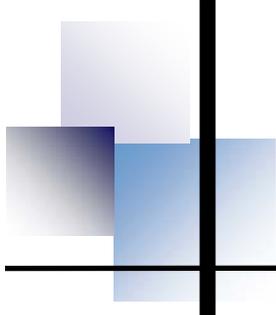
Facts and Figures

<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



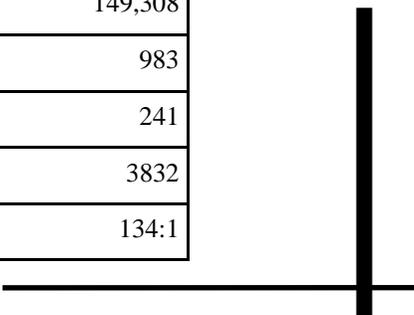


Facts and Figures

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

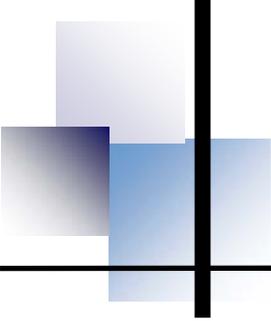
Growth in Industrial Value of County Digest

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.

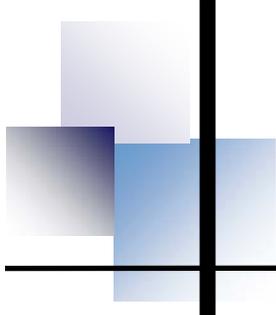
The budget module in our financial software is initialized and a new budget year opened. Department Heads and Elected Officials are notified of the budget schedule and they or their designee(s) can begin entering data.

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.

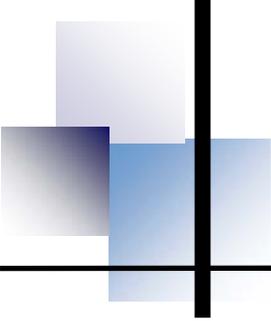
Operating Expenditures – can be entered in one of two ways. The estimated budget can be entered as a flat amount or each transaction supporting the total can be entered.

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.

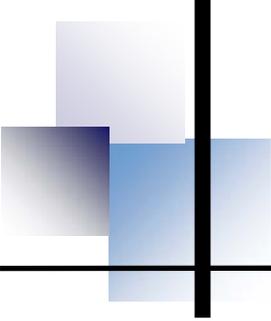
Once the Department has completed their entry they notify the Finance Department to have the data advanced to the Division. Division Directors review and make any changes. The budget is then advanced to the Finance Department Level.

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.



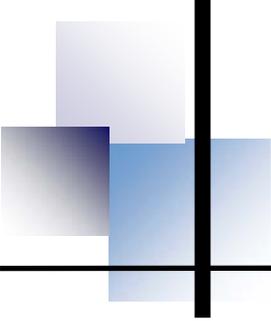


Budget Process

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.



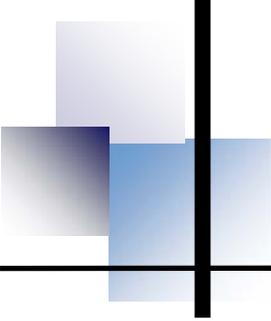


Budget Calendar

Douglas County Board of Commissioners
2014 Budget Calendar

POLICIES & PROCEDURES

August 2, 2013	The budget is initialized in the system and opened for entry by Elected Officials and Department Heads .
September 10, 2013	Deadline for all budget entries to be made at the Department and Division levels.
September 11-20, 2013	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
September 23-27, 2013	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Sept 30– Nov 22, 2013	Finance Director & Financial Analyst prepare budget summary documents.
November 24, 2013	Advertise for public hearing to review the budget.
November 25, 2013	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
December 10, 2013	Public hearing to review the budget.
December 17, 2013	Board of Commissioners adopts the 2014 budget.

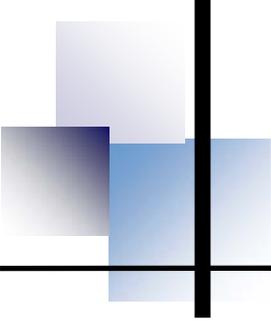


Budget Policy

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.

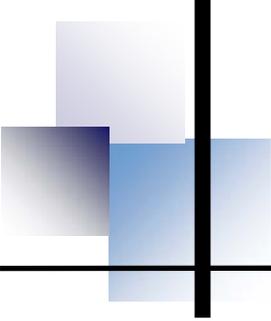
The County utilizes a line item, zero-based budgeting approach in preparing its annual operating budgets. This approach requires that each department submit a budget request and justify all expenditures each year rather than justifying only the expenditures with proposed changes from the prior year budget.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

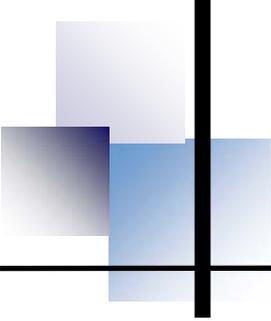
These are funds through which most governmental functions of the County are financed. The acquisition, use and balances of the County’s current financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. These fund types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



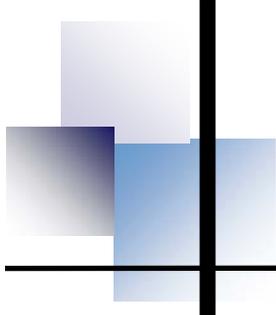
Budget Policy

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.

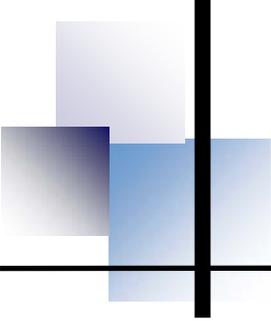
Each year, an annual budget is formulated which represents the County's plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of December, it is, at that point in time, management's best estimate as to the most efficient allocation of the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

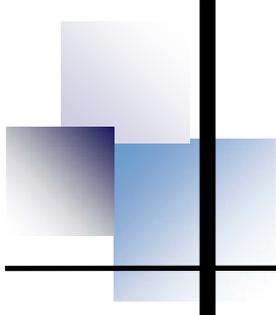
Commissioners for advance approval. The procedure is very similar to the budget amendments. The request for transfer will be presented to the County Administrator as an agenda item and will be heard in a public Commission meeting. If approved, it will be forwarded to the Financial Analyst to record the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

POLICIES & 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

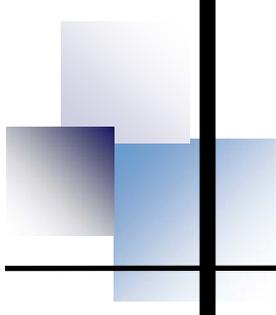
- 2. Reserves will be maintained to comply with all debt service requirements to maintain bond ratings.
- 3. Sufficient reserves will be accumulated in the Enterprise Funds to equal 10% of operating expenses to provide sufficient working capital.

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

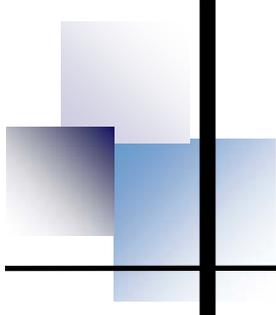
- 1. Douglas County will maintain an investment policy that complies with all State of Georgia laws and Federal Regulations for investing public funds and safekeeping requirements.
- 2. Douglas County’s investment program will use a competitive selection process for investments in excess of 30 days.
- 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.

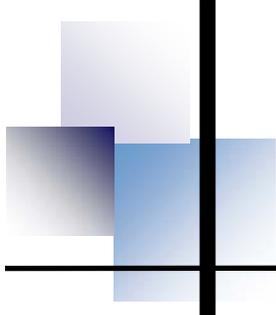
LEGAL DEBT MARGIN / GENERAL OBLIGATION DEBT

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, 2014

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	88,215,599	-	-	-	88,215,599
Special Revenue Funds:					
District Atty Confiscated Funds	65,000	-	-	-	65,000
Drug Abuse Treatment	192,200	(23,439)	-	-	168,761
CDBG Senior Center Fund	-	-	-	-	-
E-911	2,401,500	(125,307)	-	-	2,276,193
Hotel-Motel Tax Fund	185,000	-	-	-	185,000
Law Library	90,000	-	-	-	90,000
Sheriff Inmate Commissary	26,400	-	-	-	26,400
Sheriff Confiscated Funds	220,000	-	-	-	220,000
Sheriff Other	4,200	-	-	-	4,200
Sidewalk Fund	50	-	-	-	50
Neighborhood Stabilization Prog	1,627,324	-	-	-	1,627,324
Victim Assistance	193,725	3,556	-	-	197,281
Total Special Revenue Fund	5,005,399	(145,190)	-	-	4,860,209
Enterprise Funds:					
Landfill Enterprise Fund	1,464,792	180,205	-	-	1,644,997
Total Enterprise Funds	1,464,792	180,205	-	-	1,644,997
Internal Service Funds:					
Employee Benefit	12,178,373	(845,573)	-	-	11,332,800
Worker's Compensation	1,549,623	(500,000)	-	-	1,049,623
Total Internal Service	13,727,996	(1,345,573)	-	-	12,382,423
Capital Project Funds:					
Capital Transportation Fund	1,325,000	-	-	-	1,325,000
Total Capital Project Funds	1,325,000	-	-	-	1,325,000
Debt Service Funds:					
Jail Annex	-	-	-	-	-
2010 Jail SPLOST Debt Svc	10,000	-	21,727,950	-	21,737,950
Total Debt Service Funds	10,000	-	21,727,950	-	21,737,950
Total of All Budgeted Funds	109,748,786	(1,310,558)	21,727,950	-	130,166,178

Appropriations

DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF APPROPRIATIONS
YEAR ENDED DECEMBER 31, 2014

BUDGET SUMMARIES

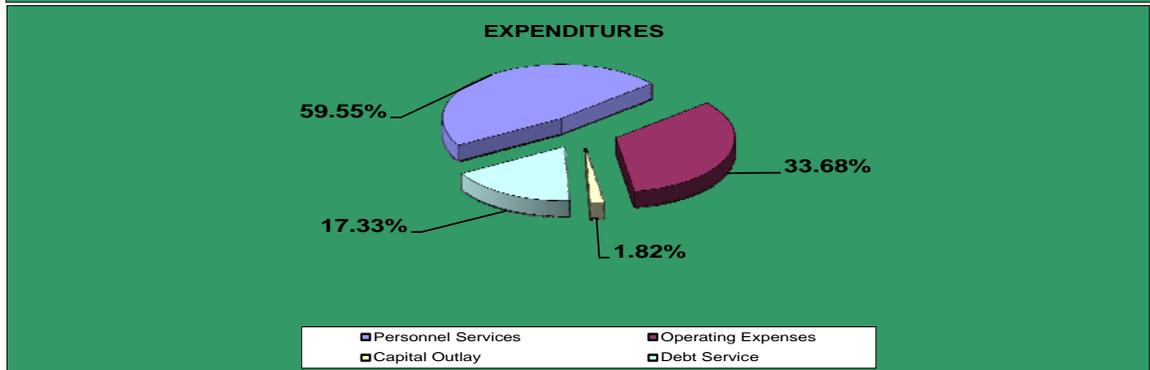
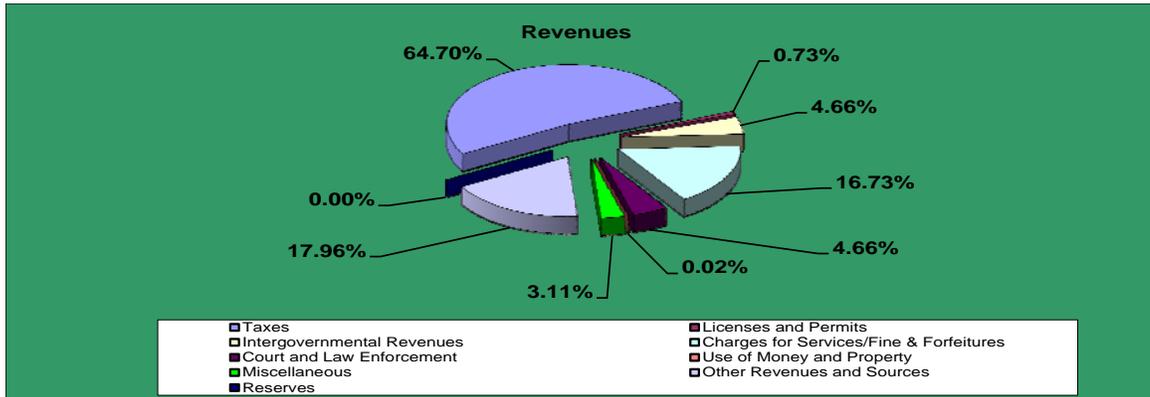
	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
<u>BUDGETED FUNDS</u>			
Governmental Fund:			
General Fund	<u>85,215,599</u>	<u>3,000,000</u>	<u>88,215,599</u>
Special Revenue Funds:			
District Atty Confiscated Funds	65,000	-	65,000
Drug Abuse Treatment	168,761	-	168,761
CDBG Senior Center Fund	-	-	-
E-911 Dispatch	2,276,193	-	2,276,193
Hotel-Motel Tax Fund	-	185,000	185,000
Law Library	90,000	-	90,000
Sheriff Inmate Commissary	26,400	-	26,400
Sheriff Confiscated Funds	220,000	-	220,000
Sheriff Other	4,200	-	4,200
Sidewalk Fund	50	-	50
Neighborhood Stabilization Prog	1,627,324	-	1,627,324
Victim Assistance	<u>174,219</u>	<u>23,062</u>	<u>197,281</u>
Total Special Revenue Fund	4,652,147	208,062	4,860,209
Enterprise Funds:			
Landfill Enterprise Fund	<u>1,644,997</u>	<u>-</u>	<u>1,644,997</u>
Total Enterprise Funds	1,644,997	-	1,644,997
Internal Service Funds:			
Employee Benefit	11,332,800	-	11,332,800
Worker's Compensation	<u>1,049,623</u>	<u>-</u>	<u>1,049,623</u>
Total Internal Service	12,382,423	-	12,382,423
Capital Project Funds:			
Capital Transportation Fund	<u>1,325,000</u>	<u>-</u>	<u>1,325,000</u>
Total Capital Project Funds	1,325,000	-	1,325,000
Debt Service Funds:			
Jail Annex	-	-	-
2010 Jail SPLOST Debt Svc	<u>21,737,950</u>	<u>-</u>	<u>21,737,950</u>
Total Debt Service Funds	21,737,950	-	21,737,950
Total of All Budgeted Funds	<u>126,958,116</u>	<u>3,208,062</u>	<u>130,166,178</u>

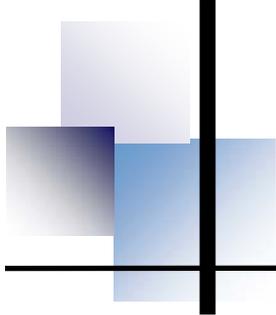
Financing Sources by Type

	SPECIAL REVENUE FUNDS							
	TOTAL	GENERAL FUND	D.A. CONFISCATED FUNDS	DRUG ABUSE	E911 DISPATCH	HOTEL - MOTEL TAXES	LAW LIBRARY	NEIGHBORHOOD STABILIZATION PROG
Revenues								
Taxes								
Real and Personal Property	\$ 36,616,350	\$ 36,616,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TAVT	3,597,600	3,597,600	-	-	-	-	-	-
Sales and Use	15,850,000	15,850,000	-	-	-	-	-	-
Insurance Premium	4,550,000	4,550,000	-	-	-	-	-	-
Other Taxes / Penalties	6,897,588	6,712,588	-	-	-	185,000	-	-
Licenses and Permits								
Permits/Zoning Fees	887,645	887,645	-	-	-	-	-	-
Inspection Fees	4,250	7,225	-	-	-	-	-	-
Alcohol License	76,000	47,000	-	-	-	-	-	-
Intergovernmental	6,035,335	4,408,011	-	-	-	-	-	1,627,324
Charges for Services/Fines								
Telephone	2,275,693	-	-	-	2,275,693	-	-	-
Landfill	1,644,997	-	-	-	-	-	-	-
Tax Commissions	700,000	700,000	-	-	-	-	-	-
Ambulance Charges	2,000,000	2,000,000	-	-	-	-	-	-
Sheriff's Fees	682,000	682,000	-	-	-	-	-	-
Streetlights	905,000	905,000	-	-	-	-	-	-
Rideshare Fees	474,000	474,000	-	-	-	-	-	-
Parks & Rec Fees	549,600	549,600	-	-	-	-	-	-
Other Charges	12,437,867	709,931	-	-	-	-	-	-
Courts and Law Enforcement								
Superior Court	1,225,500	1,225,500	-	-	-	-	-	-
State Court	2,454,480	2,454,480	-	-	-	-	-	-
Probate Court	370,500	370,500	-	-	-	-	-	-
Magistrate Court	642,000	642,000	-	-	-	-	-	-
Juvenile Court	1,000	1,000	-	-	-	-	-	-
Surcharges	393,000	393,000	-	-	-	-	-	-
Fees and Fines	633,611	271,350	-	168,761	-	-	-	-
Confiscated/Commissary	311,400	-	65,000	-	-	-	-	-
Use of Property and Money	26,685	11,650	-	-	500	-	-	-
Miscellaneous	520,727	105,727	-	-	-	-	90,000	-
Other Financing Sources								
Bond Proceeds	-	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-	-
Transfers	24,260,636	532,686	-	-	-	-	-	-
Appropriated Fund Balance	3,168,739	3,510,756	-	-	-	-	-	-
Total Revenues & Other Financing Sources	\$ 130,192,203	\$ 88,215,599	\$ 65,000	\$ 168,761	\$ 2,276,193	\$ 185,000	\$ 90,000	\$ 1,627,324

Financing Sources & Uses by Type

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
Revenues							
Taxes							
Real & Personal Property Taxes	36,616,350	36,616,350	-	-	-	-	-
TAVT	3,597,600	3,597,600	-	-	-	-	-
Sales and Use Taxes	15,850,000	15,850,000	-	-	-	-	-
Insurance Premium Taxes	4,550,000	4,550,000	-	-	-	-	-
Other Taxes / Penalties	6,897,588	6,712,588	185,000	-	-	-	-
Licenses and Permits	941,870	941,870	-	-	-	-	-
Intergovernmental Revenues	6,035,335	4,408,011	1,627,324	-	-	-	-
Charges for Services/Fine & Forfeitures	21,669,157	6,020,531	2,275,693	1,644,997	11,727,936	-	-
Court and Law Enforcement	6,031,491	5,357,830	673,661	-	-	-	-
Use of Money and Property	26,685	11,650	4,975	-	60	-	10,000
Miscellaneous	4,031,483	3,616,483	90,000	-	-	325,000	-
Other Revenues and Sources	23,264,192	532,686	3,556	-	-	1,000,000	21,727,950
Reserves	-	-	-	-	-	-	-
	<u>129,511,751</u>	<u>88,215,599</u>	<u>4,860,209</u>	<u>1,644,997</u>	<u>11,727,996</u>	<u>1,325,000</u>	<u>21,737,950</u>
Expenditures							
Personnel Services	59,735,886	57,400,377	1,690,052	645,457	-	-	-
Operating Expenses	42,644,589	25,300,581	2,962,045	999,540	12,382,423	1,000,000	-
Capital Outlay	2,311,013	2,310,963	50	-	-	-	-
Debt Service	21,941,628	203,678	-	-	-	-	21,737,950
Transfers Out	3,533,062	3,000,000	208,062	-	-	325,000	-
	<u>130,166,178</u>	<u>88,215,599</u>	<u>4,860,209</u>	<u>1,644,997</u>	<u>12,382,423</u>	<u>1,325,000</u>	<u>21,737,950</u>





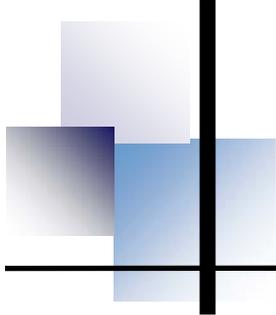
Comparison of Expenditures

BUDGET SUMMARIES

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

- General Government*** increases \$42,013 over the prior year adopted budget. This is the second smallest increase amongst all functions. This very small increase is reflective of the Board’s attempt to keep the budget down. Nearly every department’s budget stayed very close to the 2013 budget. The one department with the largest increase in this function is the Election Board. It increased \$240,728. This is attributed to upcoming elections in the 2014 year. Information Services took the largest cut of \$162,746. Even with this cut, they were able to include hardware and software upgrades that will increase speed and efficiency. Cost containment measures implemented in 2009 continued. The hiring freeze established in 2008 will be reexamined on a case by case basis and allow new positions that meet critical needs as the economy slowly begins to recover. Training and travel continued to be limited to only what was absolutely necessary.
- Judicial*** increases 7.6% for 2014. This equates to \$855,350. All departments except for the Magistrate and Probate Court have increases in their budget. The budgets didn’t vary much compared to 2013. The District Attorney had the largest increase in their budget at \$199,826. This is mainly attributed to a new position that was critical for transcribing. In the past this has been done on a contracted basis paid for out of the District Attorney Asset Forfeiture Fund. This increase is also due to the increased number of cases handled by the District Attorney and the Public Defender, which had an increase of \$149,032. Besides these two increases, most departments didn’t vary much from the 2013 budget.



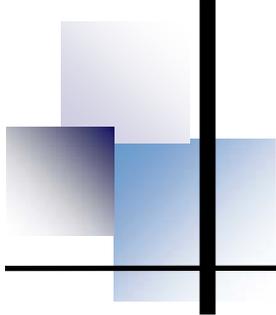


Comparison of Expenditures

BUDGET SUMMARIES

- ***Public Safety*** Increased \$312,373 compared to 2013. The two largest increases are attributed to Sheriff Enforcement and Animal Control. The increase in Animal Control is mainly due to \$250,000 for a building design for the new animal shelter. Required radio upgrades at the cost of \$202,000 are a large portion for the Sheriff Enforcement increase. Fire and Emergency Management and Sheriff Detention had the largest decreases in the Public Safety Function. The Fire Department has several new part time positions included in the budget to help cut down on overtime cost.
- ***Public Works*** has the largest decrease in their budget amongst all functions in the General Fund with a decrease of \$1,899,343. This equates to a 15.95% decrease compared to last year. The County continues to leverage Federal and State funding for road and resurfacing projects. The main reason for their decrease is due to a smaller transfer out of the General Fund and into the Capital Transportation Fund than budgeted last year.
- ***Health and Welfare*** only increased \$214,689 and this was all attributed to one department, the Senior Center. This is due to the Board’s commitment to serve the needs of the County’s aging population. All other departments remained the same as compared to the 2013 budget. 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.





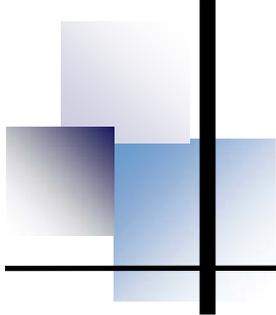
Comparison of Expenditures

BUDGET SUMMARIES

Culture and Recreation increases \$52,424. This small increase is mainly due to improvements to the County's Parks, Recreation, and Culture programs. The plans are to renovate the maintenance building at the County's most utilized park, an infield machine, batting cages, mowers, and numerous minor improvements.

- ***Planning and Community Development*** decreases 24.3%, which equates to a decrease of \$735,600. This is mainly attributed to Rideshare, which had a total decrease of \$794,592. This decrease is due to the increase of 3013 budget of a feasibility study, safety upgrades, and purchase of fifteen new vans being completed and removed from the 2014 budget. Apart from Rideshare, most department's budget in this function varied only slightly.
- ***Special Revenue Funds*** had the largest decrease of all functions and funds in total of \$3,536,208. This decrease was a 42.12% decrease compared to the 2013 budget. The decrease is mostly due in part to a almost two million dollar decrease in the Neighborhood Stabilization Program. The other large decreases were in the E-911 and Wireless fund and the CDBG Senior Center Fund. These decreases are both due to a decreased capital outlay. The E-911 and Wireless fund had a large increase in 2013 to replace existing computers to improve the computer aided dispatch system. The project was completed and removed from the 2014 budget. The CDBG Senior Center expansion was also completed in 2013.



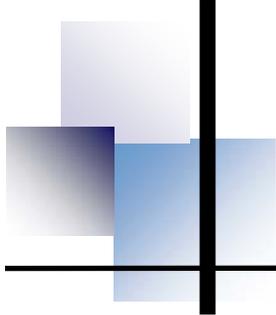


Comparison of Expenditures

BUDGET SUMMARIES

- ***Enterprise Fund*** reflects only a slight increase of 1.87% as compared to last year's budget. This equates to only 1.87%.
- ***Internal Service Funds*** increase by \$844,323. 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.
- ***Debt Service Funds*** will decrease \$3,240,708. Both the 2010 Jail SPLOST Debt Service Fund and the Jail Annex Debt Service fund decreased. The Jail Annex Debt Service fund decreased to zero as it was paid in full in November of 2013.

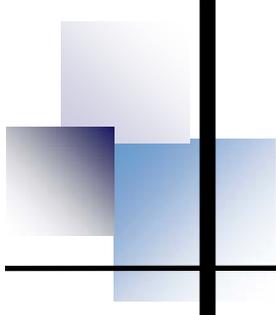




Comparison of Expenditures by Function

BUDGET SUMMARIES

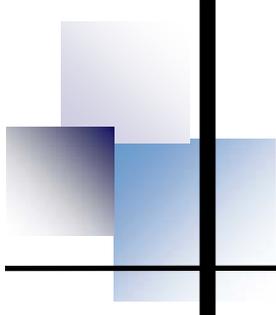
	<u>2012</u> <u>ACTUAL</u>	<u>2013</u> <u>BUDGET</u>	<u>2014</u> <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIOR YEAR</u>
GENERAL FUND				
General Government				
Board of Commissioners	797,030	829,007	844,134	15,127
Communications	335,123	322,588	326,061	3,473
Courthouse Maintenance	806,945	1,010,521	903,707	(106,814)
Election Board	580,152	269,122	509,850	240,728
Finance	619,751	655,075	672,337	17,262
General Appropriations	3,712,416	5,578,469	5,730,099	151,630
Grants Administration	147,635	90,093	-	(90,093)
Human Resources	239,570	257,431	260,493	3,062
Information Services	891,979	1,299,307	1,136,561	(162,746)
Internal Audit	67,158	90,248	-	(90,248)
Legal Services	567,102	720,731	703,786	(16,945)
Motor Pool	32,707	101,810	1,756	(100,054)
Printing	122,425	121,299	131,009	9,710
Property Management	431,208	482,861	469,296	(13,565)
Purchasing	278,596	313,284	330,099	16,815
Records Retention	108,725	119,579	150,466	30,887
Risk & Safety	134,520	136,704	196,364	59,660
Tax Appraisal	837,724	925,265	912,654	(12,611)
Tax Assessor	130,468	139,947	167,424	27,477
Tax Commissioner	989,189	1,046,932	1,097,219	50,287
Tax Equalization Board	52,684	80,724	89,695	8,971
TOTAL GENERAL GOVERNMENT	<u>11,883,107</u>	<u>14,590,997</u>	<u>14,633,010</u>	<u>42,013</u>



Comparison of Expenditures by Function

BUDGET SUMMARIES

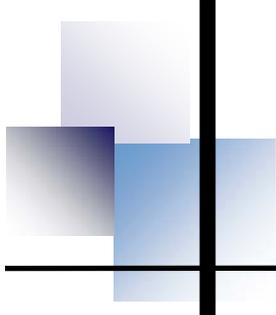
	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2014 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIOR YEAR</u>
Judicial				
Clerk of State Court	387,587	441,524	470,215	28,691
Clerk of Superior Court	1,688,297	1,786,519	1,824,727	38,208
District Attorney	1,973,307	2,172,802	2,372,628	199,826
State DUI Court	-	44,634	127,886	83,252
Juvenile Court	1,087,392	1,171,263	1,216,045	44,782
Juvenile Programs Administration	717,214	849,717	935,885	86,168
Magistrate Court	610,582	651,778	649,723	(2,055)
Probate Court	327,835	354,873	330,264	(24,609)
Public Defender	1,643,754	1,753,261	1,902,293	149,032
State Court Judges	519,118	552,425	588,424	35,999
Superior Court Operations	254,308	233,780	255,867	22,087
State Court Solicitor	891,775	1,022,932	1,054,755	31,823
Superior Court Judges	197,204	224,444	386,590	162,146
TOTAL JUDICIAL	<u>10,298,372</u>	<u>11,259,952</u>	<u>12,115,302</u>	<u>855,350</u>
Public Safety				
Animal Control	560,157	703,304	1,127,697	424,393
Coroner	93,533	89,507	109,730	20,223
Emergency Management	227,938	179,862	204,010	24,148
Fire and Emergency Services	11,703,378	12,935,132	12,594,862	(340,270)
Sheriff Detention	13,444,789	14,906,951	14,519,759	(387,192)
Sheriff Enforcement	11,620,292	12,816,057	13,387,128	571,071
TOTAL PUBLIC SAFETY	<u>37,650,087</u>	<u>41,630,813</u>	<u>41,943,186</u>	<u>312,373</u>
Public Works				
Development Control	266,059	322,592	321,892	(700)
D.O.T. Administration	316,180	323,796	311,630	(12,166)
D.O.T. Maintenance & Construction	2,215,729	8,882,053	6,810,706	(2,071,347)
D.O.T. Traffic Operations	1,627,579	1,624,006	1,636,234	12,228
Fleet Management	730,591	758,131	930,773	172,642
TOTAL PUBLIC WORKS	<u>5,156,137</u>	<u>11,910,578</u>	<u>10,011,235</u>	<u>(1,899,343)</u>



Comparison of Expenditures by Function

BUDGET SUMMARIES

	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2014 <u>APPROVED</u>	INCREASE/ DECREASE <u>FM PRIOR YEAR</u>
Health and Welfare				
Board of Health	360,000	360,000	360,000	-
Boys & Girls Club	15,000	15,000	15,000	-
Community Services Board	126,900	126,000	126,000	-
Family and Children Services	84,600	84,600	84,600	-
Senior Center	<u>949,399</u>	<u>1,052,254</u>	<u>1,266,943</u>	<u>214,689</u>
TOTAL HEALTH AND WELFARE	<u>1,535,899</u>	<u>1,637,854</u>	<u>1,852,543</u>	<u>214,689</u>
Culture/Recreation				
Cultural Arts Council	35,000	35,000	35,000	-
Douglas County Library	1,597,388	1,681,354	1,594,492	(86,862)
Parks and Recreation	2,459,760	2,570,670	2,689,520	118,850
Parks and Recreation Aquatic Center	682,876	676,182	731,210	55,028
Parks and Recreation Senior Center	<u>284,512</u>	<u>353,362</u>	<u>318,770</u>	<u>(34,592)</u>
TOTAL CULTURE/RECREATION	<u>5,059,535</u>	<u>5,316,568</u>	<u>5,368,992</u>	<u>52,424</u>
Planning and Community Development				
Cooperative Extension	160,018	137,215	127,371	(9,844)
Building Inspection	303,816	314,691	267,910	(46,781)
Code Enforcement Officer Division	119,472	119,925	123,366	3,441
Development Services Administration	125,549	132,498	142,010	9,512
Economic Development	37,900	180,000	250,000	70,000
Geographic Information Systems	192,759	210,103	210,377	274
Occupational Tax Division	42,941	73,136	111,173	38,037
Planning and Zoning	311,090	279,647	262,350	(17,297)
Rideshare Program	692,694	1,508,316	713,774	(794,542)
S.H.A.R.E. House	9,000	9,000	9,000	-
Tourism	<u>67,124</u>	<u>62,400</u>	<u>74,000</u>	<u>11,600</u>
TOTAL PLANNING AND COMMUNITY DEVELOPMENT	<u>2,062,363</u>	<u>3,026,931</u>	<u>2,291,331</u>	<u>(735,600)</u>
TOTAL GENERAL FUND	<u>73,645,501</u>	<u>89,373,693</u>	<u>89,403,693</u>	<u>(1,158,094)</u>



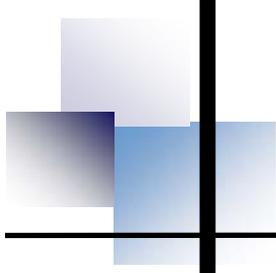
Comparison of Expenditures by Function

BUDGET SUMMARIES

	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS				
District Attorney Confiscated Funds	123,278	100,000	65,000	(35,000)
Drug Abuse Treatment	108,518	108,761	168,761	60,000
CDBG Senior Center	601,280	273,528	-	(273,528)
E-911 & Wireless	2,343,147	3,471,550	2,276,193	(1,195,357)
Hotel-Motel Tax Fund	167,810	211,250	185,000	(26,250)
Law Library	80,153	90,000	90,000	-
Sheriff Confiscated Funds	1,055,875	267,000	220,000	(47,000)
Sheriff Inmate Commissary	237,006	23,000	26,400	3,400
Sheriff Other Programs	78,272	22,000	4,200	(17,800)
Sidewalk	155,935	100	50	(50)
Neighborhood Stabilization Program	1,334,880	3,616,112	1,627,324	(1,988,788)
Victim Assistance	151,667	213,116	197,281	(15,835)
TOTAL SPECIAL REVENUE	<u>6,437,821</u>	<u>8,396,417</u>	<u>4,860,209</u>	<u>(3,536,208)</u>
ENTERPRISE FUND				
Landfill	<u>1,646,279</u>	<u>1,614,739</u>	<u>1,644,997</u>	<u>30,258</u>
TOTAL ENTERPRISE	<u>1,646,279</u>	<u>1,614,739</u>	<u>1,644,997</u>	<u>30,258</u>
INTERNAL SERVICE FUNDS				
Health and Employee Benefits	10,500,426	10,400,100	11,332,800	932,700
Worker's Compensation	1,091,850	1,138,000	1,049,623	(88,377)
Transfers Out	-	-	-	-
TOTAL INTERNAL SERVICE	<u>11,592,276</u>	<u>11,538,100</u>	<u>12,382,423</u>	<u>844,323</u>
CAPITAL FUND				
Capital Transportation Fund	<u>73,275</u>	<u>-</u>	<u>1,325,000</u>	<u>1,325,000</u>
TOTAL CAPITAL FUND	<u>73,275</u>	<u>-</u>	<u>1,325,000</u>	<u>1,325,000</u>
DEBT SERVICE FUND				
2010 Jail SPLOST Debt Service	20,208,950	24,088,950	21,737,950	(2,351,000)
Jail Annex Project	888,583	889,708	-	(889,708)
Transfers Out	-	-	-	-
TOTAL DEBT SERVICE	<u>21,097,533</u>	<u>24,978,658</u>	<u>21,737,950</u>	<u>(3,240,708)</u>

Three-Year Comparison of Revenue

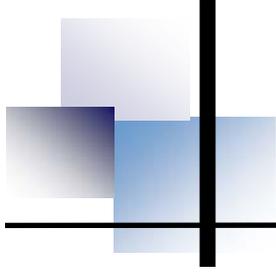
	<u>2012</u> <u>ACTUAL</u>	<u>2013</u> <u>BUDGET</u>	<u>2014</u> <u>APPROVED</u>
General Fund			
Taxes			
Real & Personal Property	31,172,585	36,772,380	36,616,350
TAVT	-	-	3,597,600
Sales and Use Taxes	17,218,656	16,200,000	15,850,000
Insurance Premium Taxes	4,281,315	4,300,000	4,550,000
Other Taxes / Penalties	7,138,700	7,124,060	6,712,588
Licenses and Permits	1,049,998	906,670	941,870
Intergovernmental	2,518,267	7,939,397	4,408,011
Charges for Services/Fines & Forfeitures	6,356,044	6,949,241	6,020,531
Courts and Law Enforcement	5,039,164	5,078,200	5,357,830
Use of Money and Property	52,977	36,500	11,650
Other Financing Sources	141,455	3,981,310	532,686
Miscellaneous	144,413	115,935	3,616,483
TOTAL REVENUES	75,113,574	89,403,693	88,215,599
Special Revenue Funds			
District Attorney Confiscated Funds			
Courts and Law Enforcement	20,848	100,000	65,000
Use of Money and Property	1,714	-	-
Miscellaneous	-	-	-
TOTAL REVENUES	22,562	100,000	65,000
Drug Abuse Treatment Fund			
Courts and Law Enforcement	130,796	108,761	192,000
Interest	234	-	200
TOTAL REVENUES	131,030	108,761	192,200
CDBG Senior Center Fund			
Federal Government	226,472	273,528	-
TOTAL REVENUES	226,472	273,528	-
E-911 and Wireless Fund			
Wireless Charges	1,369,674	2,246,376	2,400,000
User Fees	965,444	-	-
Intergovernmental	-	-	-
Investment Earnings	1,378	900	-
Interest/Misc. Other	796	1,224,274	(124,307)
TOTAL REVENUES	2,337,292	3,471,550	2,275,693
Hotel-Motel Tax Fund			
Hotel-Motel Taxes	167,810	211,250	185,000
TOTAL REVENUES	167,810	211,250	185,000
Law Library			
Courts and Law Enforcement	133,564	90,000	90,000
Use of Money and Property	2,101	-	-
TOTAL REVENUES	135,665	90,000	90,000
Sheriff Confiscated Assets Fund			
Fines and Forfeitures	149,357	267,000	220,000
Investment Earnings	26,246	-	-
TOTAL REVENUES	175,603	267,000	220,000
Sheriff Inmate Commissary			
Intergovernmental	-	-	-
Use of Money and Property	-	-	-
Miscellaneous	74,738	23,000	26,400
TOTAL REVENUES	74,738	23,000	26,400



Three-Year Comparison of Revenue

BUDGET SUMMARIES

	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2014 <u>APPROVED</u>
Sheriff Other Programs			
Charges for Service	11	-	-
Miscellaneous	41,892	22,000	4,200
TOTAL REVENUES	41,903	22,000	4,200
Sidewalk Fund			
Fees	-	-	-
Use of Property & Money	74	100	50
TOTAL REVENUES	74	100	50
Neighborhood Stabilization Program Fund			
Intergovernmental	324,386	3,616,112	927,224
Investment Earnings	-	-	100
Other	1,393,021	-	700,000
TOTAL REVENUES	1,717,407	3,616,112	1,627,324
Victim Assistance Fund			
Victim Assistance Fines	187,111	193,200	193,500
Investment Earnings	-	19,416	3,556
Interest	205	500	225
TOTAL REVENUES	187,316	213,116	197,281
Enterprise Funds			
Landfill Fund			
Transfer Fees	935,970	702,000	810,000
C & D Fees	521,114	420,000	454,800
Camp Road Transfer Fees	63,189	65,000	39,996
Investments	-	-	-
Insurance Claims	-	-	-
Recycling Sales	318,886	300,000	159,996
Charges b/w Funds	-	-	-
Intergovernmental	-	-	-
Other	-	127,739	180,205
TOTAL REVENUES	1,839,159	1,614,739	1,644,997
Internal Service Funds			
Health and Employee Benefit Fund			
Charges for Services	9,669,967	10,400,050	10,678,313
Interest	64	50	60
Miscellaneous	-	-	(845,573)
Transfer In	-	-	1,500,000
TOTAL REVENUES	9,670,031	10,400,100	11,332,800
Worker's Compensation Fund			
Charges for Services	723,563	1,137,960	1,049,623
Interest Earned	31	40	-
TOTAL REVENUES	723,594	1,138,000	1,049,623
Debt Service Funds			
Jail Annex Debt Service			
Transfers In	888,583	826,866	-
TOTAL REVENUES	888,583	826,866	-
2010 Jail SPLOST Debt Service			
Taxes	-	-	-
Miscellaneous	-	2,500,000	-
Investment Earnings	13,908	14,000	10,000
Trasnfers In	22,284,767	21,574,950	21,727,950
TOTAL REVENUES	22,298,675	24,088,950	21,737,950
Capital Fund			
Capital Transportation Fund			
Miscellaneous	-	-	325,000
Transfers In	-	-	1,000,000
TOTAL REVENUES	-	-	1,325,000
TOTAL REVENUES OF ALL FUNDS	115,751,488	131,923,236	127,663,919
TOTAL APPROPRIATED FUND BALANCE	0	3,945,529	2,525,198
TOTAL OF ALL FUNDING SOURCES	115,751,488	135,868,765	130,189,117



Three-Year Comparison of Expenditures

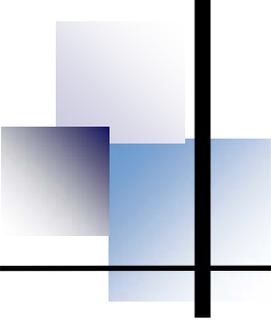
BUDGET SUMMARIES

	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2014 <u>APPROVED</u>
General Fund			
General Government	10,902,202	14,914,793	14,633,010
Judicial System	10,298,374	11,289,952	12,115,302
Public Safety	37,650,088	41,630,813	41,943,186
Public Works	5,189,087	11,586,782	10,011,235
Health and Welfare	1,535,898	1,637,854	1,852,543
Parks, Recreation and Culture	5,059,537	5,316,568	5,368,992
Planning and Community Development	<u>2,062,362</u>	<u>3,026,931</u>	<u>2,291,331</u>
TOTAL EXPENDITURES	72,697,548	89,403,693	88,215,599
Special Revenue Funds			
District Attorney Confiscated Funds			
Operating	123,278	100,000	65,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	123,278	100,000	65,000
Drug Abuse Treatment Fund			
Other Professional Services	108,518	98,880	158,880
Supplies	-	9,881	9,881
Training	-	-	-
TOTAL EXPENDITURES	108,518	108,761	168,761
CDBG Senior Center Fund			
Professional Services	10,004	34,014	-
Transfers Out	-	178,013	-
Capital Outlay	<u>591,276</u>	<u>61,501</u>	-
TOTAL EXPENDITURES	10,004	34,014	-
E-911 and Wireless Fund			
Salaries and Related Costs	1,986,010	1,475,398	1,523,133
Other Expenses	47,927	1,996,152	753,060
Capital Outlay	-	-	-
TOTAL EXPENDITURES	2,033,937	3,471,550	2,276,193
Hotel-Motel Tax Fund			
Transfers Out	<u>167,810</u>	<u>211,250</u>	<u>185,000</u>
TOTAL EXPENDITURES	167,810	211,250	185,000
Law Library			
Operating	80,153	90,000	90,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	80,153	90,000	90,000
Sheriff Confiscated Assets Fund			
Operating	1,055,875	267,000	220,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	1,055,875	267,000	220,000
Sheriff Inmate Commissary			
Operating	237,006	23,000	26,400
Capital Outlay	-	-	-
TOTAL EXPENDITURES	237,006	23,000	26,400

Three-Year Comparison of Expenditures

BUDGET SUMMARIES

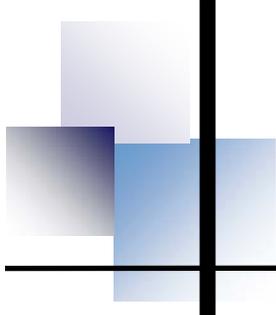
	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2014 <u>APPROVED</u>
Sheriff Other Programs			
Operating	78,272	22,000	4,200
Capital Outlay	-	-	-
TOTAL EXPENDITURES	78,272	22,000	4,200
Sidewalk Fund			
Operating	-	-	-
Capital Outlay	155,935	100	50
Miscellaneous	-	-	-
TOTAL EXPENDITURES	155,935	100	50
Neighborhood Stabilization Program Fund			
Other Professional Services	1,334,880	3,616,112	1,627,324
Transfers Out	-	-	-
TOTAL EXPENDITURES	1,334,880	3,616,112	1,627,324
Victim Assistance Fund			
Salaries and Related Costs	128,981	181,089	166,919
Other Expenses	-	9,341	7,300
Transfers Out	22,686	22,686	23,062
Capital Outlay	-	-	-
TOTAL EXPENDITURES	151,667	213,116	197,281
Enterprise Funds			
Landfill Fund			
Salary and Benefits	580,226	635,599	635,599
Operating Expenses	1,158,933	879,140	879,140
Capital Outlay	-	-	-
Depreciation	100,000	100,000	100,000
TOTAL EXPENDITURES	1,839,159	1,614,739	1,614,739
Internal Service Funds			
Health and Employee Benefit Fund			
Claims	10,056,744	8,984,100	10,040,400
Administrative	443,682	1,416,000	1,292,400
TOTAL EXPENDITURES	10,500,426	10,400,100	11,332,800
Worker's Compensation Fund			
Claims	1,016,854	1,023,000	939,623
Administrative	74,996	115,000	110,000
Transfer Out	-	-	-
TOTAL EXPENDITURES	1,091,850	1,138,000	1,049,623
Debt Service Funds			
Jail Annex Debt Service			
Principal	825,000	855,000	-
Interest and Fees	63,583	34,708	-
TOTAL EXPENDITURES	888,583	889,708	-
2010 Jail SPLOST Debt Service			
Other Financing Sources	-	2,500,000	-
Principal	16,000,000	18,000,000	19,000,000
Interest and Fees	4,208,950	3,588,950	2,737,950
TOTAL EXPENDITURES	20,208,950	24,088,950	21,737,950
TOTAL EXPENDITURES OF ALL FUNDS	112,763,851	135,692,093	128,810,920
LESS INTERNAL SERVICE FUNDS	(11,592,276)	(11,538,100)	(12,382,423)
LESS TRANSFERS OUT	(22,686)	(200,699)	(23,062)
TOTAL NET INTERNAL SERVICE FUNDS	101,148,889	123,953,294	116,405,435



Appropriation Class Comparison

BUDGET SUMMARIES

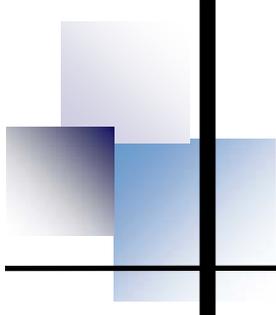
<u>APPROPRIATION CLASSIFICATION</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Salary and Wages	41,812,523	42,245,493	43,699,480
Benefits	12,372,527	16,735,104	16,036,406
Advertising	104,147	217,769	118,836
Audit and Legal	1,253,377	1,490,609	1,544,972
Vehicle Expenses	2,447,837	2,580,329	2,745,043
Dues and Subscriptions	237,675	252,540	139,862
Equipment Rental	28,832	30,886	31,193
Rentals	77,240	21,240	20,445
Maintenance Charges	1,055,007	1,260,402	1,466,334
Supplies	4,570,218	5,304,604	5,310,067
Professional Services	7,745,914	9,314,246	7,745,022
Utilities	4,160,536	4,651,086	4,251,588
Travel and Training	139,631	52,212	49,007
Minor Equipment and Improvements	381,886	-	322,234
Capital Outlay	97,107,433	935,100	2,310,743
Interfund / Interdepartment Charges	10,250,843	10,007,100	10,980,023
Other	28,394,294	2,153,366	1,936,595
Other Financing Sources	74,191,911	11,340,926	3,533,062
Debt Service	4,318,007	3,809,774	2,941,628
Uniforms and Clothing	220,345	235,263	289,778
Road Maintenance	32,519,232	150,000	4,516,232
Grants	143,027	143,049	200,815
Closure and Post Closure	-	-	-
Other	16,026,858	20,611,039	19,976,500
Budget Improvement Requests	-	2,115,942	-
TOTAL	<u>\$ 339,559,300</u>	<u>\$ 135,658,079</u>	<u>\$ 130,165,865</u>



Appropriations by Type

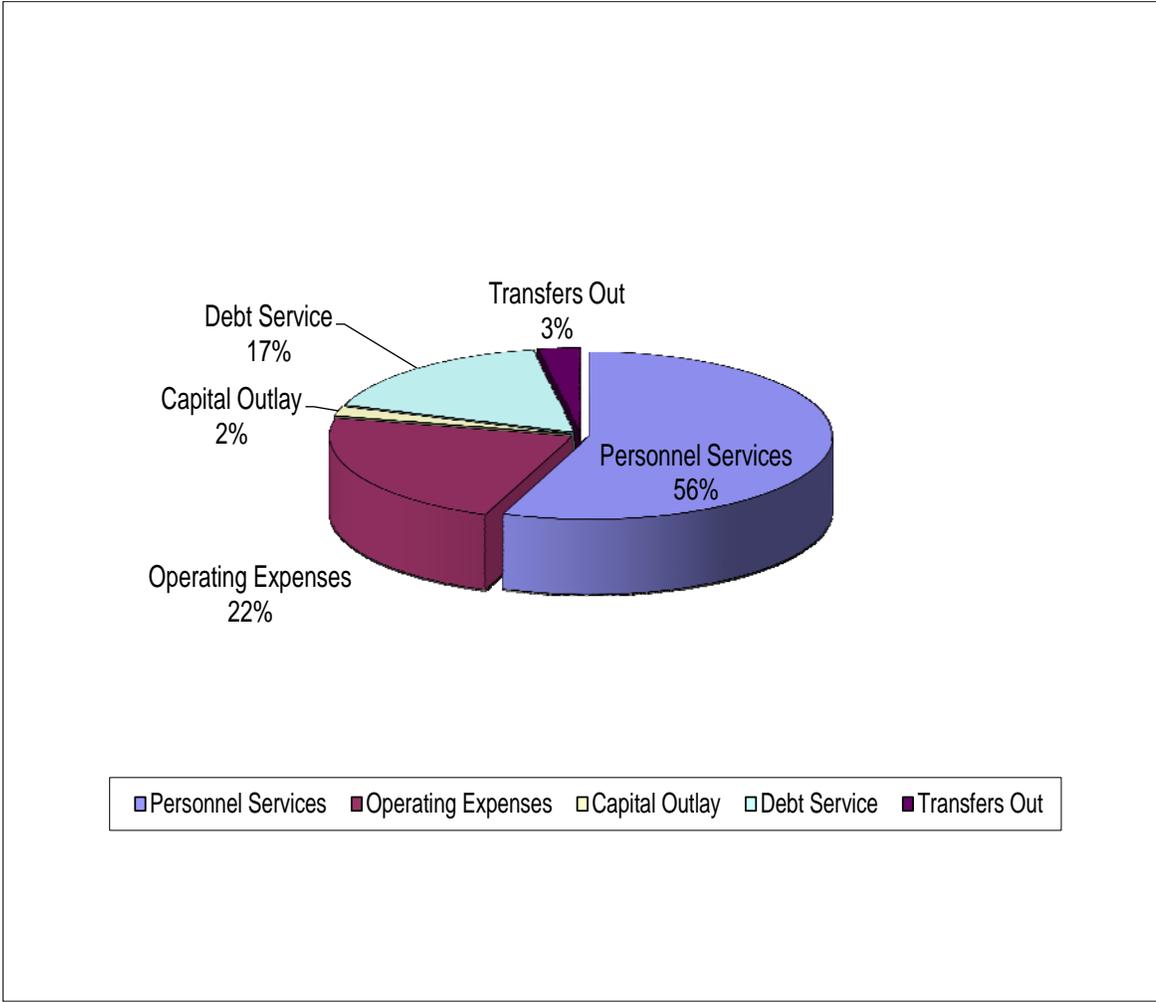
BUDGET SUMMARIES

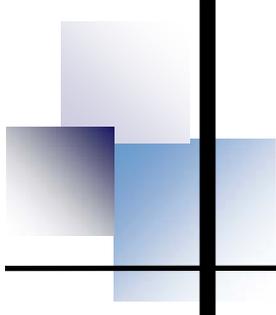
	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Transfers Out</u>	<u>Total</u>
General Fund	57,400,377	25,300,851	2,310,693	203,678	3,000,000	88,215,599
Special Revenue Funds:						
District Atty Confiscated Funds	-	65,000	-	-	-	65,000
Drug Abuse Treatment	-	168,761	-	-	-	168,761
CDBG Senior Center Fund	-	-	-	-	-	-
E-911	1,523,133	753,060	-	-	-	2,276,193
Hotel-Motel Tax Fund	-	-	-	-	185,000	185,000
Law Library	-	90,000	-	-	-	90,000
Sheriff Inmate Commissary	-	26,400	-	-	-	26,400
Sheriff Confiscated Funds	-	220,000	-	-	-	220,000
Sheriff Other	-	4,200	-	-	-	4,200
Sidewalk Fund	-	-	50	-	-	50
Neighborhood Stabilization Prog	-	1,627,324	-	-	-	1,627,324
Victim Assistance	166,419	7,800	-	-	23,062	197,281
Enterprise Funds:						
Landfill Enterprise Fund	645,457	999,540	-	-	-	1,644,997
Internal Service Funds:						
Employee Benefit	11,332,800	-	-	-	-	11,332,800
Worker's Compensation	1,049,623	-	-	-	-	1,049,623
Debt Service Funds:						
Jail Annex	-	-	-	-	-	-
2010 Jail SPLOST Debt Svc	-	-	-	21,737,950	-	21,737,950
Capital Fund						
Capital Transportation Fund	-	-	-	-	325,000	325,000
Total Appropriations	72,117,809	29,262,936	2,310,743	21,941,628	3,533,062	129,166,178



Appropriation by Type

BUDGET SUMMARIES





Fund Balance Summary

BUDGET SUMMARIES

	2014 <u>BEGINNING</u> <u>FUND BALANCE</u>	2014 <u>APPROVED</u> <u>REVENUES</u>	2014 <u>APPROVED</u> <u>EXPENDITURES</u>	2014 <u>ENDING</u> <u>FUND BALANCE</u>	% Change From Beginning Fund Balance To Ending Fund Balance
<u>BUDGETED FUNDS</u>					
Governmental Fund:					
General Fund	<u>13,983,952</u>	<u>88,215,599</u>	<u>88,215,599</u>	<u>13,983,952</u>	<u>0.00%</u>
Special Revenue Funds:					
District Atty Confiscated Funds	107,556	65,000	65,000	107,556	0.00%
Drug Abuse Treatment	343,833	168,761	168,761	343,833	0.00%
CDBG Senior Center	(233,254)	-	-	(233,254)	0.00%
E-911	2,343,147	2,275,693	2,275,693	2,343,147	0.00%
Hotel-Motel Tax Fund	-	185,000	185,000	-	0.00%
Law Library	537,724	90,000	90,000	537,724	0.00%
Sheriff Confiscated Funds	4,035,303	220,000	220,000	4,035,303	0.00%
Sheriff Inmate Commissary	135,047	26,400	26,400	135,047	0.00%
Sheriff Other	42,105	4,200	4,200	42,105	0.00%
Sidewalk Fund	13,346	50	50	13,346	0.00%
Neighborhood Stabilization Prog	667,263	1,627,324	1,627,324	667,263	0.00%
Victim Assistance	<u>327,512</u>	<u>197,281</u>	<u>197,281</u>	<u>327,512</u>	<u>0.00%</u>
Total Special Revenue Fund	8,319,582	4,859,709	4,859,709	8,319,582	0.00%
Enterprise Funds:					
Landfill Enterprise Fund	<u>728,181</u>	<u>1,644,997</u>	<u>1,644,997</u>	<u>728,181</u>	<u>0.00%</u>
Total Enterprise Funds	728,181	1,644,997	1,644,997	728,181	0.00%
Internal Service Funds:					
Employee Benefit	(2,328,909)	11,332,800	11,332,800	(2,328,909)	0.00%
Worker's Compensation	<u>(723,972)</u>	<u>1,049,623</u>	<u>1,049,623</u>	<u>(723,972)</u>	<u>0.00%</u>
Total Internal Service	(3,052,881)	12,382,423	12,382,423	(3,052,881)	0.00%
Debt Service					
Jail Annex	62,842	-	-	62,842	0.00%
2010 Jail SPLOST Debt Service	<u>20,716,195</u>	<u>21,737,950</u>	<u>21,737,950</u>	<u>20,716,195</u>	<u>0.00%</u>
Total Debt Service Funds	20,779,037	21,737,950	21,737,950	20,779,037	0.00%
Capital Funds:					
Capital Transportation Fund	<u>1,286,699</u>	<u>1,325,000</u>	<u>1,325,000</u>	<u>1,286,699</u>	<u>0.00%</u>
Total Capital Fund	1,286,699	1,325,000	1,325,000	1,286,699	0.00%
Total of All Budgeted Funds	<u>42,044,570</u>	<u>130,165,678</u>	<u>130,165,678</u>	<u>42,044,570</u>	<u>0.00%</u>

Summary of Staffing Changes

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

The Public Safety function is the largest employer of the Douglas County full-time workforce with 52.03% of the total. They also have 22.6% of the total part-time County employees.

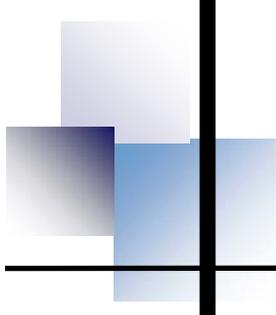
The Judicial function is the second largest employer of the Douglas County Government full-time workforce with 17.53%. Also, 5.47% of the total part-time employees belongs to the Judicial function.

The General Government has 9.74% of full-time workforce. Also, this function makes up 19.15% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 6.53% of the total full-time workforce. This function encompasses 40.47% of total part-time Douglas County employees which makes it the largest in this area.

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

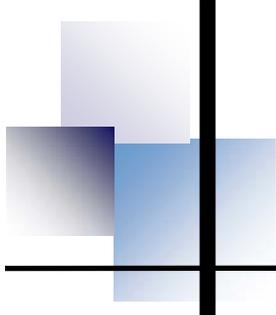
Function	Percentage Of Total Full-Time	Percentage Of Total Part-Time	Increase (Decrease)	Increase (Decrease)
			In Full-Time Positions	In Part- Time Positions
General Government	9.74%	19.15%	-	0
Judicial	17.53%	5.47%	9	-2
Public Safety	52.03%	22.60%	(21)	5
Public Works	6.53%	3.41%	0	0
Health & Welfare	1.00%	0.00%	1	0
Recreation	6.32%	40.47%	(2)	-3
Planning & Community Development	2.86%	4.79%	-1	0
Special Revenue	2.99%	0.00%	1	-2
Enterprise Funds	1.00%	4.11%	1	0



Full-Time Personnel

BUDGET SUMMARIES

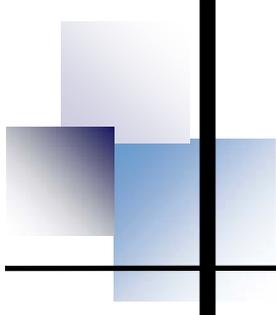
	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	8	7	7	0.78%	-
Communications & Community Relations	3	3	3	0.33%	-
Courthouse Maintenance	1	1	1	0.11%	-
Election Board	2	4	4	0.44%	-
Finance	10	10	10	1.11%	-
Human Resources	4	4	4	0.44%	-
Information Services	10	8	9	1.00%	1
Internal Audit	1	1	-	0.00%	(1)
Legal Services	2	1	1	0.11%	-
Printing & Mail	3	2	2	0.22%	-
Property Management	7	6	6	0.67%	-
Purchasing	6	5	5	0.55%	-
Records Retention	2	2	2	0.22%	-
Risk & Safety	2	2	3	0.33%	1
Tax Appraisal	16	16	15	1.66%	(1)
Tax Commissioner	17	16	16	1.77%	-
TOTAL GENERAL GOVERNMENT	94	88	88	9.74%	-
<i>Judicial</i>					
Clerk of State Court	10	10	10	1.11%	-
Clerk of Superior Court	32	29	30	3.33%	1
District Attorney	34	36	38	4.21%	2
Juvenile Court	7	7	7	0.78%	-
Juvenile Programs Administration	12	12	13	1.44%	1
Magistrate Court	9	9	10	1.11%	1
Probate Court	6	6	6	0.67%	-
Public Defender	15	15	18	2.00%	3
State Court Judges	4	4	4	0.44%	-
State Court Solicitor	15	15	16	1.77%	1
Superior Court Judges	6	6	6	0.67%	-
TOTAL JUDICIAL	150	149	158	17.53%	9



Full-Time Personnel

BUDGET SUMMARIES

	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND (cont'd)					
<i>Public Safety</i>					
Animal Control	10	9	10	1.11%	1
Coroner	1	1	1	0.11%	-
Emergency Management	2	2	2	0.22%	-
Fire and Emergency Services	158	151	144	16.00%	(7)
Sheriff Detention	159	164	150	16.63%	(14)
Sheriff Enforcement	161	163	162	17.96%	(1)
TOTAL PUBLIC SAFETY	491	490	469	52.03%	(21)
<i>Public Works</i>					
Development Control	4	4	4	0.44%	-
D.O.T - Administration	3	3	3	0.33%	-
D.O.T - Maintenance & Construction	28	27	27	2.99%	-
D.O.T - Traffic Operations	13	13	13	1.44%	-
Fleet Management	12	12	12	1.33%	-
TOTAL PUBLIC WORKS	60	59	59	6.53%	-
<i>Health and Welfare</i>					
Senior Services	8	8	9	1.00%	1
TOTAL HEALTH AND WELFARE	8	8	9	1.00%	1
<i>Parks, Recreation and Culture</i>					
Douglas County Library	21	22	22	2.44%	-
Parks and Recreation	33	31	29	3.22%	(2)
Parks and Recreation Aquatic Center	4	4	4	0.44%	-
Parks and Recreation Senior Center	5	2	2	0.22%	-
TOTAL CULTURE/RECREATION	63	59	57	6.32%	(2)
<i>Planning and Community Development</i>					
Cooperative Extension	6	6	5	0.55%	(1)
Building Inspection	8	6	5	0.55%	(1)
Code Enforcement Officers Division	3	2	2	0.22%	-
Development Services Administration	1	1	1	0.11%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.33%	-
Occupational Tax Division	2	1	2	0.22%	1
Planning and Zoning	5	4	4	0.44%	-
Rideshare Program	4	4	4	0.44%	-
TOTAL HOUSING AND DEVELOPMENT	32	27	26	2.86%	(1)

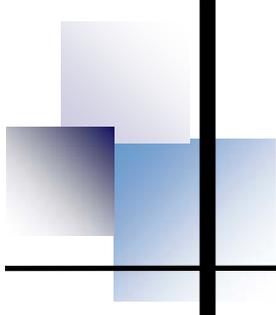


Full-Time Personnel

BUDGET SUMMARIES

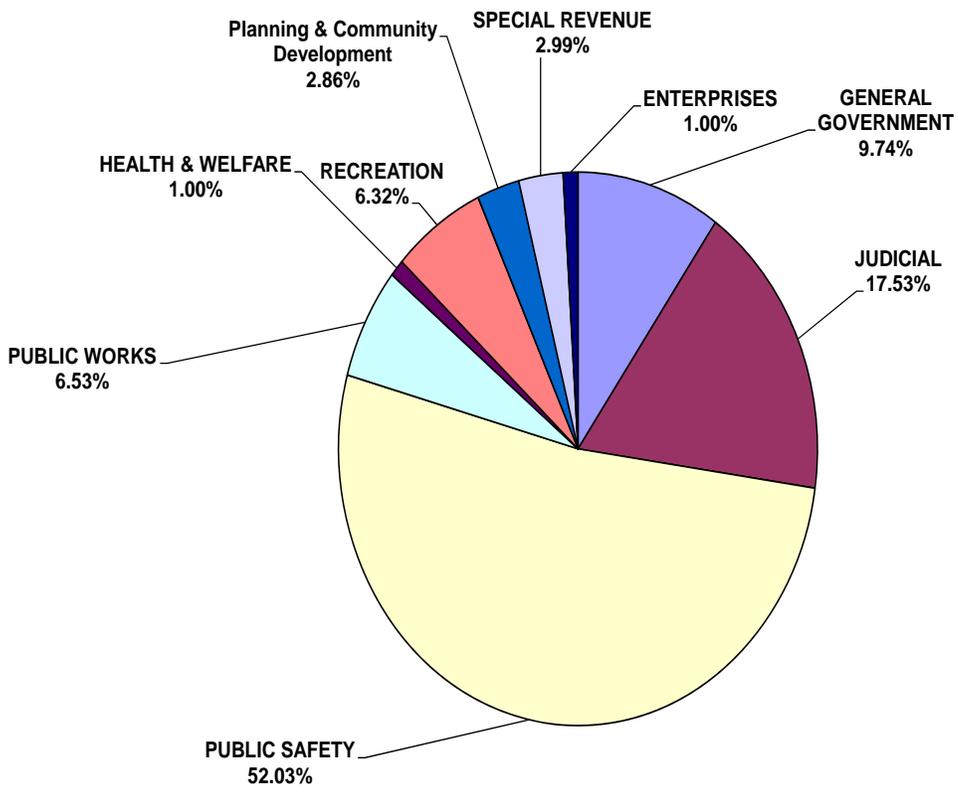
	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS					
<i>E-911</i>	28	23	24	2.66%	1
<i>Victim Assistance</i>	<u>3</u>	<u>3</u>	<u>3</u>	<u>0.33%</u>	<u>-</u>
TOTAL SPECIAL REVENUE	31	26	27	2.99%	1
ENTERPRISE FUNDS					
<i>Landfill</i>	<u>8</u>	<u>8</u>	<u>9</u>	<u>1.00%</u>	<u>1</u>
TOTAL ENTERPRISES	8	8	9	1.00%	1
TOTAL ALL FUNDS	937	914	902	100.00%	(12)

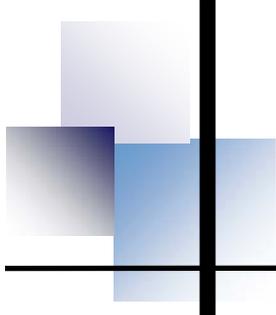




Full-Time Personnel

BUDGET SUMMARIES

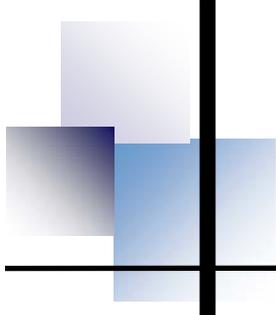




Part-Time Personnel

BUDGET SUMMARIES

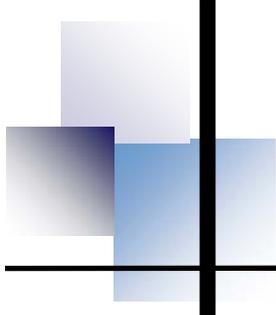
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2014</u>	<u>INCREASE/</u>
	<u>ACTUAL</u>	<u>BUDGET</u>	<u>APPROVED</u>	<u>PERCENT</u>	<u>DECREASE FM</u>
				<u>OF TOTAL</u>	<u>PRIOR YEAR</u>
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	6	6	4.11%	-
Communications	1	1	1	0.68%	-
Election Board	5	5	5	3.42%	-
Human Resources	3	3	3	2.05%	-
Property Management	1	-	-	0.00%	-
Tax Appraisal	1	1	1	0.68%	-
Tax Assessor	5	5	5	3.42%	-
Tax Commissioner	7	7	7	4.79%	-
TOTAL GENERAL GOVERNMENT	29	28	28	19.15%	-
<i>Judicial</i>					
Clerk of Superior Court	2	3	2	1.37%	(1)
District Attorney	3	2	2	1.37%	-
Juvenile Programs Administration	-	-	1	0.68%	1
Magistrate Court	2	4	2	1.37%	(2)
State Court	2	1	1	0.68%	-
TOTAL JUDICIAL	9	10	8	5.47%	(2)
<i>Public Safety</i>					
Animal Control	2	2	8	5.48%	6
Fire and Emergency Services	2	2	2	1.37%	-
Sheriff Detention	22	23	22	15.07%	(1)
Sheriff Enforcement	3	1	1	0.68%	-
TOTAL PUBLIC SAFETY	29	28	33	22.60%	5
<i>Public Works</i>					
Development Control	1	1	1	0.68%	-
Rideshare Program	2	3	3	2.05%	-
Fleet Management	-	1	1	0.68%	-
TOTAL PUBLIC WORKS	3	5	5	3.41%	-
<i>Health and Welfare</i>					
Senior Services	3	3	-	0.00%	(3)
TOTAL HEALTH AND WELFARE	3	3	-	0.00%	(3)
<i>Parks, Recreation and Culture</i>					
Douglas County Library	4	4	4	2.74%	-
Parks & Recreation	31	29	26	17.81%	(3)
Parks & Recreation Aquatic Center	34	29	29	19.92%	-
TOTAL CULTURE/RECREATION	69	62	59	40.47%	(3)



Part-Time Personnel

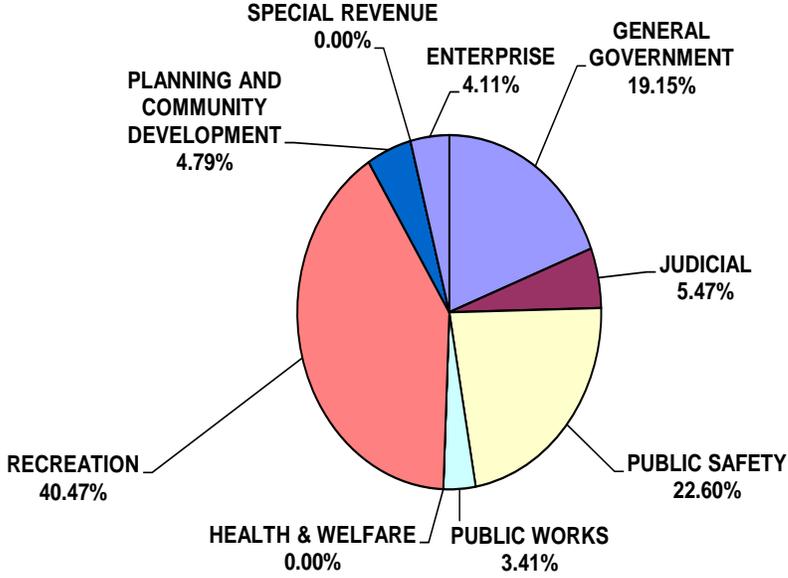
BUDGET SUMMARIES

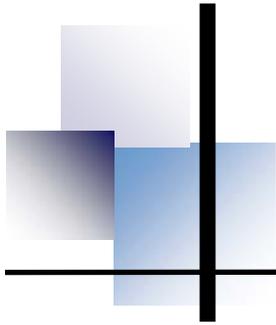
GENERAL FUND (cont'd.)	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
<i>Planning and Community Development</i>					
Cooperative Extension	2	1	1	0.68%	-
Planning and Zoning	6	6	6	<u>4.11%</u>	-
TOTAL PLANNING AND DEVELOPMENT	<u>8</u>	<u>7</u>	<u>7</u>	4.79%	-
<hr/>					
TOTAL GENERAL FUND	150	143	140	95.89%	-
<hr/>					
SPECIAL REVENUE FUNDS					
<i>E-911</i>	1	1	-	0.00%	(1)
<i>Victim Assistance</i>	<u>1</u>	<u>1</u>	<u>-</u>	<u>0.00%</u>	<u>(1)</u>
TOTAL SPECIAL REVENUE	2	2	-	0.00%	(2)
<hr/>					
ENTERPRISE FUND					
<i>Landfill</i>	<u>6</u>	<u>6</u>	<u>6</u>	<u>4.11%</u>	<u>-</u>
TOTAL ENTERPRISE	6	6	6	4.11%	-
<hr/>					
TOTAL ALL FUNDS	158	151	146	100.00%	(2)



Part-Time Personnel

BUDGET SUMMARIES





General Fund

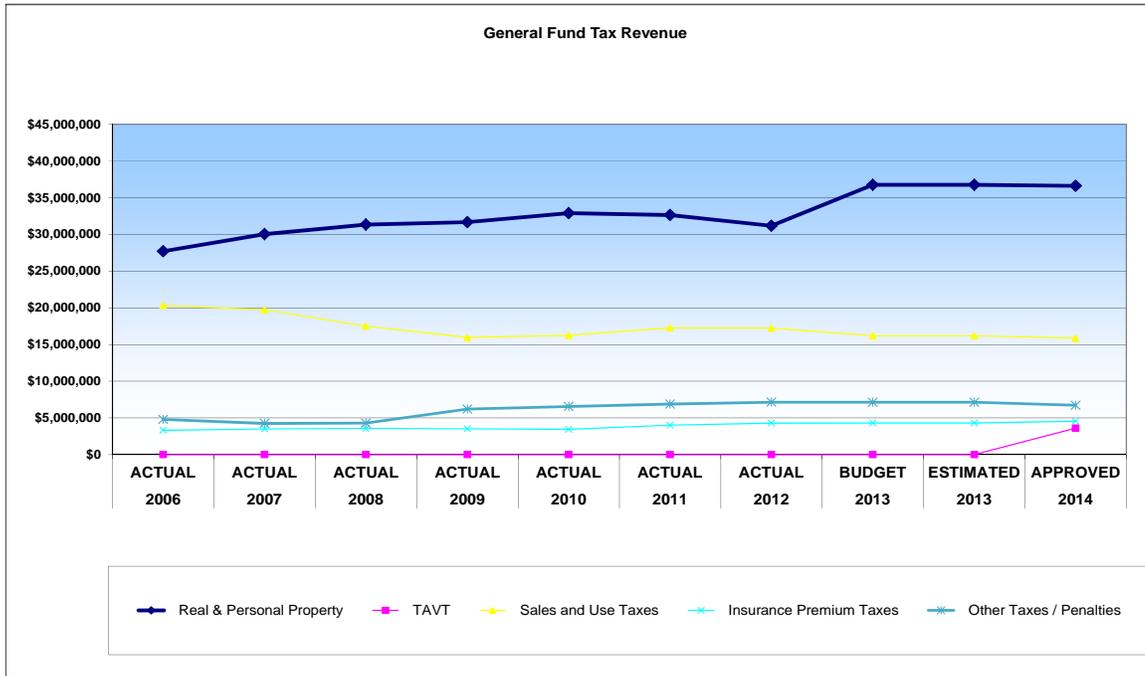
GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 76.32% of all General Fund revenues. The remaining 23.68% are from other revenue sources. Over all, the 2014 budgeted General Fund Revenue decreased approximately 14.14% compared to 2013 estimated. The 2014 approved General Fund revenues are \$88,215,599, which is a decrease of \$1,188,094, compared to the 2013 estimated revenues totaling \$89,403,693.

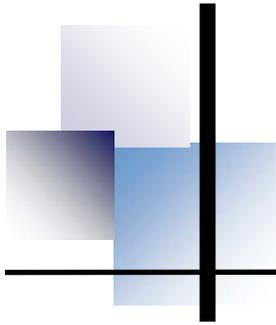
OVERVIEW OF TAX REVENUE

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 2006.

TRENDS

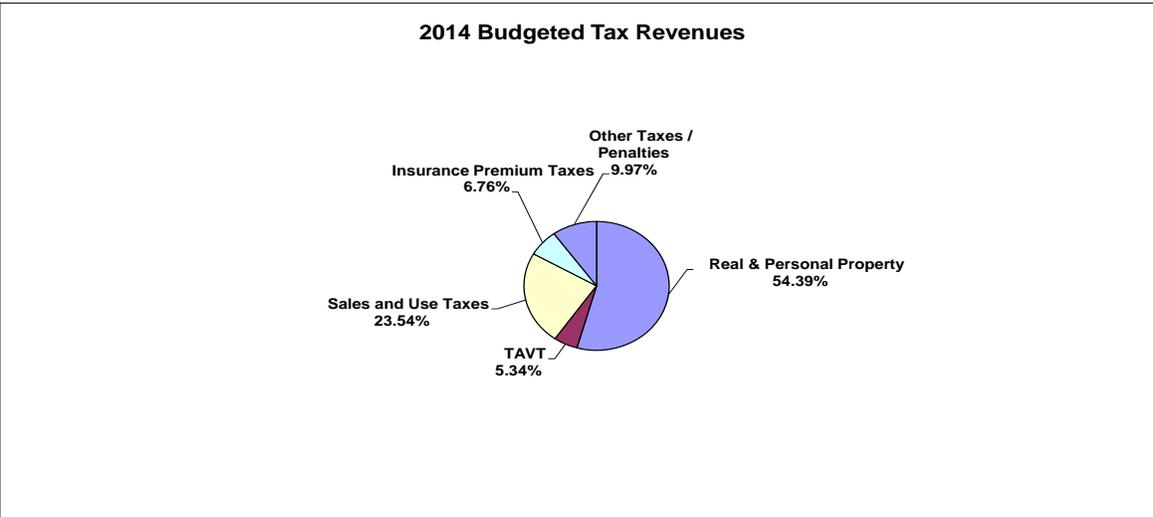
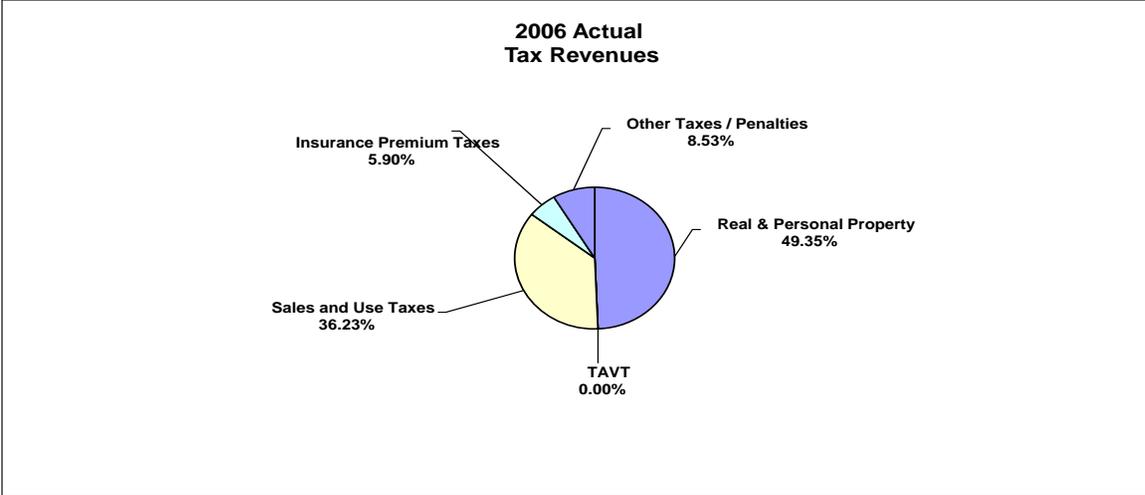


While there are different ways to estimate revenues, reviewing the historical averages/percentages is our most common approach. The graphs on the next page compare the percentages of the different categories of tax revenue for 2006 and 2014.



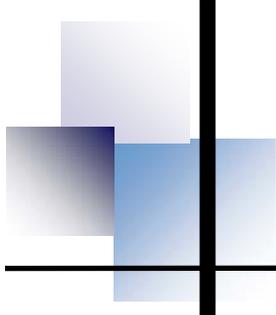
General Fund

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. 2014 will go back to following the upward trend due to the mileage rate being raised in 2013. The chart on the next page reflects the changes in the digest from 2008 to 2013.



General Fund

TRENDS

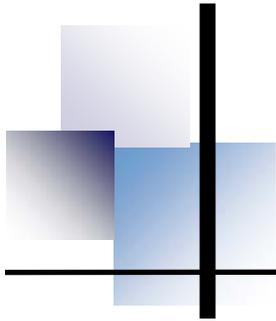
CURRENT 2013 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY
(In Thousands)

COUNTY WIDE	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Real & Personal	4,587,767	4,558,272	3,880,139	3,758,149	3,600,544	3,530,367
Motor Vehicles	297,452	313,853	270,104	261,372	272,385	288,899
Mobile Homes	9,128	8,810	7,602	6,938	6,207	7,234
Timber-100%	527	143	339	9	415	243
Heavy Duty Equipment	56	285	46	-	-	27
Gross Digest	4,894,930	4,881,363	4,158,230	4,026,468	3,879,551	3,826,770
Less M & O Exemptions	(594,665)	(567,630)	(421,371)	(404,709)	(370,699)	(369,536)
Net M & O Digest	4,300,265	4,313,733	3,736,859	3,621,759	3,508,852	3,457,234
State of Georgia Forest Land Assistance Grant Value	0	0	0	0	0	0
Adjusted Net M & O Digest	4,300,265	4,313,733	3,736,859	3,621,759	3,508,852	3,457,234
Gross M & O Millage Rate	12.462	12.040	14.466	14.428	14.764	17.935
Less Millage Rate Rollbacks	(4.636)	(4.108)	(4.566)	(4.528)	(4.864)	(5.035)
Net M & O Millage Rate	7.826	7.932	9.900	9.900	9.900	12.900
Net Taxes \$ Levied	33,653,874	34,216,530	36,994,904	35,855,414	34,737,635	44,598,319
Net Taxes \$ Increase	1,588,415	562,656	277,374	(1,139,489)	(1,117,778)	9,860,682
Net Taxes % Increase	7.04%	1.67%	0.81%	-3.08%	-3.12%	28.39%

Sales and Use Taxes:

This source of income is projected at \$15,850,000 (17.97% of total revenue) which is lower than the prior year estimated. Fiscal year 2013 is estimated to be \$1,064,892 lower than 2012's actual of \$17,218,656. 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 2013, 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.

<u>Year</u>	<u>Sales Tax Revenue</u>	<u>% Change from Prior Year</u>
2006	20,338,201	
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*	16,231,413	-5.73%
2014*	15,850,000	-2.35%
*Estimated		



General Fund

TRENDS

Insurance Premium Taxes:

This anticipated tax revenue is \$4,550,000. Fiscal year 2013 estimated revenues were \$4,300,000 while 2012 actual revenues were \$4,281,315. This demonstrates just a slight increase of 5.81% in the 2014 budgeted amount compared to 2013’s estimated. 2009 saw the first decrease in this revenue with a 1.43% decline. While 2014 has increased to the highest amount this revenue has ever been projected. This projection is based off the increase in the 2013 projected revenues.

Other Taxes:

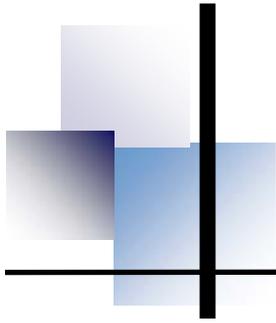
This category consist mainly of alcohol taxes, franchise taxes, intangible taxes, and tax penalties. Alcohol taxes are estimated at \$630,000. This revenue has remained fairly consistent over the past few years. Franchise taxes are estimated at \$1,309,000; which is an increase over 2013’s estimate and is based on historical trends as well as a rate increase by the local cable company in the County. Intangible Taxes are projected at \$600,000 for 2014. This revenue has increased compared to previous years due to the current economy. It is based on the housing market and/or home refinancing. Therefore, both a historical trend is used as well as the economic condition (i.e. housing market). Tax penalties are estimated at \$850,000. Other tax revenues comprises 7.61% of the total revenue and includes the following major categories:

Alcohol Taxes	0.81%
Franchise Taxes	1.65%
Intangible Taxes	0.76%
Tax Penalties	1.07%

OTHER REVENUES CATEGORIES:

Licenses and Permits:

These revenues are 1.07% of 2014 revenues and reflect a increase from the 2013 estimated amount of \$906,670.

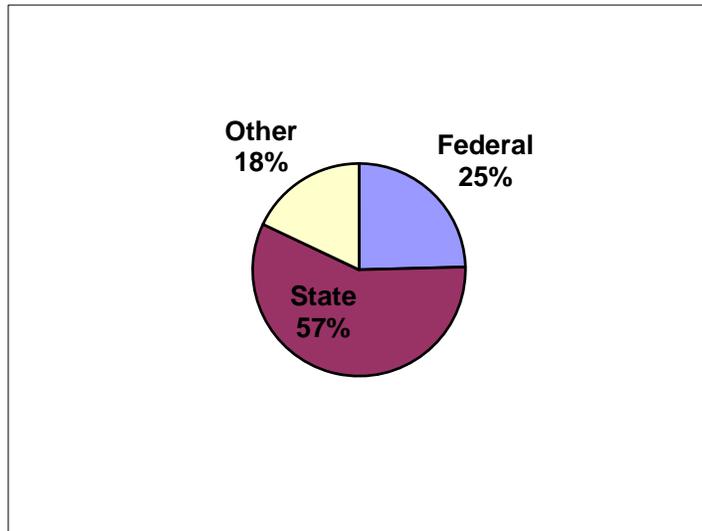


General Fund

TRENDS

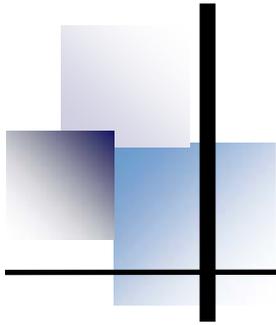
Intergovernmental Revenues:

These revenues are estimated at approximately \$4.4 million for 2014, which is a decrease of 44.48% (\$3.1 million) compared to 2013 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 million and reflects a decrease of 928,710. This revenue category varies from year to year but does not respond as drastically to the economy as Taxes or License and Permits. Real & personal property tax commission and street light revenue comprise \$1.6 million of the 2014 total. Emergency Medical Service revenue is estimated at \$2 million and Sheriff State Boarding fees at \$500,000. Historical trend data is most commonly used to estimate this revenue source.



General Fund

Court and Law Enforcement:

These revenues consist of approximately \$5.4 (6.07%) 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.

<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
\$1,835,277	\$3,004,648	\$3,111,999	\$2,937,537	\$2,479,960	\$3,897,000	\$2,352,600	\$2,553,600	\$2,454,480

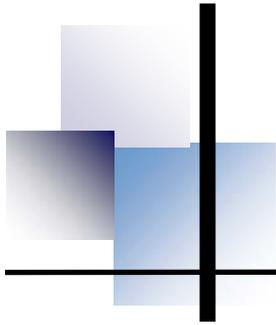
TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2014, \$1,225,550 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 2013 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>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
\$378,899	\$414,162	\$438,606	\$415,070	\$543,416	\$720,000	\$635,600	\$658,800	\$642,000

Use of Money & Property:

This revenue will continue to decline as the 2014 estimate is projected to decrease 68% from 2013 estimate. Regular investments (interest earnings) comprise \$10,200 of the \$11,650 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.



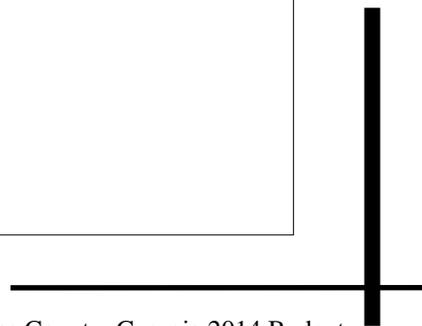
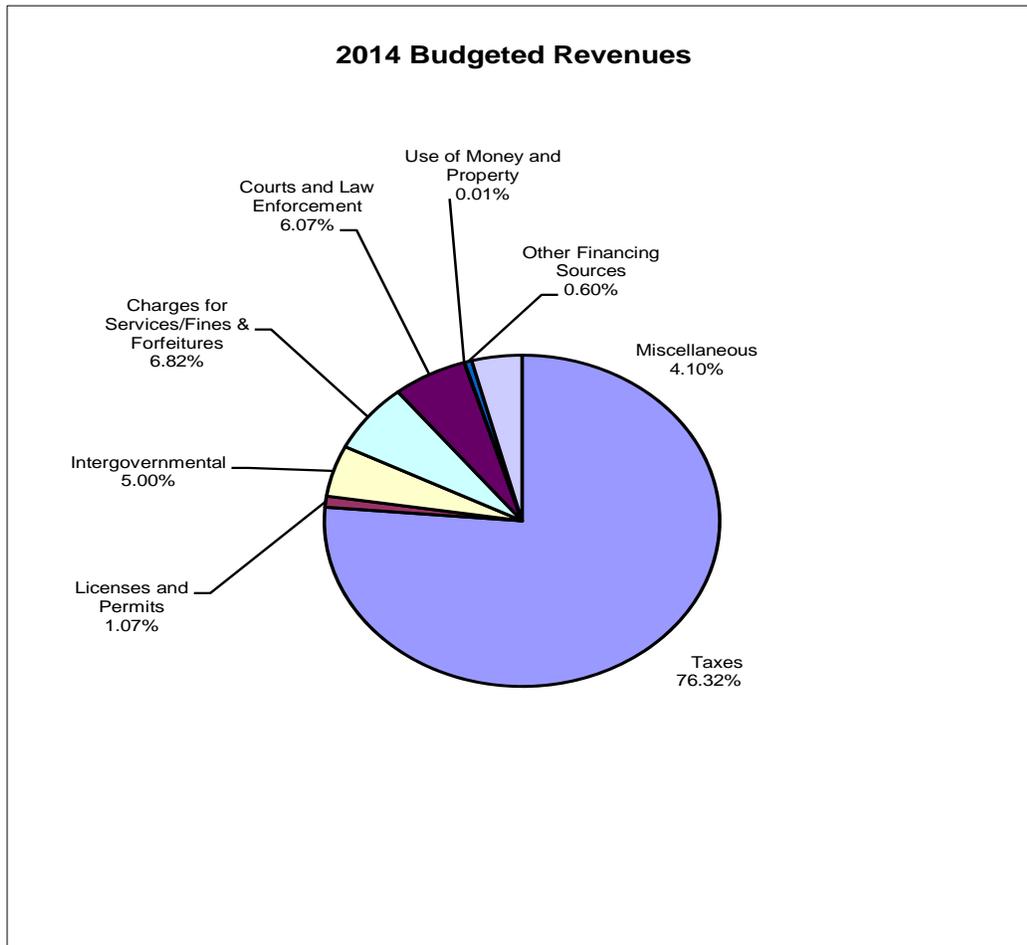
General Fund

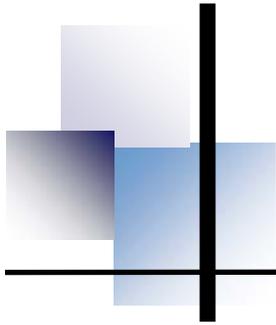
Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect only 4.7% (\$4,149,169) of the total budgeted revenues for 2014. 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 2014 General Fund Budgeted Revenues:

TRENDS





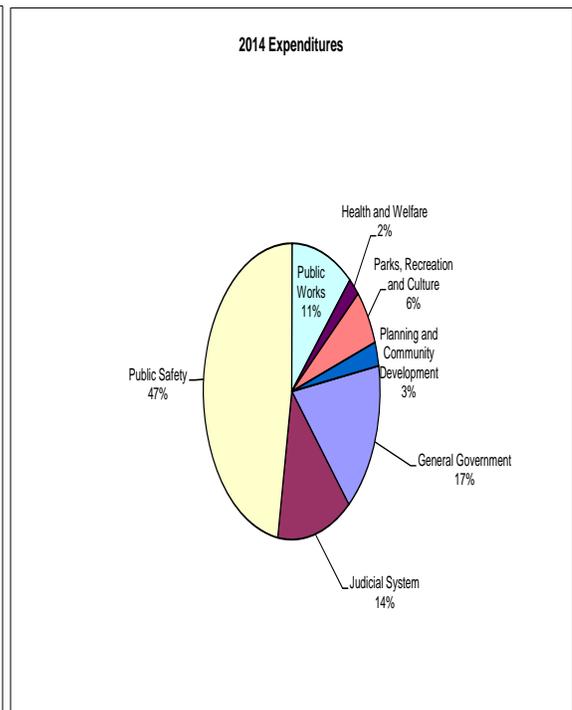
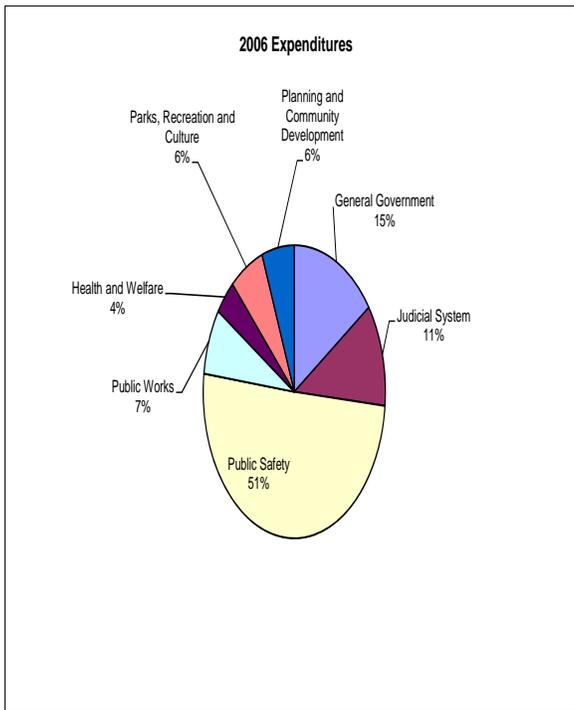
General Fund

EXPENDITURES

The approved 2014 General Fund expenditures are \$88,215,599, which amounts to \$1,188,094 more than the 2013 estimated budget of \$89,403,693. Per the estimated expenditures that actually occurred in 2013 the County operated \$8,643,650 under budget. With 2013 operating under budget the expenditures were decreased for 2014.

The 2014 operating budget is very lean, the majority of the decreases were due to reduced capital outlay compared to that of 2013. 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.

TRENDS

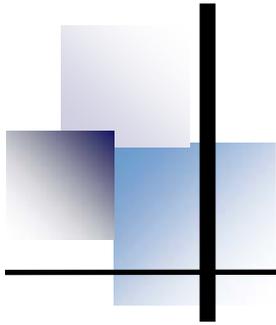


FUND BALANCE

The estimated beginning Fund Balance for 2014 is \$13,983,956. This is due to the 2013 estimated revenues equaling expenditures.

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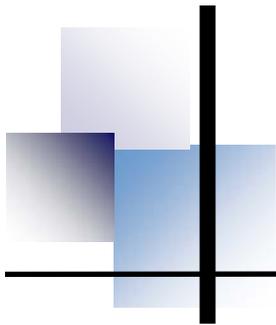




General Fund

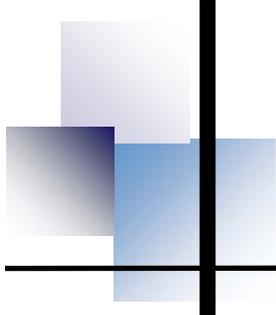
TRENDS

	<u>2006</u> <u>ACTUAL</u>	<u>2007</u> <u>ACTUAL</u>	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	<u>15,358,628</u>	<u>22,278,384</u>	<u>17,385,895</u>	<u>11,132,150</u>
REVENUES				
Taxes				
Real & Personal Property	27,702,877	30,046,541	31,349,946	31,684,355
TAVT	-	-	-	-
Sales and Use Taxes	20,338,201	19,734,012	17,495,669	15,958,261
Insurance Premium Taxes	3,310,551	3,481,087	3,565,937	3,514,806
Other Taxes / Penalties	4,789,201	4,242,416	4,286,443	6,193,468
Licenses and Permits	2,283,273	2,299,969	1,624,070	1,220,309
Intergovernmental	4,271,973	4,099,909	2,689,744	5,951,190
Charges for Services/Fines & Forfeitures	3,935,106	4,299,353	4,491,198	5,798,532
Courts and Law Enforcement	5,040,178	5,616,038	5,686,367	5,525,528
Use of Money and Property	527,831	694,128	233,689	92,657
Other Financing Sources	568,740	610,580	813,409	524,531
Miscellaneous	<u>622,830</u>	<u>227,917</u>	<u>276,503</u>	<u>102,454</u>
TOTAL REVENUES	73,390,761	75,351,950	72,512,975	76,566,091
EXPENDITURES				
General Government	10,131,156	20,742,870	13,472,711	13,066,691
Judicial System	7,507,098	8,246,180	9,282,883	9,000,703
Public Safety	33,532,265	34,273,976	37,419,804	36,506,579
Public Works	4,840,743	4,938,616	5,951,703	4,234,686
Health and Welfare	2,567,990	2,581,045	2,741,092	5,925,838
Parks, Recreation and Culture	4,059,816	6,563,270	6,815,210	4,300,918
Planning and Community Development	<u>3,831,937</u>	<u>2,898,482</u>	<u>3,083,317</u>	<u>2,739,107</u>
TOTAL EXPENDITURES	66,471,005	80,244,439	78,766,720	75,774,522
ENDING FUND BALANCE *	<u>22,278,384</u>	<u>17,385,895</u>	<u>11,132,150</u>	<u>11,923,719</u>



General Fund

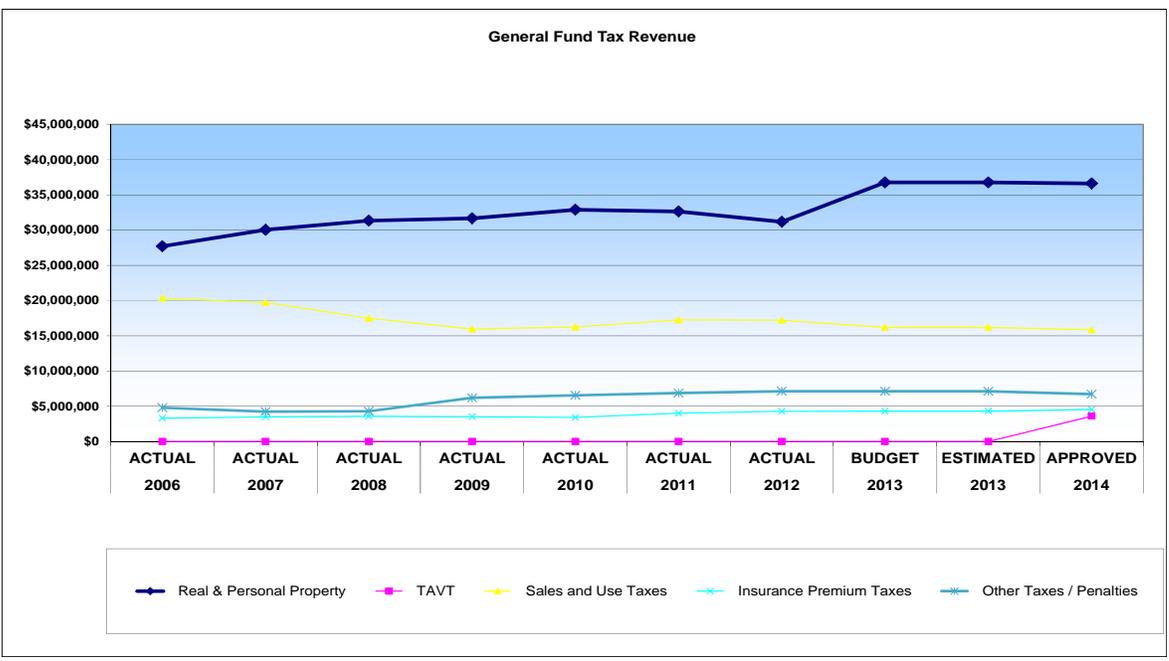
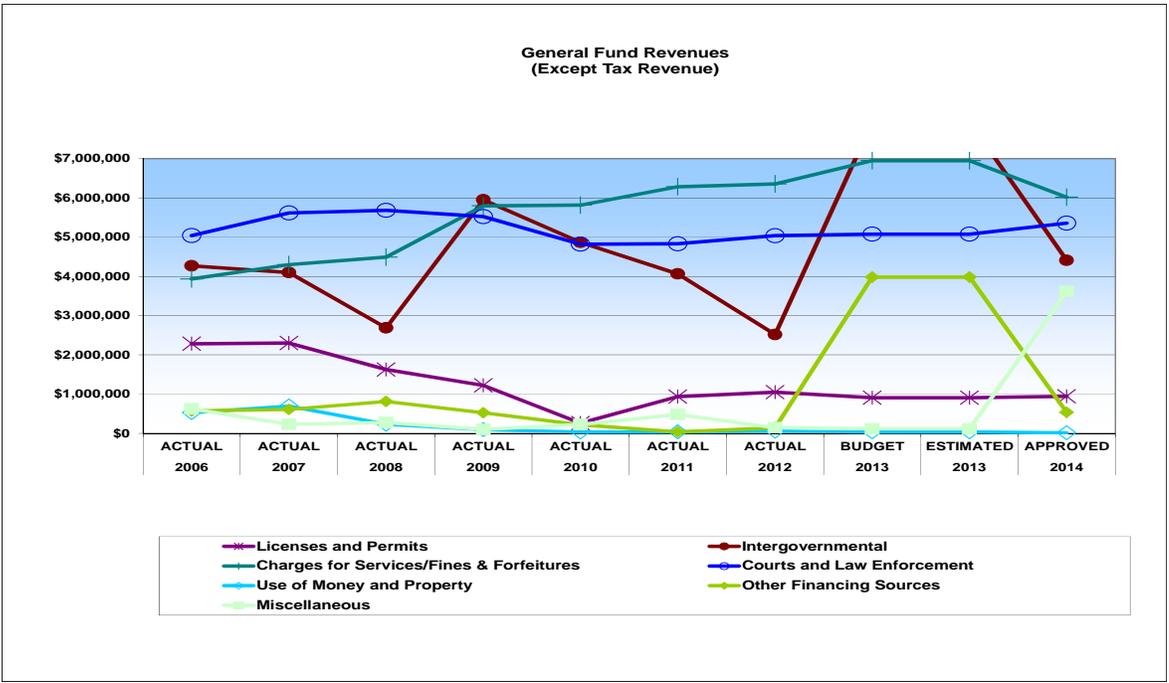
<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATED</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>11,923,719</u>	<u>8,481,460</u>	<u>11,567,926</u>	<u>13,983,952</u>	<u>13,983,952</u>	<u>13,983,952</u>	<u>100.00%</u>
32,893,736	32,657,737	31,172,585	36,772,380	36,772,380	36,616,350	41.51%
-	-	-	-	-	3,597,600	4.08%
16,246,016	17,264,892	17,218,656	16,200,000	16,200,000	15,850,000	17.97%
3,418,404	4,007,535	4,281,315	4,300,000	4,300,000	4,550,000	5.16%
6,556,651	6,875,942	7,138,700	7,124,060	7,124,060	6,712,588	7.61%
259,067	935,321	1,049,998	906,670	906,670	941,870	1.07%
4,868,168	4,064,812	2,518,267	7,939,397	7,939,397	4,408,011	5.00%
5,818,048	6,287,297	6,356,044	6,949,241	6,949,241	6,020,531	6.82%
4,819,537	4,830,989	5,039,164	5,078,200	5,078,200	5,357,830	6.07%
32,348	36,521	52,977	36,500	36,500	11,650	0.01%
216,377	35,194	141,455	3,981,310	3,981,310	532,686	0.60%
<u>224,827</u>	<u>481,006</u>	<u>144,413</u>	<u>115,935</u>	<u>115,935</u>	<u>3,616,483</u>	<u>4.10%</u>
75,353,178	77,477,246	75,113,574	89,403,693	89,403,693	88,215,599	100%
14,042,979	13,688,734	10,902,202	14,914,793	14,914,793	14,633,010	16.59%
9,194,908	9,924,914	10,298,374	11,289,952	11,289,952	12,115,302	13.73%
37,015,798	37,102,448	37,650,088	41,630,813	41,630,813	41,943,186	47.55%
6,159,499	4,973,542	5,189,087	11,586,782	11,586,782	10,011,235	11.35%
2,404,032	1,597,425	1,535,898	1,637,854	1,637,854	1,852,543	2.10%
7,562,375	5,006,588	5,059,537	5,316,568	5,316,568	5,368,992	6.09%
<u>2,415,846</u>	<u>2,097,129</u>	<u>2,062,362</u>	<u>3,026,931</u>	<u>3,026,931</u>	<u>2,291,331</u>	<u>2.60%</u>
78,795,437	74,390,780	72,697,548	89,403,693	89,403,693	88,215,599	100%
<u>8,481,460</u>	<u>11,567,926</u>	<u>13,983,952</u>	<u>13,983,952</u>	<u>13,983,952</u>	<u>13,983,952</u>	<u>100%</u>

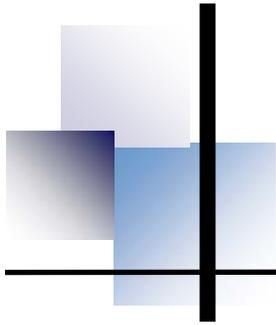


General Fund

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

TRENDS

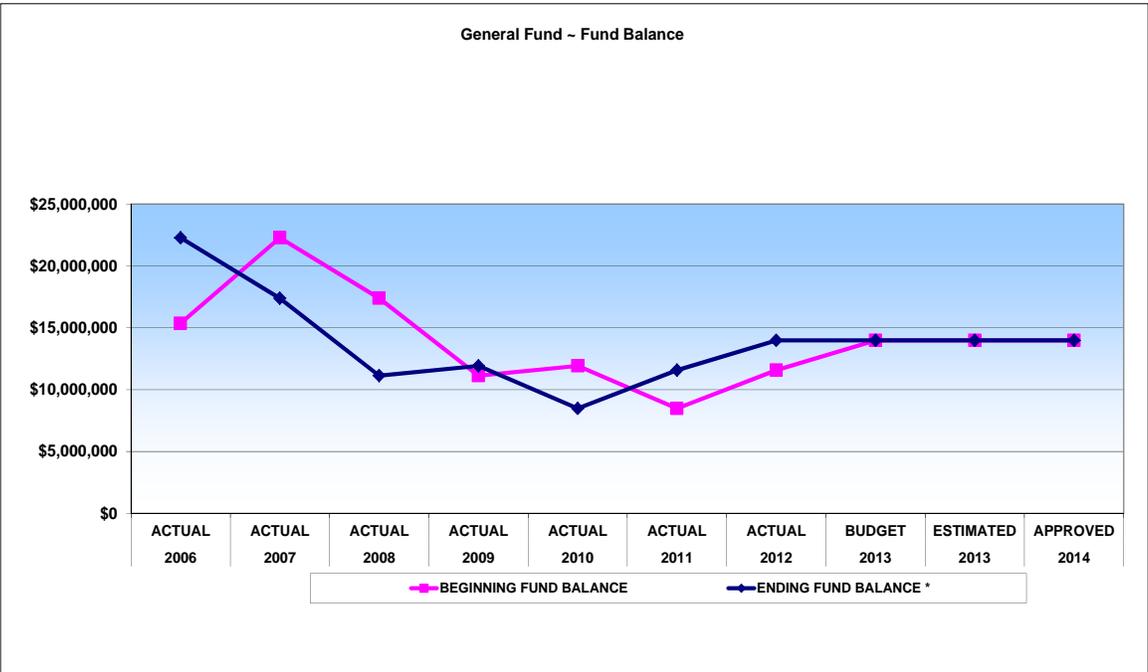
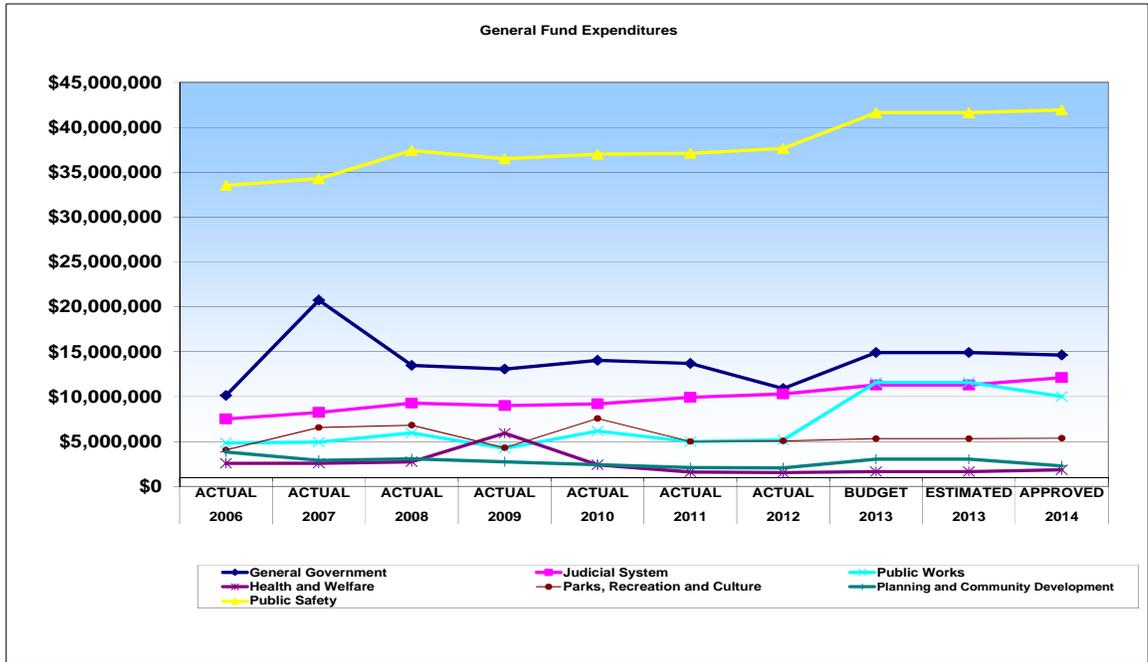




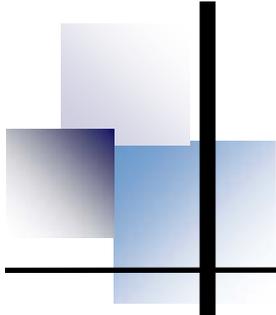
General Fund

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

TRENDS



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General Government

DIRECTORY

Appropriations (General)..... 80

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Finance 93

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Printing & Mail 110

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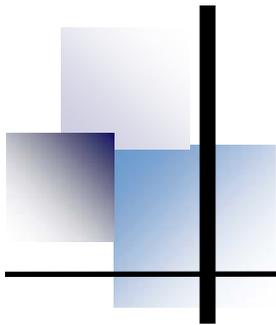
Risk and Safety 122

Tax Appraisal 125

Tax Assessor 128

Tax Commissioner 131

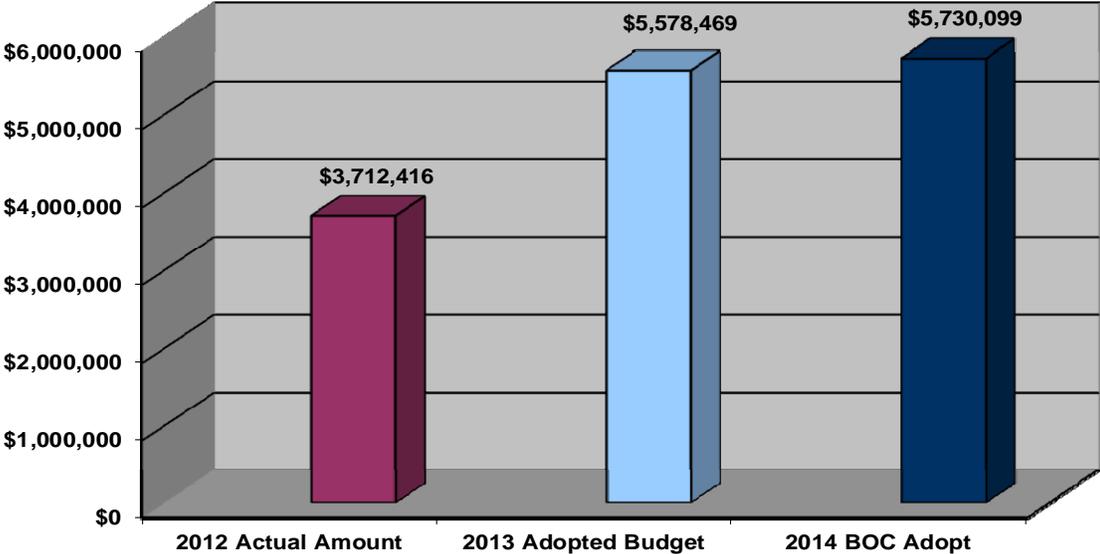
Tax Equalization Board 134

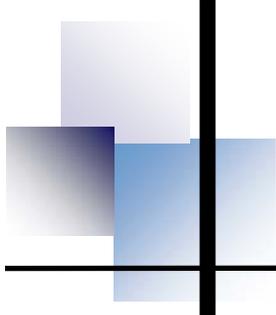


Appropriations (General)

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	3,712,416	5,578,469	5,730,099
Total Funding Sources	3,712,416	5,578,469	5,730,099
APPROPRIATIONS:			
Salary and Wages	265	0	0
Benefits	66,785	0	0
Advertising	18,501	105,000	5,000
Audit and Legal	73,402	73,402	98,402
Dues and Subscriptions	149,128	144,170	27,295
Supplies	6,018	6,300	5,500
Professional Services	1,346,913	1,664,000	1,764,000
Utilities	844,375	827,316	765,827
Travel & Training	0	0	0
Minor Equipment and Improvements	13,276	0	0
Capital Outlay	174,417	0	0
Other	41,132	1,831,415	48,575
Other Financing Sources	888,583	826,866	2,000,000
Debt Service	89,511	100,000	40,000
Budget Improvement Request	111	0	975,500
Total Appropriations	3,712,416	5,578,469	5,730,099





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.

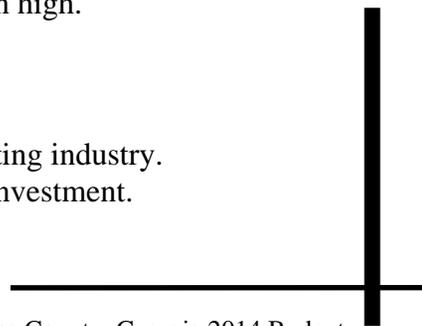
Improve Efficiency

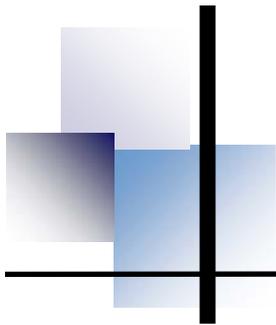
- Increase information exchange by providing DCTV 23 with the ability to increase information to the public and update this information in a real time format.
 - Move key Information Services functions to cloud computing.
- Utilize technology to keep costs low and customer satisfaction high.

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.

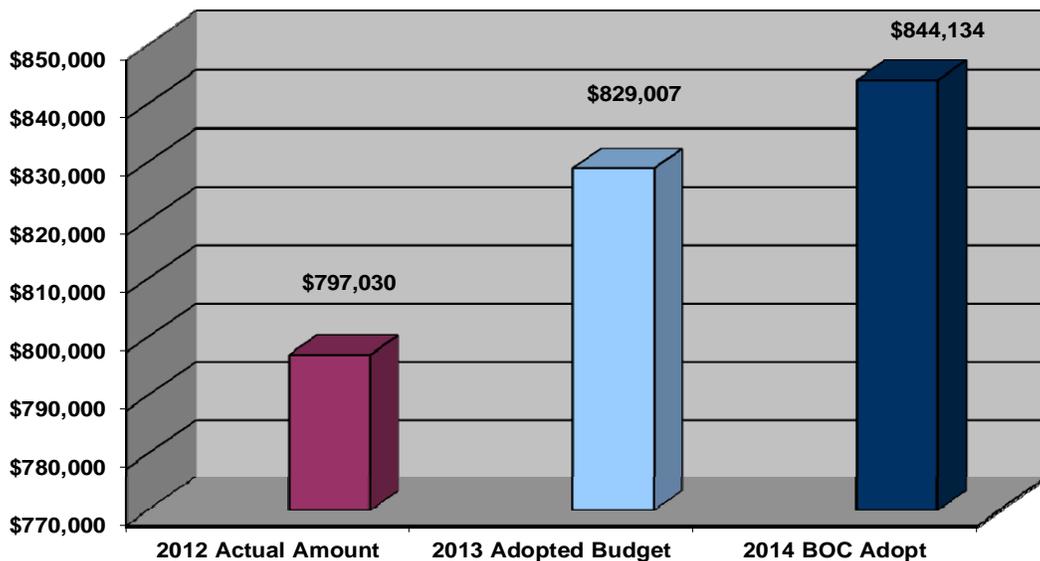




Board of Commissioners

BUDGET SUMMARY

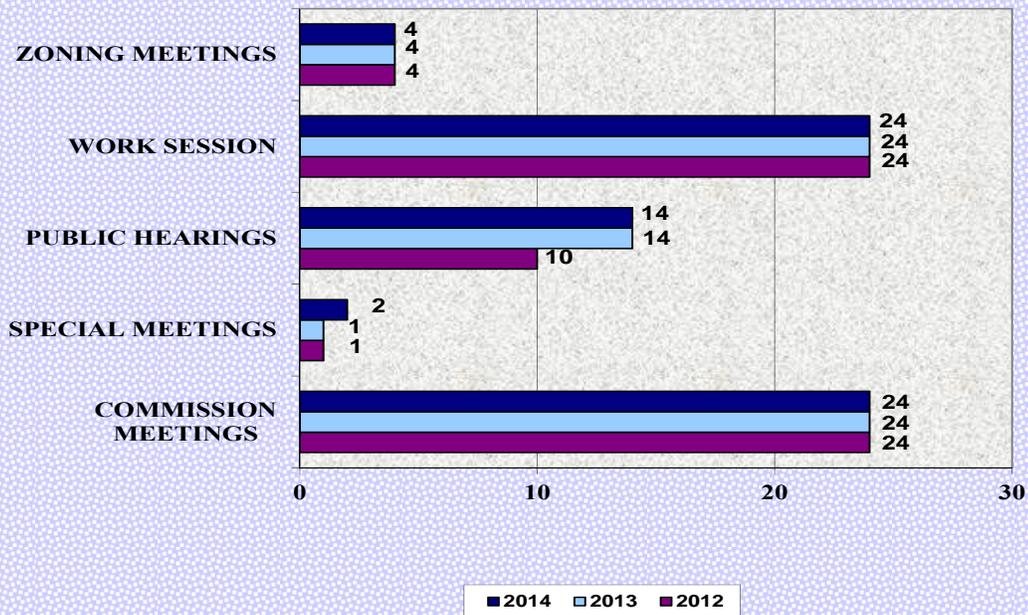
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>797,030</u>	<u>829,007</u>	<u>844,134</u>
Total Funding Sources	<u>797,030</u>	<u>829,007</u>	<u>844,134</u>
APPROPRIATIONS:			
Salary and Wage	574,145	551,991	566,613
Benefits	153,537	219,591	221,370
Advertising	12,878	12,400	9,400
Vehicle Expense	10,651	6,650	10,350
Dues and Subscriptions	4,499	5,113	4,500
Maintenance Charges	1,320	1,200	1,200
Supplies	7,327	10,250	8,513
Professional Services	5,003	10,000	8,400
Utilities	4,077	4,888	4,888
Travel & Training	23,593	8,964	8,900
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>(2,040)</u>	<u>0</u>
Total Appropriations	<u>797,030</u>	<u>829,007</u>	<u>844,134</u>



Board of Commissioners

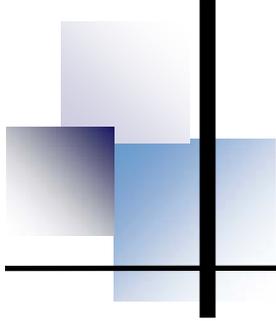
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**COMPARISON - YEARS
2012 - 2014**



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	0	0
Asst to County Administrator	UNC	1	1	1
Executive Secretary	22	1	1	1
Principal Secretary	21	1	1	1
Senior Secretary	19	1	1	1
Bailiff	PT	2	2	2
TOTAL FULL TIME		8	7	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

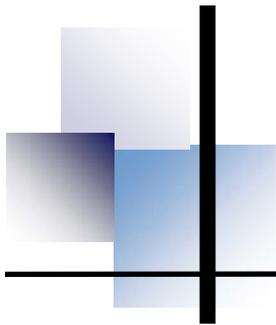
To bring citizens together and to increase spirit and pride in Douglas County through the use of such public events as Chat with the Chairman, September Saturdays, American Red Cross Blood drives, County Government Weekend Exhibits, and school concerts at the Courthouse.

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.

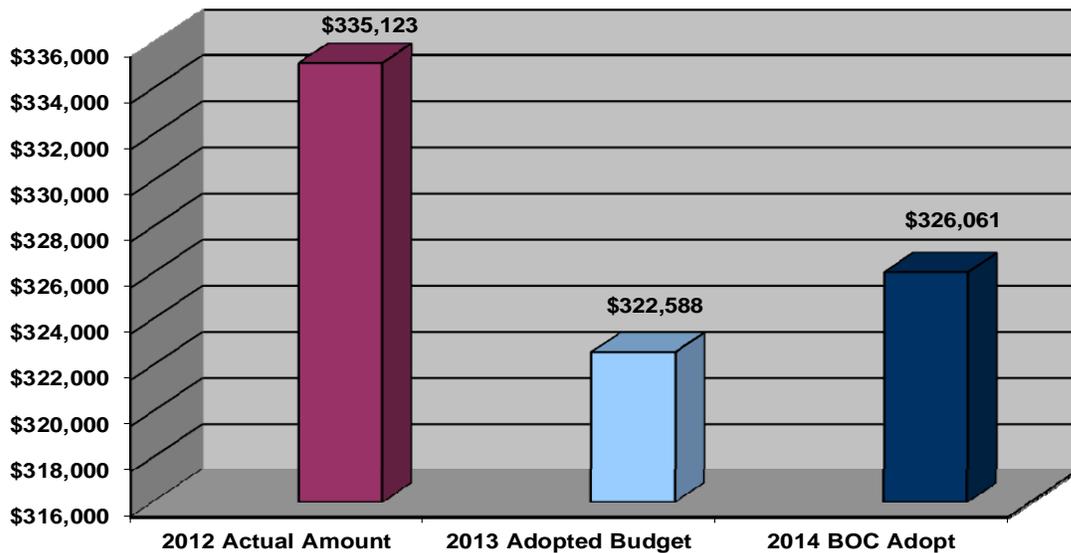


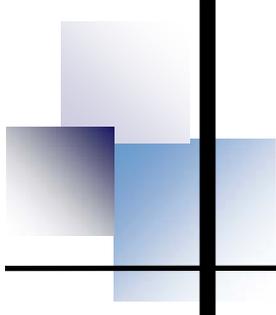


Communications

BUDGET SUMMARY

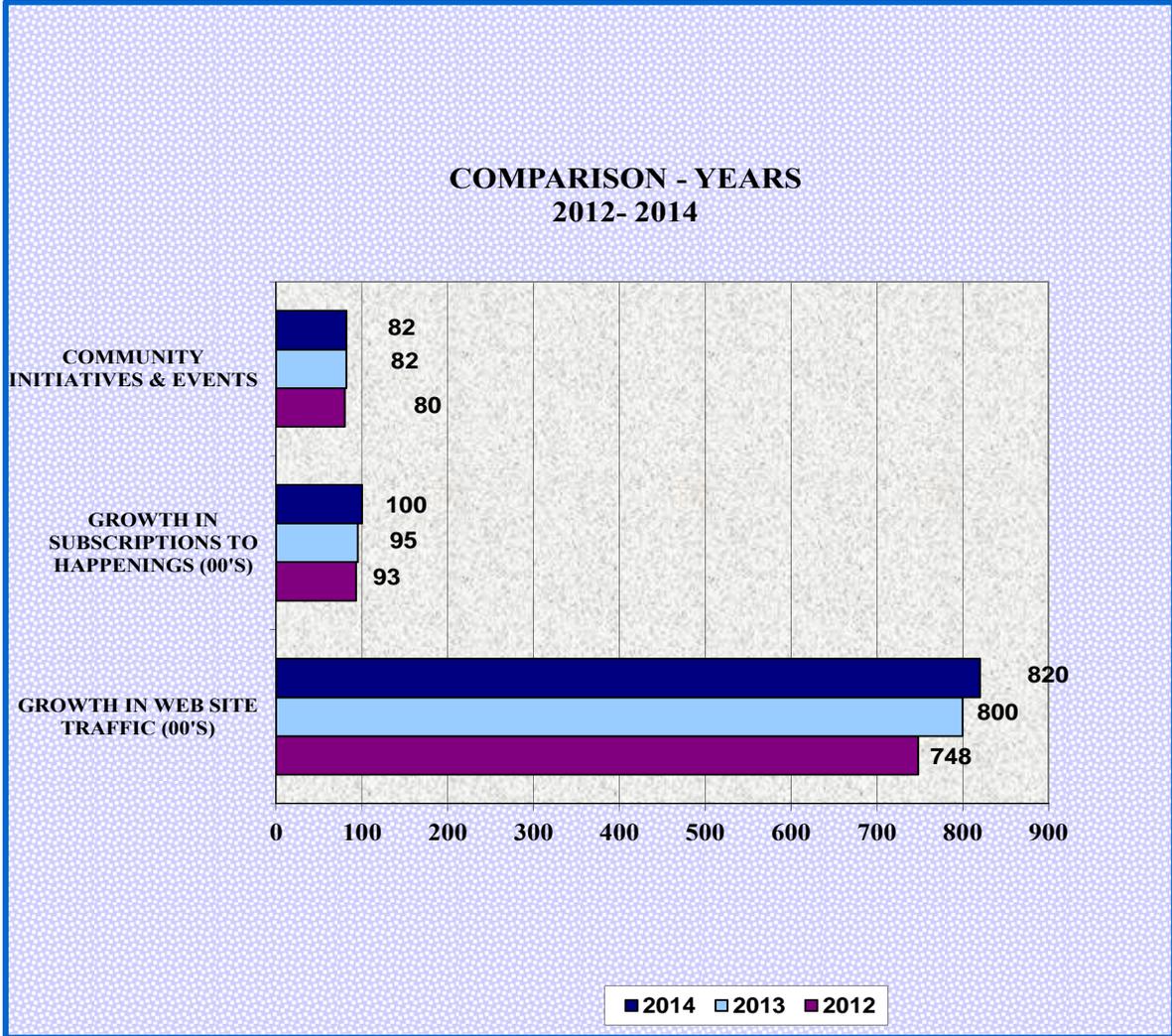
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	335,123	322,588	326,061
Total Funding Sources	335,123	322,588	326,061
APPROPRIATIONS:			
Salary and Wage	172,918	170,555	182,389
Benefits	45,619	59,745	58,262
Advertising	20,565	24,525	20,000
Vehicle Expense	817	1,000	1,000
Dues and Subscriptions	3,262	3,703	3,500
Maintenance Charges	1,099	500	0
Supplies	21,838	18,241	18,958
Professional Services	45,601	38,725	36,325
Utilities	2,021	2,936	1,627
Travel & Training	25	0	0
Minor Equipment and Improvements	21,359	0	0
Capital Outlay	0	0	0
Other	0	3,270	4,000
Budget Improvement Request	0	(612)	0
Total Appropriations	335,123	322,588	326,061





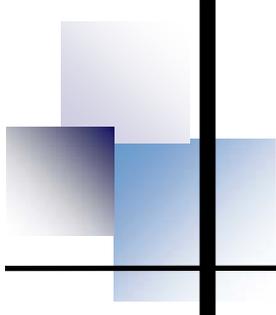
Communications

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
Intern	PT	1	1	1
TOTAL FULL TIME		3	3	3
TOTAL PART TIME		1	1	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

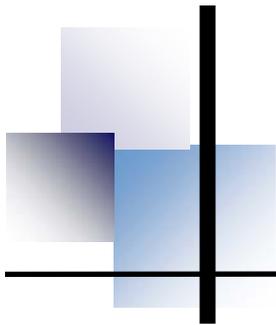
To reduce the number of cleaning complaints by:

- 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 and 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

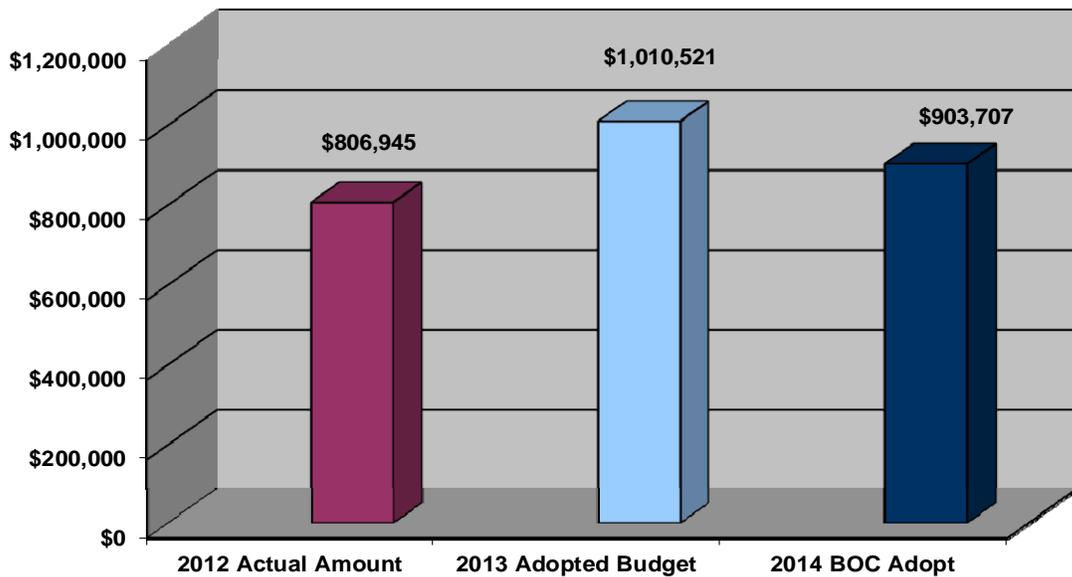


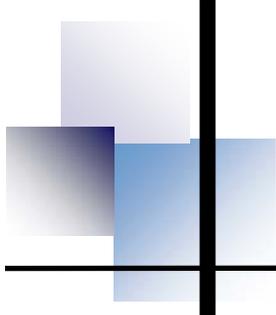


Courthouse Maintenance

BUDGET SUMMARY

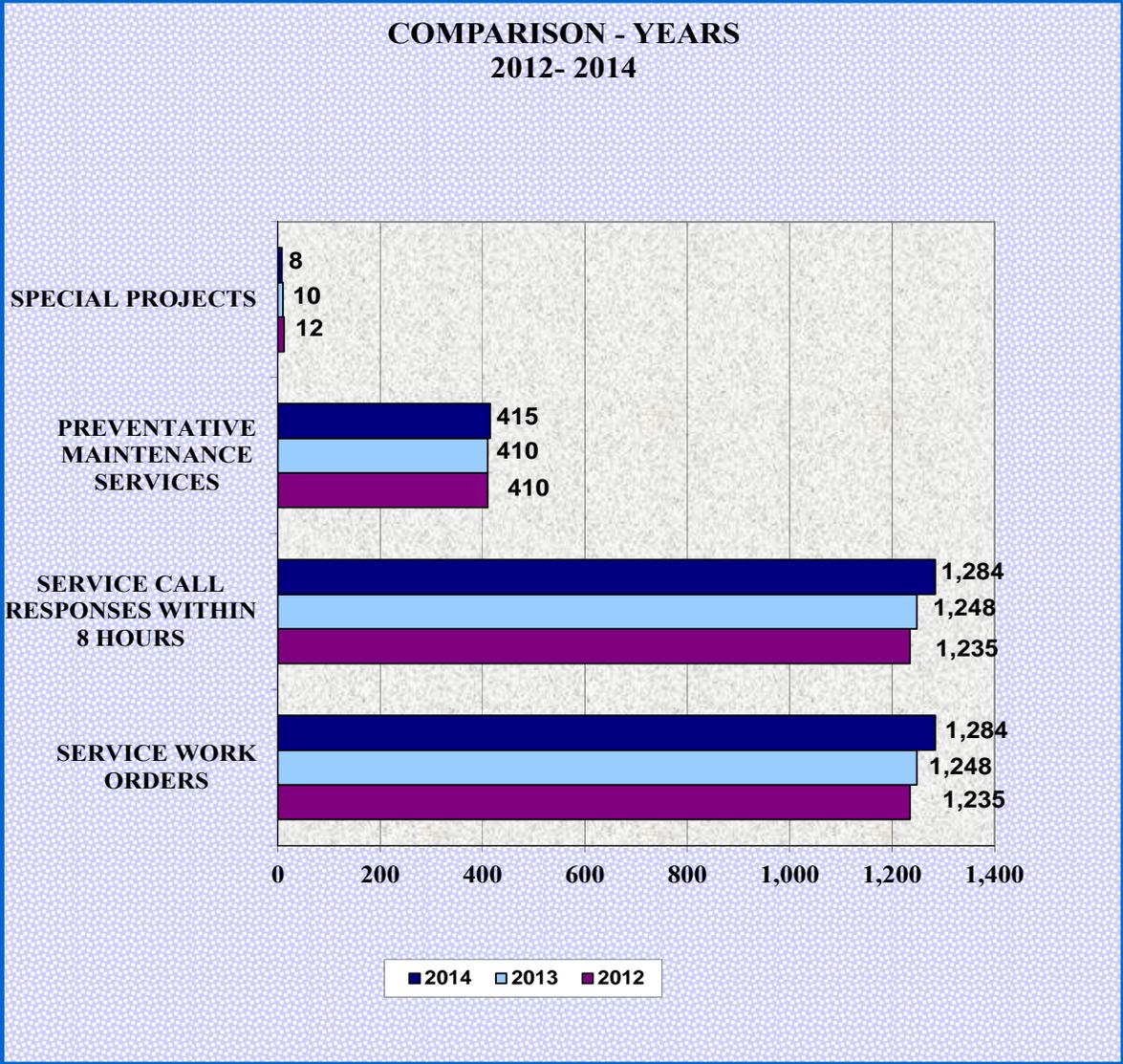
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	806,945	1,010,521	903,707
Total Funding Sources	806,945	1,010,521	903,707
APPROPRIATIONS:			
Salary and Wage	21,099	21,019	21,376
Benefits	11,536	15,195	10,698
Vehicle Expense	0	600	0
Maintenance Charges	69,924	68,495	600
Supplies	28,426	27,904	74,500
Professional Services	464,927	472,843	3,462
Utilities	209,175	253,030	487,028
Minor Equipment and Improvements	0	0	250,985
Capital Outlay	0	0	0
Uniforms and Clothing	1,858	2,050	53,008
Budget Improvement Request	0	149,385	2,050
Total Appropriations	806,945	1,010,521	903,707





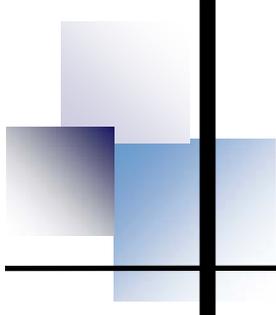
Courthouse Maintenance

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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.

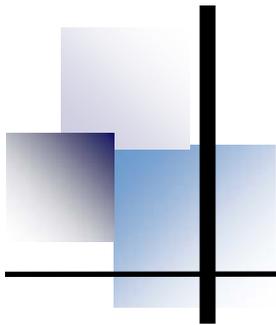
Maintain Elections Equipment and Inventory.

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.

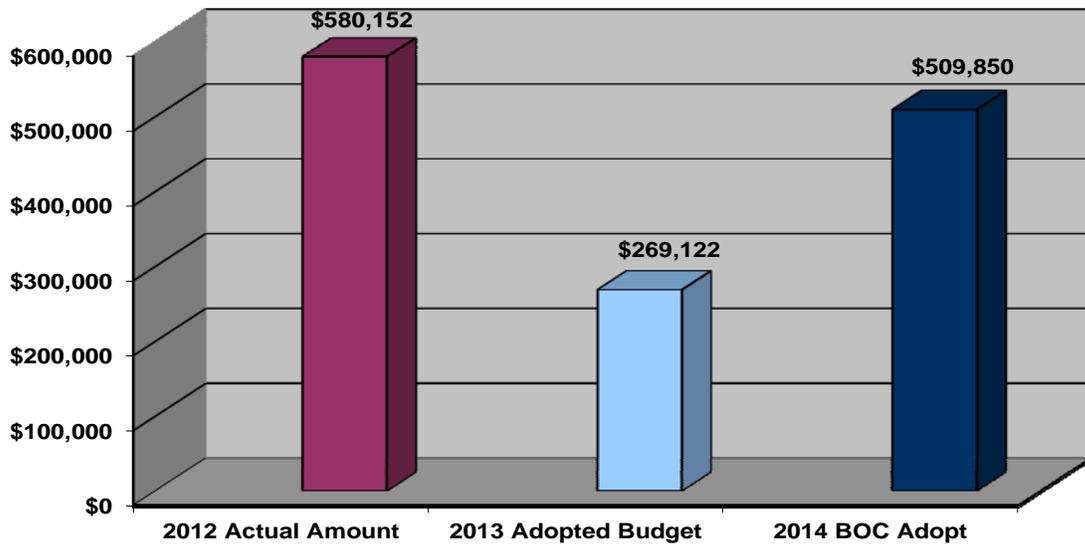
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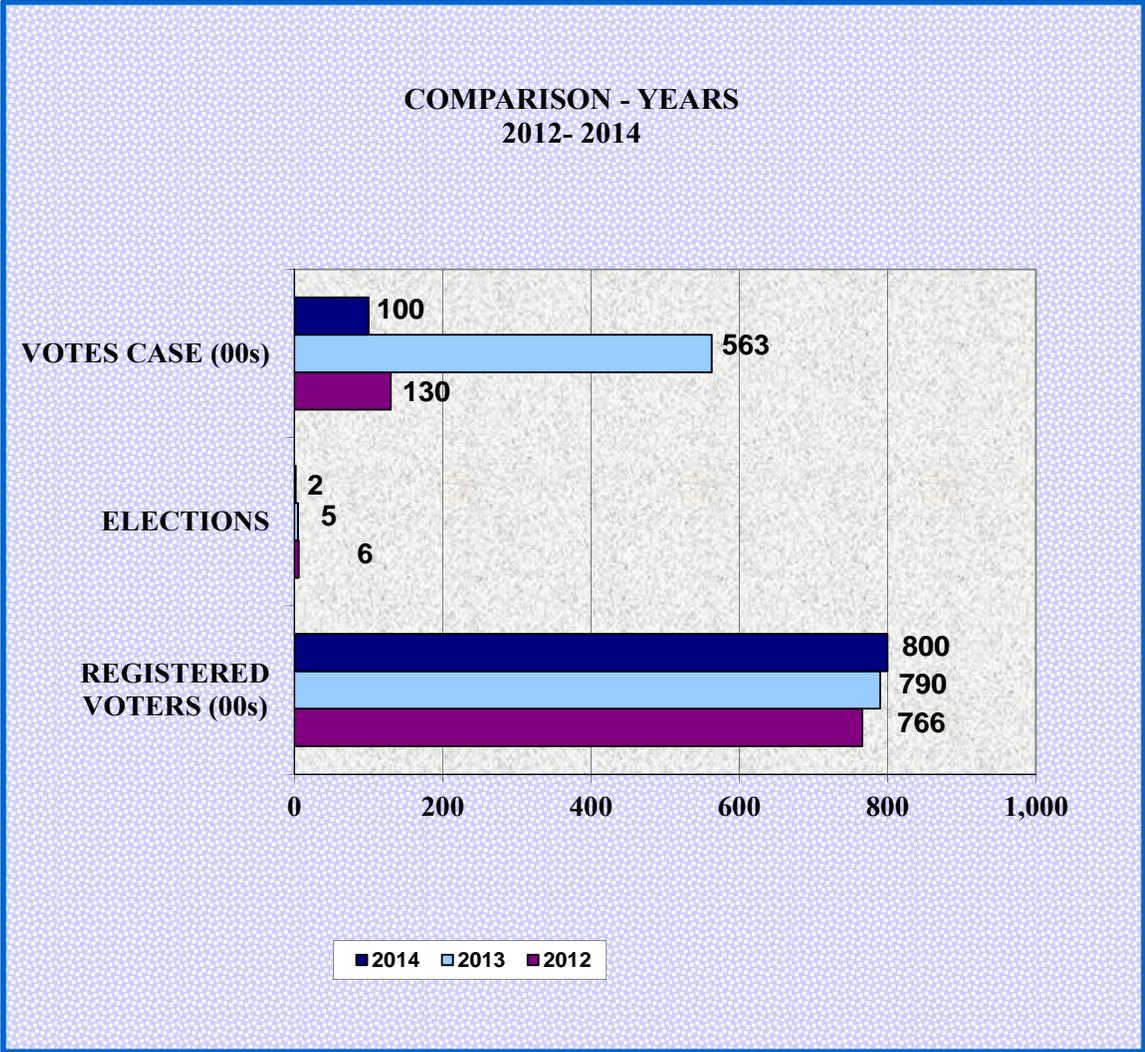


Election Board

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	580,152	269,122	509,850
Total Funding Sources	580,152	269,122	509,850
APPROPRIATIONS:			
Salary and Wage	397,319	158,136	382,911
Benefits	62,241	68,893	65,155
Advertising	1,342	500	2,000
Vehicle Expense	469	200	500
Dues and Subscriptions	103	400	230
Equipment Rental	1,044	0	1,100
Maintenance Charges	22,530	31,000	31,000
Supplies	27,712	12,000	20,286
Professional Services	3,178	0	0
Utilities	0	0	0
Travel & Training	1,745	170	300
Minor Equipment and Improvements	44,285	0	0
Capital Outlay	18,184	0	6,368
Budget Improvement Request	0	(2,177)	0
Total Appropriations	580,152	269,122	509,850

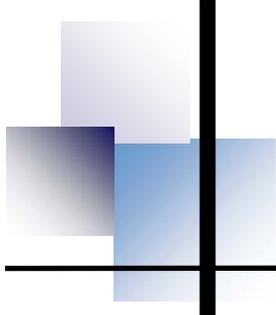


Election Board



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	21	0	1	1
Voter Registration Assoc.	19	1	1	1
Deputy Elections Sup.	UNC	0	1	1
Board Member	UNC PT	5	5	5
TOTAL FULL TIME		2	4	4
TOTAL PART TIME		5	5	5



MISSION

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

FUNCTIONS

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

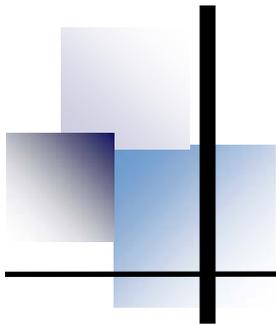
GOALS

Continue to submit our Budget Document and Financial Statements to the Government Finance Officers Association award programs

Continue the Certified Public Finance Officer Program

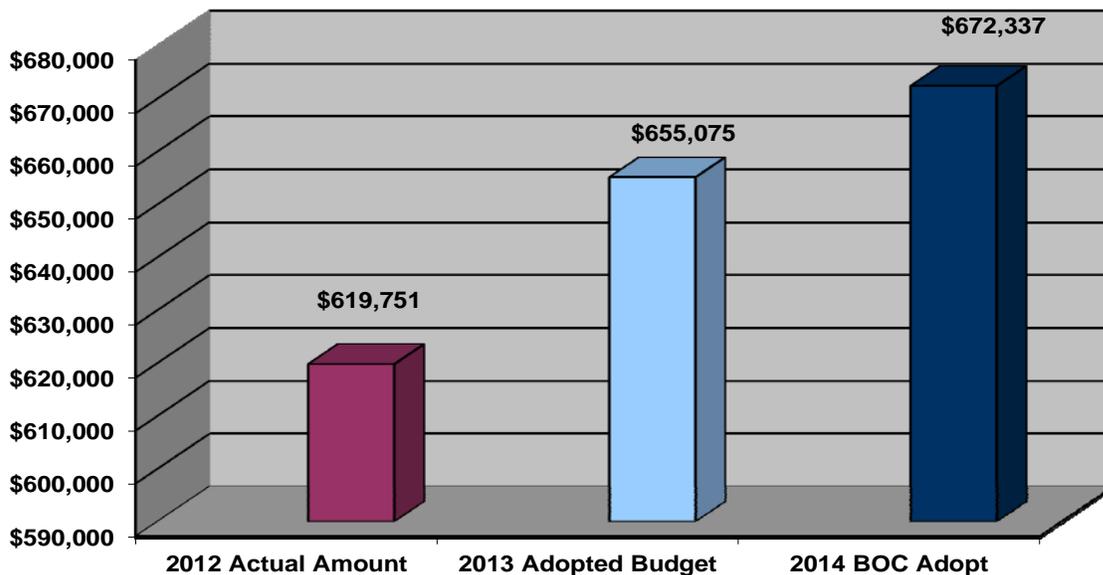
Continue monitoring revenues and expenditures and issue quarterly reports





Finance

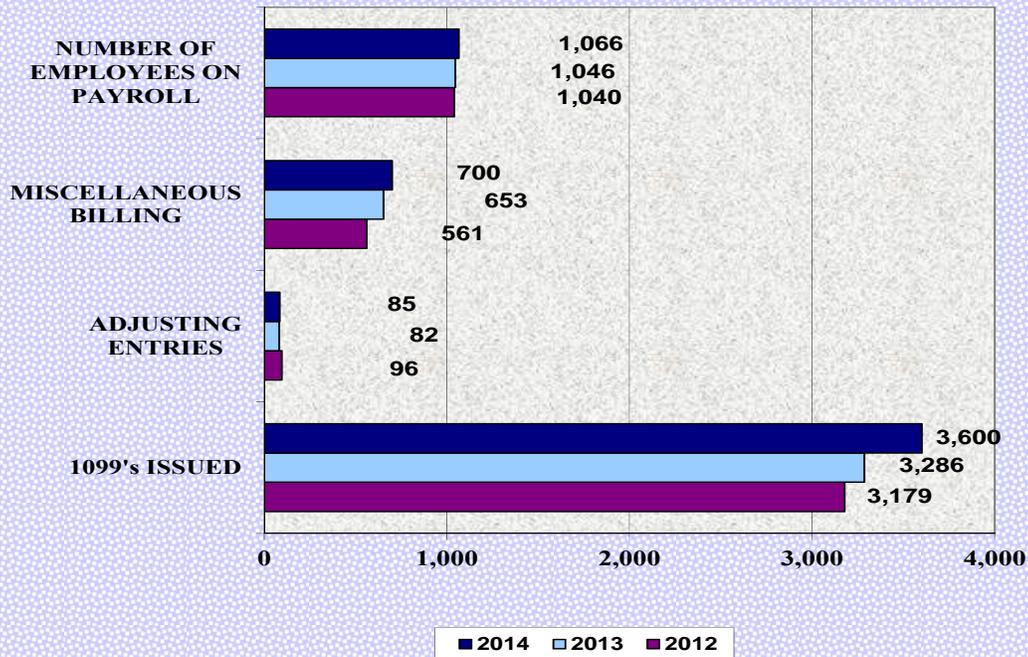
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>619,751</u>	<u>655,075</u>	<u>672,337</u>
Total Funding Sources	<u>619,751</u>	<u>655,075</u>	<u>672,337</u>
APPROPRIATIONS:			
Salary and Wage	458,114	455,602	472,576
Benefits	137,067	171,345	173,581
Dues and Subscriptions	1,131	1,250	1,250
Maintenance Charges	775	1,780	780
Supplies	19,180	22,760	19,150
Professional Services	0	5,000	5,000
Utilities	0	0	0
Travel & Training	1,214	0	0
Minor Equipment and Improvements	2,270	0	0
Budget Improvement Request	<u>0</u>	<u>(2,662)</u>	<u>0</u>
Total Appropriations	<u>619,751</u>	<u>655,075</u>	<u>672,337</u>



Finance

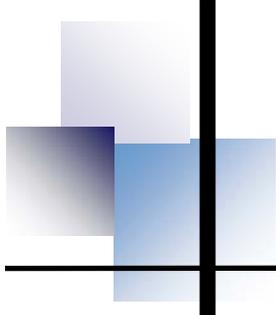
WORKLOAD INDICATORS

**COMPARISON - YEARS
2012- 2014**



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	0	1	1
Accounting Assistant II	23	3	3	3
Accounting Assistant I	21	2	1	1
TOTAL FULL TIME		10	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

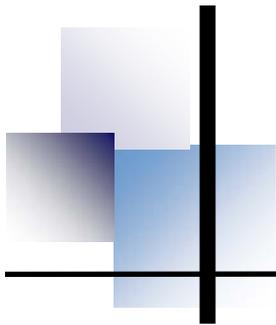
Generate at least \$2 million in grant revenue while monitoring over \$300,000 in active grant funds

Move the grants budget into the individual department that receives the funding for better tracking of grants

PERSONNEL

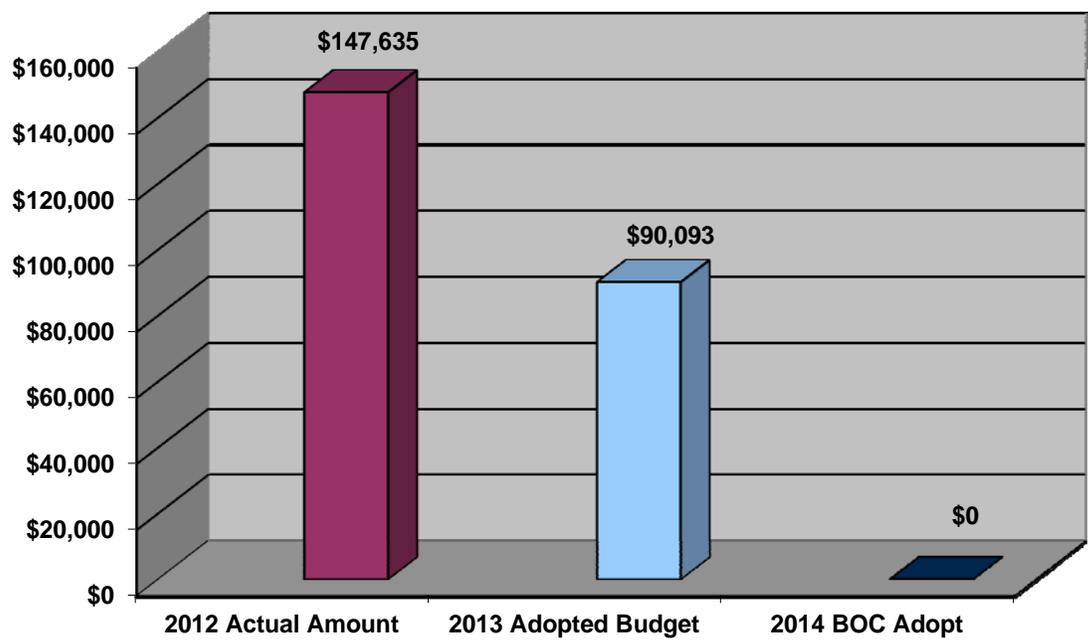
The Assistant to the County Administrator administers this department. There are no other employees in the grant department

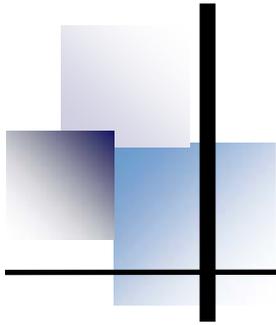




Grants

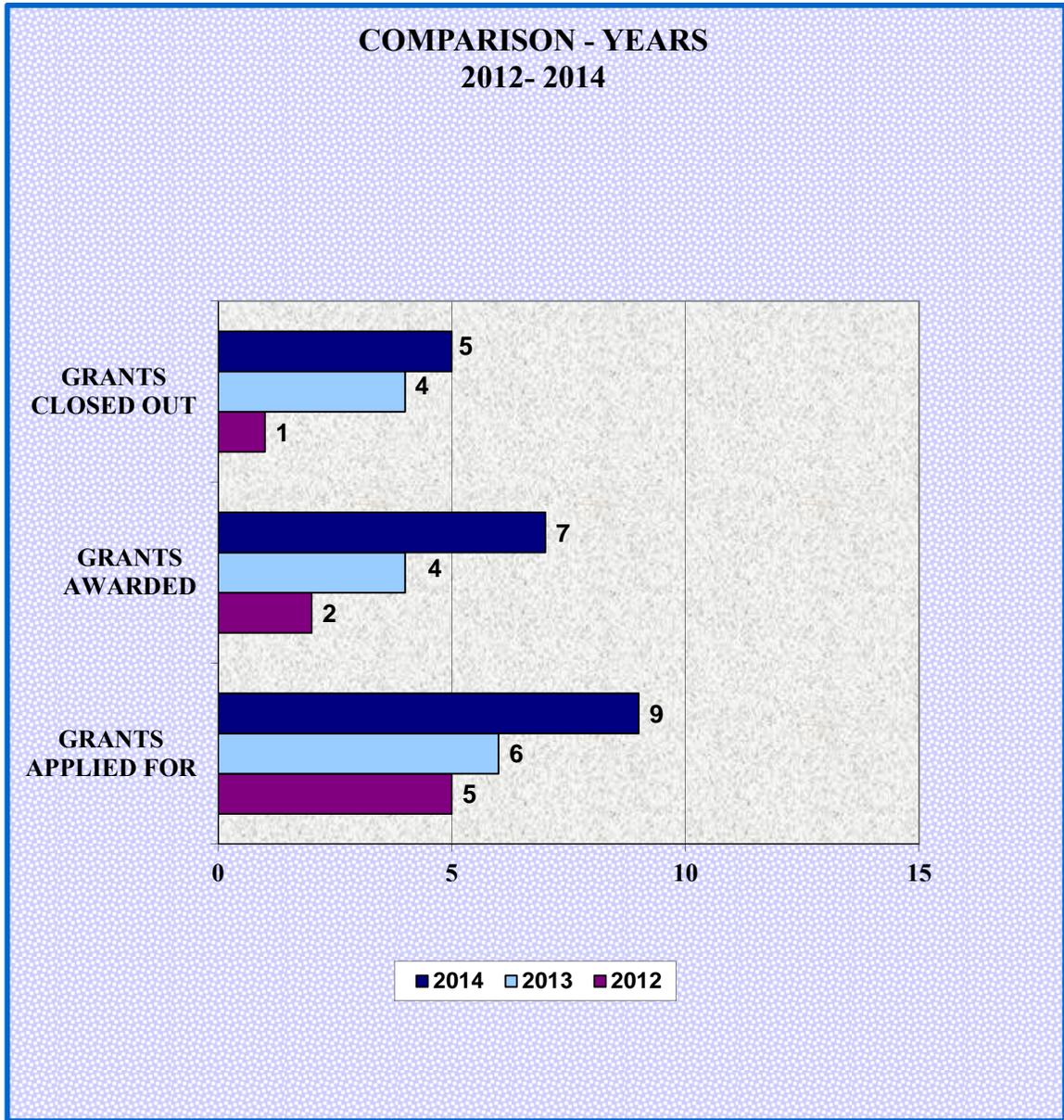
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	147,635	90,093	0
Total Funding Sources	147,635	90,093	0
APPROPRIATIONS:			
Advertising	0	0	0
Dues and Subscriptions	0	0	0
Supplies	105	0	0
Professional Services	21,010	25,000	0
Travel & Training	0	0	0
Grants	126,520	65,093	0
Budget Improvement Request	0	0	0
Total Appropriations	147,635	90,093	0

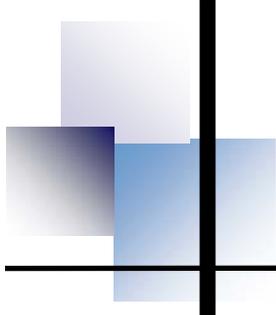




Grants

WORKLOAD INDICATORS





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
- Administer all GebCorp retirement vehicles including the 401(a), 457, and Defined Benefit Plan

GOALS

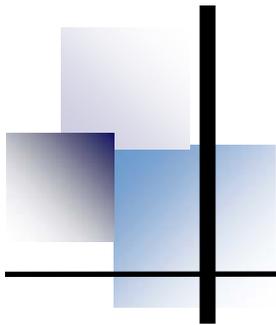
Back file/records room will be re-organized for maximum space utilization and to designate specific areas for commonly accessed documents. All documents will be labeled to improve records accessibility

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.

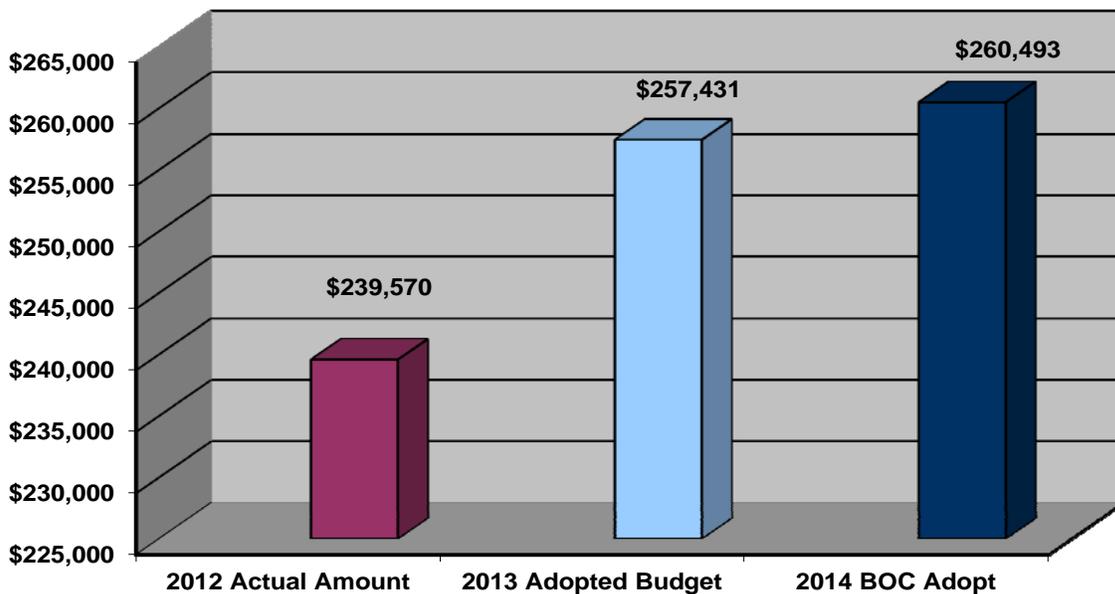
Prepare for open enrollment. This will include data collection, benefit committee meetings, scheduling of employee informational meetings, negotiations with vendors and the registration process. In 2014 it will include a follow-up, monitoring and plan implementation.

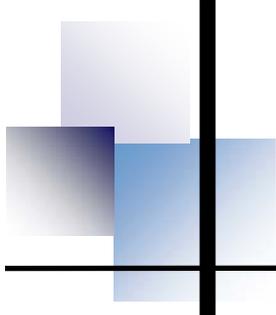




Human Resources

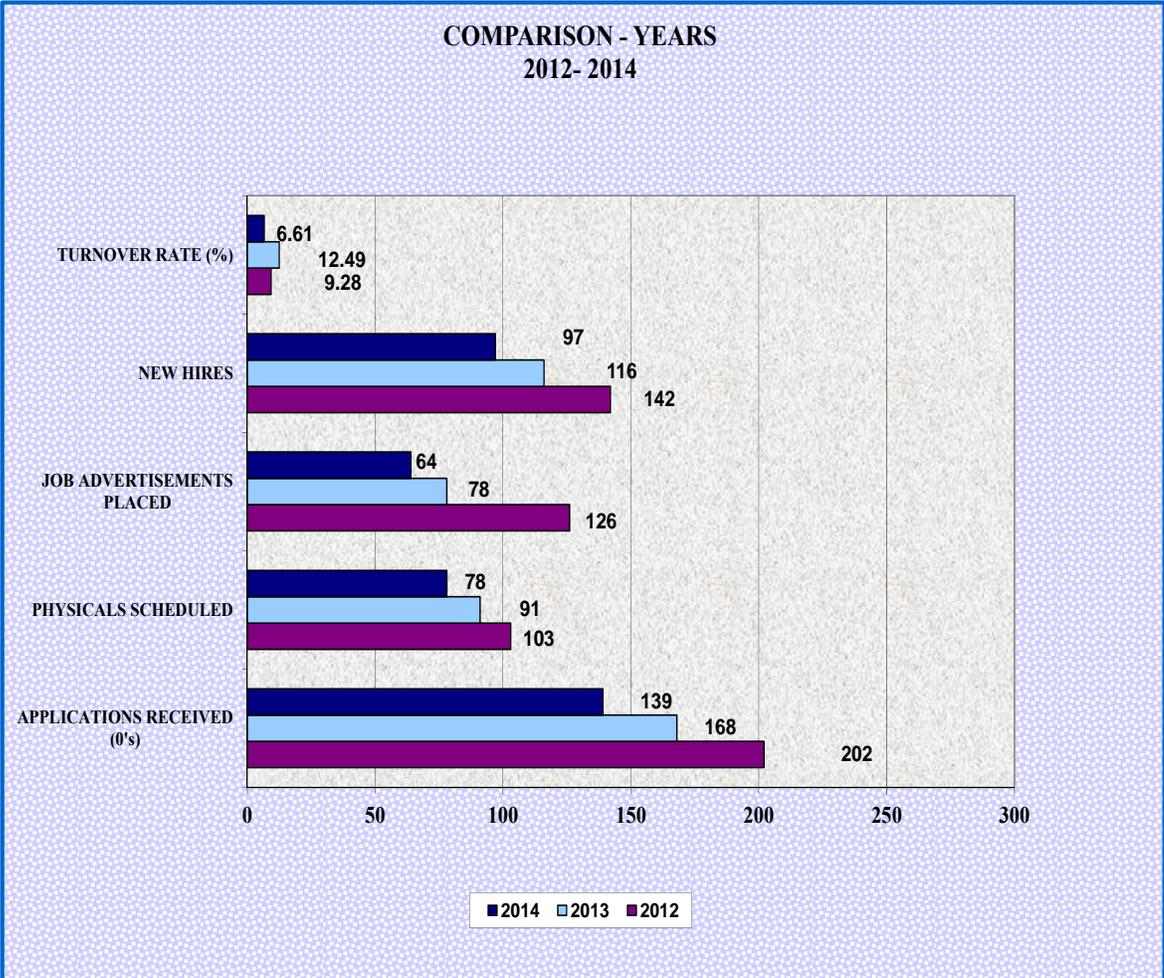
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>239,570</u>	<u>257,431</u>	<u>260,493</u>
Total Funding Sources	<u>239,570</u>	<u>257,431</u>	<u>260,493</u>
APPROPRIATIONS:			
Salary and Wage	173,965	174,928	177,843
Benefits	52,921	71,604	71,679
Advertising	9,594	9,500	7,500
Dues and Subscriptions	217	300	300
Maintenance Charges	960	1,100	1,100
Supplies	1,893	1,860	1,771
Professional Services	0	0	0
Utilities	0	0	0
Travel & Training	21	0	300
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>(1,861)</u>	<u>0</u>
Total Appropriations	<u>239,570</u>	<u>257,431</u>	<u>260,493</u>





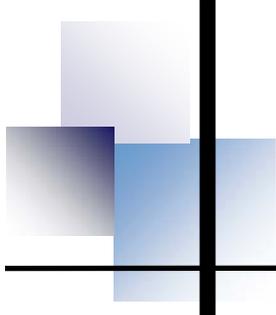
Human Resources

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	3	3	3
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		3	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

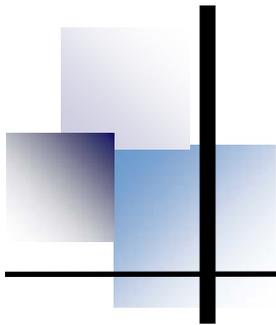
FUNCTIONS

- 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

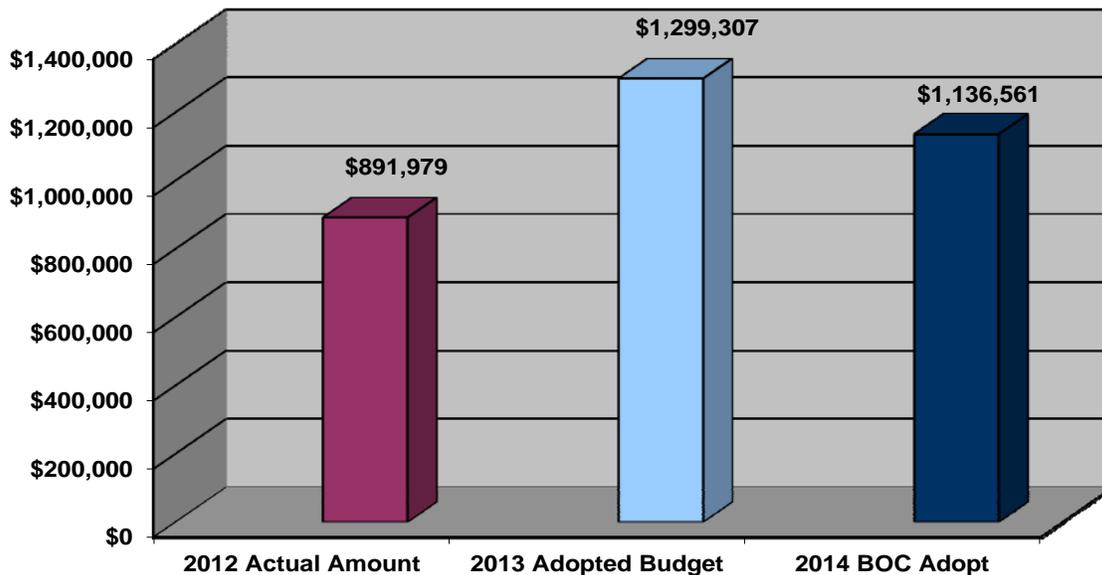
- Continue to replace legacy applications and hardware with robust and scalable solutions
- Continue enhancement of New World modules
- Establish a Centralized Help Desk Structure for the I.S. Department
- Continue the deployment of Document Imaging Projects
- Determine requirements and develop RFPs for Disaster Recover Program
- Document I.S. standard polices and procedures
- Review and recommend hardware and software to improve services
- Recommend an outside audit of I.S. supported resources

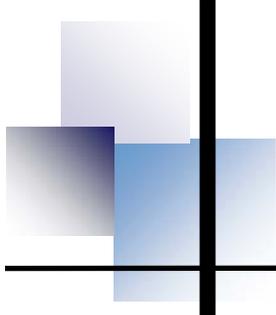




Information Services

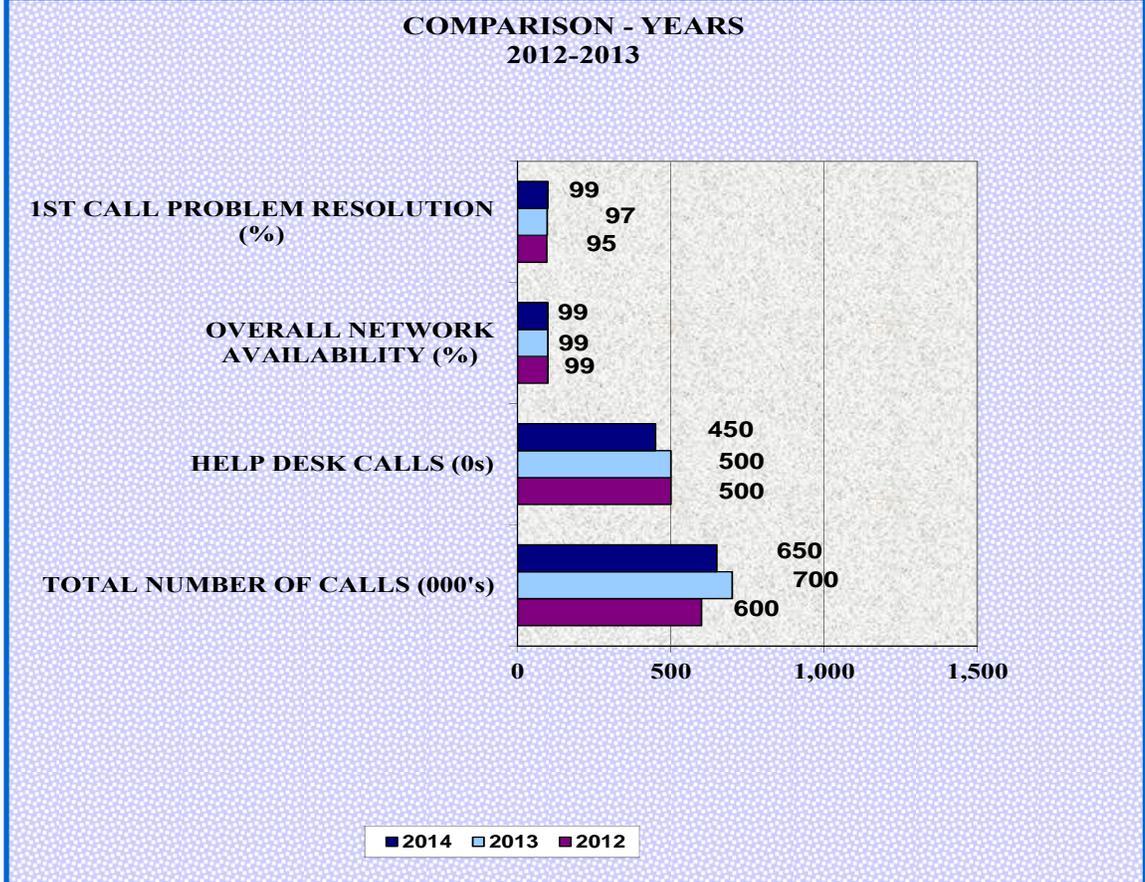
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	891,979	1,299,307	1,136,561
Total Funding Sources	891,979	1,299,307	1,136,561
APPROPRIATIONS:			
Salary and Wage	484,023	529,904	505,991
Benefits	117,598	181,532	140,776
Advertising	619	1,000	500
Vehicle Expense	6,306	6,000	1,800
Dues and Subscriptions	300	300	300
Maintenance Charges	180,383	275,000	275,000
Supplies	3,372	4,600	2,600
Professional Services	35,663	45,000	33,294
Utilities	63,239	69,700	65,000
Travel & Training	476	0	0
Minor Equipment and Improvements	0	0	111,300
Capital Outlay	0	0	0
Budget Improvement Request	0	186,271	0
Total Appropriations	891,979	1,299,307	1,136,561





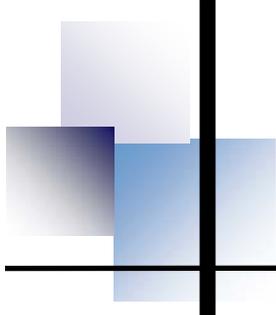
Information Services

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Director	UNC	1	1	1
Senior System Administrator	34	1	1	1
Senior Program Analyst	32	2	2	2
System Administrator	32	1	0	0
Senior Security Administrator	34	1	1	1
IS System Analyst	30	1	1	0
PC Support Specialist	25	2	1	2
Communications Technician	22	1	1	1
Logistical Compliance Specialist		0	0	1
TOTAL FULL TIME		10	8	9



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

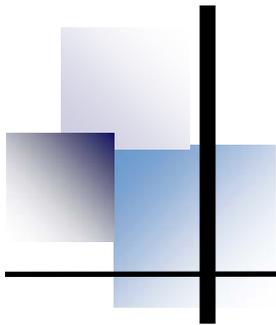
To proactively address legal issues before they become problems

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

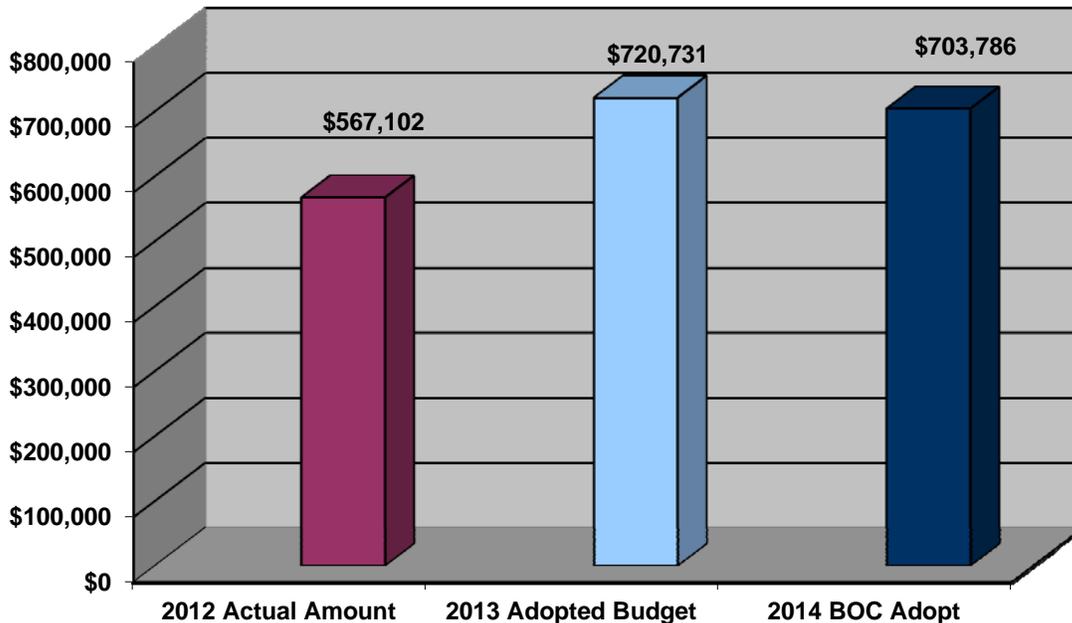
<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Staff Attorney	UNC	1	0	0
Paralegal	21	1	1	1
TOTAL FULL TIME		2	1	1

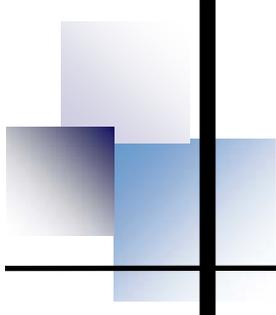


Legal Services

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	567,102	720,731	703,786
Total Funding Sources	567,102	720,731	703,786
APPROPRIATIONS:			
Salary and Wage	45,920	46,136	51,197
Benefits	13,140	18,309	24,616
Audit and Legal	236,551	403,656	384,970
Dues and Subscriptions	6,391	6,835	6,991
Supplies	943	940	788
Professional Services	262,980	244,400	234,513
Utilities	595	611	611
Travel & Training	581	0	100
Budget Improvement Request	0	(156)	0
Total Appropriations	567,102	720,731	703,786





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

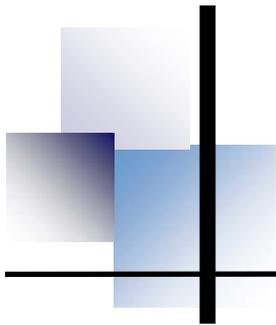
Maintain vehicles such that each is ready for the next scheduled user with a complete checklist of requirements and accurate mileage records

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

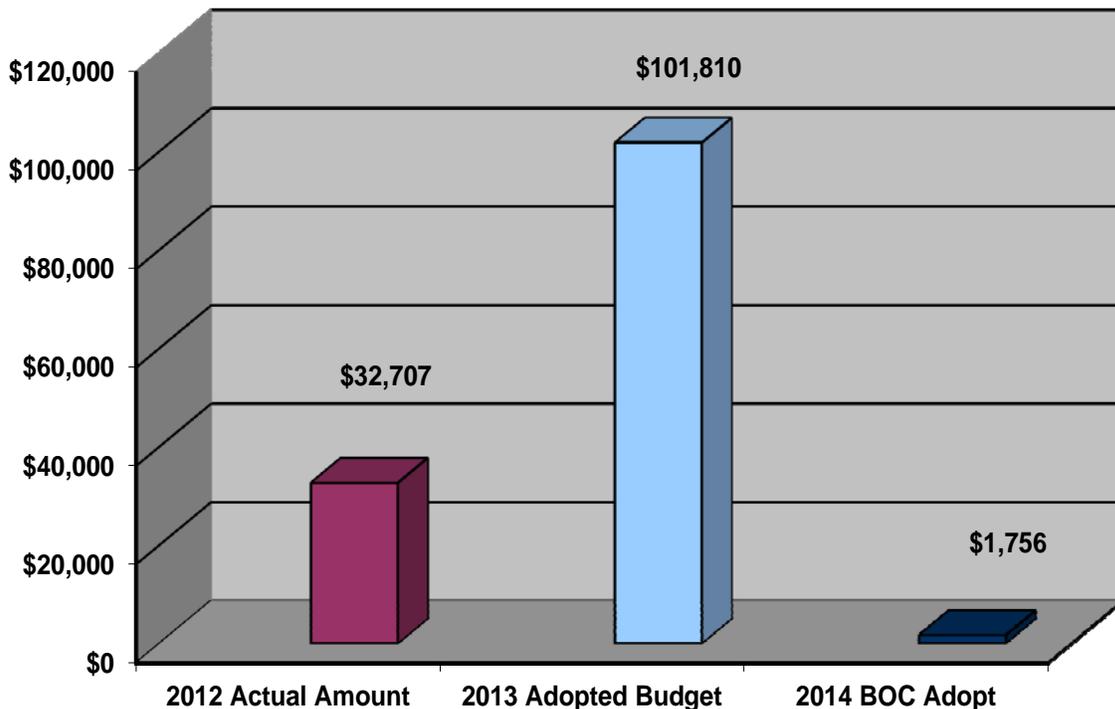


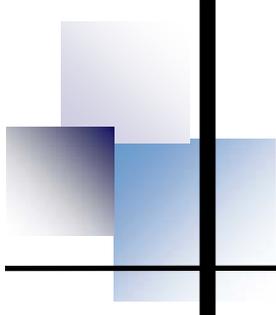


Motor Pool

BUDGET SUMMARY

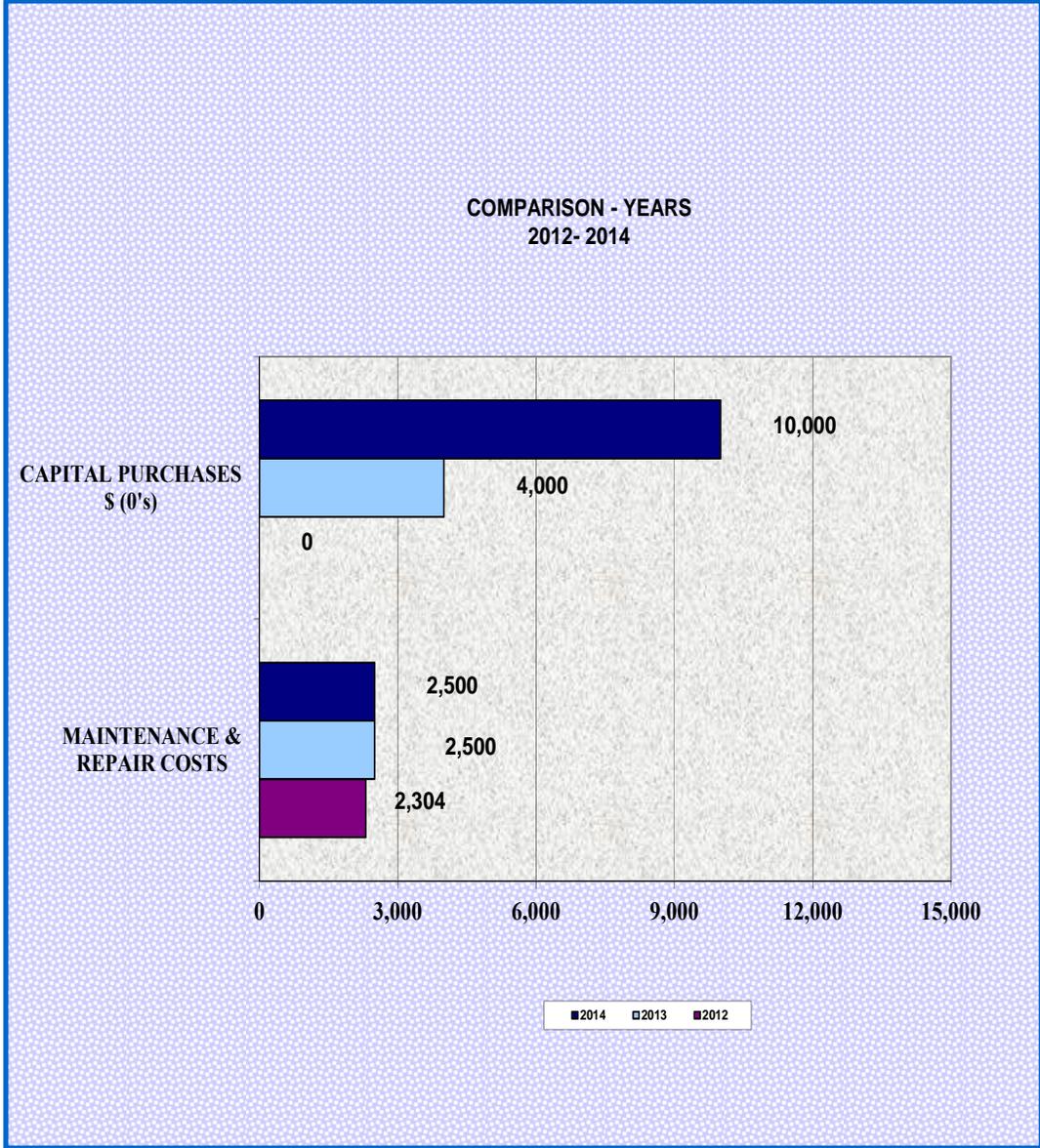
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	32,707	101,810	1,756
Total Funding Sources	32,707	101,810	1,756
APPROPRIATIONS:			
Vehicle Expense	(3,022)	1,560	1,560
Supplies	141	250	196
Capital Outlay	35,587	0	0
Budget Improvement Request	0	100,000	0
Total Appropriations	32,707	101,810	1,756





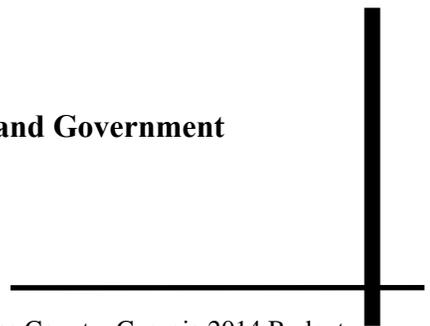
Motor Pool

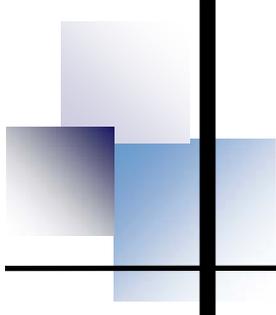
WORKLOAD INDICATORS



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

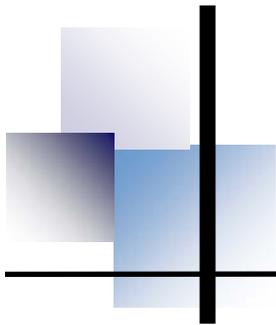
Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity

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

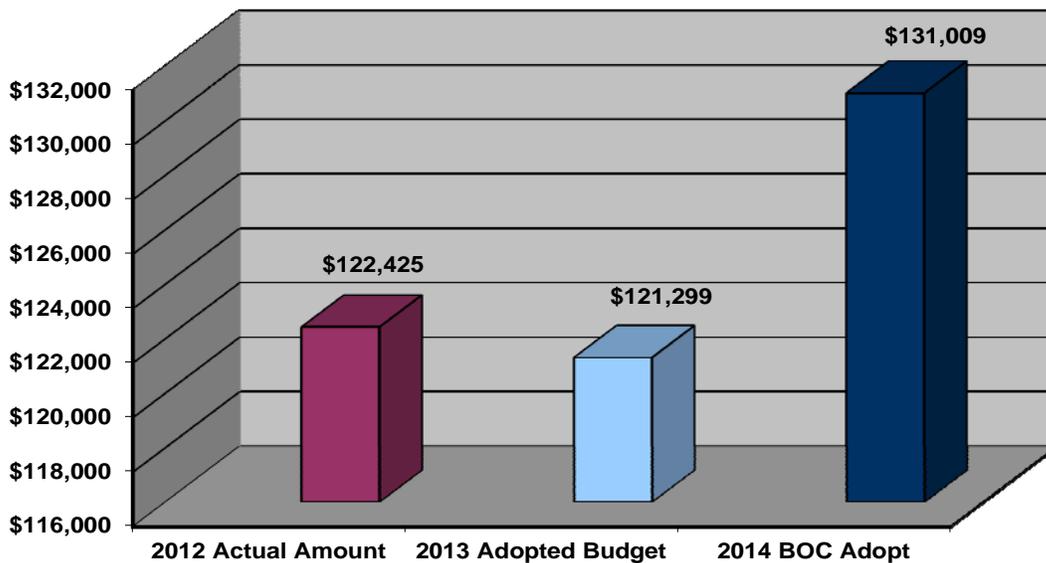
Continue to be responsive to all departments with sensitive and accountable mail



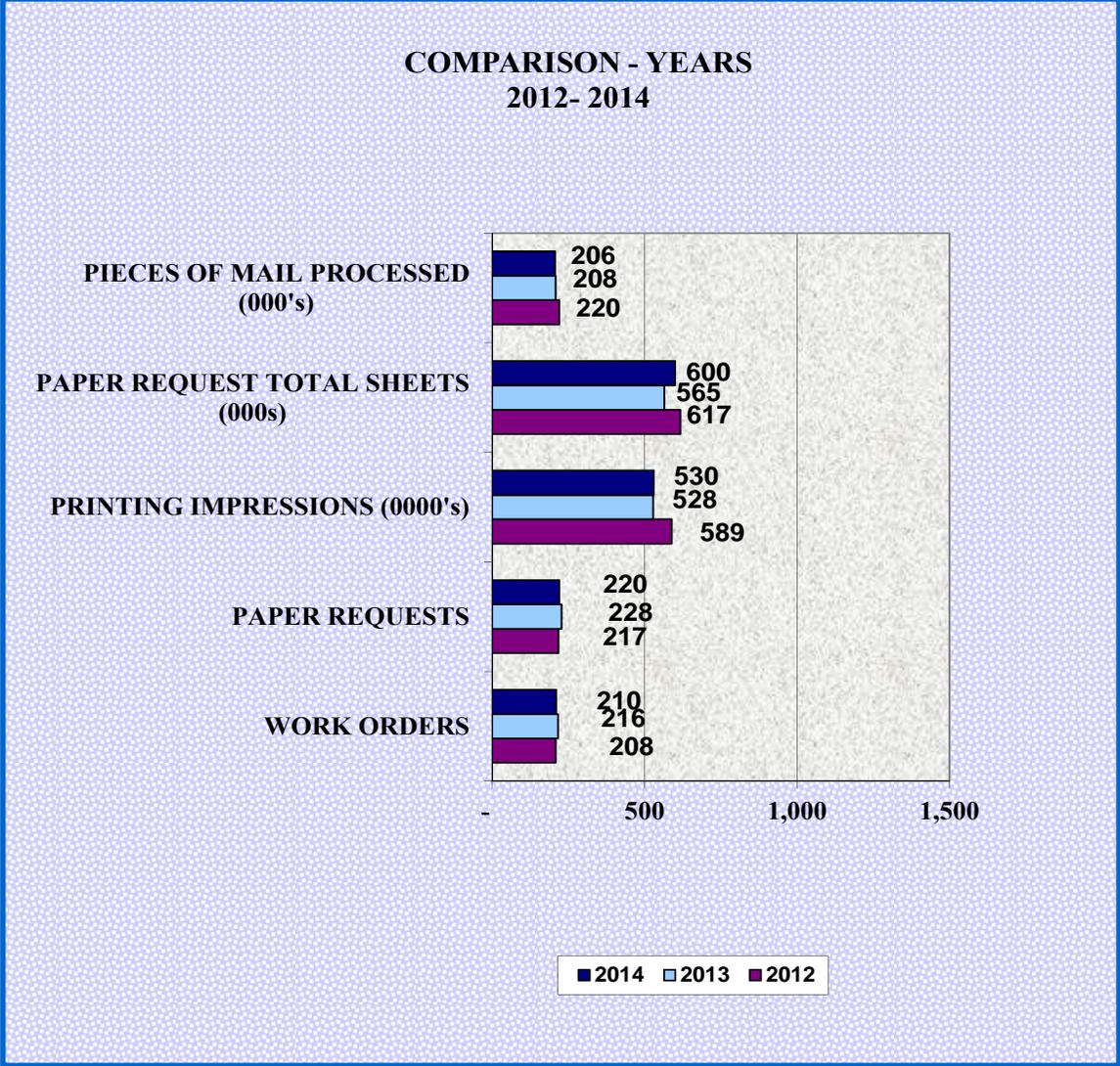


Printing & Mail

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	122,425	121,299	131,009
Total Funding Sources	122,425	121,299	131,009
APPROPRIATIONS:			
Salary and Wage	74,570	73,994	78,763
Benefits	37,821	35,640	39,556
Advertising	0	0	0
Vehicle Expense	1,139	1,255	1,352
Equipment Rental	1,020	1,020	1,020
Maintenance Charges	6,143	7,260	7,200
Supplies	1,731	2,500	2,838
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	276	280
Budget Improvement Request	0	(646)	0
Total Appropriations	122,425	121,299	131,009

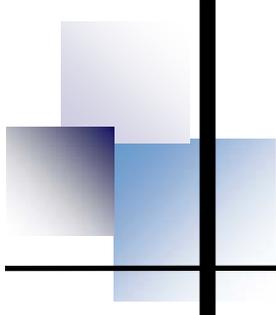


Printing & Mail



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Supervisor	22	1	1	1
Printer	20	1	0	0
Mail Clerk	16	1	1	1
TOTAL FULL TIME		3	2	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

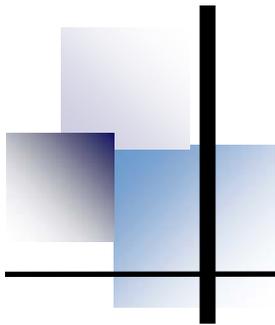
GOALS

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

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

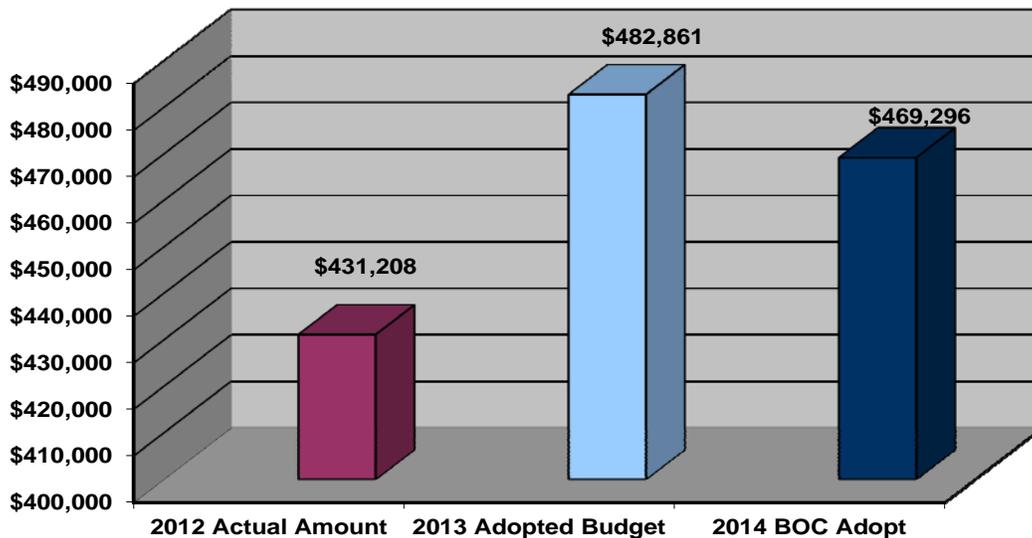
Create a long range preventative maintenance plan to overcome emergency repairs, as well as, day to day maintenance costs.

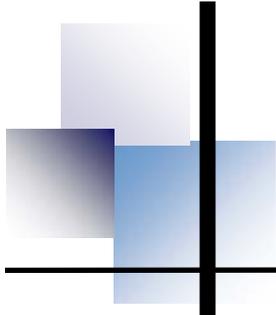




Property Management

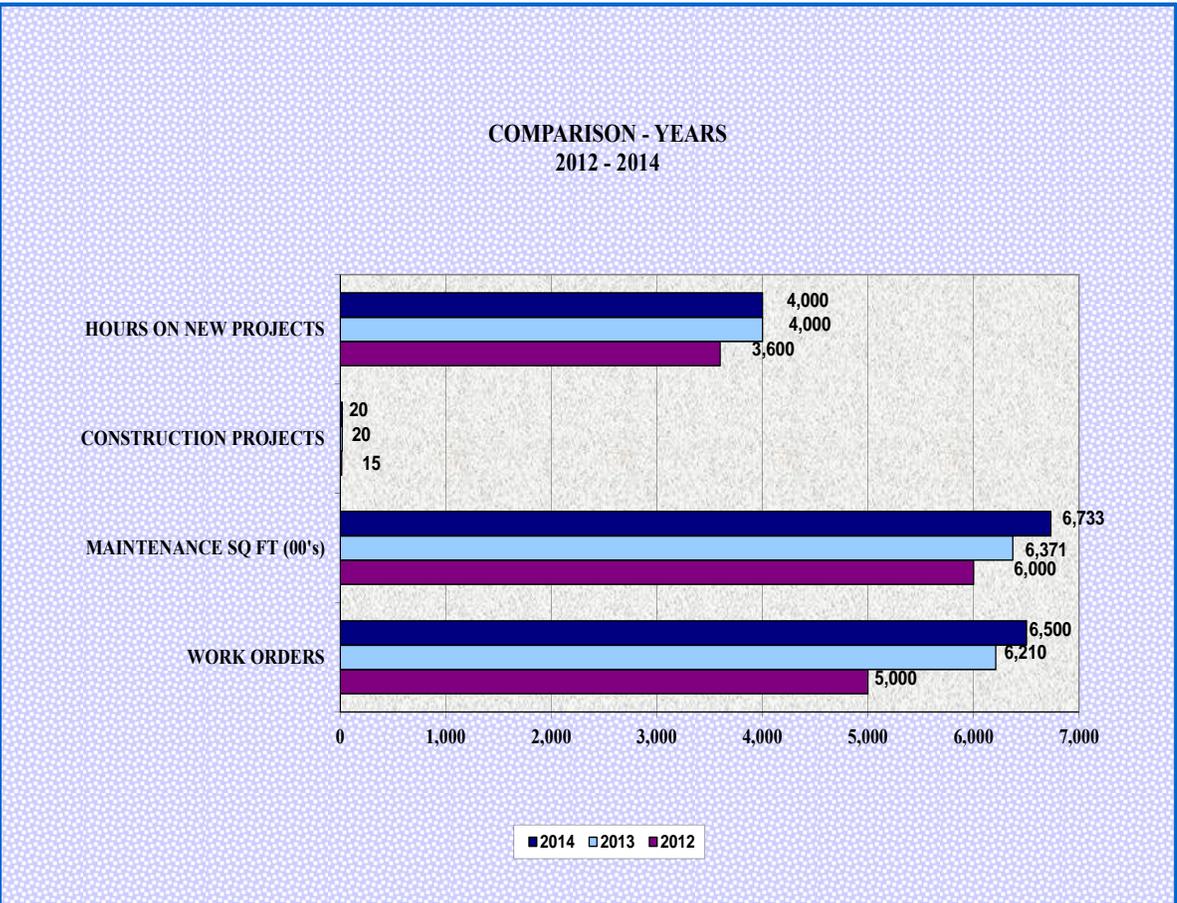
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	431,208	482,861	469,296
Total Funding Sources	431,208	482,861	469,296
APPROPRIATIONS:			
Salary and Wage	205,213	205,646	212,335
Benefits	81,026	103,456	89,102
Vehicle Expense	14,388	26,574	26,570
Dues and Subscriptions	260	650	650
Equipment Rental	480	816	816
Maintenance Charges	80,783	100,750	89,649
Supplies	1,234	2,048	2,048
Professional Services	1,882	500	1,800
Utilities	38,709	39,901	43,826
Travel & Training	75	0	0
Minor Equipment and Improvements	5,023	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	2,135	2,500	2,500
Budget Improvement Request	0	20	0
Total Appropriations	431,208	482,861	469,296





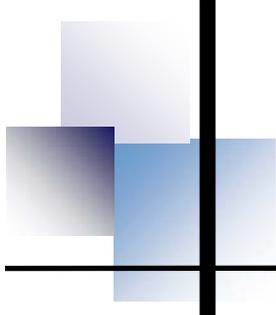
Property Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Assistant Maintenance Super.	24	1	1	1
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Plumber	23	1	0	0
Maintenance Technician I	18	2	2	2
Project Coordinator	21	1	1	1
Custodian	PT	1	0	0
TOTAL FULL TIME		7	6	6
TOTAL PART TIME		1	0	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

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

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

Continue to support all efforts towards the continued growth and use of the New World software. Be an enthusiastic proponent of the system while assisting all county departments in any way we can with the new system

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

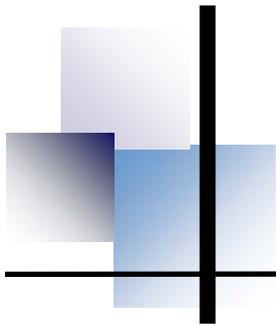
Continue to efficiently and effectively handle all SPLOST purchases, for Douglas County, City of Douglasville, City of Austell, and City of Villa Rica along with the (new) SPLOST purchases for the Adult Detention and Law Enforcement Center (as required)

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

Continue to monitor departmental request for savings opportunities

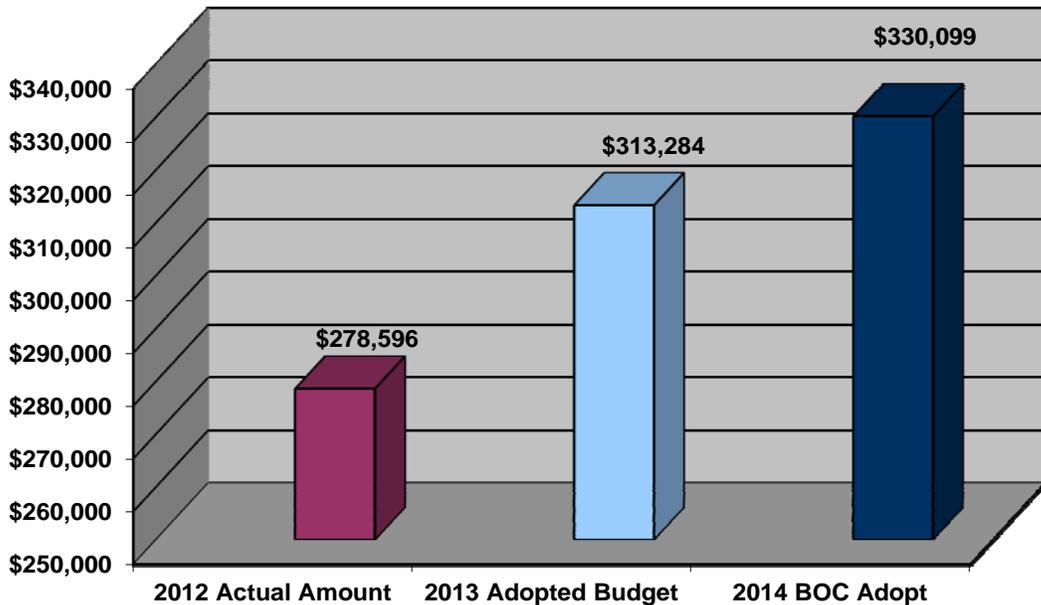
Continue to train and encourage staff to pursue continuing education in the field of Purchasing. Strive toward certifications for staff

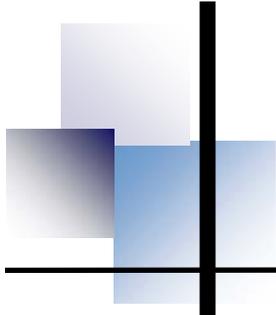




Purchasing

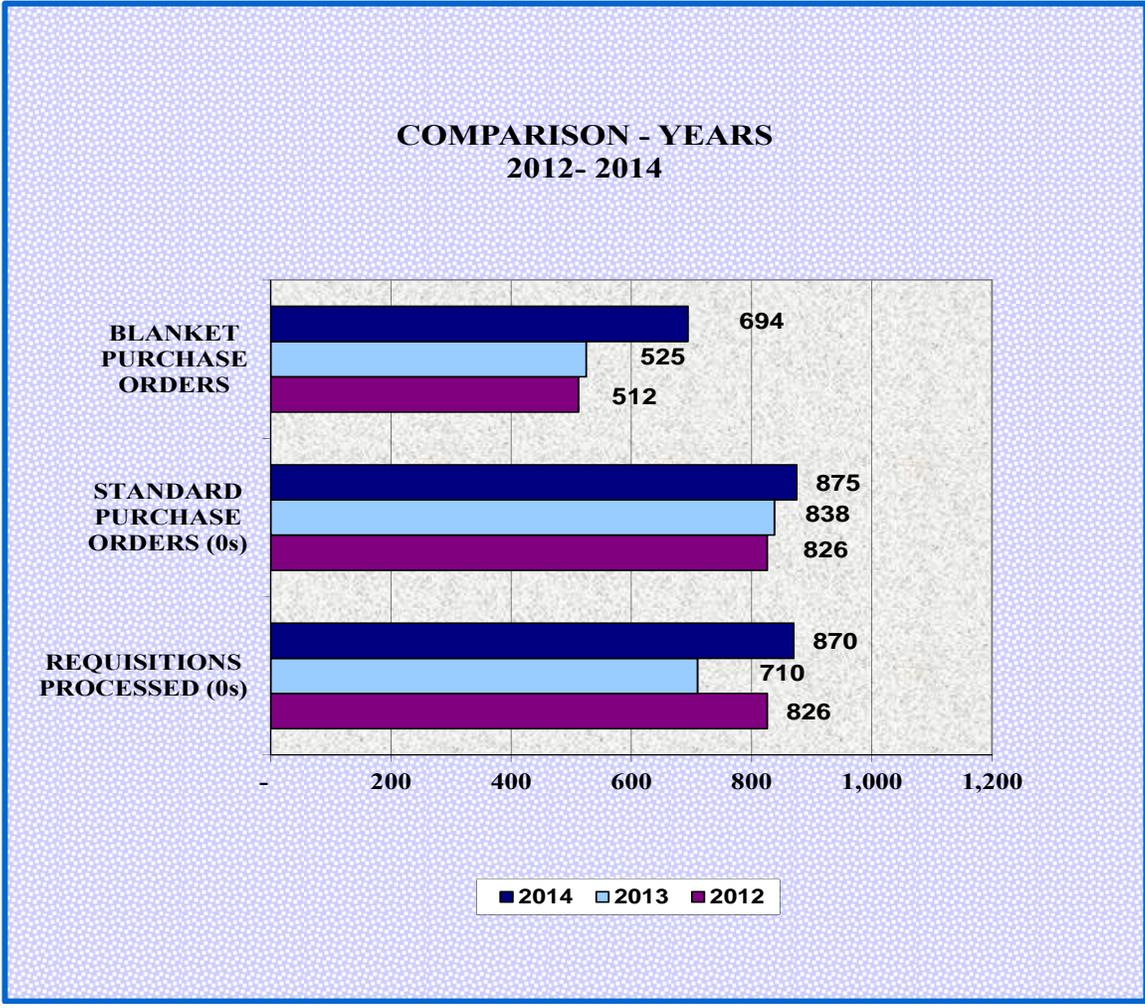
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	278,596	313,284	330,099
Total Funding Sources	278,596	313,284	330,099
APPROPRIATIONS:			
Salary and Wage	219,237	218,090	218,148
Benefits	56,886	89,133	102,702
Advertising	0	0	300
Dues and Subscriptions	1,318	1,425	1,425
Maintenance Charges	338	960	960
Supplies	817	4,100	5,214
Professional Services	0	675	750
Utilities	0	920	600
Travel & Training	0	0	0
Budget Improvement Request	0	(2,019)	0
Total Appropriations	278,596	313,284	330,099





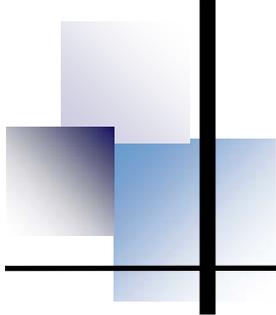
Purchasing

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Director	34	1	1	1
Deputy Purchasing Director	30	1	1	1
Contract Analyst	UNC	1	1	1
Buyer I / Purchasing Asst.	22	1	1	1
Purchasing Clerk	16	1	0	0
Assitant Manager - Contracts	30	1	1	1
TOTAL FULL TIME		6	5	5



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

Centralize Records Center Operations in the Blake Gammill Building

- **Re-locate records center operations from seven records rooms in two different locations into one centralized location at the Blake Gammill building**

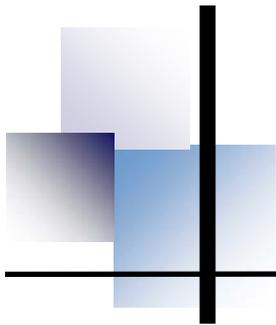
Improve Daily Inventory Management through a Mobile Workstation

- **The Records Department manages over 450,000 case files. The use of a mobile laptop will aid in its database inventory control**

Complete Records Center Inventory

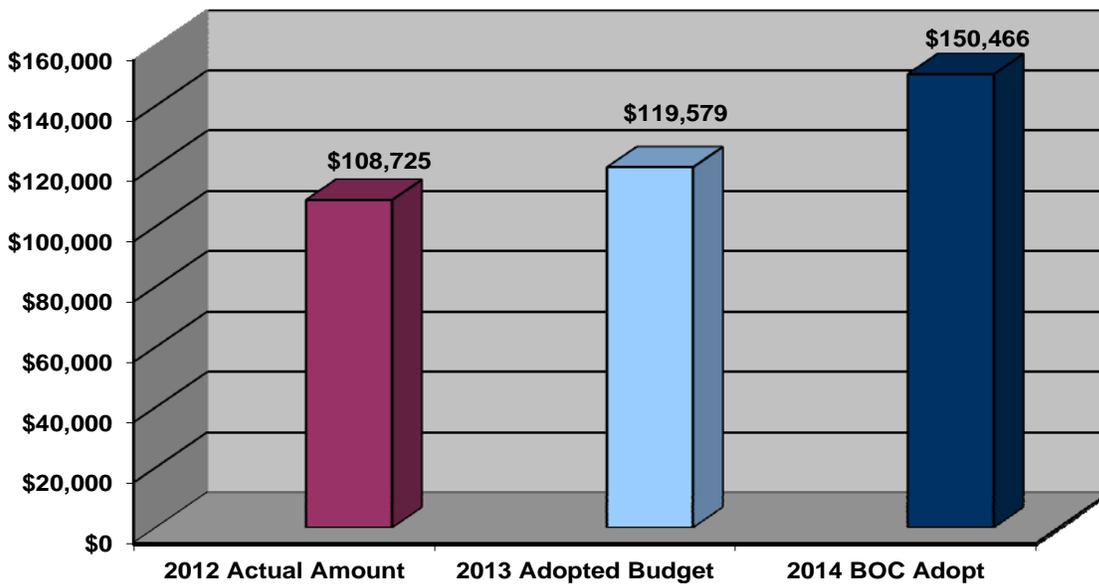
- **Inventory existing records center holdings to ensure proper asset management**



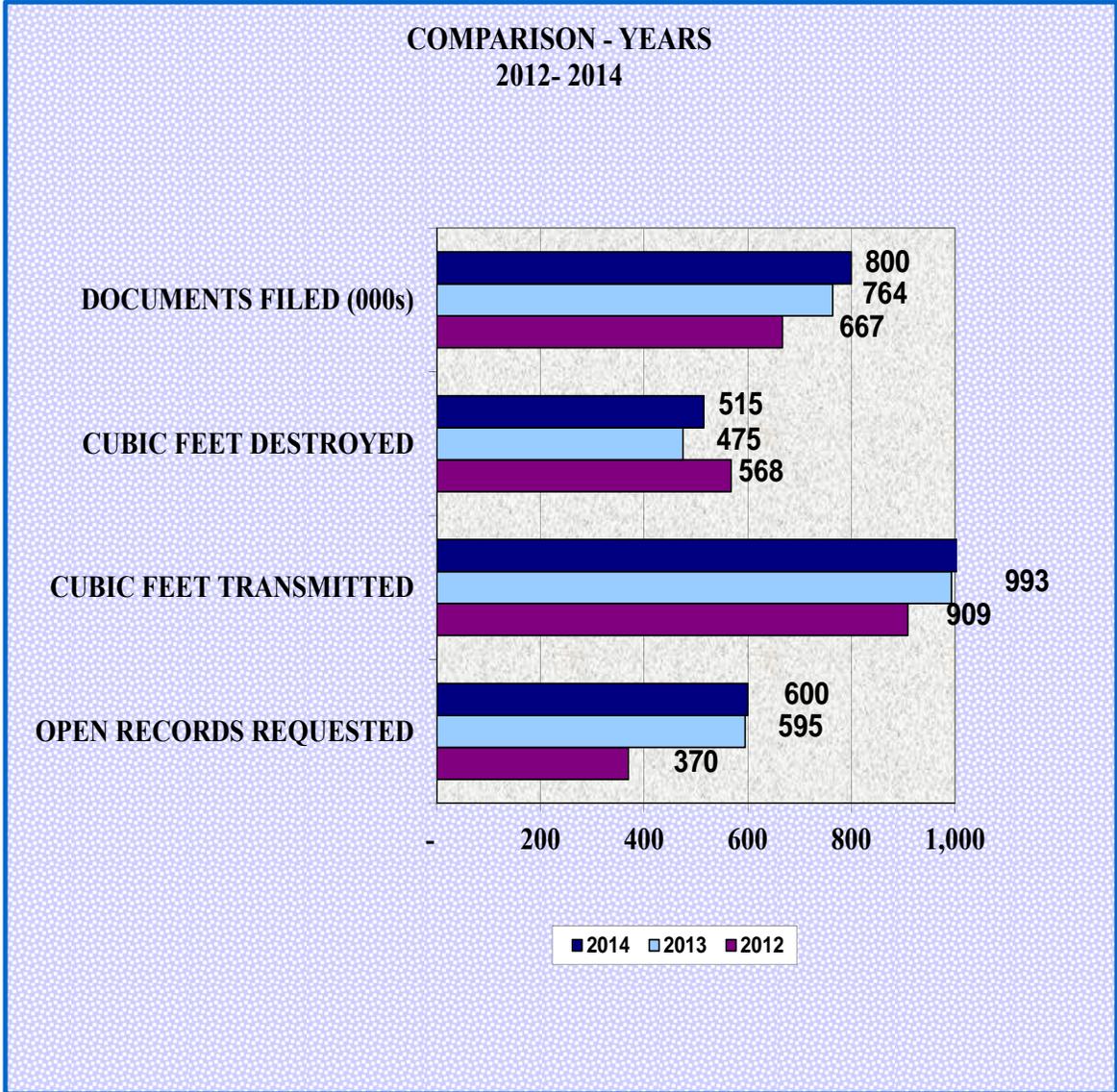


Records Retention

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	108,725	119,579	150,466
Total Funding Sources	108,725	119,579	150,466
APPROPRIATIONS:			
Salary and Wage	71,893	71,618	72,835
Benefits	24,680	33,436	28,147
Vehicle Expense	327	1,880	1,880
Dues and Subscriptions	435	550	500
Maintenance Charges	295	350	0
Supplies	3,138	4,750	4,120
Professional Services	6,207	7,000	7,500
Utilities	687	684	35,484
Travel & Training	560	0	0
Minor Equipment and Improvements	503	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(689)	0
Total Appropriations	108,725	119,579	150,466

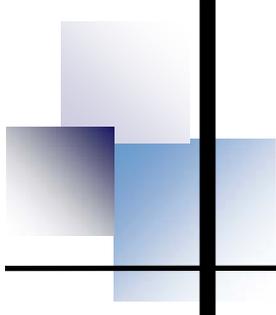


Records Retention



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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

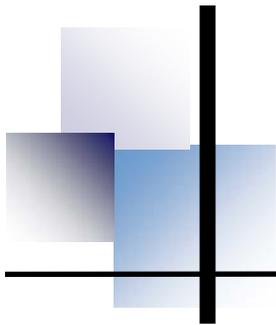
FUNCTIONS

- 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

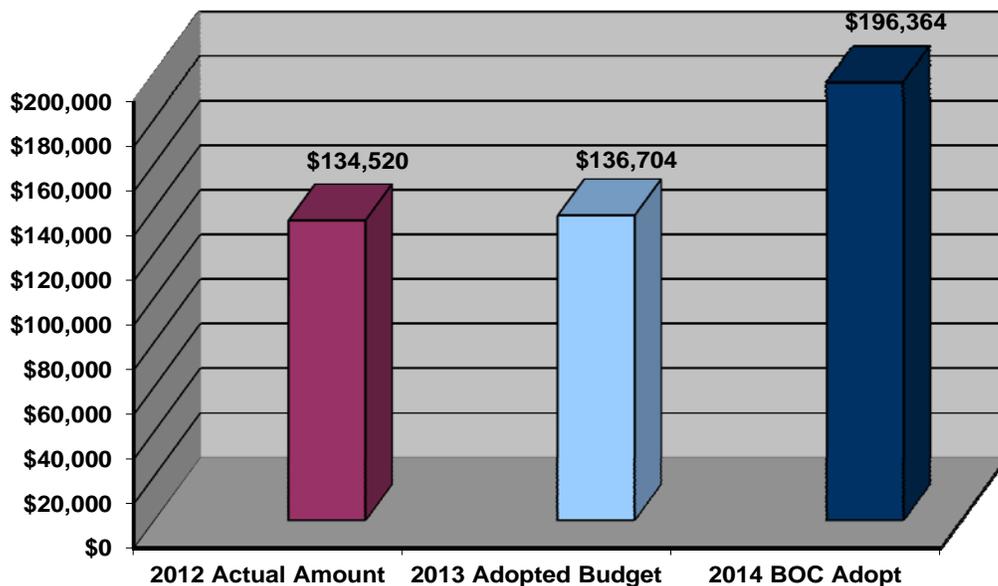
- Create, train, and assimilate safety officer position
- Risk Manager to complete Certified Safety Professional certification at National Safety Council Exposition
- Provide training for claims administrator
- Publish Health and Safety manual update
- Conduct CDL training for all departments
- Provide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



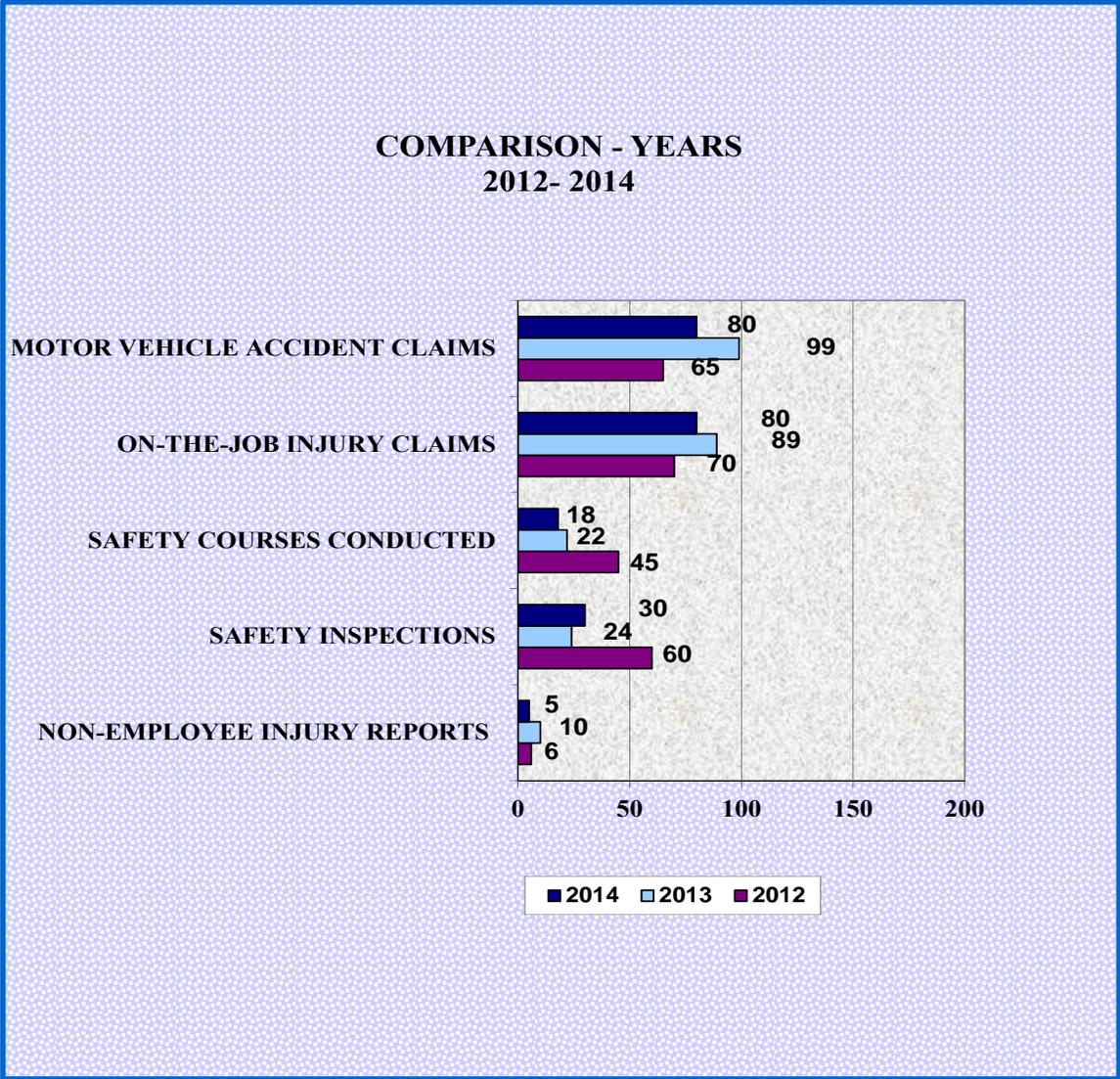


Risk & Safety

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	134,520	136,704	196,364
Total Funding Sources	134,520	136,704	196,364
APPROPRIATIONS:			
Salary and Wage	93,381	92,971	147,704
Benefits	27,579	36,802	36,517
Advertising	0	0	0
Vehicle Expense	1,081	1,460	3,100
Dues and Subscriptions	1,288	1,400	1,541
Supplies	3,854	3,650	4,402
Professional Services	0	0	0
Utilities	612	720	600
Travel & Training	109	0	0
Minor Equipment and Improvements	6,615	0	2,500
Budget Improvement Request	0	(299)	0
Total Appropriations	134,520	136,704	196,364

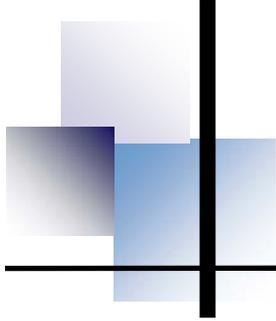


Risk & Safety



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Manager	UNC	1	1	1
Safety Officer		0	0	1
Claims Administrator	20	1	1	1
TOTAL FULL TIME		2	2	3



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

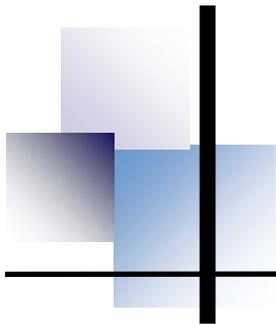
Continue to earn greater trust of citizens and employees

Ensure customer service is always a priority

Maintain employee education to ensure professionalism

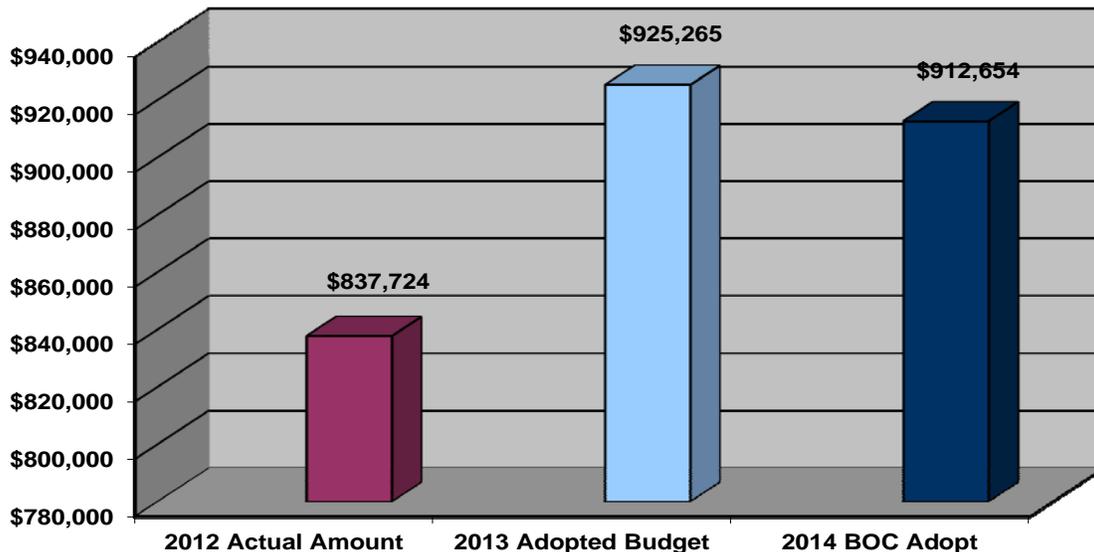
Implement Income Approach Valuation Program per Georgia Law (HB 346)

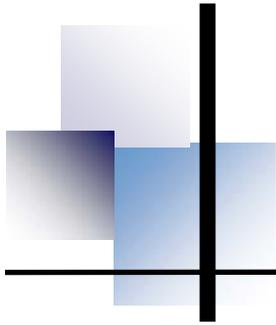




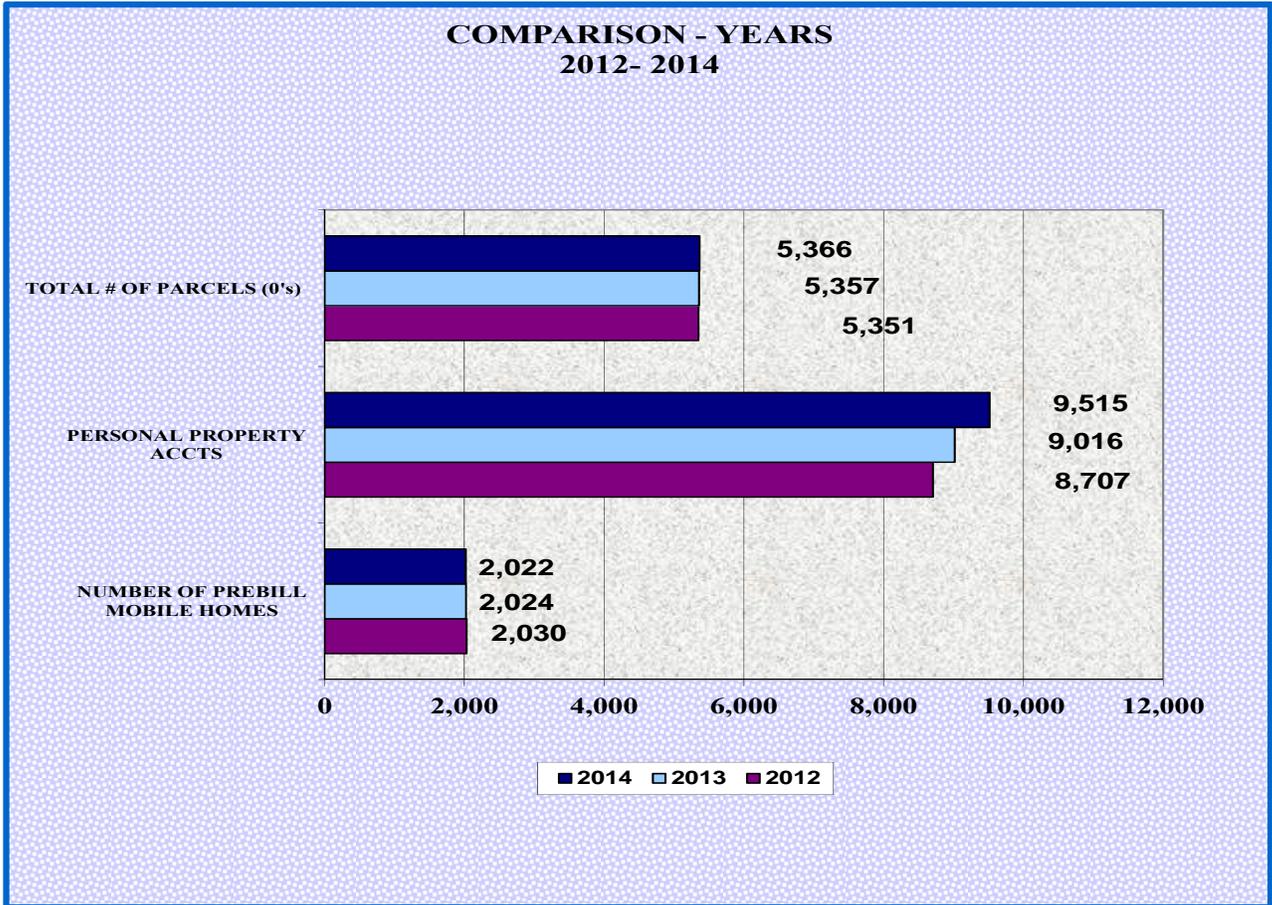
Tax Appraisal

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	837,724	925,265	912,654
Total Funding Sources	837,724	925,265	912,654
APPROPRIATIONS:			
Salary and Wage	601,332	631,559	617,053
Benefits	217,179	282,990	267,567
Advertising	0	0	250
Vehicle Expense	5,113	6,200	8,700
Dues and Subscriptions	1,370	2,652	3,756
Maintenance Charges	0	0	0
Supplies	10,022	8,025	12,633
Professional Services	65	195	195
Utilities	5	25	500
Travel & Training	1,571	0	0
Minor Equipment and Improvements	608	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	459	500	2,000
Budget Improvement Request	0	(6,881)	0
Total Appropriations	837,724	925,265	912,654





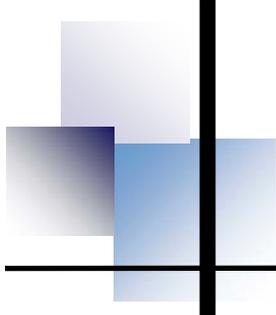
Tax Appraisal



PERSONNEL SUMMARY

PERSONNEL

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	3	2	2
Appraiser I	20	3	4	3
Senior Secretary	20	1	1	1
Deed Specialist	20	1	1	1
Secretary	16	1	1	1
Appraisal Assistant	PT	1	1	1
TOTAL FULL TIME		16	16	15
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

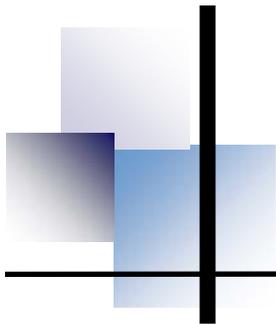
FUNCTIONS

- 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

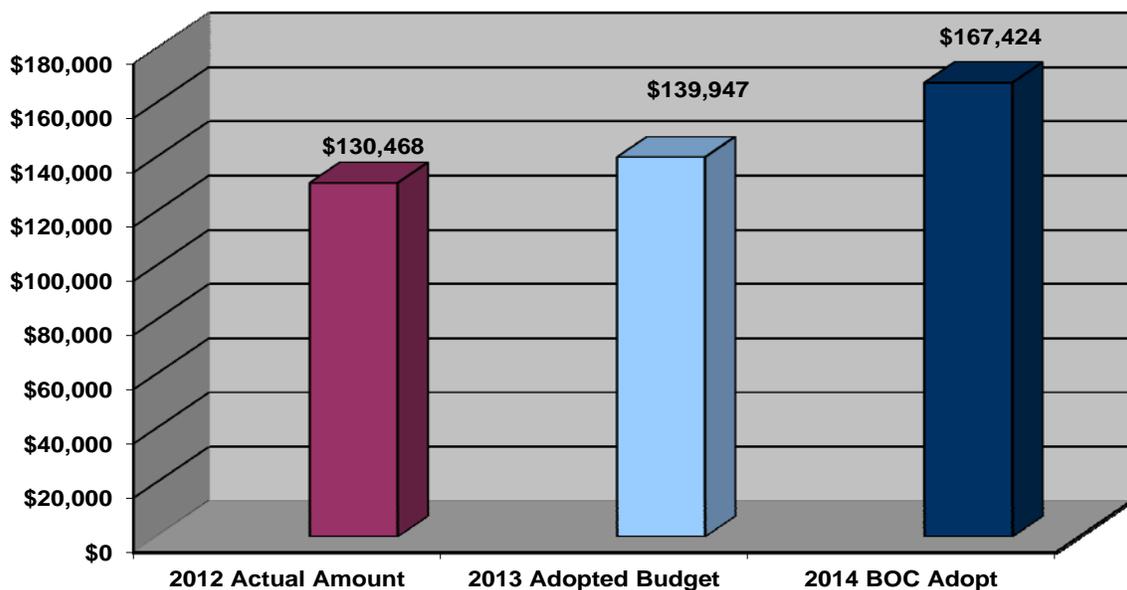
- Complete updates necessary to reach and maintain fair market value
- Continue Personal Property Audit Program
- Continue to establish better communication and work relations with public officials, property owners, citizens, and media
- Continue to earn greater trust of citizens and employees
- Ensure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

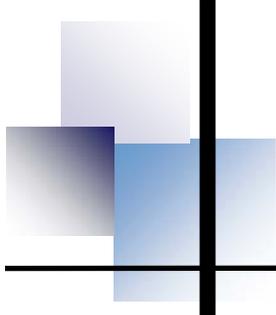




Tax Assessors

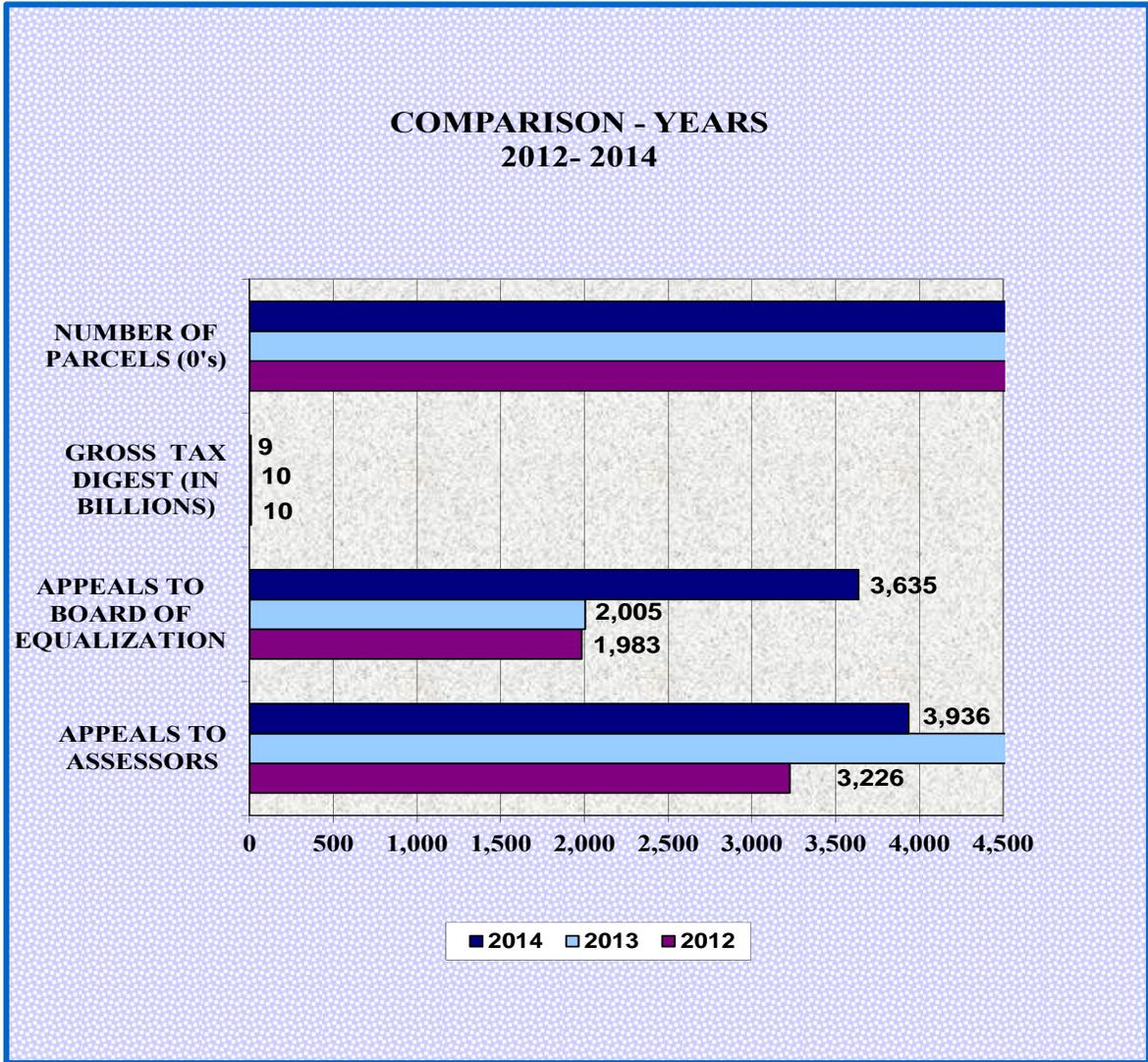
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>130,468</u>	<u>139,947</u>	<u>167,424</u>
Total Funding Sources	<u><u>130,468</u></u>	<u><u>139,947</u></u>	<u><u>167,424</u></u>
APPROPRIATIONS:			
Salary and Wage	25,510	40,800	40,800
Benefits	2,029	3,122	3,232
Advertising	0	250	250
Audit and Legal	50,000	50,000	50,000
Dues and Subscriptions	1,953	175	175
Maintenance Charges	853	0	365
Supplies	36,715	38,600	40,810
Professional Services	10,704	7,000	28,292
Utilities	0	0	0
Travel & Training	2,706	0	0
Minor Equipment and Improvements	0	0	3,500
Budget Improvement Request	0	0	0
Total Appropriations	<u><u>130,468</u></u>	<u><u>139,947</u></u>	<u><u>167,424</u></u>





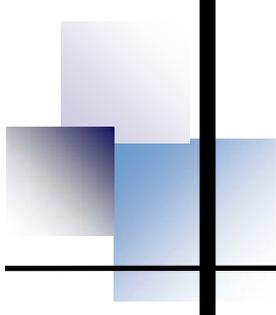
Tax Assessors

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
TOTAL PART TIME		5	5	5



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

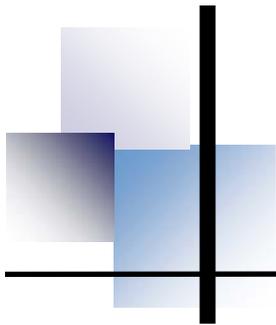
FUNCTIONS

- 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

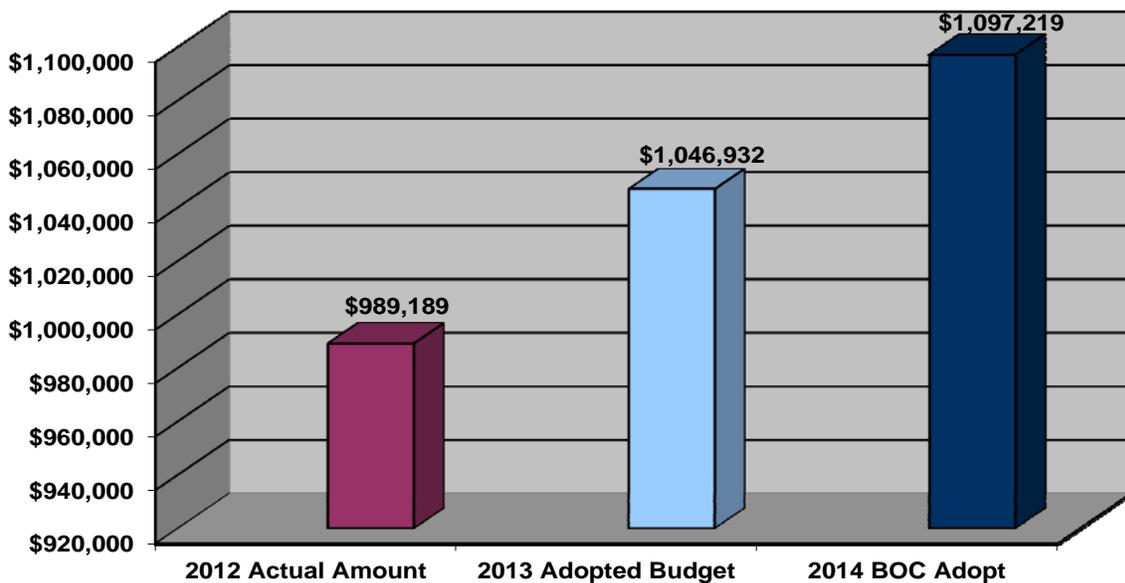
- Customer Service — continuously strive to improve
- Maintain heightened security awareness
- Increase collections percentages
- Minimize wait time
- Investigate opening of a satellite facility
- Implement a Customer Queuing System in the Douglas County Tag Office
- Improve citizen’s online experience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

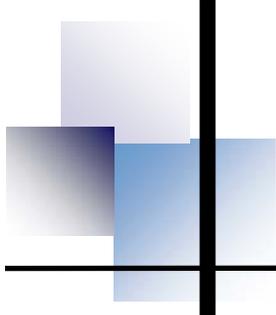




Tax Commissioner

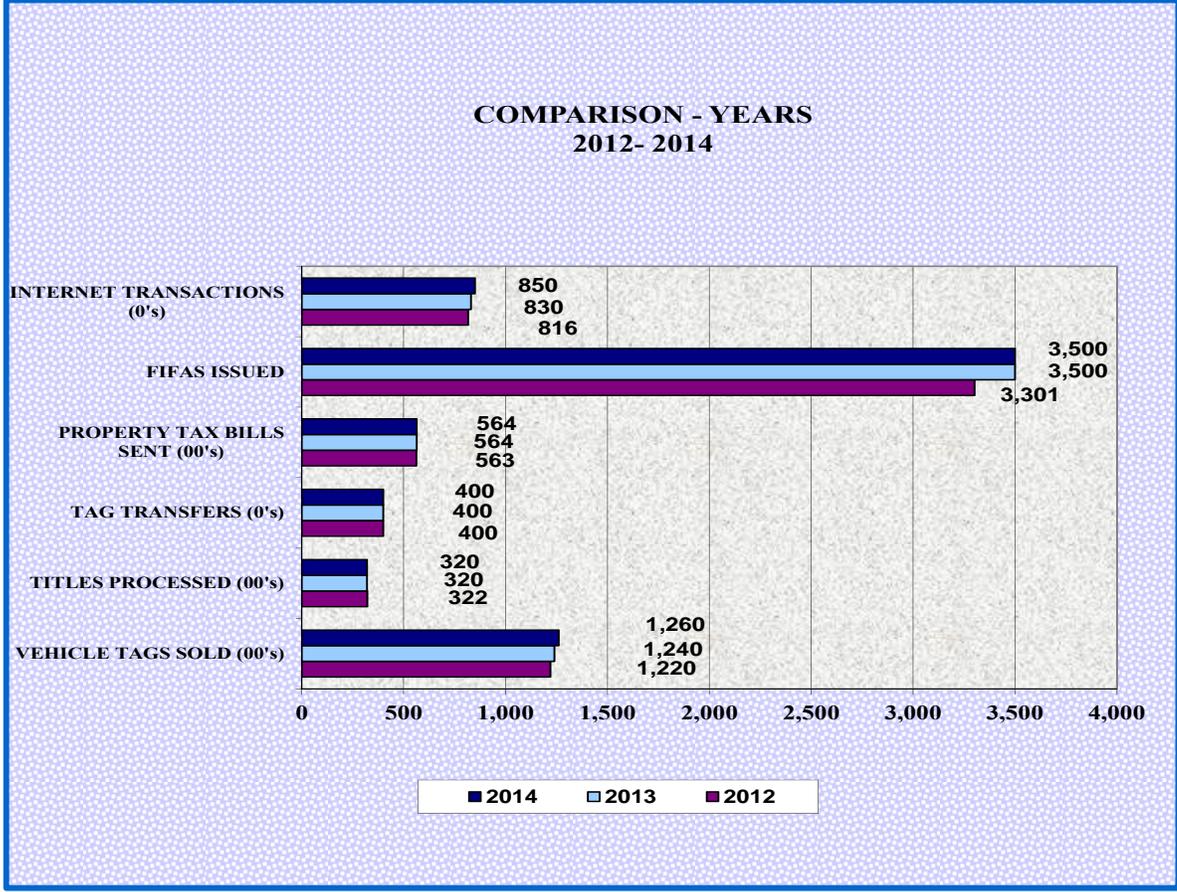
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	989,189	1,046,932	1,097,219
Total Funding Sources	989,189	1,046,932	1,097,219
APPROPRIATIONS:			
Salary and Wage	612,797	636,070	708,307
Benefits	210,186	245,588	211,095
Advertising	8,800	10,300	12,417
Dues and Subscriptions	1,342	1,720	2,500
Maintenance Charges	1,790	2,000	2,000
Supplies	78,986	89,849	85,104
Professional Services	65,072	59,000	65,000
Utilities	6,038	7,296	7,296
Travel & Training	3,656	1,000	3,500
Minor Equipment and Improvements	523	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	(5,891)	0
Total Appropriations	989,189	1,046,932	1,097,219





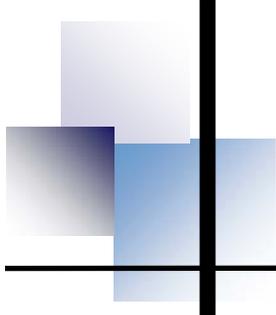
Tax Commissioner

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Tax Commissioner	UNC	1	1	1
Chief Deputy Tax Commissioner	29	1	1	1
Administrative Assistant	24	1	1	1
Head Bookkeeper	21	0	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	5	3	3
Tax Manager	24	1	1	1
Tag Agent	PT	7	7	7
TOTAL FULL TIME		17	16	16
TOTAL PART TIME		7	7	7



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

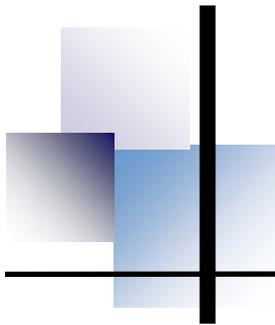
GOALS

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

PERSONNEL

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

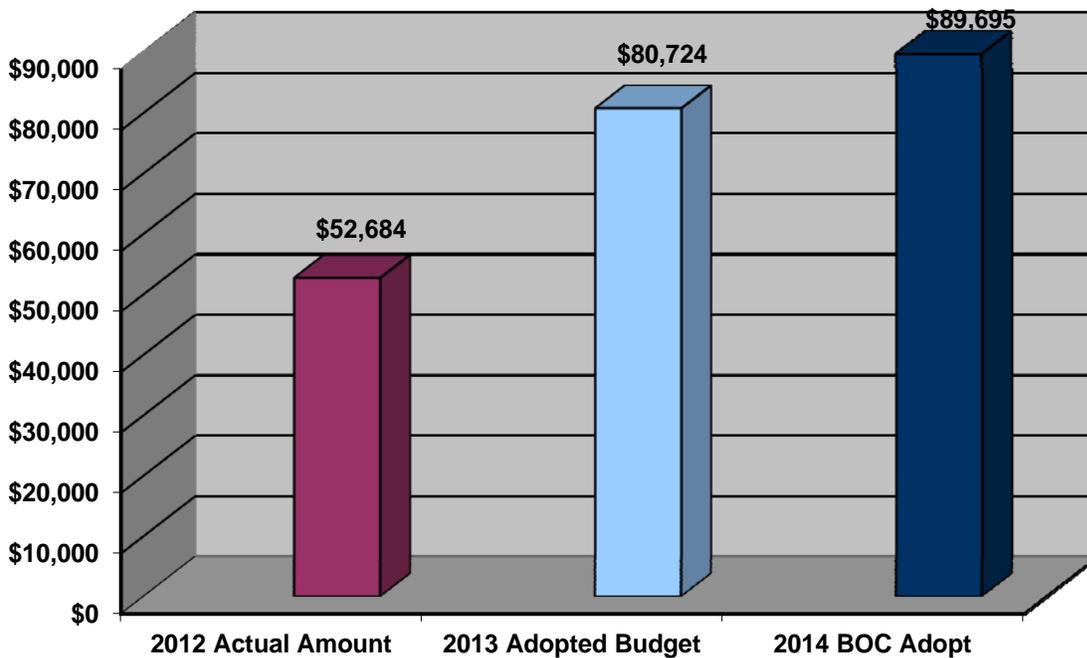




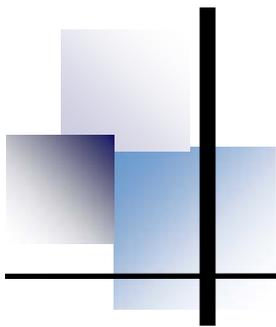
Tax Equalization Board

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	52,684	80,724	89,695
Total Funding Sources	52,684	80,724	89,695
APPROPRIATIONS:			
Salary and Wage	41,000	65,001	73,607
Benefits	3,137	4,973	5,631
Advertising	80	150	180
Supplies	7,730	10,600	10,277
Professional Services	0	0	0
Travel & Training	737	0	0
Budget Improvement Request	0	0	0
Total Appropriations	52,684	80,724	89,695



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Judicial System

DIRECTORY

State DUI Court 138

Clerk of State Court..... 141

Clerk of Superior Court 144

District Attorney 147

Juvenile Court 150

Magistrate Court..... 153

Probate Court..... 156

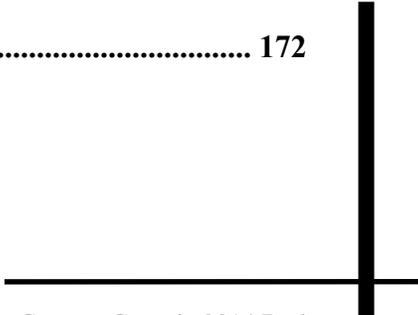
Public Defender 159

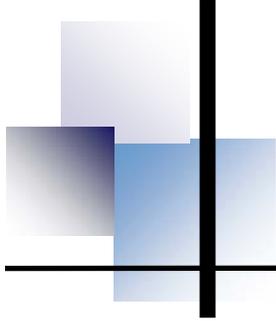
State Court—Judges 162

State Court—Solicitor 165

Superior Court Judges & Operations 168

Juvenile Programs Administration 172





State DUI Court

MISSION

To provide a successful program of rehabilitation for habitual DUI offenders through counseling and education through this accountability court

FUNCTIONS

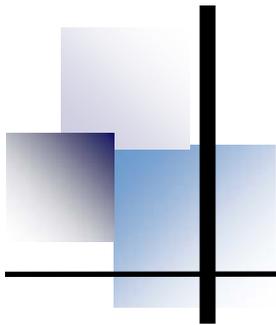
- **Determine applicable candidates**
- **Provide necessary counseling and education**
- **Administer checks with the help of assigned Sheriff's deputies**

GOALS

- Continue to receive grant funding to help fund this accountability court**
- Have 60-70 participants in the 2014 year**

JUDICIAL SYSTEM

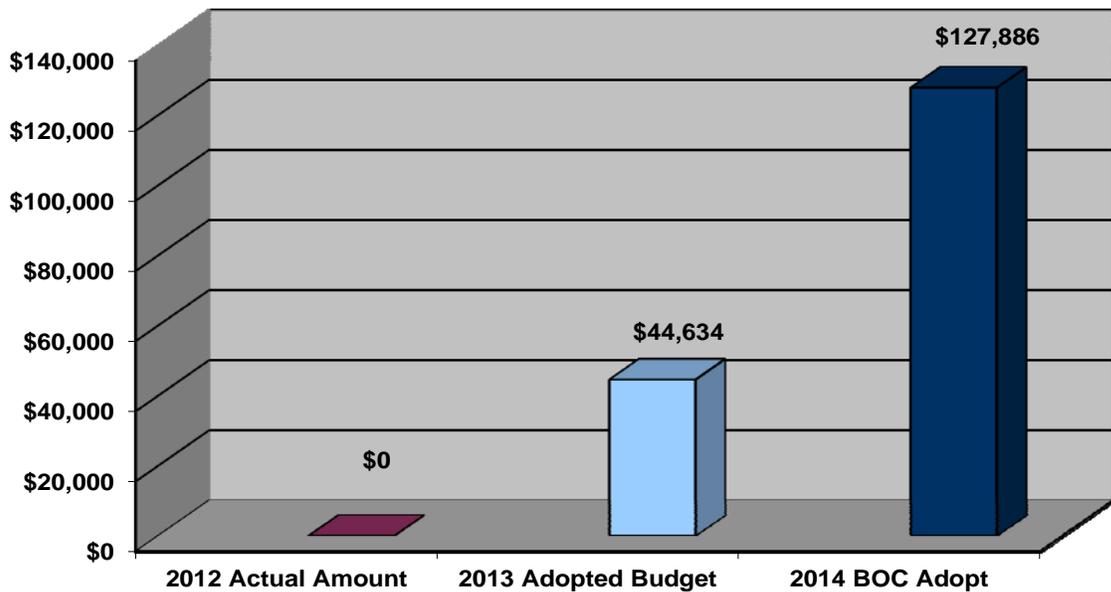


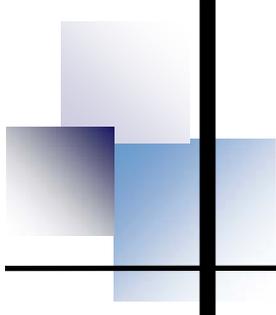


State DUI Court

BUDGET SUMMARY

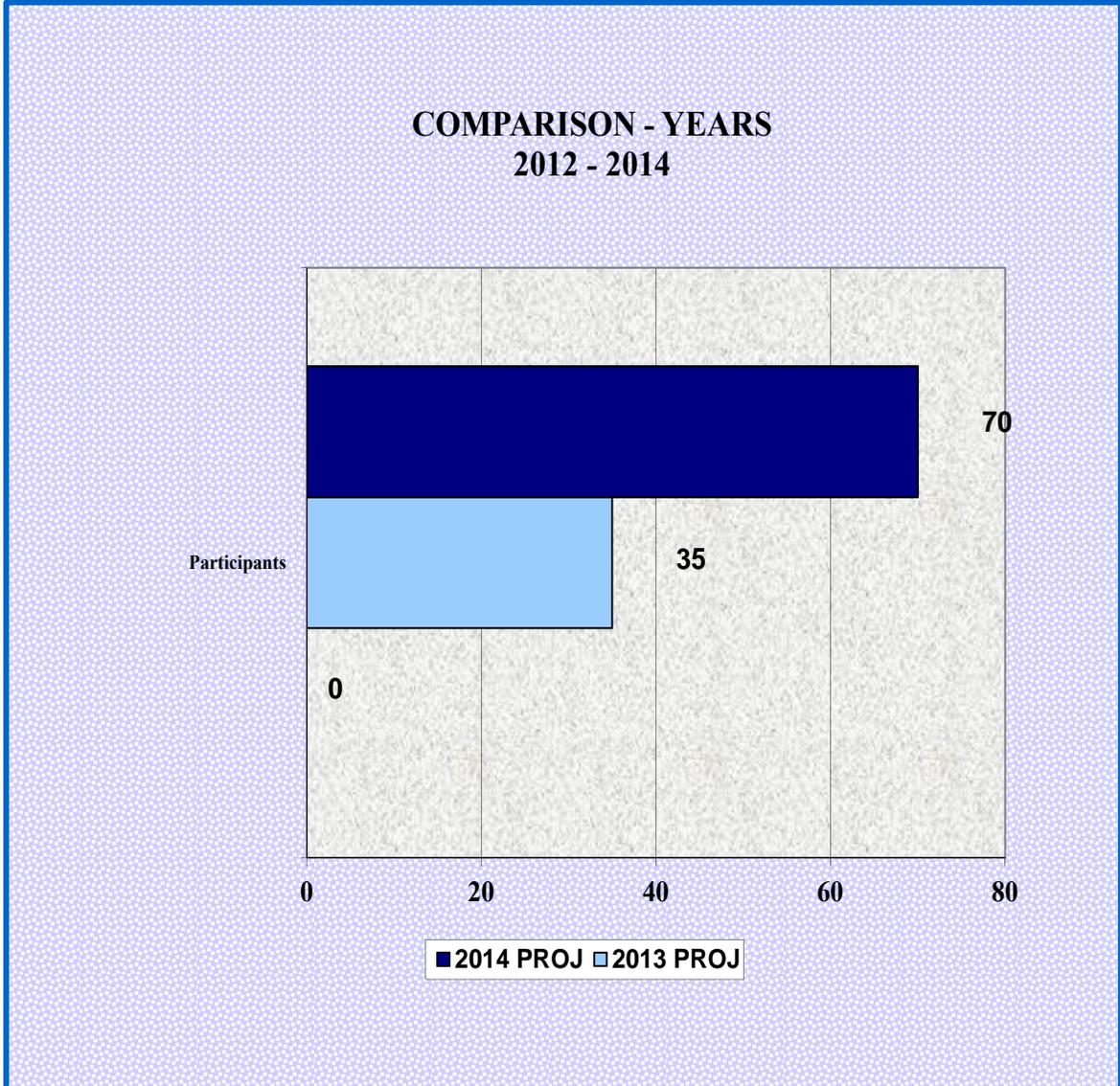
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	0	44,634	127,886
Total Funding Sources	0	44,634	127,886
APPROPRIATIONS:			
Salary and Wage	0	0	72,701
Benefits	0	0	28,100
Dues and Subscriptions	0	0	500
Maintenance Charges	0	0	0
Supplies	0	0	4,312
Professional Services	0	0	18,409
Utilities	0	0	3,864
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	44,634	0
Total Appropriations	0	44,634	127,886





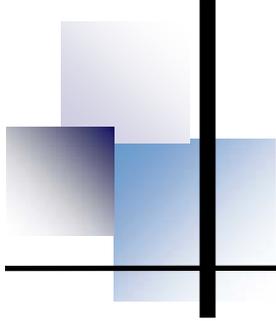
State DUI Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
DUI Court Director	UNC	0	1	1
Administrative Assistant	24	0	0	1
TOTAL FULL TIME		0	1	2



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

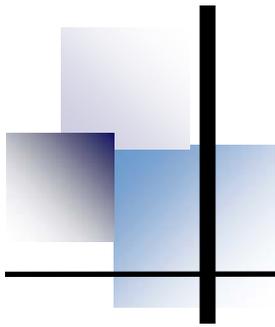
GOALS

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

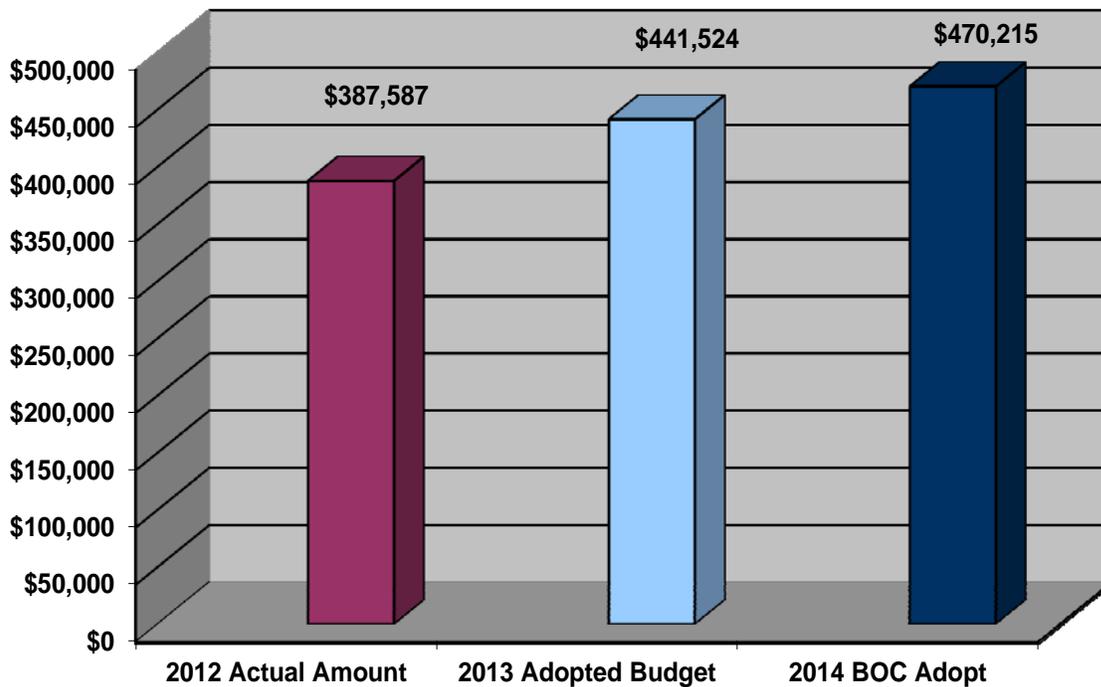




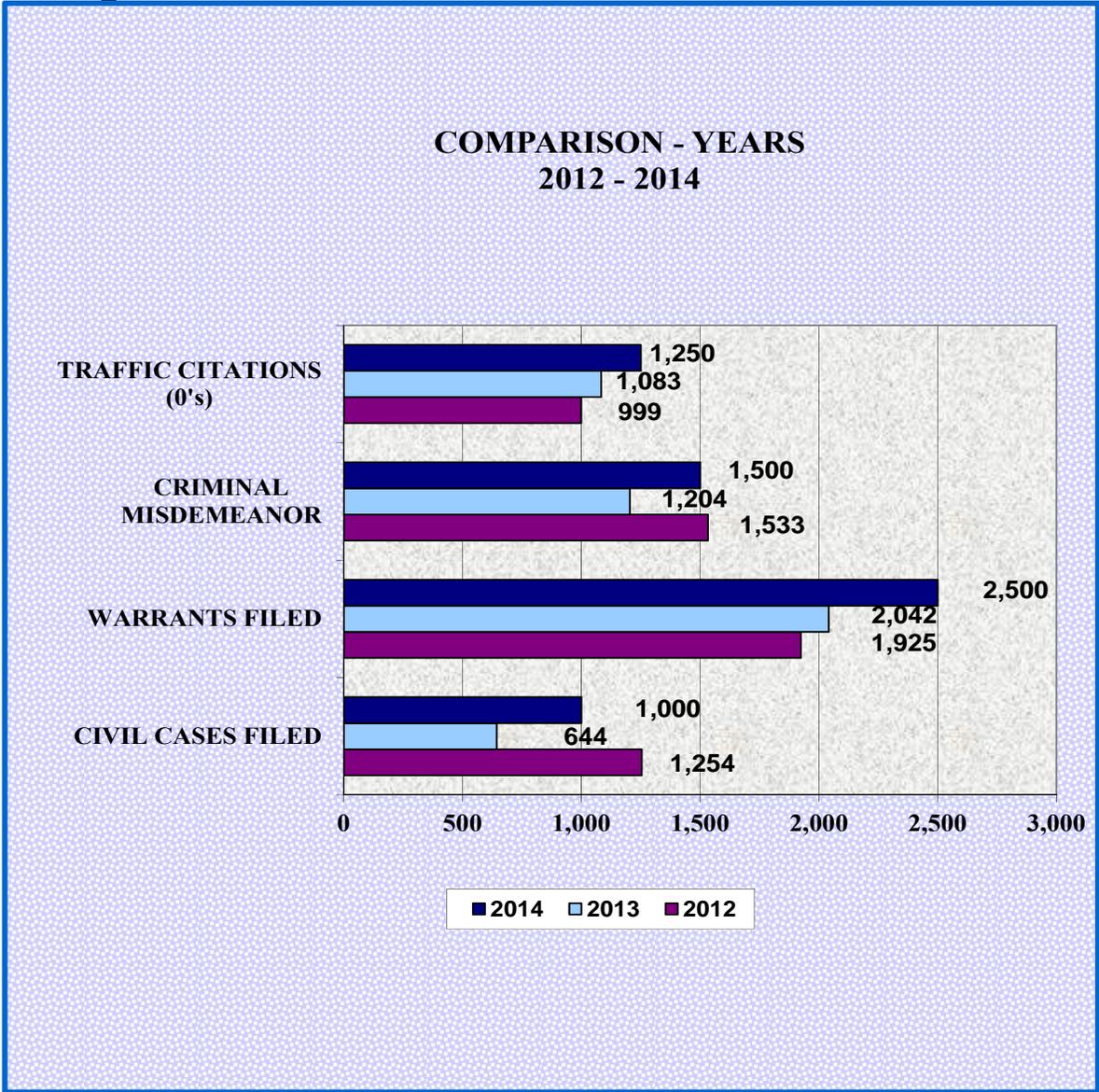
Clerk of State Court

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	387,587	441,524	470,215
Total Funding Sources	387,587	441,524	470,215
APPROPRIATIONS:			
Salary and Wage	273,729	279,105	285,193
Benefits	98,817	153,287	155,243
Maintenance Charges	1,090	1,000	1,200
Supplies	13,886	15,000	28,514
Professional Services	65	0	65
Budget Improvement Request	0	(6,868)	0
Total Appropriations	387,587	441,524	470,215

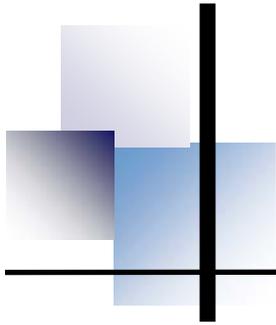


Clerk of State Court



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Deputy Court Clerk	19	10	10	10
TOTAL FULL TIME		10	10	10



Clerk of Superior Court

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

JUDICIAL SYSTEM

FUNCTIONS

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

GOALS

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

Electronically file civil cases and/or documents

Electronically link the Index to the Image

Electronically index and capture real estate images from 1871-1981

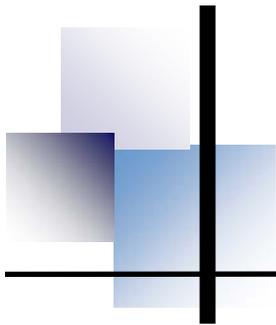
Scan all documents to be recorded in the Minute Book using PDF eliminating the need to purchase hardback books

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

Inventory & index all evidence stored

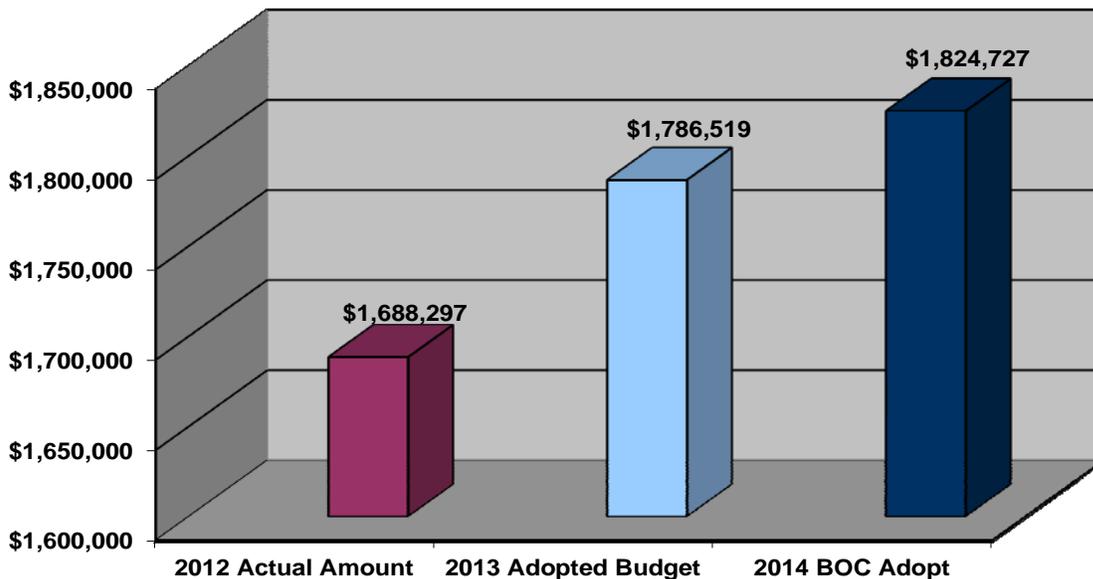
Upgrade to a more current Case Management System (Sustain is 20 years old)



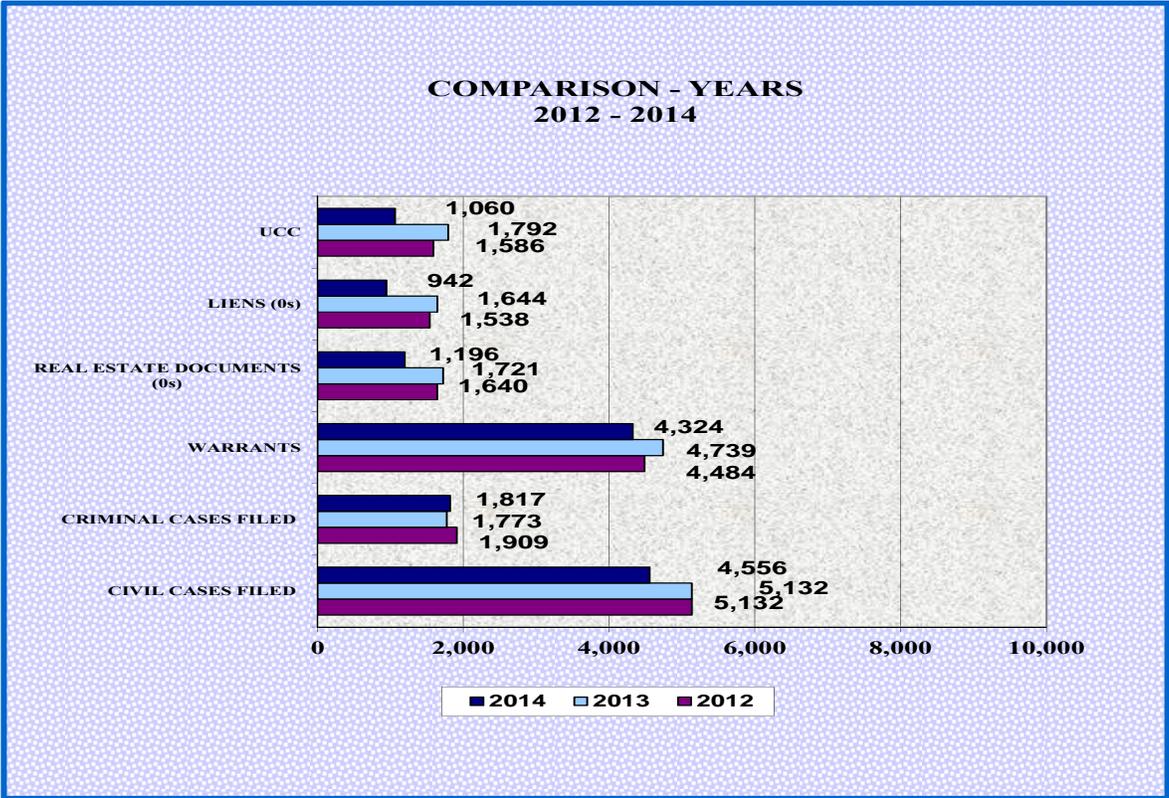


Clerk of Superior Court

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,688,297</u>	<u>1,786,519</u>	<u>1,824,727</u>
Total Funding Sources	<u><u>1,688,297</u></u>	<u><u>1,786,519</u></u>	<u><u>1,824,727</u></u>
APPROPRIATIONS:			
Salary and Wage	908,451	910,378	966,539
Benefits	328,970	469,906	428,219
Advertising	140	400	400
Dues and Subscriptions	329	1,008	1,008
Maintenance Charges	29,766	32,134	32,284
Supplies	46,306	58,000	57,669
Professional Services	308,446	332,408	338,608
Utilities	545	720	0
Travel & Training	1,582	0	0
Minor Equipment and Improvements	53,259	0	0
Capital Outlay	10,503	0	0
Budget Improvement Request	<u>0</u>	<u>(18,435)</u>	<u>0</u>
Total Appropriations	<u><u>1,688,297</u></u>	<u><u>1,786,519</u></u>	<u><u>1,824,727</u></u>

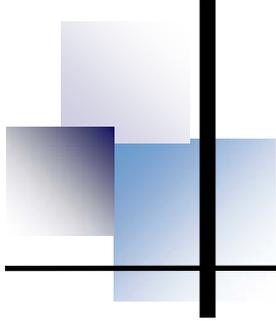


Clerk of Superior Court



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Office Manager	23	1	1	0
Deputy Court Clerk	19	5	5	5
Senior Secretary	19	5	3	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	9	8	8
Data Entry Operator	16	5	5	5
Administrative Assistant		0	0	1
Microfilm Technician Asst.	16	1	1	1
Secretary	PT	1	2	2
Data Entry Operator	PT	1	1	0
TOTAL FULL TIME		32	29	30
TOTAL PART TIME		2	3	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

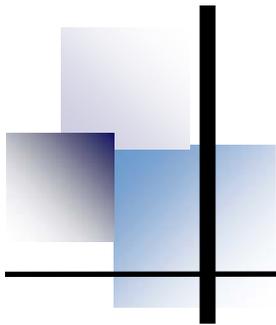
Ensure that all victims of crimes receive restitution for property damages, medical bills and other expenses for which they are entitled

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

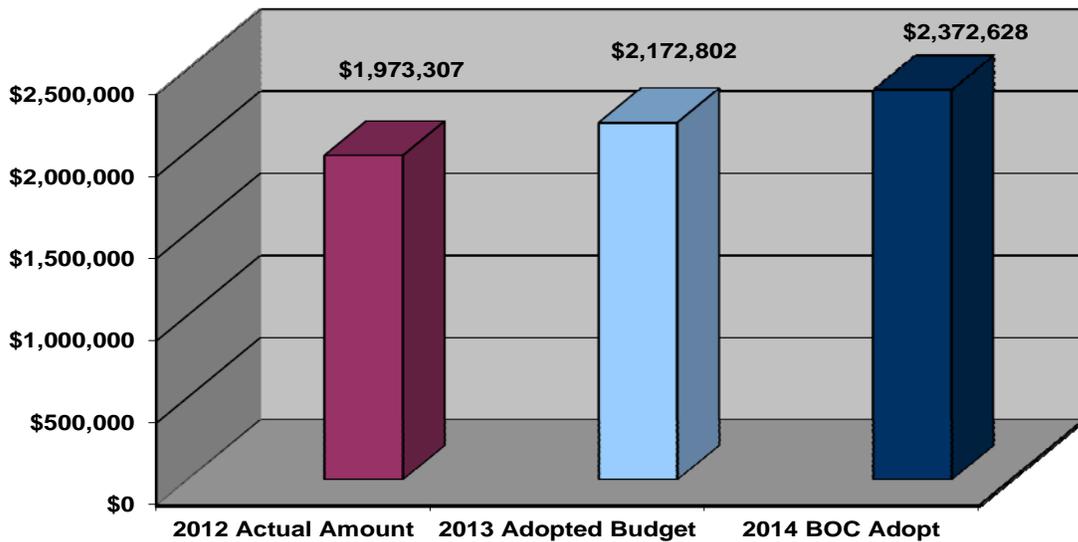
JUDICIAL SYSTEM



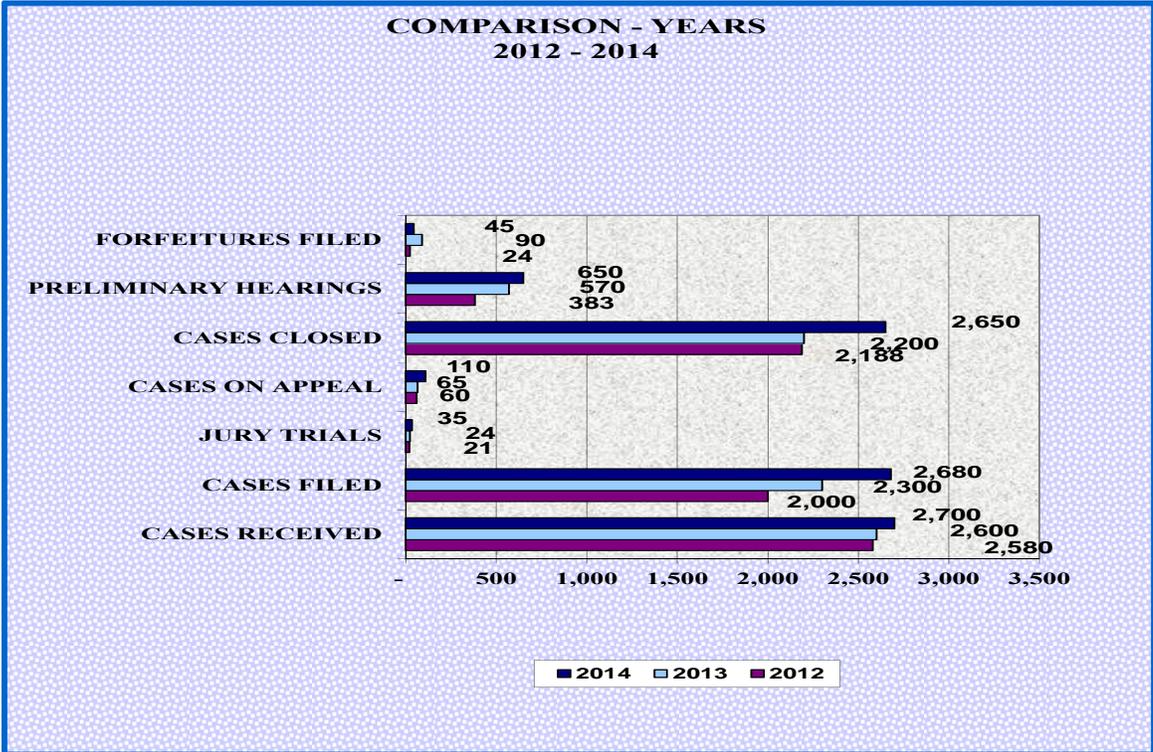


District Attorney

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,973,307	2,172,802	2,372,628
Total Funding Sources	1,973,307	2,172,802	2,372,628
APPROPRIATIONS:			
Salary and Wage	1,486,396	1,540,829	1,664,927
Benefits	344,335	467,169	513,521
Advertising	423	700	1,500
Vehicle Expense	37,481	40,000	45,200
Dues and Subscriptions	7,262	8,000	12,000
Equipment Rental	0	0	0
Maintenance Charges	3,852	5,000	4,000
Supplies	44,529	42,000	38,939
Professional Services	37,613	55,000	50,000
Utilities	9,190	9,000	9,500
Travel & Training	2,224	200	1,500
Minor Equipment and Improvements	0	0	30,541
Capital Outlay	0	0	0
Uniforms and Clothing	0	1,000	1,000
Budget Improvement Request	0	3,904	0
Total Appropriations	1,973,307	2,172,802	2,372,628

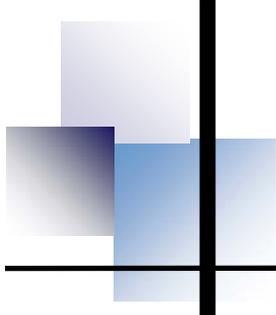


District Attorney



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	5	5	5
State Investigator	ST UNC	1	2	2
Secretary	ST UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Victim Services Director	UNC	1	1	1
ADA/Contract	UNC	1	1	1
Assistant District Attorney	32	5	5	6
System Administrator	32	1	1	1
Director Community Relations	29	1	1	1
Victim Advocate	28	3	4	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
Victim Assistance Secretary	19	0	0	1
Victim Assistance Secretary	PT	1	1	0
Intern	PT	2	1	2
TOTAL FULL TIME		34	36	38
TOTAL PART TIME		3	2	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

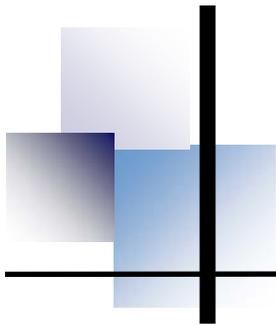
FUNCTIONS

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

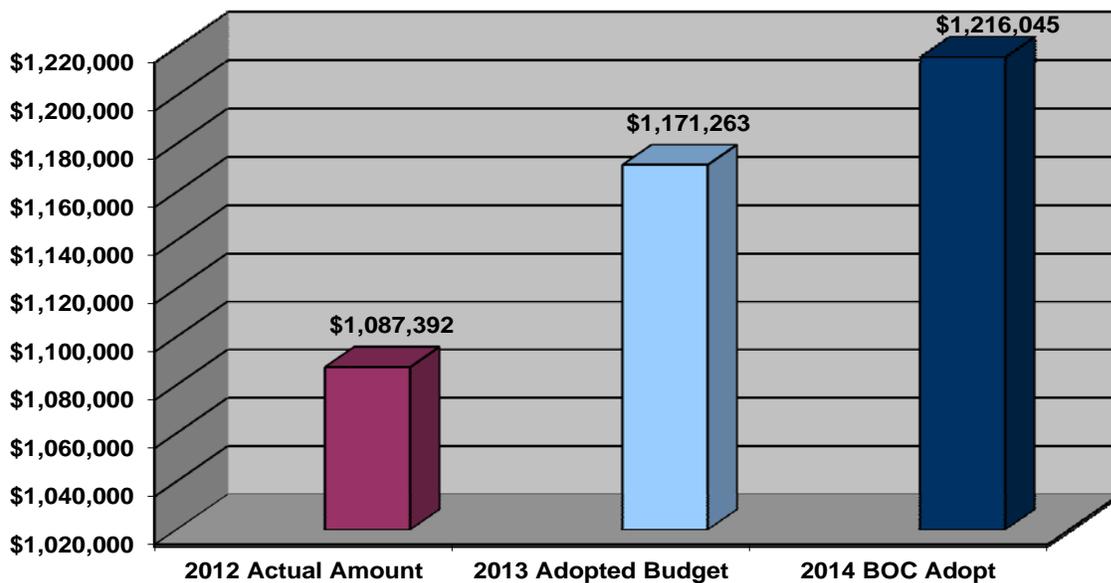
- To expand the use of contracts to reduce costs for indigent defense
- To devise methods of tracking orders to assure completeness of each file
- To conduct court operations efficiently within the projected budget
- To maintain funding for the Family Drug Treatment Program
- To implement the Court Teams 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

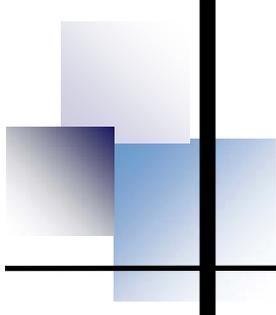




Juvenile Court

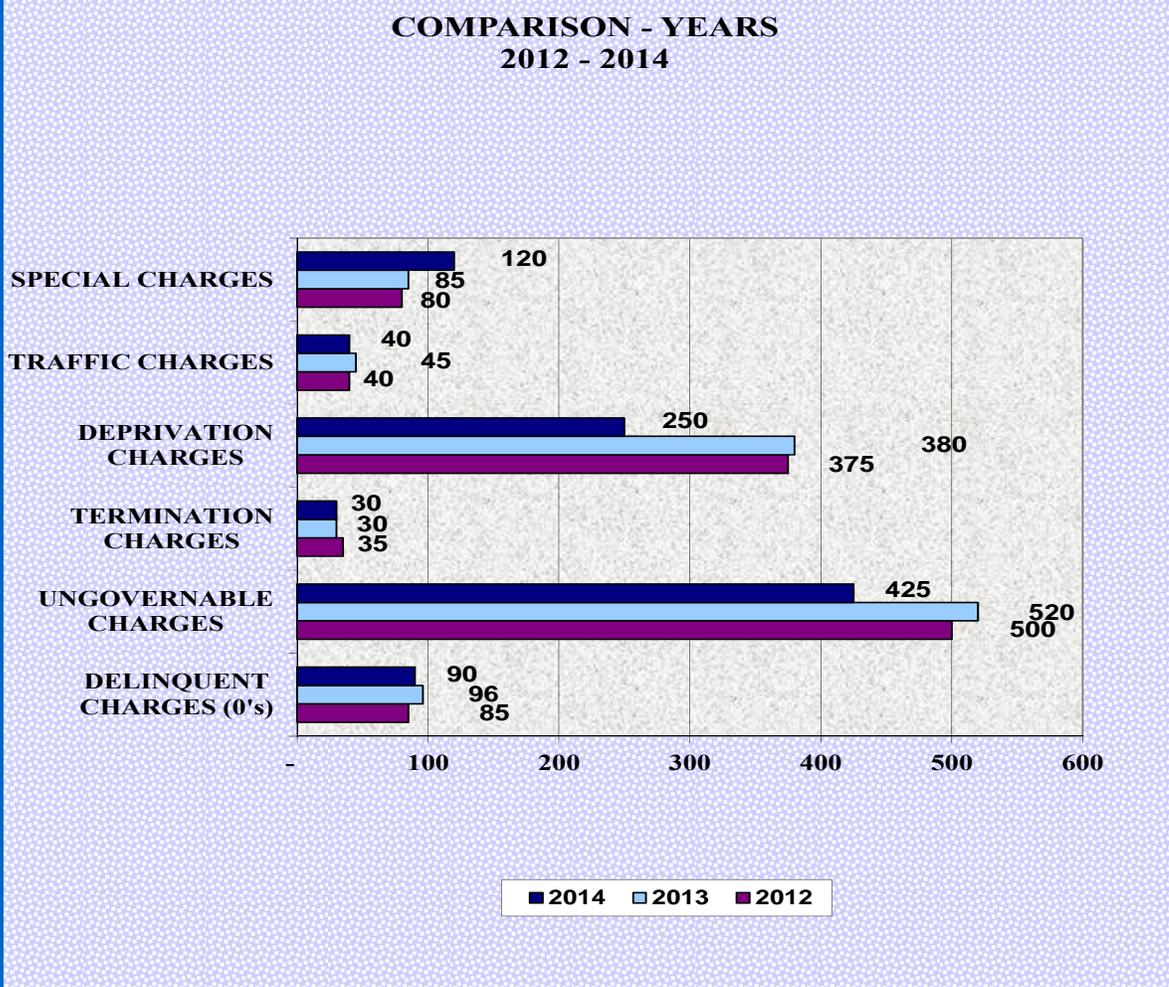
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,087,392</u>	<u>1,171,263</u>	<u>1,216,045</u>
Total Funding Sources	<u>1,087,392</u>	<u>1,171,263</u>	<u>1,216,045</u>
APPROPRIATIONS:			
Salary and Wage	324,805	329,503	345,243
Benefits	87,474	113,281	109,340
Advertising	200	200	200
Audit and Legal	582,338	637,001	685,000
Dues and Subscriptions	1,035	1,387	1,443
Maintenance Charges	4,131	2,500	3,358
Supplies	4,339	5,000	5,000
Professional Services	65,683	74,200	53,594
Utilities	614	2,080	2,080
Travel & Training	1,707	0	600
Minor Equipment and Improvements	2,974	0	10,187
Budget Improvement Request	<u>12,093</u>	<u>6,111</u>	<u>0</u>
Total Appropriations	<u>1,087,392</u>	<u>1,171,263</u>	<u>1,216,045</u>





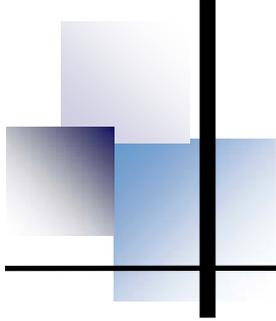
Juvenile Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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

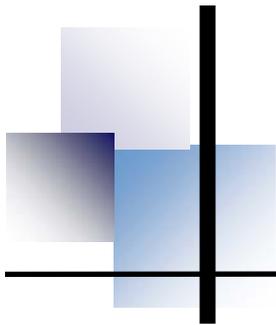
FUNCTIONS

- 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

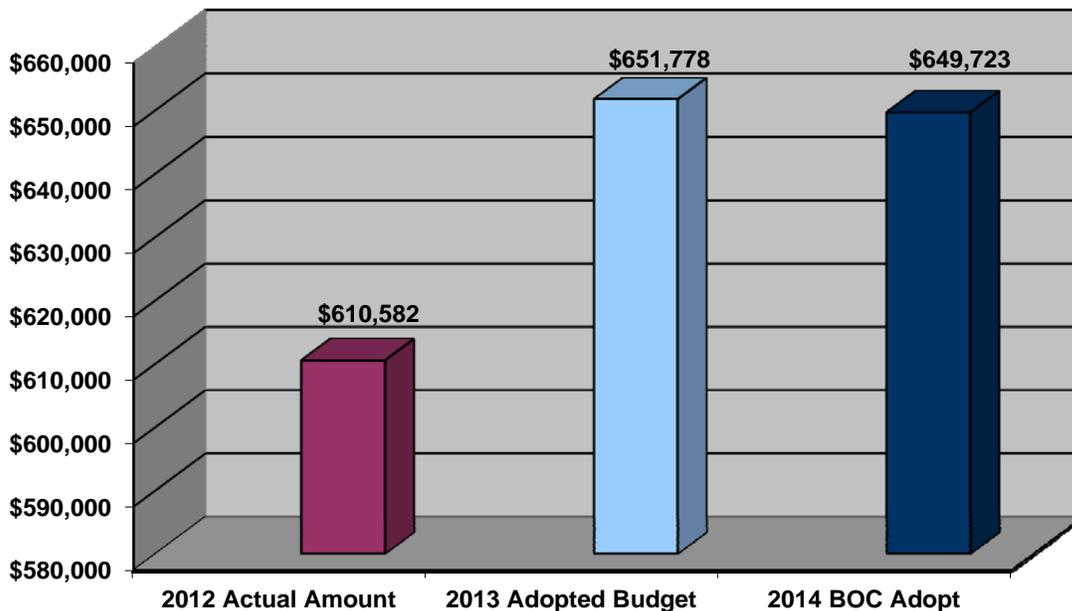
- Keep updated on the changing laws
- Continue to provide excellent service to the public regarding the filing of small claims cases, dispossessories, and garnishments
- Continue to operate court efficiently with the increased number of civil cases filed by the public
- Continue to operate bond hearings, 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

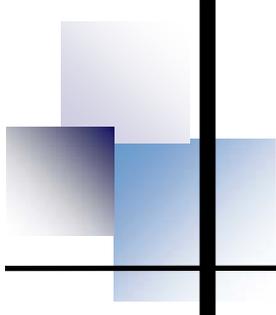




Magistrate Court

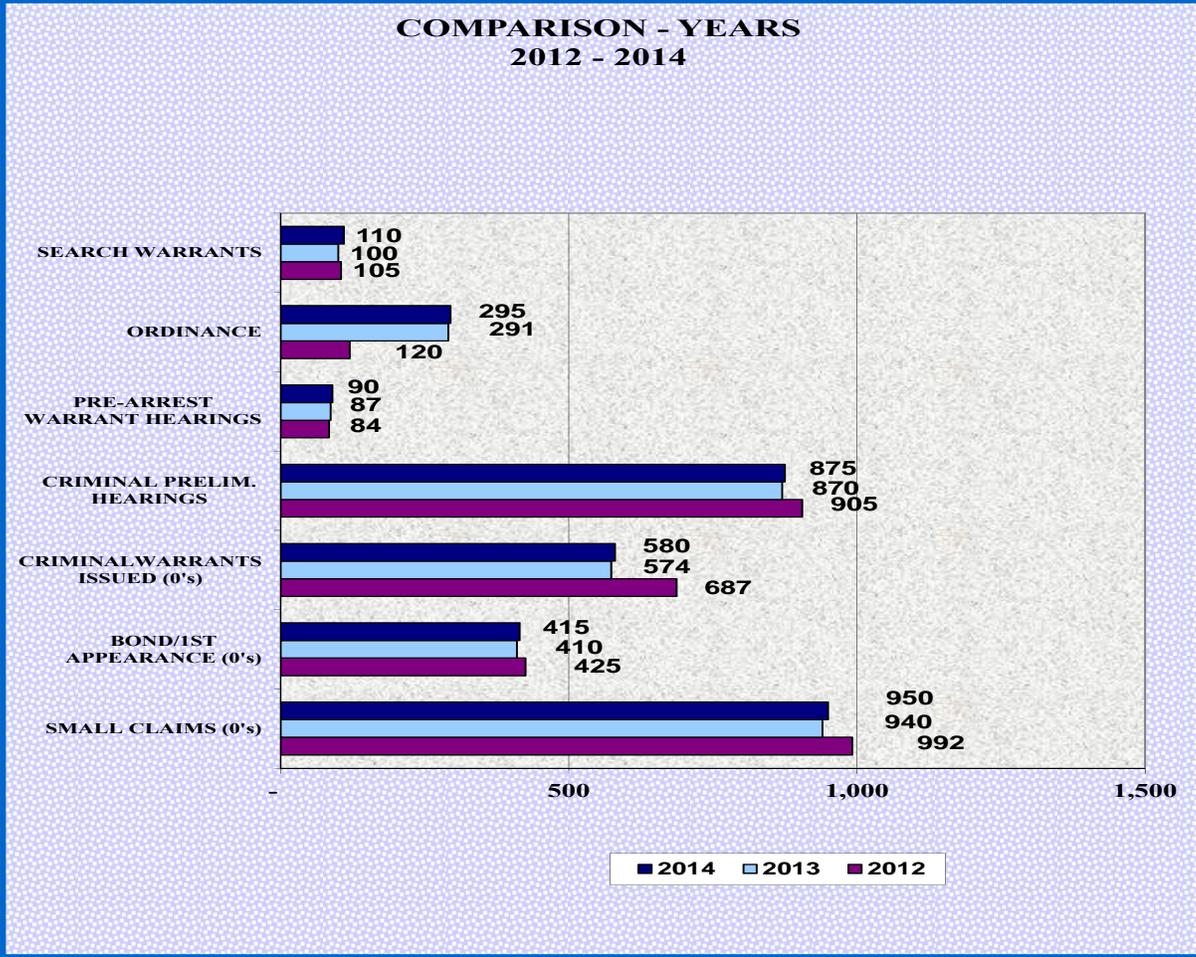
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	610,582	651,778	649,723
Total Funding Sources	610,582	651,778	649,723
APPROPRIATIONS:			
Salary and Wage	475,557	477,339	486,054
Benefits	110,904	157,618	138,716
Dues and Subscriptions	855	1,620	1,620
Maintenance Charges	1,563	1,585	2,000
Supplies	12,482	13,000	19,333
Professional Services	689	2,000	2,000
Utilities	0	0	0
Travel & Training	2,749	0	0
Minor Equipment and Improvements	5,784	0	0
Budget Improvement Request	0	(1,384)	0
Total Appropriations	610,582	651,778	649,723





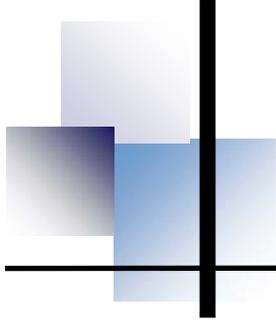
Magistrate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Judge	UNC	1	1	1
Judge	UNC	1	1	2
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Magistrate Court Clerk	19	4	4	4
Appointed Judge	UNC PT	2	2	1
P.T. Deputy Magistrate Court Clerk		0	2	1
TOTAL FULL TIME		9	9	10
TOTAL PART TIME		2	4	2



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

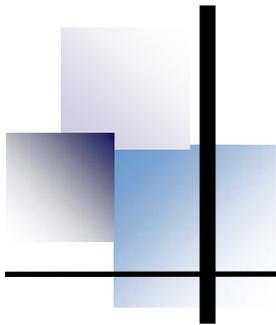
FUNCTIONS

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

GOALS

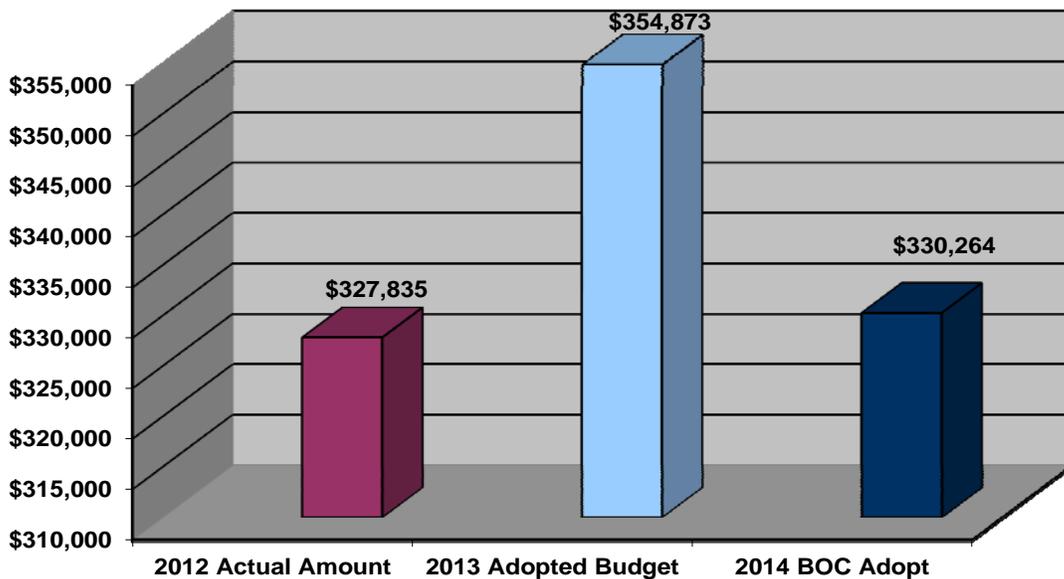
- Continue to follow confidentiality laws to keep the records of this office protected
- Increase productivity and reduce waste with the new and updated equipment
- Provide fast, efficient, and courteous service to citizens of Douglas County



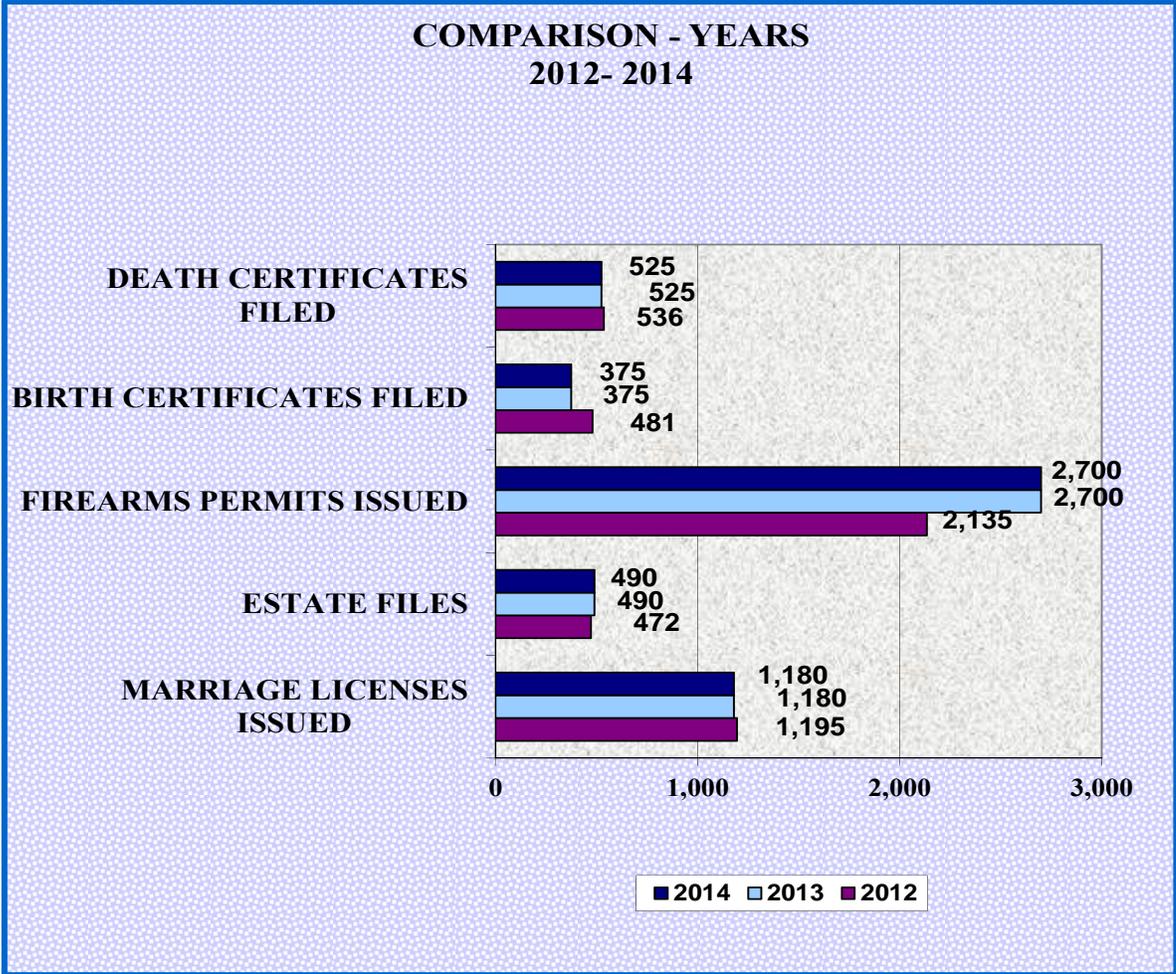


Probate Court

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	327,835	354,873	330,264
Total Funding Sources	327,835	354,873	330,264
APPROPRIATIONS:			
Salary and Wage	239,677	243,325	241,134
Benefits	77,145	104,325	74,469
Advertising	0	220	250
Audit and Legal	0	550	600
Dues and Subscriptions	2,287	800	1,000
Maintenance Charges	1,440	1,750	1,800
Supplies	5,659	6,100	7,451
Professional Services	0	220	200
Utilities	2	200	0
Travel & Training	1,625	0	0
Minor Equipment and Improvements	0	0	3,360
Budget Improvement Request	0	(2,617)	0
Total Appropriations	327,835	354,873	330,264

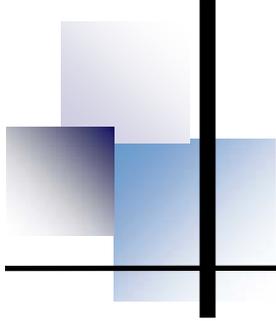


Probate Court



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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
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:

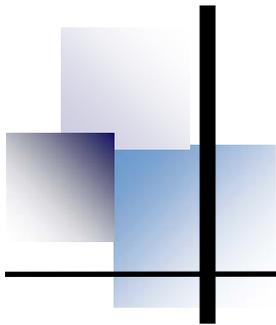
- Initiating early contact with our clients as required by state guidelines
- Investigating all legal defenses
- Preparing for all court appearances
- Keeping abreast of changes in the law
- Keeping clients informed of the status of their cases
- Receiving appropriate continuing education and training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

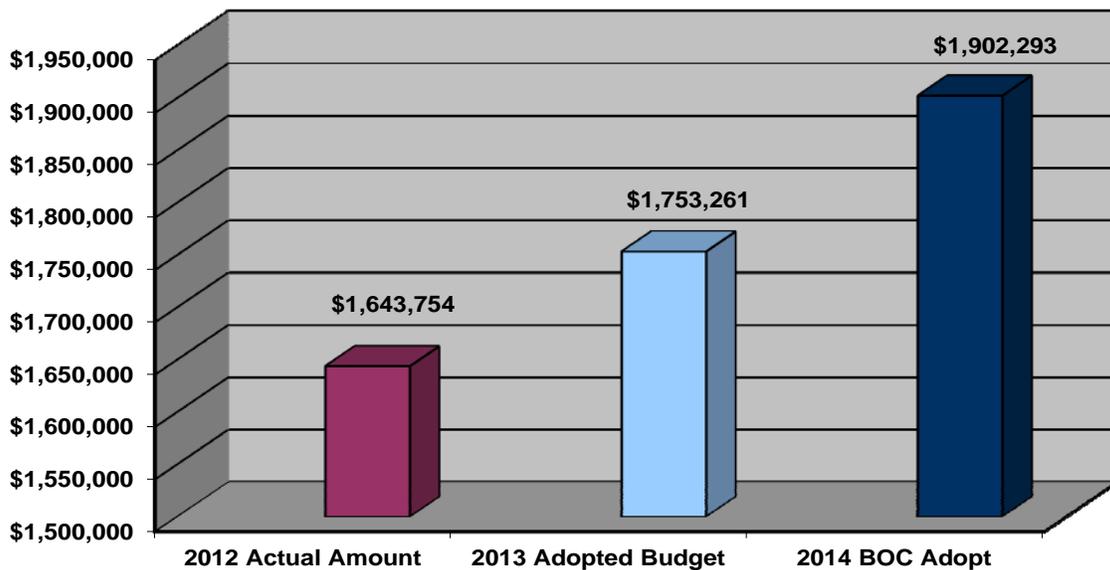


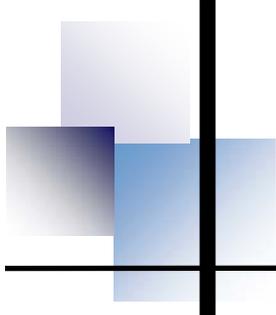


Public Defender

BUDGET SUMMARY

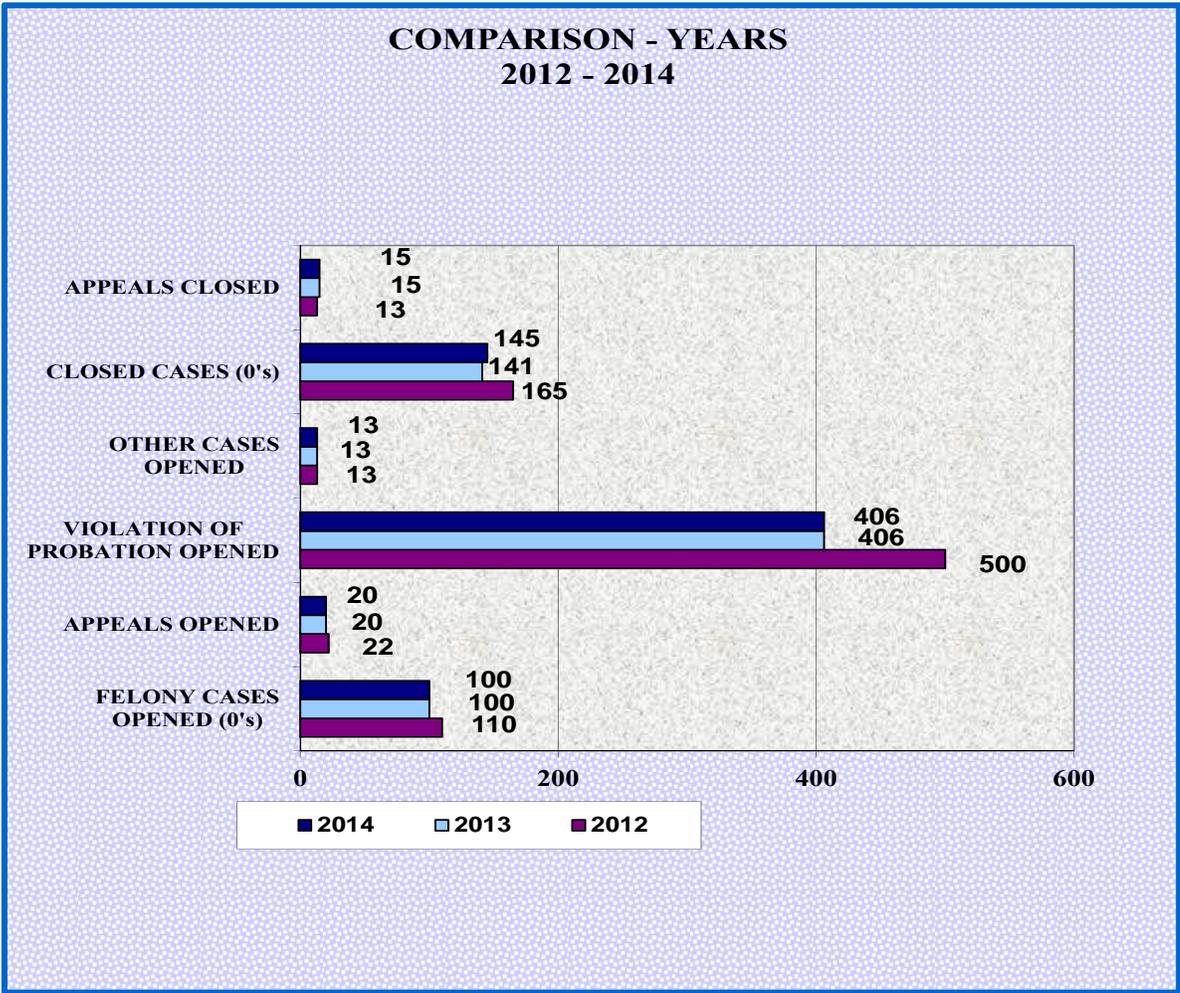
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,643,754	1,753,261	1,902,293
Total Funding Sources	1,643,754	1,753,261	1,902,293
APPROPRIATIONS:			
Salary and Wage	997,366	999,269	1,160,286
Benefits	269,575	356,705	337,659
Audit and Legal	311,086	326,000	326,000
Vehicle Expense	1,325	3,100	3,600
Dues and Subscriptions	10,015	15,663	14,000
Maintenance Charges	1,918	2,500	2,000
Supplies	10,197	12,000	(752)
Professional Services	25,755	35,000	45,000
Utilities	3,744	3,500	4,300
Travel & Training	3,120	500	2,000
Minor Equipment and Improvements	2,658	0	8,200
Capital Outlay	6,995	0	0
Budget Improvement Request	0	(976)	0
Total Appropriations	1,643,754	1,753,261	1,902,293





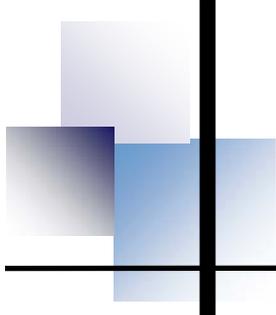
Public Defender

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	6	6	9
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	18



State Court—Judges

JUDICIAL SYSTEM

MISSION

To resolve all State Court and traffic cases presented to it

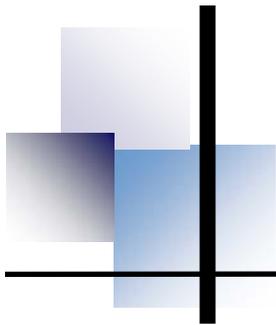
FUNCTIONS

- Exercise jurisdiction of both State Court and traffic cases

GOALS

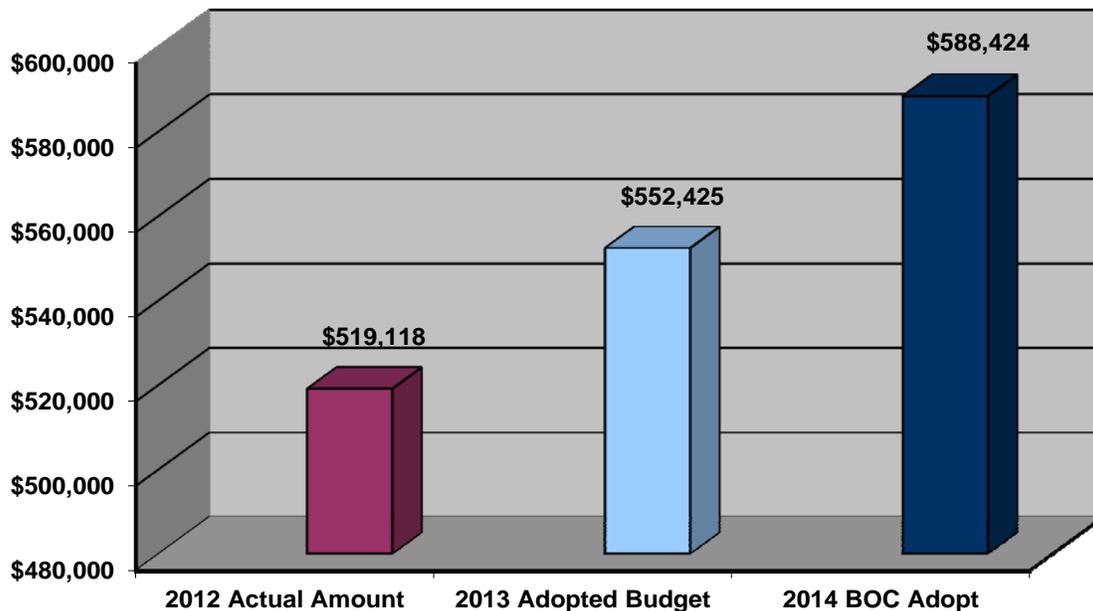
To hear and dispose of all cases that come before the Court in a timely manner

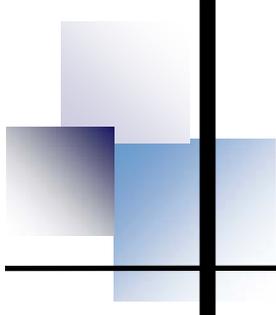




State Court-Judges

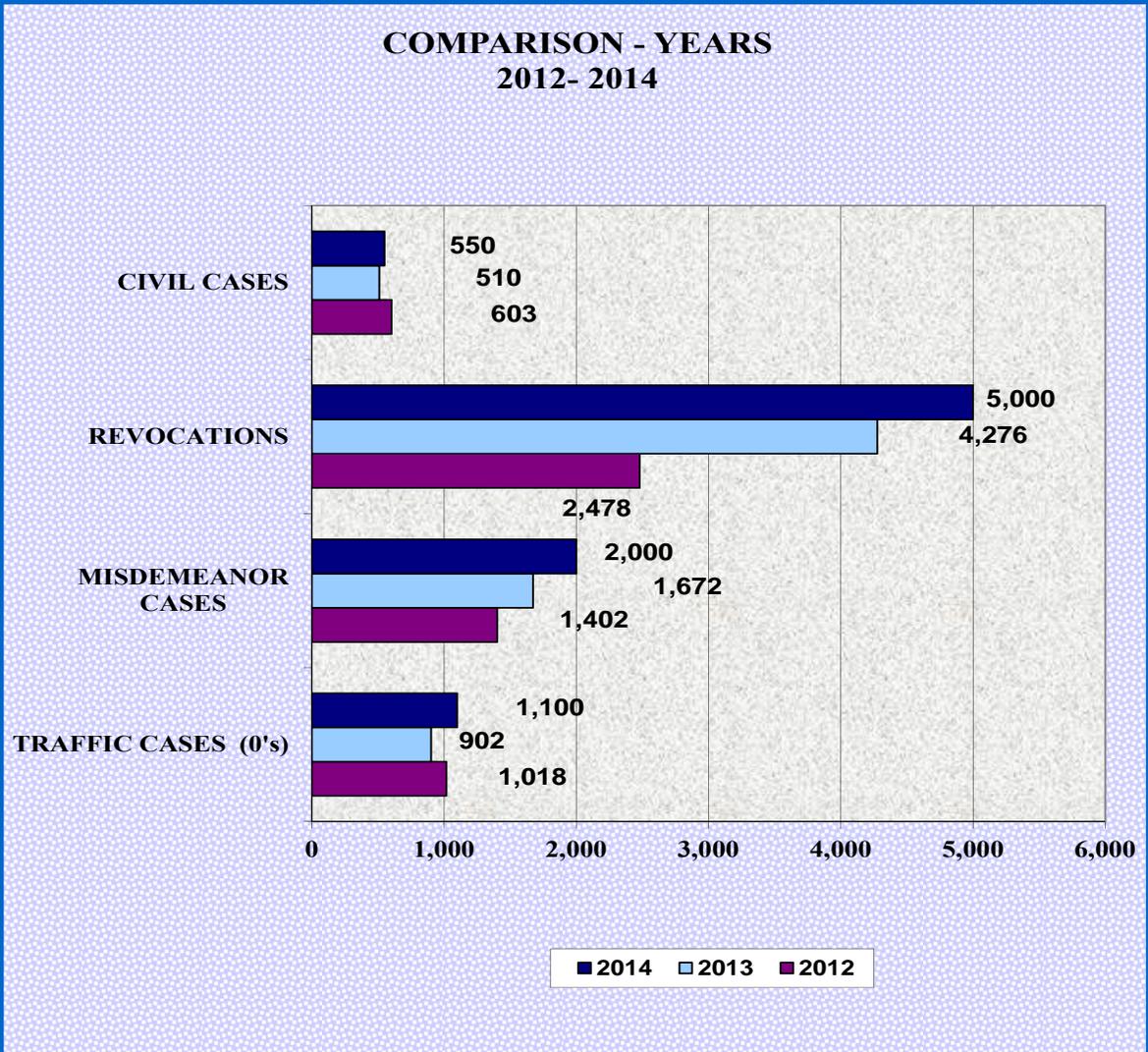
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	519,118	552,425	588,424
Total Funding Sources	519,118	552,425	588,424
APPROPRIATIONS:			
Salary and Wage	345,486	374,004	382,732
Benefits	88,895	97,619	107,770
Dues and Subscriptions	890	1,300	1,325
Maintenance Charges	960	960	960
Supplies	3,093	3,645	1,772
Professional Services	74,667	72,000	92,000
Utilities	595	684	1,365
Travel & Training	837	500	500
Minor Equipment and Improvements	3,695	0	0
Budget Improvement Request	0	1,713	0
Total Appropriations	519,118	552,425	588,424





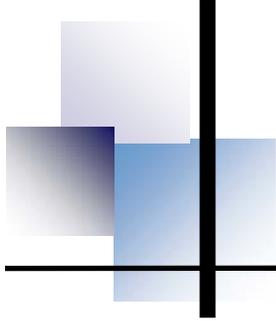
State Court-Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
State Court Judge	UNC	2	2	2
Principal Secretary	21	2	2	2
Legal Staff Assistant	PT	2	1	1
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		2	1	1



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

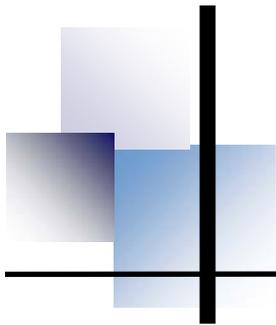
Ensure that all victims of crimes receive restitution for property damages, medical bills, and other expenses to which they are entitled

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

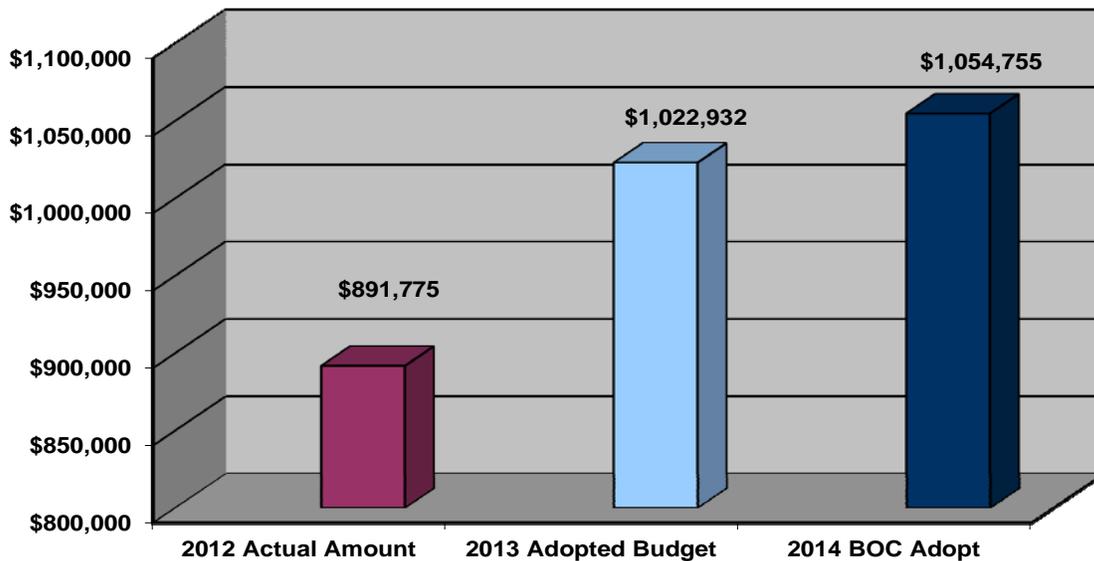


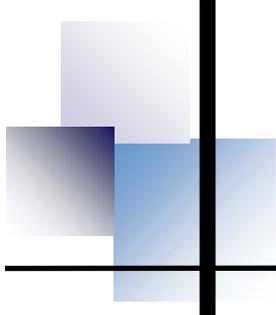


State Court-Solicitor

BUDGET SUMMARY

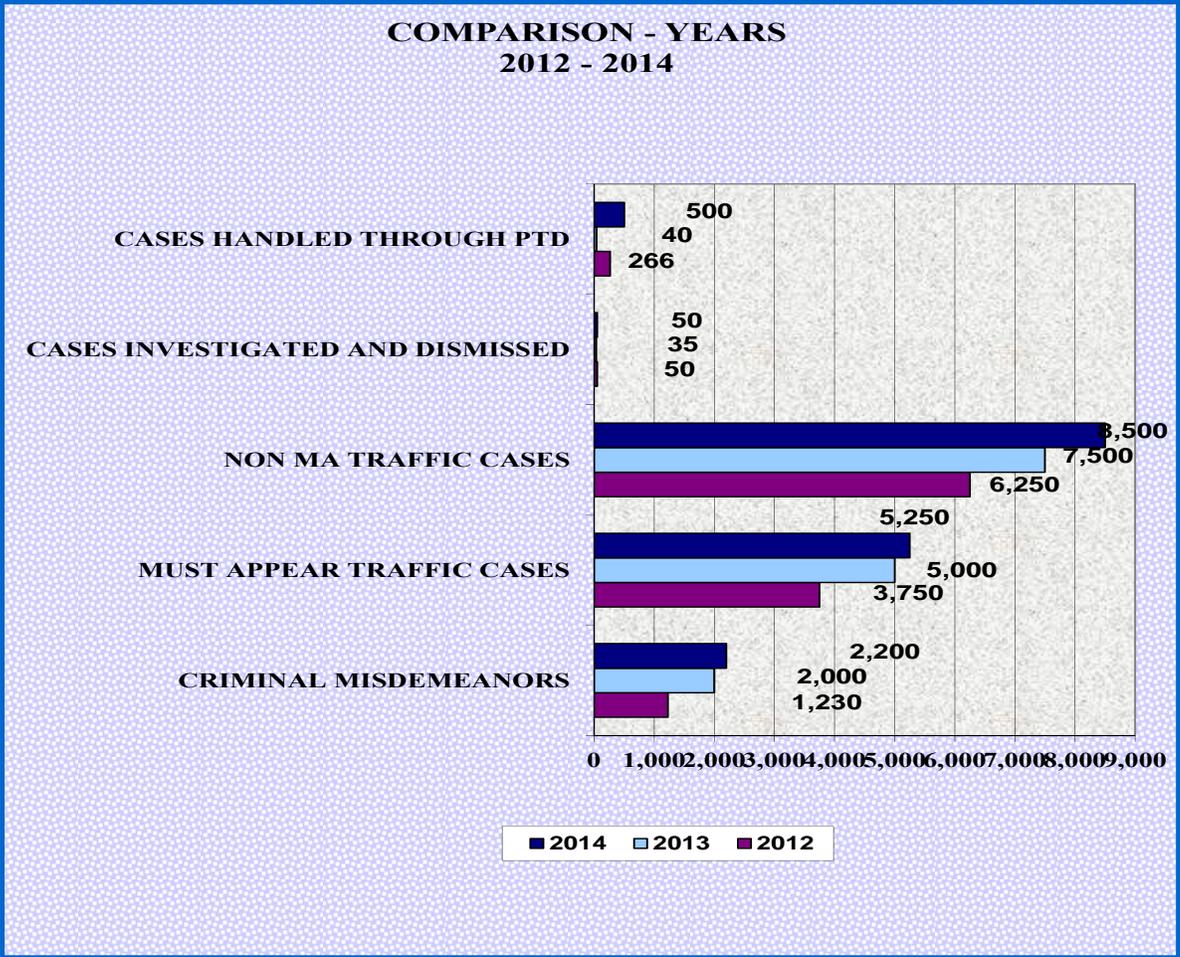
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	891,775	1,022,932	1,054,755
Total Funding Sources	891,775	1,022,932	1,054,755
APPROPRIATIONS:			
Salary and Wage	643,454	690,357	758,763
Benefits	187,963	285,891	251,479
Advertising	0	700	800
Vehicle Expense	8,077	9,500	10,250
Dues and Subscriptions	6,991	8,500	10,000
Maintenance Charges	3,762	2,935	2,700
Supplies	11,011	17,700	13,923
Professional Services	304	4,500	2,000
Utilities	1,272	3,741	3,840
Travel & Training	1,832	0	0
Minor Equipment and Improvements	3,063	0	0
Capital Outlay	24,047	0	0
Uniforms and Clothing	0	1,000	1,000
Budget Improvement Request	0	(1,892)	0
Total Appropriations	891,775	1,022,932	1,054,755



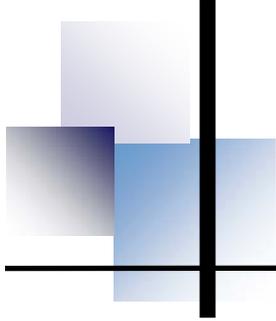


State Court-Solicitor

WORKLOAD INDICATORS



<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	3	4
Victim Advocate	28	1	1	1
Domestic Violence Investigator	27	1	1	0
Investigator	27	1	1	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	3	3
Senior Secretary	19	1	1	1
Director of Victim Services	19	1	1	1
Department Secretary	19	1	1	1
TOTAL FULL TIME		15	15	16



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

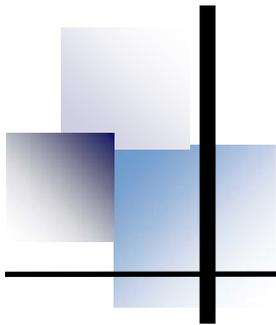
Complete the emergency response plans for continuity of court operations in the event of a natural disaster

Complete and test implementation of archiving system for court document images

Establish the work-release program for non-violent offenders

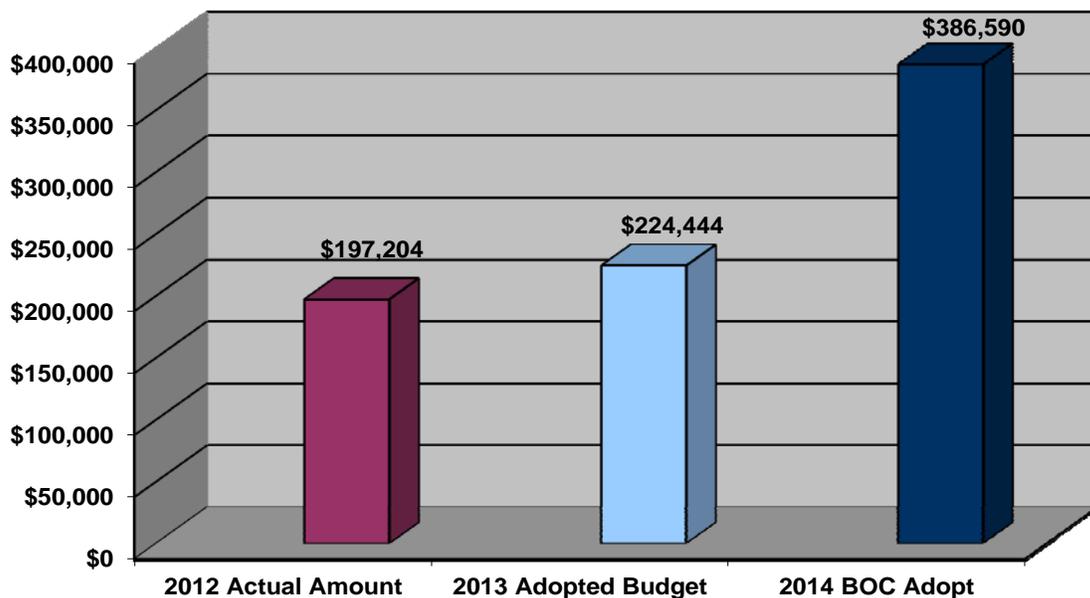
Implement data-transfer system from the Tax Commissioner to the real estate record system for tax liens

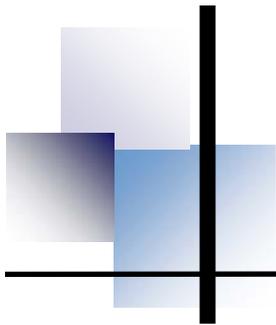




Superior Court Judges

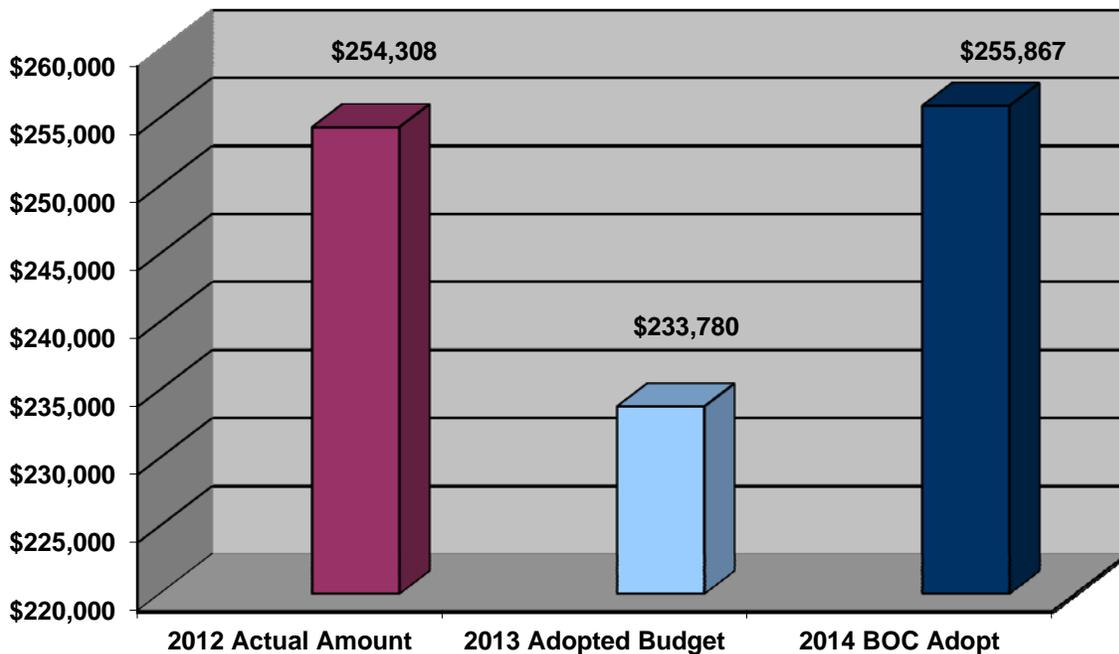
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	197,204	224,444	386,590
Total Funding Sources	197,204	224,444	386,590
APPROPRIATIONS:			
Salary and Wage	159,511	159,511	173,720
Benefits	18,928	24,486	27,341
Dues and Subscriptions	1,696	2,538	1,638
Maintenance Charges	960	960	960
Supplies	4,538	4,299	4,700
Professional Services	11,572	28,231	28,231
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	150,000
Budget Improvement Request	0	4,419	0
Total Appropriations	197,204	224,444	386,590

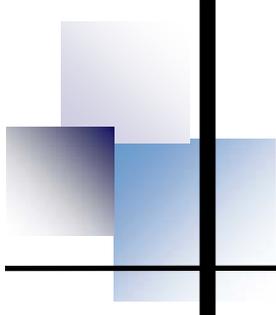




Superior Court Operations

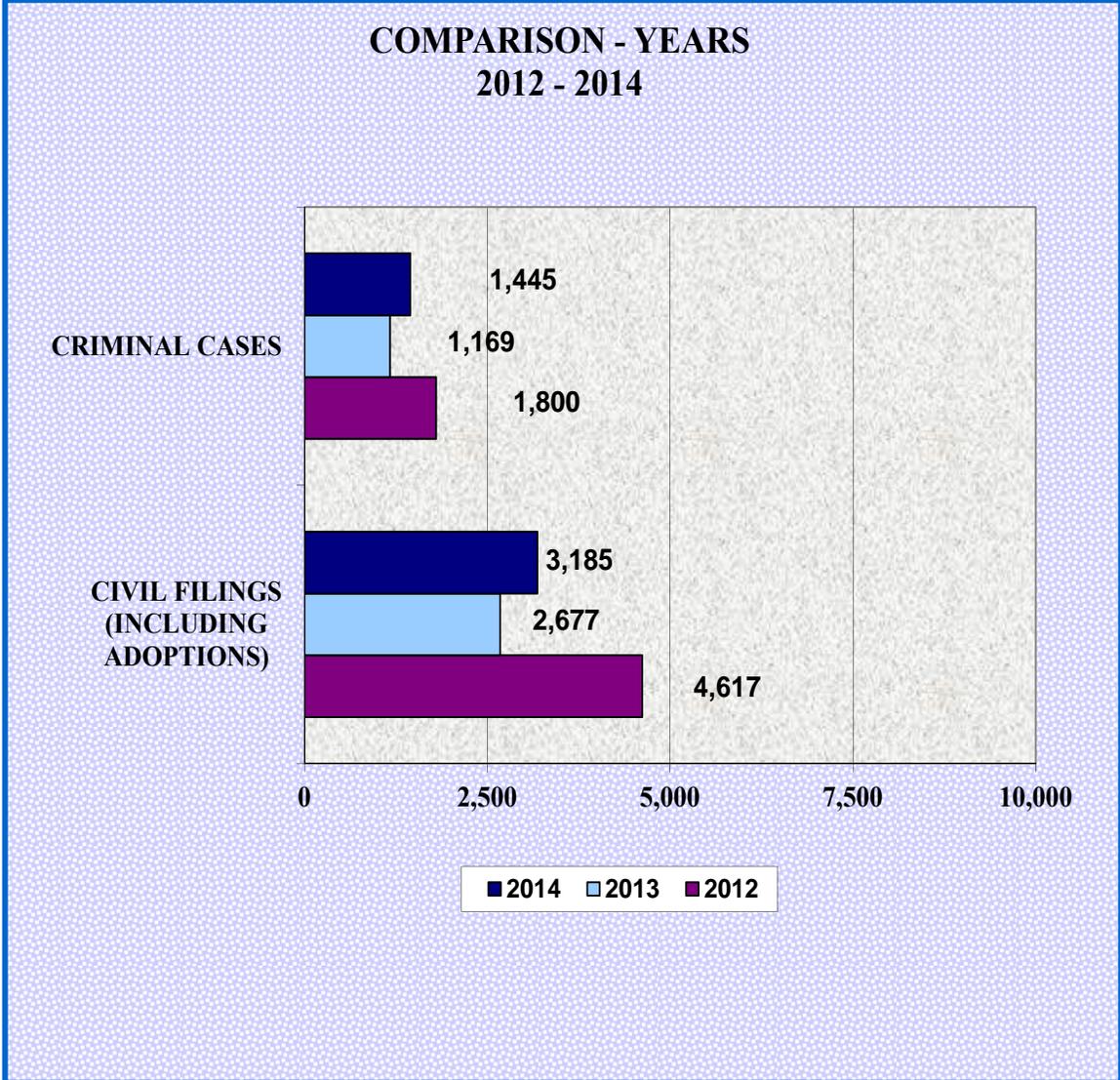
BUDGET SUMMARY			
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>254,308</u>	<u>233,780</u>	<u>255,867</u>
Total Funding Sources	<u><u>254,308</u></u>	<u><u>233,780</u></u>	<u><u>255,867</u></u>
APPROPRIATIONS:			
Salary and Wage	0	0	0
Benefits	0	0	0
Maintenance Charges	480	480	480
Supplies	3,074	3,000	3,000
Professional Services	250,754	230,300	252,387
Utilities	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>254,308</u></u>	<u><u>233,780</u></u>	<u><u>255,867</u></u>





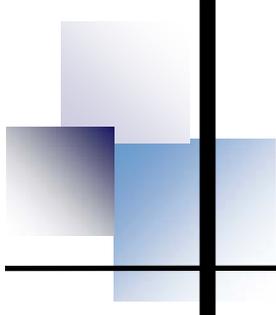
Superior Court Judges & Operations

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Judges	ST UNC	3	3	3
Secretary	ST UNC	3	3	3
TOTAL FULL TIME		6	6	6



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

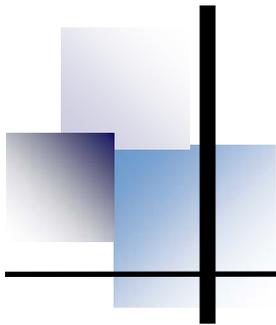
Continue to provide diversion alternatives for first-time offenders

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

Continue to provide administrative support to the court

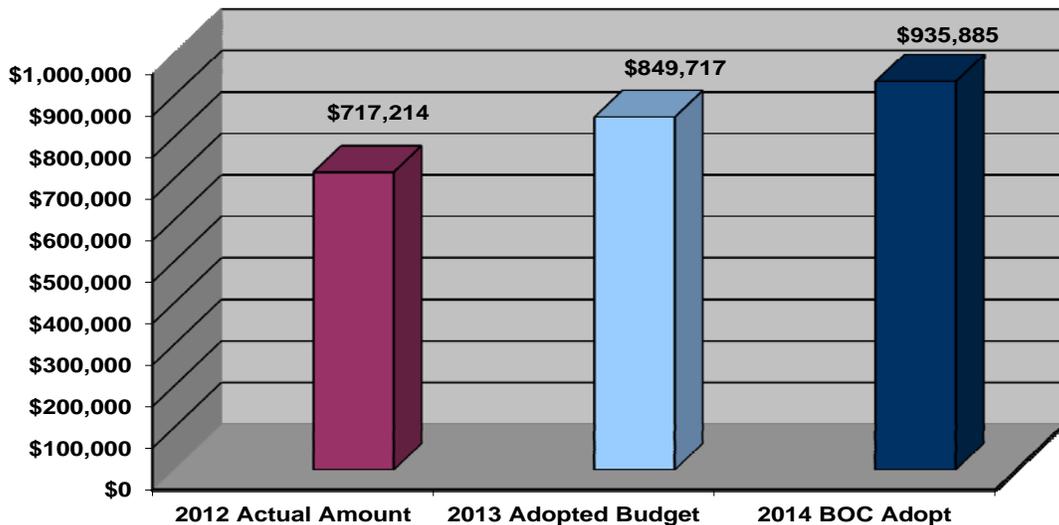
Continue to provide management and supervision to employees





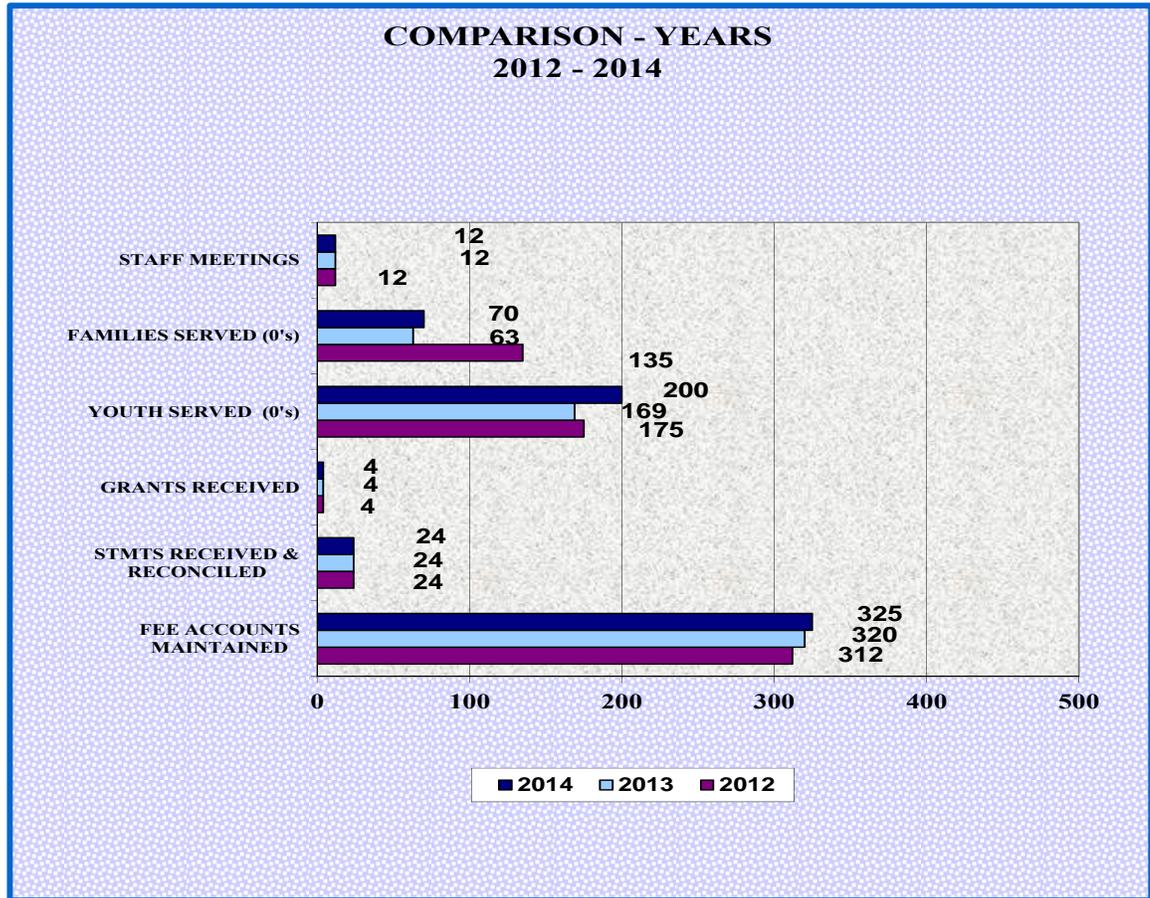
Juvenile Programs Administration

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>717,214</u>	<u>849,717</u>	<u>935,885</u>
Total Funding Sources	<u>717,214</u>	<u>849,717</u>	<u>935,885</u>
APPROPRIATIONS:			
Salary and Wage	498,236	503,539	518,433
Benefits	132,950	210,741	162,172
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	145	175	175
Equipment Rental	0	0	0
Maintenance Charges	820	1,200	1,380
Supplies	16,217	21,946	13,852
Professional Services	29,445	25,000	25,996
Utilities	3,478	3,100	4,062
Travel & Training	8,249	9,002	9,000
Minor Equipment and Improvements	2,349	0	0
Other	8,818	0	0
Grants	16,507	77,956	200,815
Budget Improvement Request	<u>0</u>	<u>(2,942)</u>	<u>0</u>
Total Appropriations	<u>717,214</u>	<u>849,717</u>	<u>935,885</u>



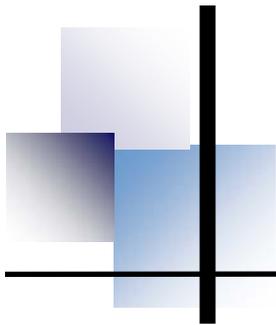
Juvenile Programs Administration

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	0	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		12	12	13
TOTAL PART TIME		0	0	1



Public Safety

Animal Control..... 176

Coroner 179

Emergency Management..... 181

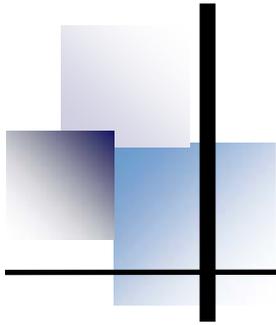
Fire and Emergency Service 184

Sheriff—Detention 188

Sheriff—Enforcement..... 192

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

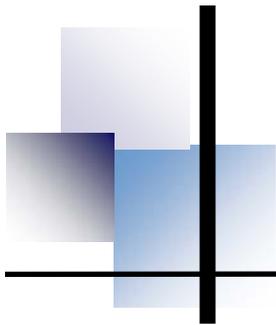
Reduce paper use by ensuring that all aspects of software are utilized completely and by recycling any used paper as shred or scratch paper

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

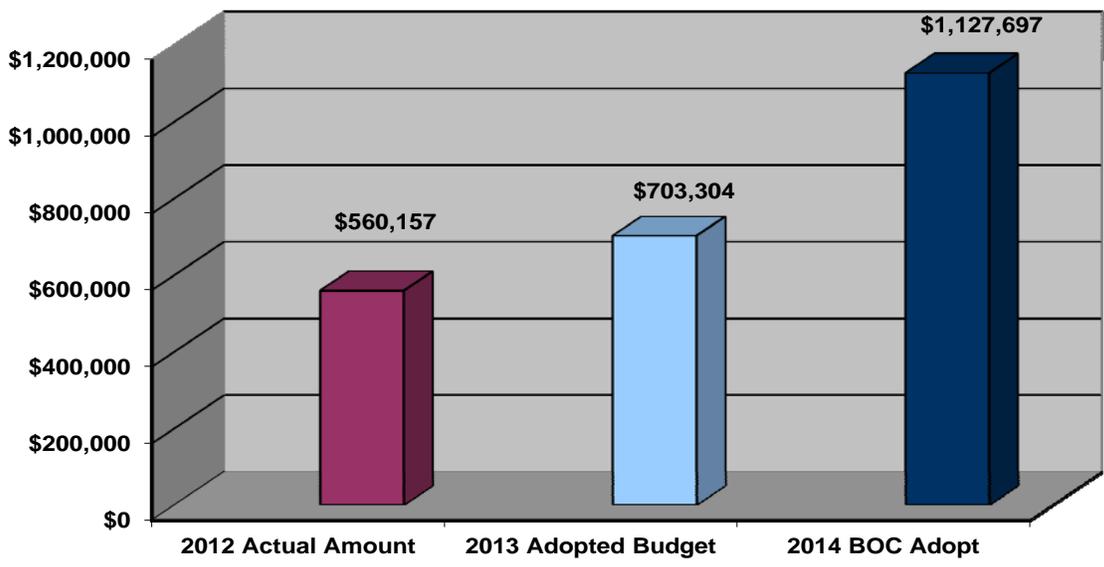
PUBLIC SAFETY



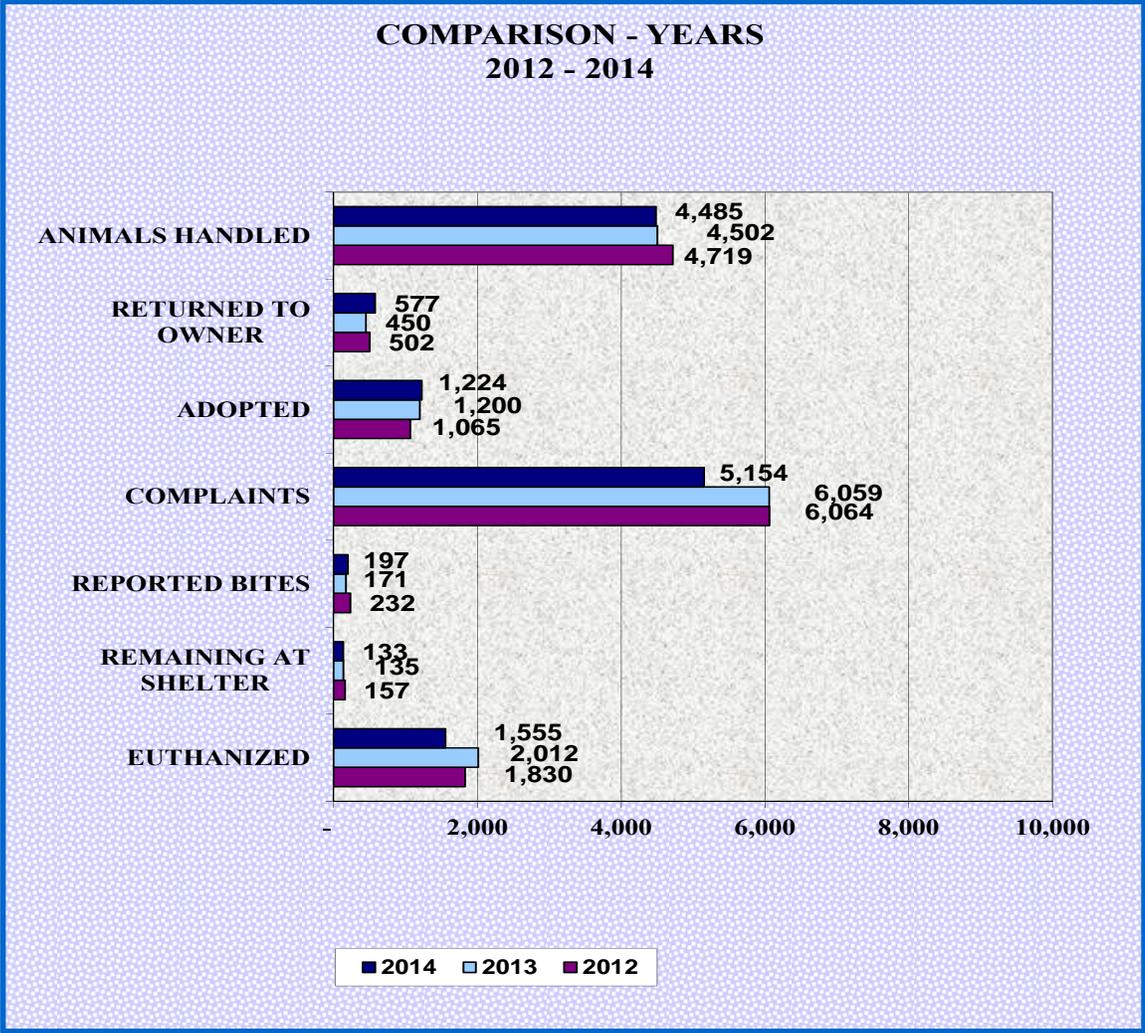


Animal Control

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	560,157	703,304	1,127,697
Total Funding Sources	560,157	703,304	1,127,697
APPROPRIATIONS:			
Salary and Wage	304,153	341,904	523,474
Benefits	108,432	160,297	192,209
Advertising	0	200	2,000
Vehicle Expense	23,167	22,499	23,000
Dues and Subscriptions	400	400	400
Maintenance Charges	13,602	15,480	6,200
Supplies	61,915	15,500	64,489
Professional Services	9,588	25,000	20,000
Utilities	38,900	41,314	41,925
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	250,000
Uniforms and Clothing	0	1,000	4,000
Budget Improvement Request	0	79,710	0
Total Appropriations	560,157	703,304	1,127,697

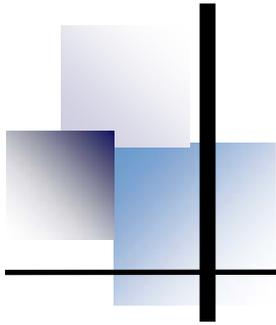


Animal Control



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Manager	UNC	1	2	0
Supervisor	22	1	1	2
Control Officer	19	4	4	4
Kennel Tech	18	4	2	3
Secretary		0	0	1
Kennel Tech	PT	2	2	8
TOTAL FULL TIME		10	9	10
TOTAL PART TIME		2	2	8



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

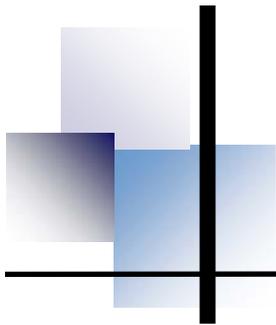
- Respond to all calls in a timely manner
- Investigate the scene of a death in an unobtrusive manner
- Properly determine cause of death
- Issue death certificates upon completion of investigation

PERSONNEL

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Coroner	UNC	1	1	1
TOTAL FULL TIME		1	1	1

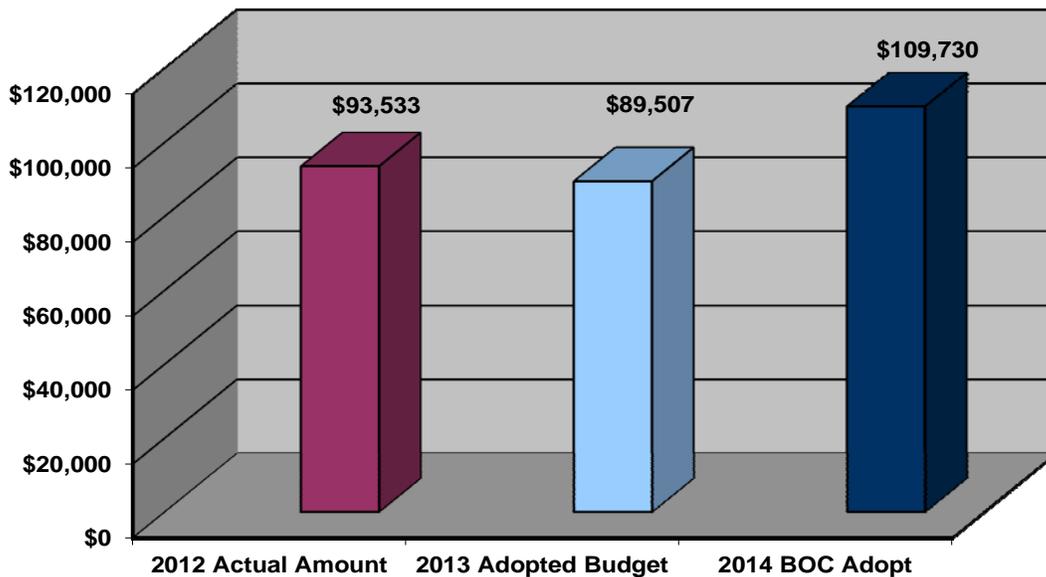


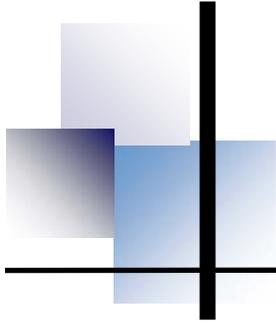


Coroner

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	93,533	89,507	109,730
Total Funding Sources	93,533	89,507	109,730
APPROPRIATIONS:			
Salary and Wage	31,234	31,115	31,114
Benefits	11,811	15,907	22,206
Vehicle Expense	3,022	2,428	5,500
Dues and Subscriptions	150	211	200
Supplies	1,991	1,532	690
Professional Services	23,862	21,464	18,750
Utilities	1,029	799	1,250
Travel & Training	1,638	0	0
Minor Equipment and Improvements	0	0	0
Other	18,665	16,920	29,920
Uniforms and Clothing	131	131	100
Budget Improvement Request	0	(1,000)	0
Total Appropriations	93,533	89,507	109,730





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

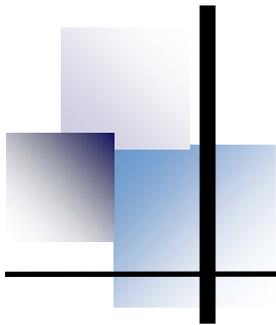
Attain a state of operational readiness to respond to any hazard that may potentially impact Douglas County

Lead County recovery efforts from any disaster that impacts Douglas County

Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program

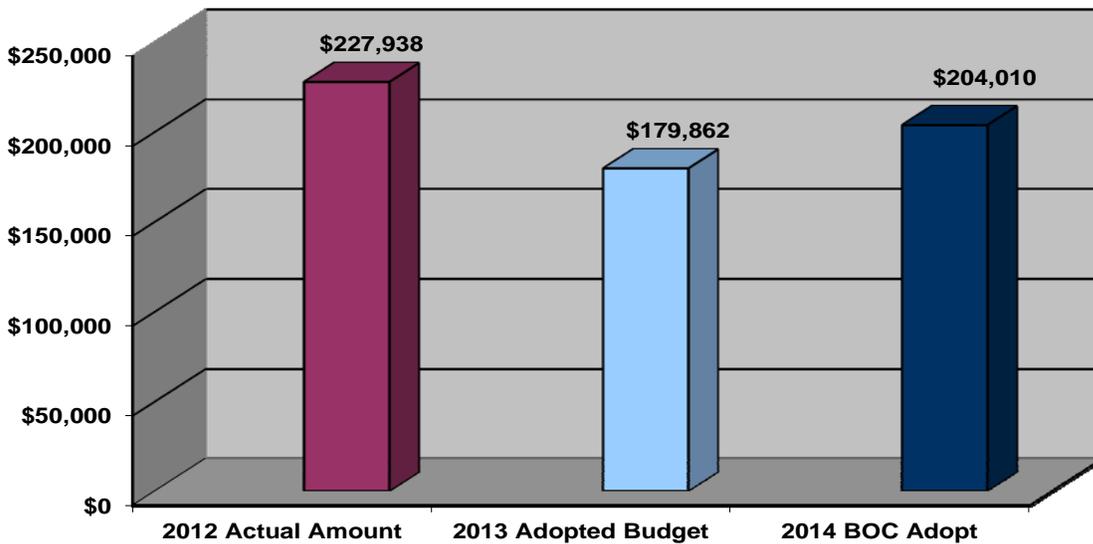
PUBLIC SAFETY



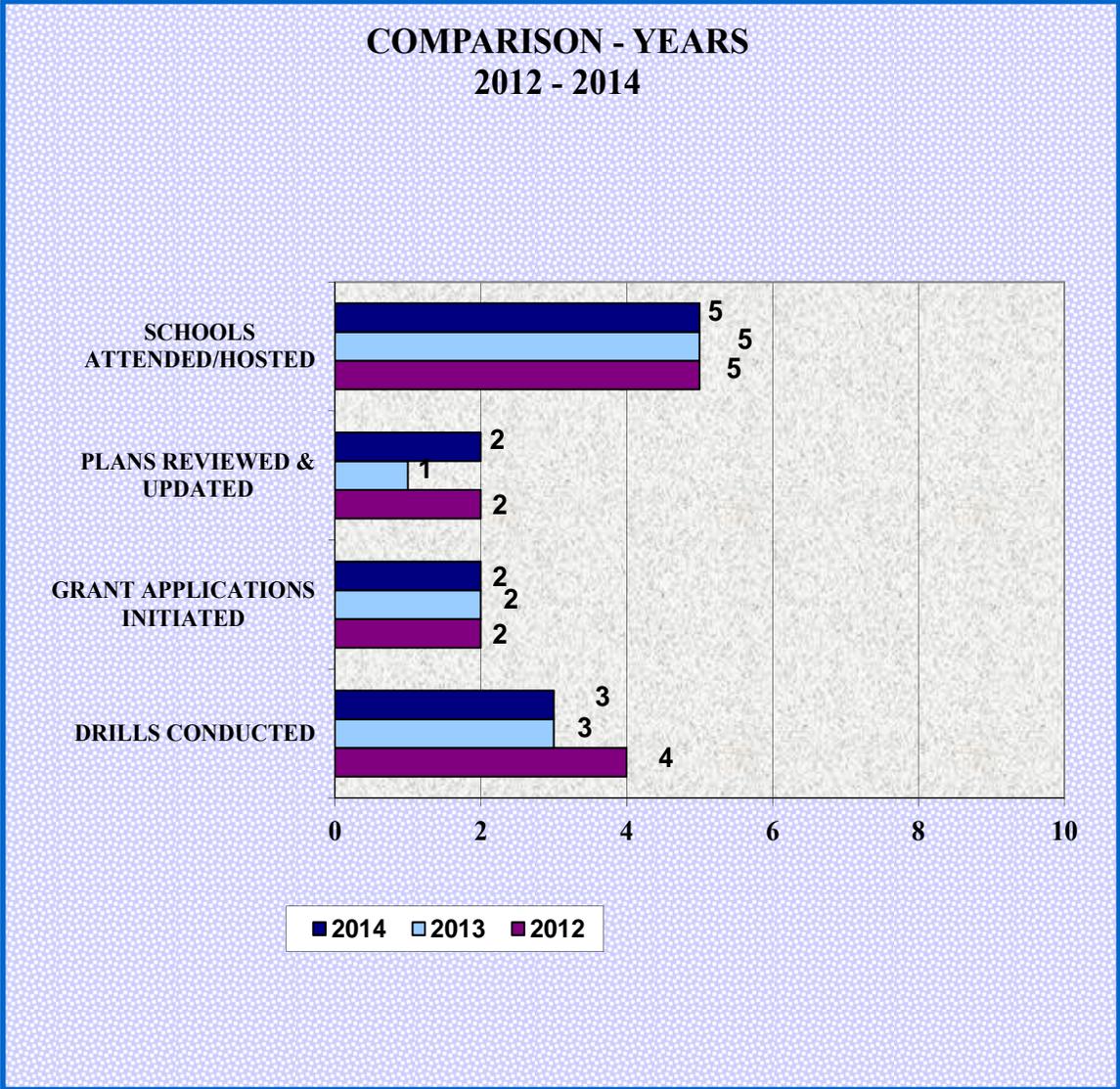


Emergency Management

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	227,938	179,862	204,010
Total Funding Sources	227,938	179,862	204,010
APPROPRIATIONS:			
Salary and Wage	87,312	86,978	89,456
Benefits	26,642	35,667	41,634
Advertising	1,428	350	500
Vehicle Expense	3,247	3,100	4,100
Dues and Subscriptions	220	250	250
Equipment Rental	0	0	0
Maintenance Charges	0	500	2,400
Supplies	4,146	2,125	870
Professional Services	37,764	38,000	50,000
Utilities	12,889	13,000	14,000
Travel & Training	1,466	0	500
Minor Equipment and Improvements	19,572	0	0
Capital Outlay	33,017	0	0
Uniforms and Clothing	235	300	300
Budget Improvement Request	0	(408)	0
Total Appropriations	227,938	179,862	204,010

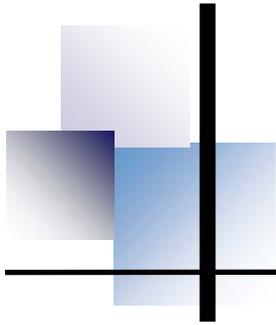


Emergency Management



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
TOTAL FULL TIME		2	2	2



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

Purchase a minimum of one fire apparatus

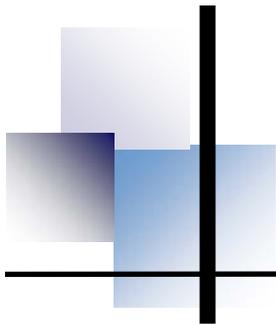
Purchase two ambulances

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

Divide the County into two geographic divisions (East/West) and establish three additional Division Chief Positions

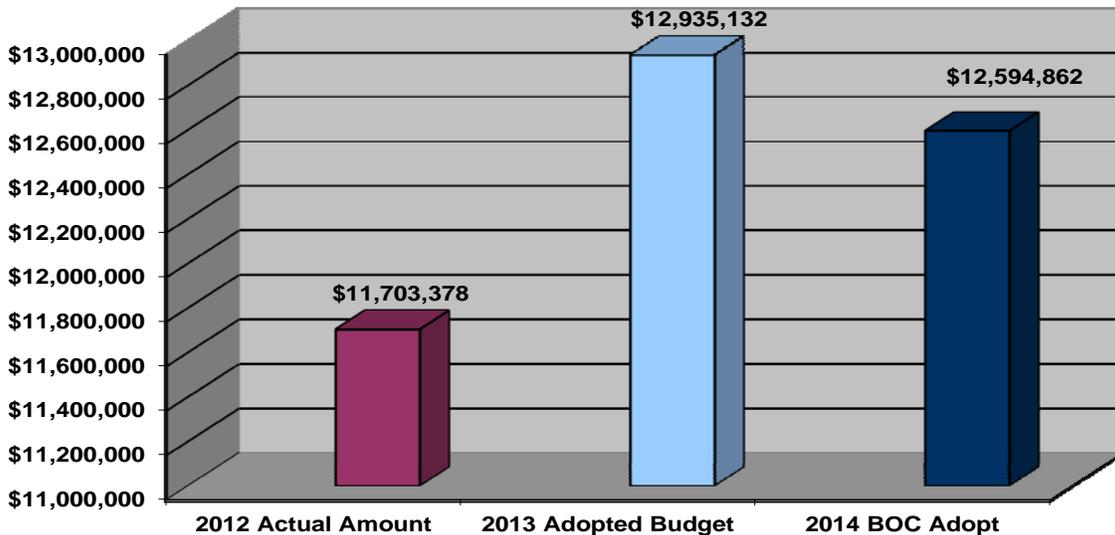
PUBLIC SAFETY

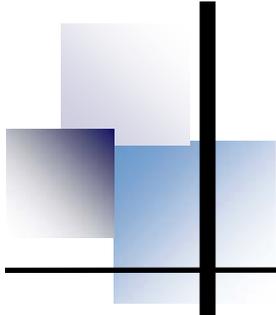




Fire & EMS

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	11,703,378	12,935,132	12,594,862
Total Funding Sources	11,703,378	12,935,132	12,594,862
APPROPRIATIONS:			
Salary and Wage	8,228,703	8,223,072	8,088,901
Benefits	2,324,184	2,842,807	3,021,289
Advertising	4,587	5,750	7,285
Vehicle Expense	374,379	379,524	415,200
Dues and Subscriptions	3,935	5,545	5,000
Equipment Rental	18,900	18,900	18,900
Maintenance Charges	28,378	77,995	46,020
Supplies	226,195	293,380	345,005
Professional Services	215,194	248,165	250,000
Utilities	244,114	253,260	271,200
Travel & Training	10,073	12,675	2,000
Minor Equipment and Improvements	1,389	0	0
Capital Outlay	0	0	0
Debt Service	0	0	74,062
Uniforms and Clothing	0	66,650	50,000
Budget Improvement Request	23,348	507,409	0
Total Appropriations	11,703,378	12,935,132	12,594,862





Fire & EMS

PERSONNEL SUMMARY AND ORGANIZATION

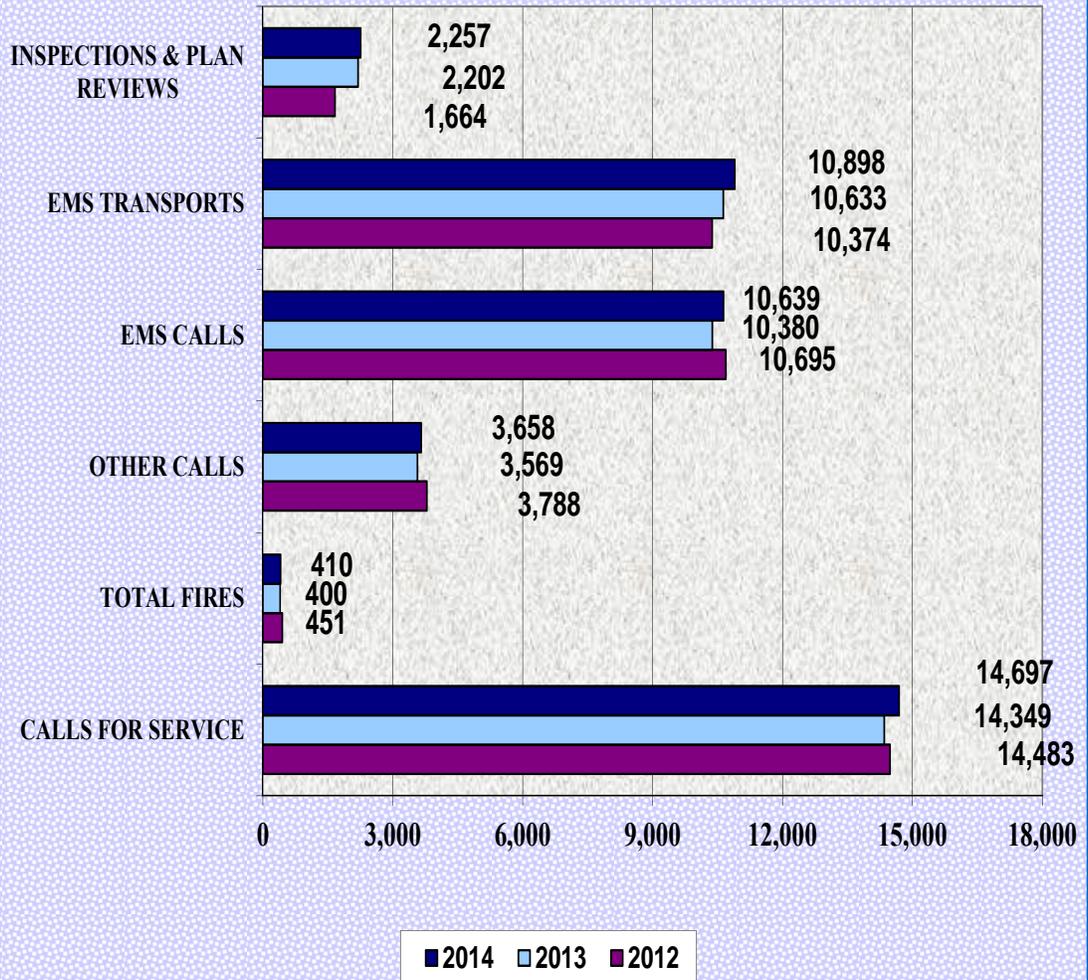
PERSONNEL SUMMARY

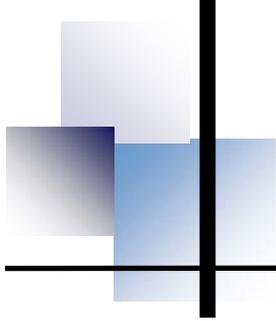
<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	3	3	3
Fire Marshal	33	1	1	1
Chief Investigator	33	1	1	1
Station Captain	32	6	6	6
Fire Captain Admin	32	2	1	1
Fire Lieutenant/Paramedic	31	4	4	4
Fire Lieutenant/Cardiac Tech.	30	2	2	2
Fire Investigator	30	0	1	1
Fire Lieutenant/EMT	29	23	21	20
Vehicle Logistical Manager	29	1	1	1
Logistical Administrator	28	1	1	1
Fire Lieutenant	28	3	4	4
Fire Fighter III/Paramedic	28	12	10	8
Logistical Compliance Specialist	27	0	1	0
Fire Fighter II/Paramedic	26	22	16	16
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	17	18	22
Fire Fighter III	25	8	9	7
Fire Fighter II/Cardiac Tech	25	2	2	2
Paramedic	25	1	1	1
Fire Fighter II/EMT	24	36	37	35
Administrative Assistant	24	1	1	1
Emergency Medical Technician (EMT)	23	5	3	0
Fire Fighter II	23	1	1	1
EMS Records Coordinator	23	1	1	1
Department Secretary	19	1	1	1
Equipment Manager	PT	1	1	1
Defensive Driving Instructor	PT	1	1	1
TOTAL FULL TIME		158	151	144
TOTAL PART TIME		2	2	2

Fire & EMS

WORKLOAD INDICATORS

COMPARISON - YEARS 2012 - 2014





Sheriff Detention

MISSION

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

FUNCTIONS

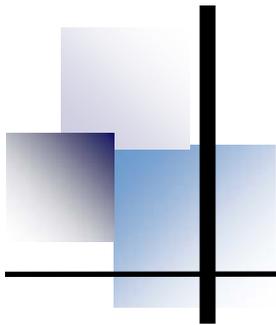
- Process all persons arrested in Douglas County through the jail and Court System as required
- Maintain a safe, secure and hygienic for arrestees, inmates and staff
- Serve all orders, processes, summons, etc. as directed by the Courts
- Execute criminal arrest warrants
- Provide safe and secure transportation 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

GOALS

- Reduce liability through more efficient medical and mental health screening during the booking process
- Increase the use of community resources to address inmates with mental health issues
- Establish internet based training capabilities to meet certification requirements
- Reduce the backlog of arrest warrants through assistance of other division personnel
- Enhance capabilities to inmate transports for disabled to meet ADA requirements
- Expand intelligence gather capabilities for staff in jail operations

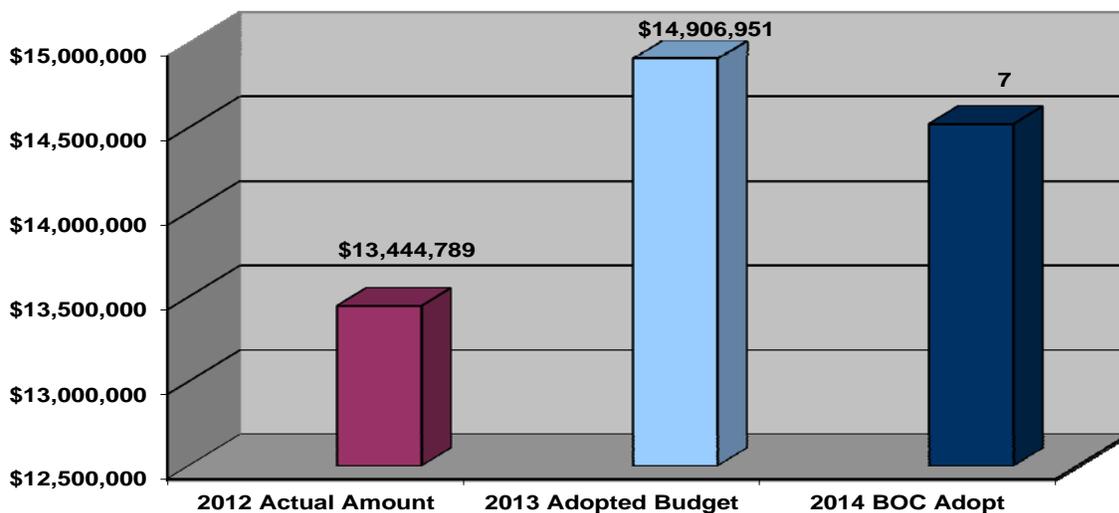
PUBLIC SAFETY

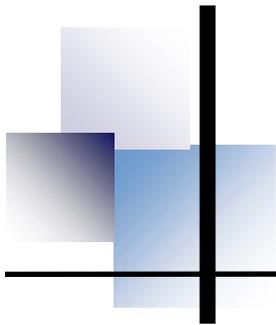




Sheriff Detention

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>13,444,789</u>	<u>14,906,951</u>	<u>14,519,759</u>
Total Funding Sources	<u>13,444,789</u>	<u>14,906,951</u>	<u>14,519,759</u>
APPROPRIATIONS:			
Salary and Wage	7,074,269	7,247,227	7,211,030
Benefits	2,120,261	3,074,868	2,681,975
Advertising	3,855	4,700	5,100
Vehicle Expense	55,452	75,645	73,345
Dues and Subscriptions	1,448	2,935	2,985
Equipment Rental	0	0	0
Rentals	57,231	0	0
Maintenance Charges	201,149	203,450	450,460
Supplies	3,009,955	3,099,384	3,182,089
Professional Services	28,713	50,350	50,610
Utilities	762,926	1,147,408	771,120
Travel & Training	7,851	0	0
Minor Equipment and Improvements	3,494	0	0
Capital Outlay	(10)	0	0
Other	0	0	0
Debt Service	19,545	0	0
Uniforms and Clothing	98,651	62,995	91,045
Budget Improvement Request	<u>0</u>	<u>(62,011)</u>	<u>0</u>
Total Appropriations	<u>13,444,789</u>	<u>14,906,951</u>	<u>14,519,759</u>





Sheriff Detention

PERSONNEL SUMMARY

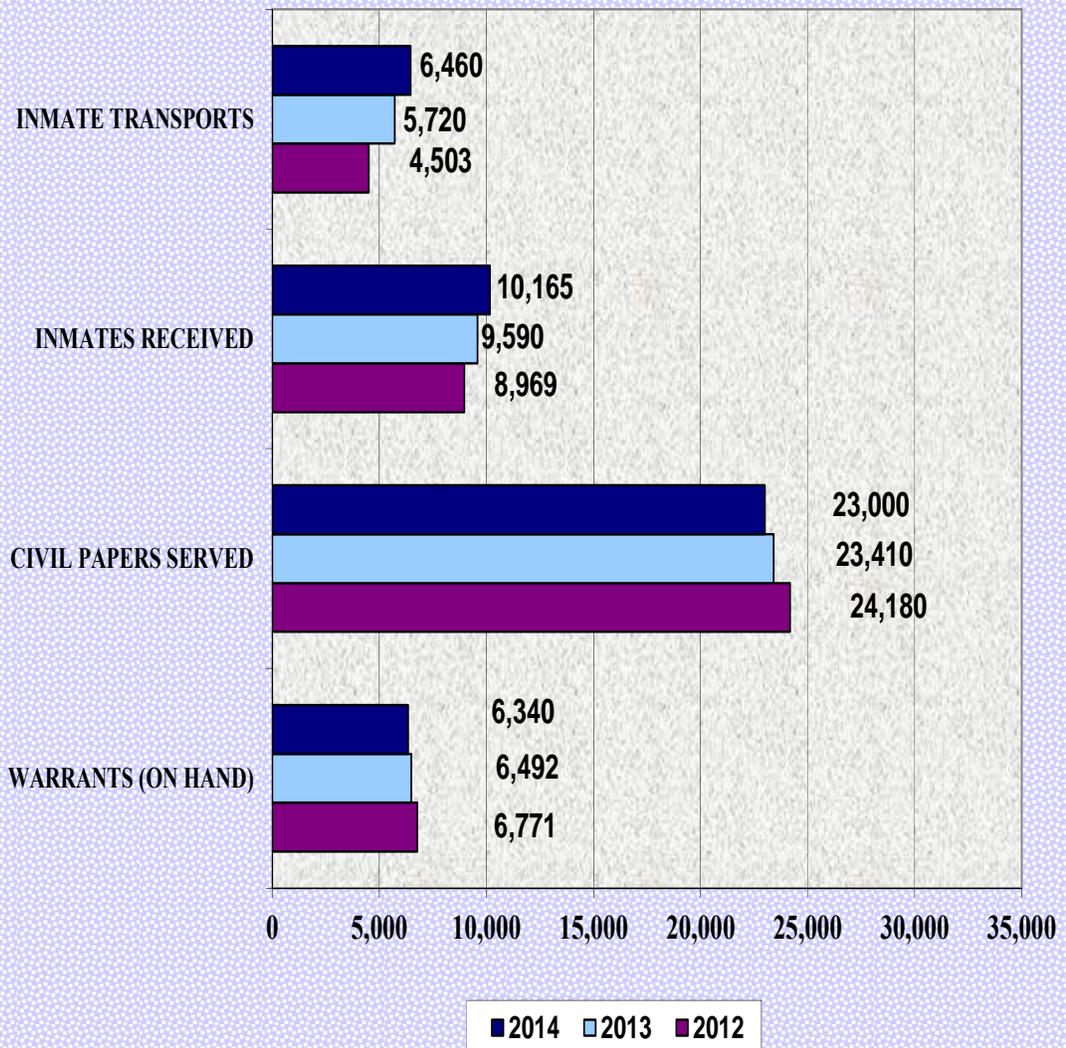
PERSONNEL SUMMARY

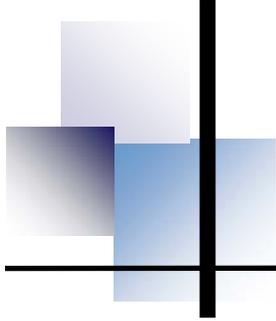
<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Captain	32	4	4	4
Lieutenant	30	13	13	13
Sergeant	27	13	13	13
Maintenance/Security Foreman	27	3	3	3
Corporals	25	5	5	4
Deputy Sheriff	24	48	53	50
Administrative Assistant	24	3	3	3
Records Coordinator	23	1	1	1
Comm Officer II	23	1	1	1
Senior Records Clerk	21	1	1	1
Jailer II	21	48	44	37
Jailer I	20	9	14	11
Comm Officer Trainee	20	1	1	1
Records Clerk	19	7	6	6
Records Clerk	PT	0	1	0
Bailiff	PT	22	22	22
TOTAL FULL TIME		159	164	150
TOTAL PART TIME		22	23	22

Sheriff Detention

WORKLOAD INDICATORS

COMPARISON - YEARS
2012 - 2014





Sheriff Enforcement

MISSION

To serve and protect while honoring the rights of all persons

FUNCTIONS

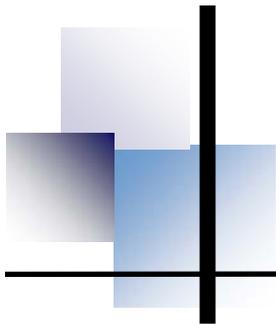
- Enforce criminal laws / Maintain public order / Respond to call for service / Apprehend law violators
- Assist with proper traffic flow and enforce traffic laws
- Investigate criminal activity occurring in Douglas County
- Develop and maintain criminal intelligence information
- Provide necessary support 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 and crime prevention through extended use of social media and the message board
- Continue to enhance policies for State Certification
- Decrease traffic fatalities and injuries through enhanced traffic safety initiatives
- Address crime “hot spots” through improvement in technology and targeted patrol
- Increase partnerships with local community organizations for problem oriented approach to crime prevention
- Increase use of surveillance technology to target upper level criminal networks

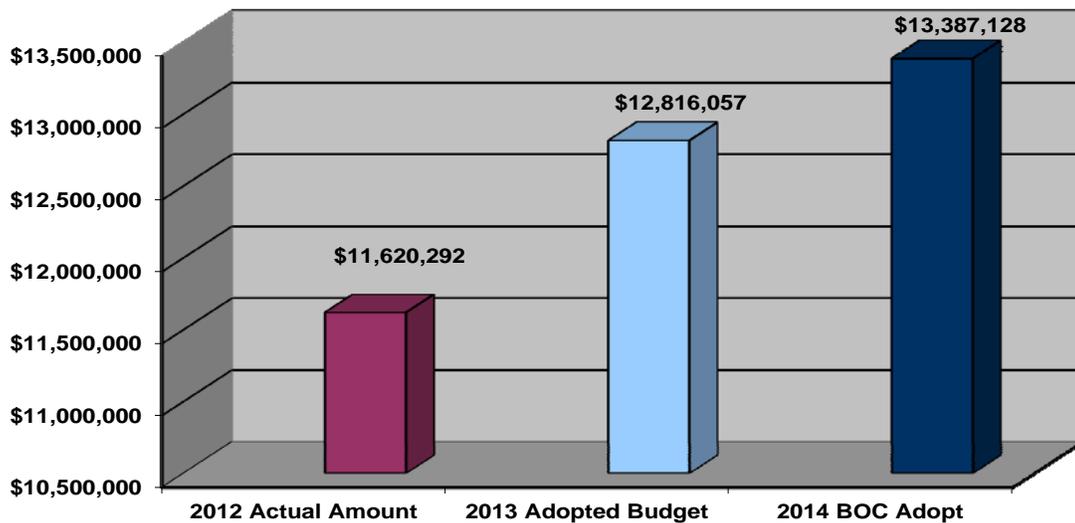
PUBLIC SAFETY

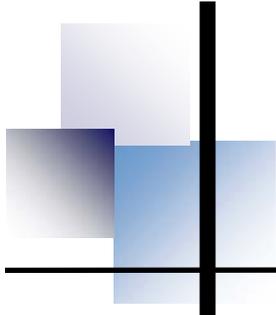




Sheriff Enforcement

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>11,620,292</u>	<u>12,816,057</u>	<u>13,387,128</u>
Total Funding Sources	<u>11,620,292</u>	<u>12,816,057</u>	<u>13,387,128</u>
APPROPRIATIONS:			
Salary and Wage	7,536,205	7,711,821	8,050,196
Benefits	2,279,266	3,161,788	3,176,263
Advertising	5,225	5,980	7,080
Vehicle Expense	893,711	1,042,178	1,015,811
Dues and Subscriptions	4,279	4,000	4,575
Equipment Rental	0	0	19,845
Rentals	19,409	20,640	55,948
Maintenance Charges	58,809	53,103	91,182
Supplies	80,694	100,000	95,000
Professional Services	86,710	91,210	97,290
Utilities	94,433	88,554	5,331
Travel & Training	35,197	5,000	0
Minor Equipment and Improvements	87,449	0	648,922
Capital Outlay	359,181	0	16,100
Other	2,785	16,200	103,585
Uniforms and Clothing	76,936	72,105	0
Budget Improvement Request	0	443,478	0
Total Appropriations	<u>11,620,292</u>	<u>12,816,057</u>	<u>13,387,128</u>



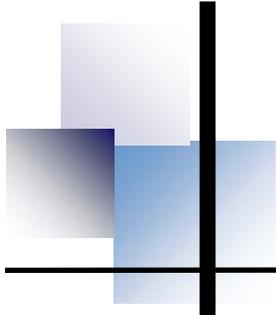


Sheriff Enforcement

PERSONNEL SUMMARY

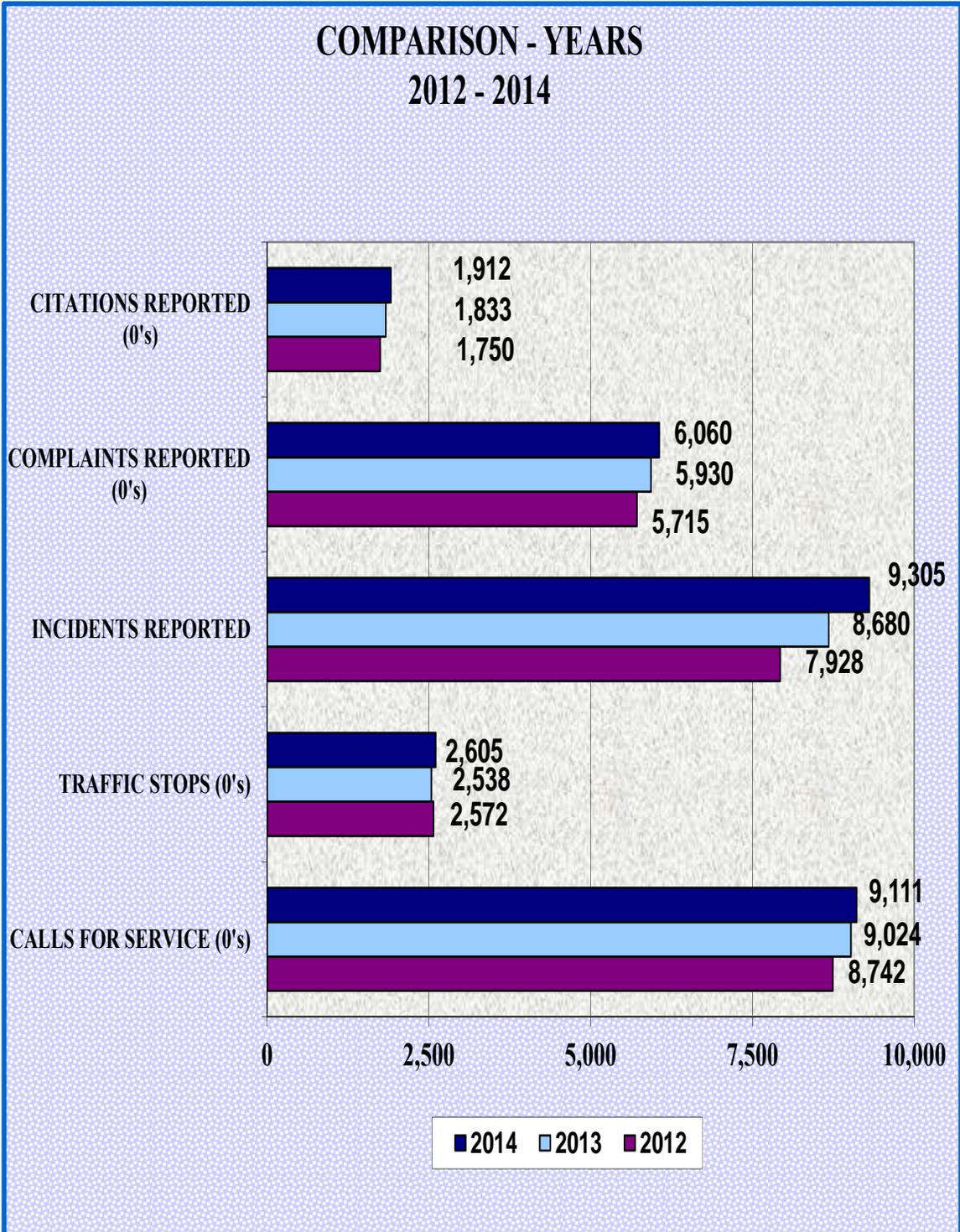
PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	37	1	1	1
Captain	32	2	2	2
System Administrator	32	1	1	1
Lieutenant Investigator	31	3	2	2
Lieutenant	30	7	7	7
Sergeant Investigator	28	5	5	5
Sergeant	27	12	12	12
Investigator	27	26	27	26
Corporal	25	1	1	1
PC Support	25	2	2	2
Deputy Sheriff	24	81	85	82
Administrative Assistant	24	2	2	2
Communications Officer II	22	11	10	11
Communications Officer I	21	5	4	3
Communications Officer Trainee	20	1	0	3
Certification Manager		0	1	1
Senior Secretary	PT	1	1	0
PC Support Specialist	PT	1	0	1
Mail Clerk	PT	1	0	0
TOTAL FULL TIME		161	163	162
TOTAL PART TIME		3	1	1

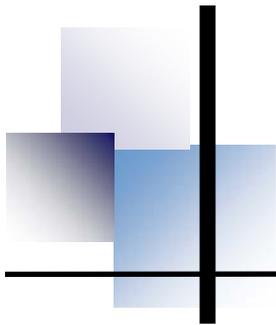


Sheriff Enforcement

WORKLOAD INDICATORS



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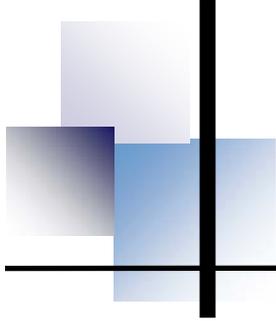
D.O.T. Maintenance & Construction.....204

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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:

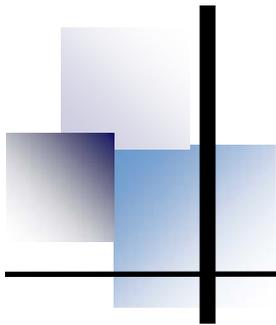
- Continue to process citizen concerns/complaints within one business day
- Ensuring that all applicants and citizens are treated fairly and equally by all parties involved;
- Aid WSA with concerns pertaining to storm water runoff and erosion control

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.

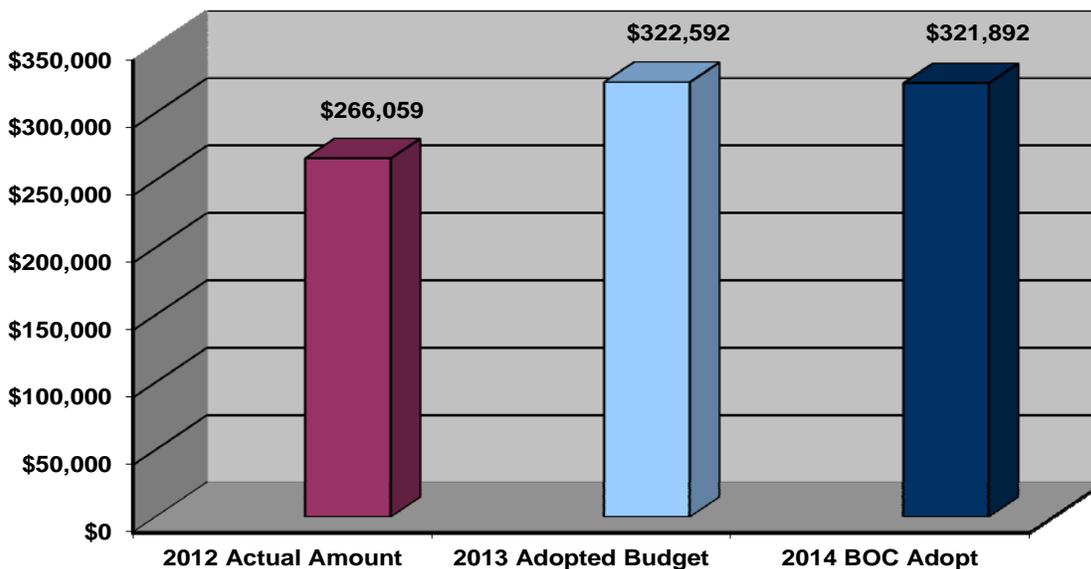
PUBLIC WORKS

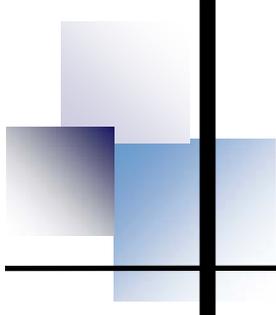




Development Control

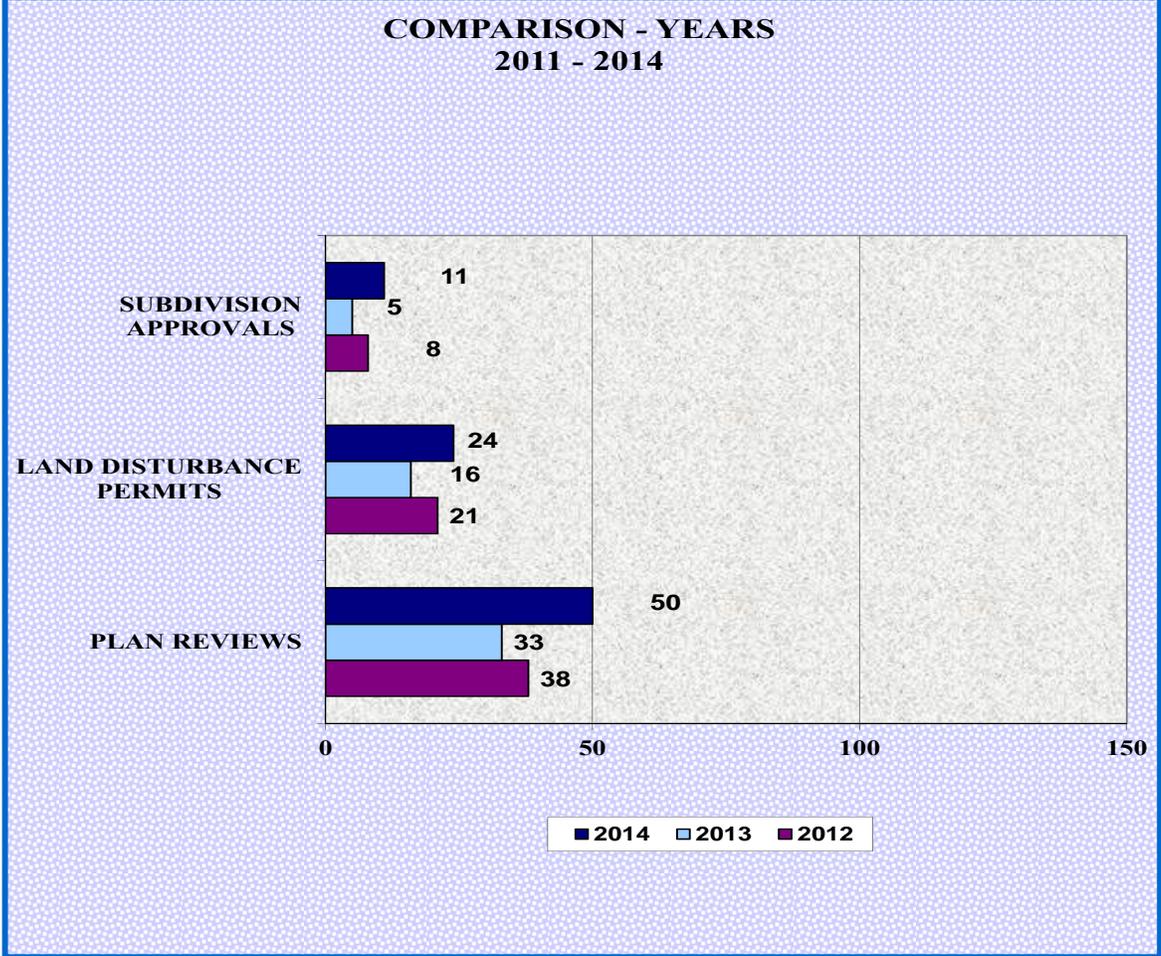
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	266,059	322,592	321,892
Total Funding Sources	266,059	322,592	321,892
APPROPRIATIONS:			
Salary and Wage	196,118	230,612	234,532
Benefits	55,848	78,393	74,276
Advertising	0	0	0
Vehicle Expense	8,197	10,025	7,755
Dues and Subscriptions	110	110	125
Maintenance Charges	0	0	0
Supplies	882	1,484	2,544
Professional Services	425	0	0
Utilities	1,423	1,800	1,800
Travel & Training	0	0	0
Minor Equipment and Improvements	2,351	0	0
Uniforms and Clothing	704	700	860
Budget Improvement Request	0	(532)	0
Total Appropriations	266,059	322,592	321,892





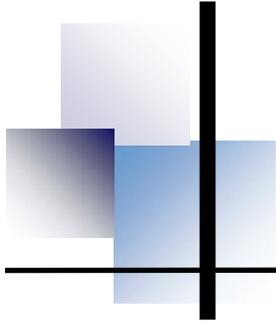
Development Control

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	PT	1	1	1
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		1	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

PUBLIC WORKS

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

GOALS

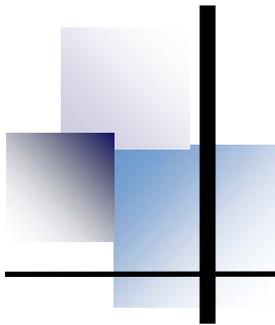
Educate, train, and empower all Department of Transportation staff to act individually and as an agency to identify solutions and enhancements that will improve safety, operations, and any other services that support the transportation system and mobility needs of the citizens of Douglas County

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



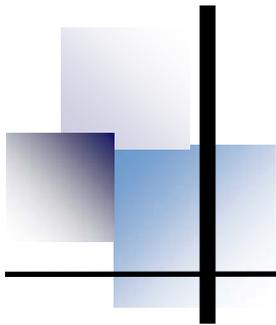


Department of Transportation

PERSONNEL SUMMARY

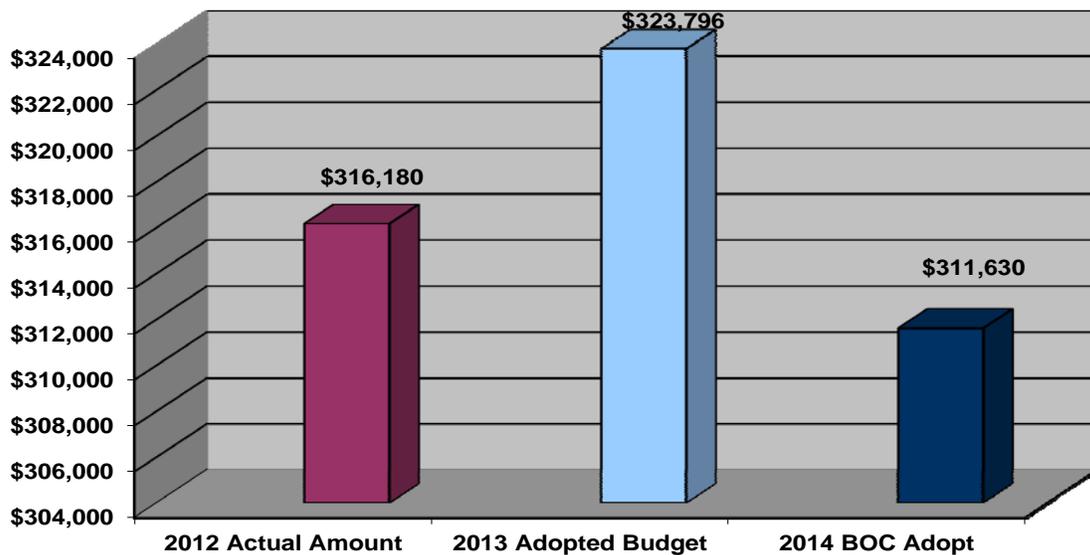
PERSONNEL SUMMARY

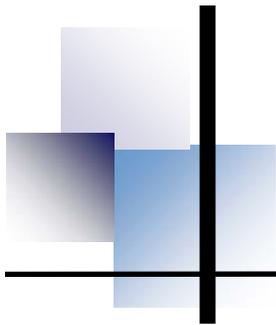
<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
<u>Administration</u>				
Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Land Acquit Coordinator	23	1	1	1
<u>Traffic Operations</u>				
Assistant Director	UNC	1	1	1
Access Management Engineer	UNC	1	1	1
Transportation 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	0
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	0	1
Laborer II	15	1	1	1
TOTAL FULL TIME		44	43	43



D.O.T. Administration

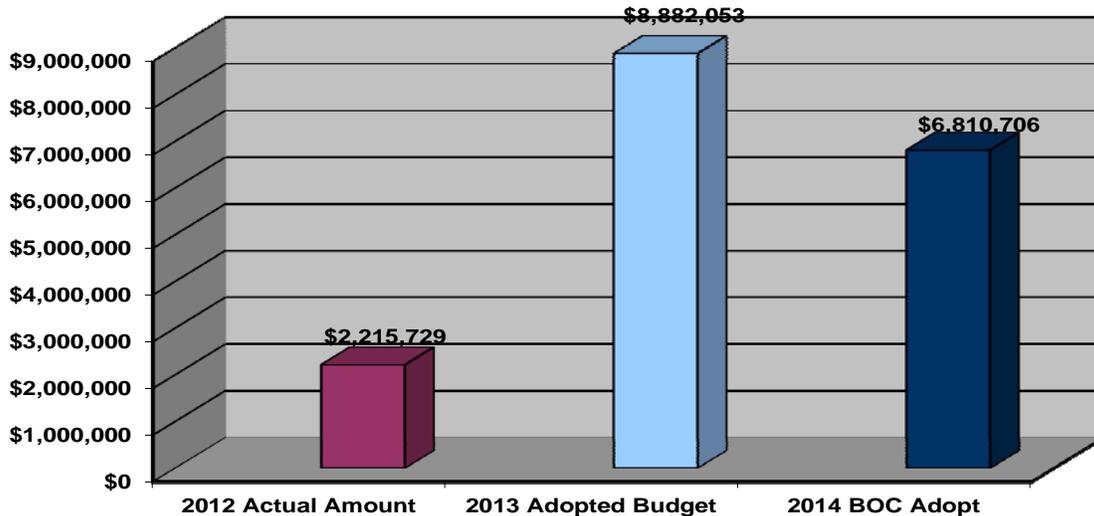
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>316,180</u>	<u>323,796</u>	<u>311,630</u>
Total Funding Sources	<u>316,180</u>	<u>323,796</u>	<u>311,630</u>
APPROPRIATIONS:			
Salary and Wage	199,227	194,699	207,791
Benefits	48,857	64,576	58,394
Advertising	890	1,500	1,500
Vehicle Expense	7,018	7,800	8,800
Dues and Subscriptions	8,417	9,585	9,000
Maintenance Charges	480	800	800
Supplies	5,814	7,200	5,095
Professional Services	43,512	30,000	18,000
Utilities	836	1,600	1,500
Travel & Training	448	500	750
Minor Equipment and Improvements	681	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>5,536</u>	<u>0</u>
Total Appropriations	<u>316,180</u>	<u>323,796</u>	<u>311,630</u>

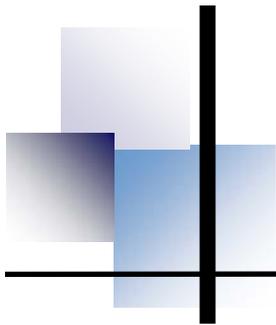




D.O.T. Maintenance & Construction

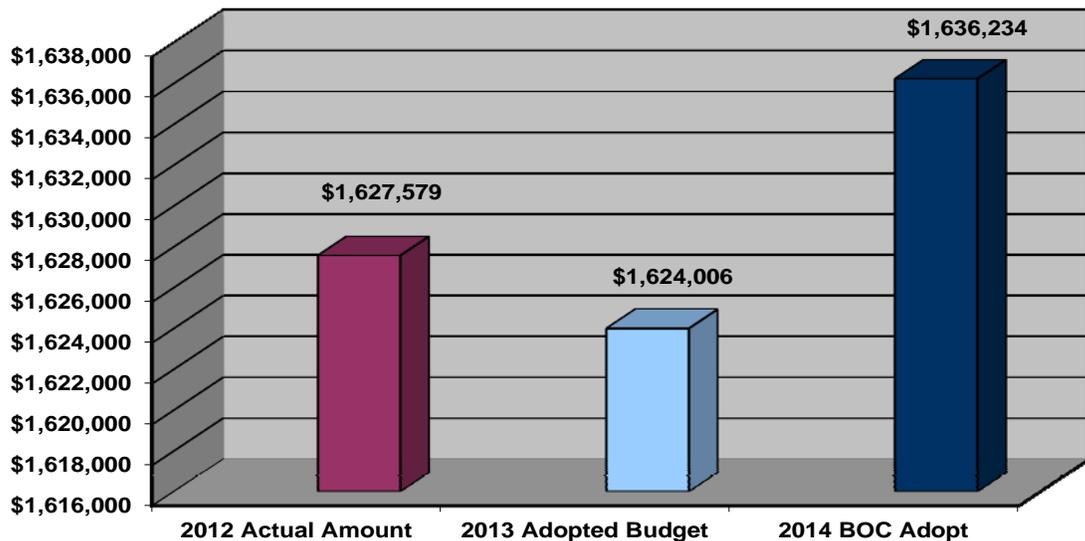
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,215,729</u>	<u>8,882,053</u>	<u>6,810,706</u>
Total Funding Sources	<u>2,215,729</u>	<u>8,882,053</u>	<u>6,810,706</u>
APPROPRIATIONS:			
Salary and Wage	1,039,221	998,262	963,700
Benefits	361,948	528,135	441,993
Advertising	0	500	500
Vehicle Expense	194,148	195,000	230,000
Dues and Subscriptions	468	500	500
Equipment Rental	1,137	2,500	3,000
Maintenance Charges	2,343	2,980	2,480
Supplies	27,468	41,000	25,319
Professional Services	3,131	3,000	205,000
Utilities	87,403	100,500	100,600
Travel & Training	850	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	832,253	370,000	414,000
Other Financing Sources	0	6,556,750	1,000,000
Debt Service	0	89,616	89,616
Uniforms and Clothing	4,894	8,450	8,450
Road Maintenance	(339,536)	0	3,325,548
Budget Improvement Request	<u>0</u>	<u>(15,140)</u>	<u>0</u>
Total Appropriations	<u>2,215,729</u>	<u>8,882,053</u>	<u>6,810,706</u>





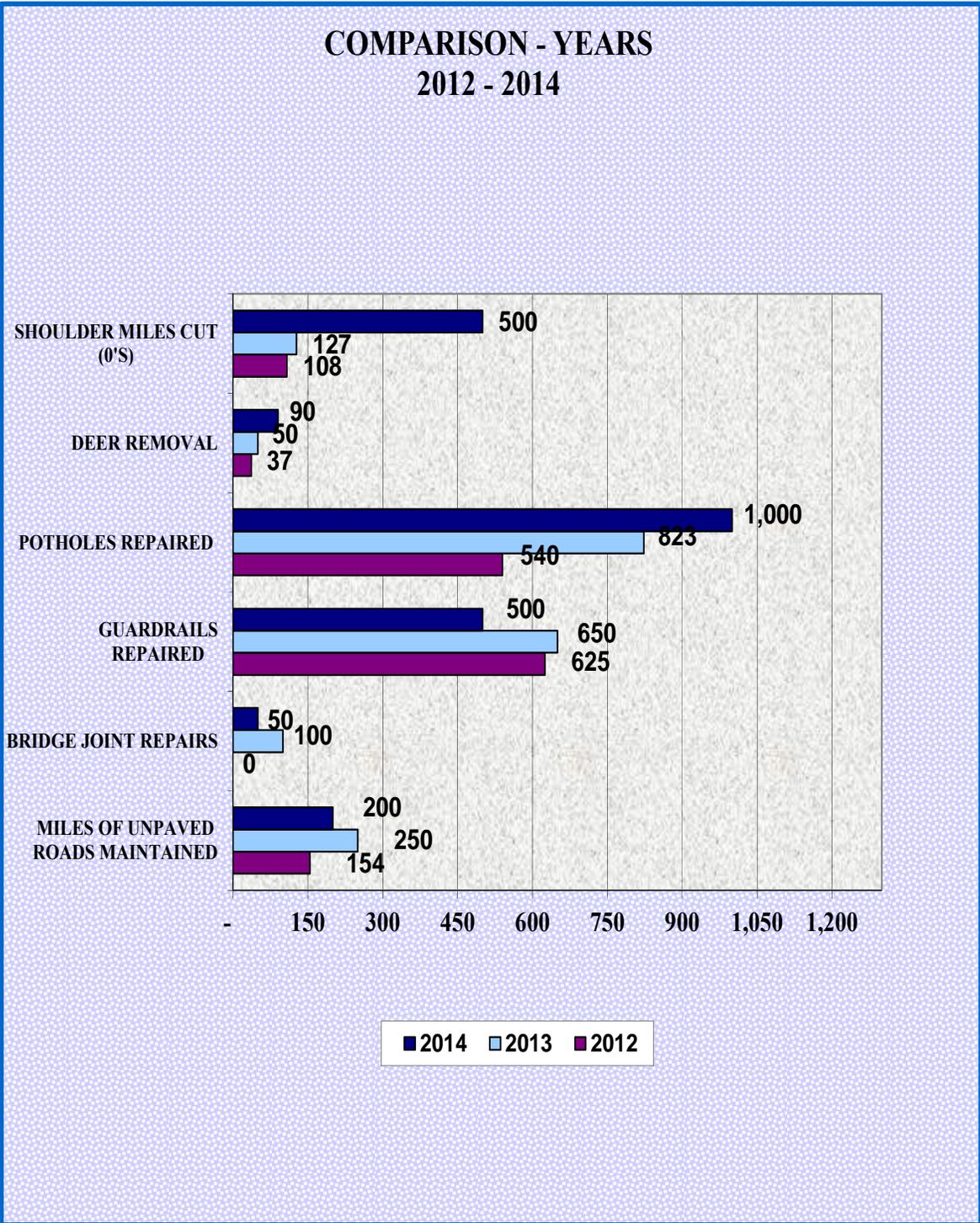
D.O.T. Traffic Operations

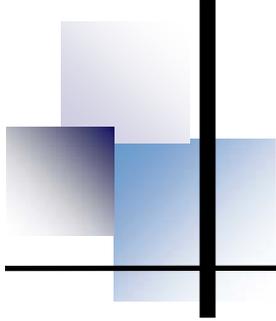
	2012 Actual Amount	BUDGET SUMMARY 2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,627,579	1,624,006	1,636,234
Total Funding Sources	1,627,579	1,624,006	1,636,234
APPROPRIATIONS:			
Salary and Wage	533,859	531,666	546,569
Benefits	166,802	235,590	234,059
Advertising	0	500	0
Vehicle Expense	31,179	41,000	38,500
Dues and Subscriptions	4,722	5,000	5,000
Maintenance Charges	0	0	450
Supplies	16,662	18,000	18,000
Professional Services	15,143	45,000	23,156
Utilities	32,511	33,500	40,000
Travel & Training	2,194	1,000	1,000
Minor Equipment and Improvements	5,683	0	0
Capital Outlay	707,758	565,000	535,000
Uniforms and Clothing	1,965	2,400	3,500
Road Maintenance	109,099	150,000	191,000
Budget Improvement Request	0	(4,650)	0
Total Appropriations	1,627,579	1,624,006	1,636,234



WORKLOAD INDICATORS

COMPARISON - YEARS
2012 - 2014





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

Create an Administrative Hub, all functions in one location

**RFA- request for action, Repair Order written
Parts ordered , received, inventoried, issued
Requisitions, Purchase Orders, Receipt of goods
Scanning, attaching, verifying and closing all Repair Orders**

Cross train all Administrative personnel

**Fill all gaps, no function goes undone
Status of repairs, cost estimates, down time, vendor quotes
Real time reporting ref: Parts, Repair orders, Purchase Orders
Warranty and return core status**

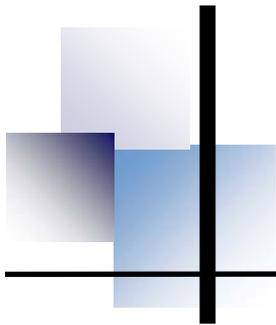
Monthly reports for repairs and fuel

**Work manager/e-mail
Read only for County Departments**

E-mail and “paperless” communication

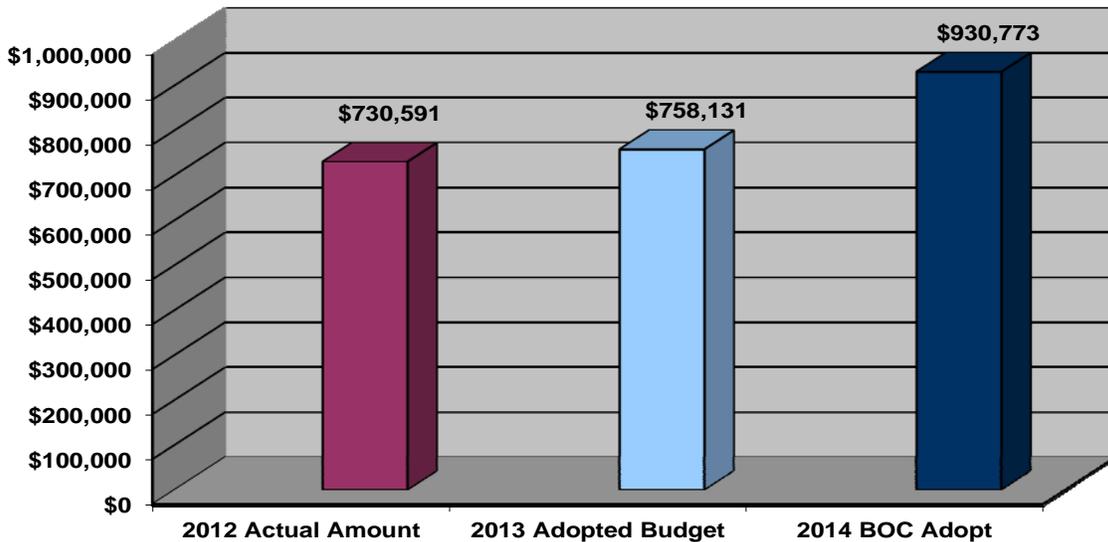
**RFAs for repair request, Fleets electronic acknowledgements
Fleet reports to County Departments
Read only programs**



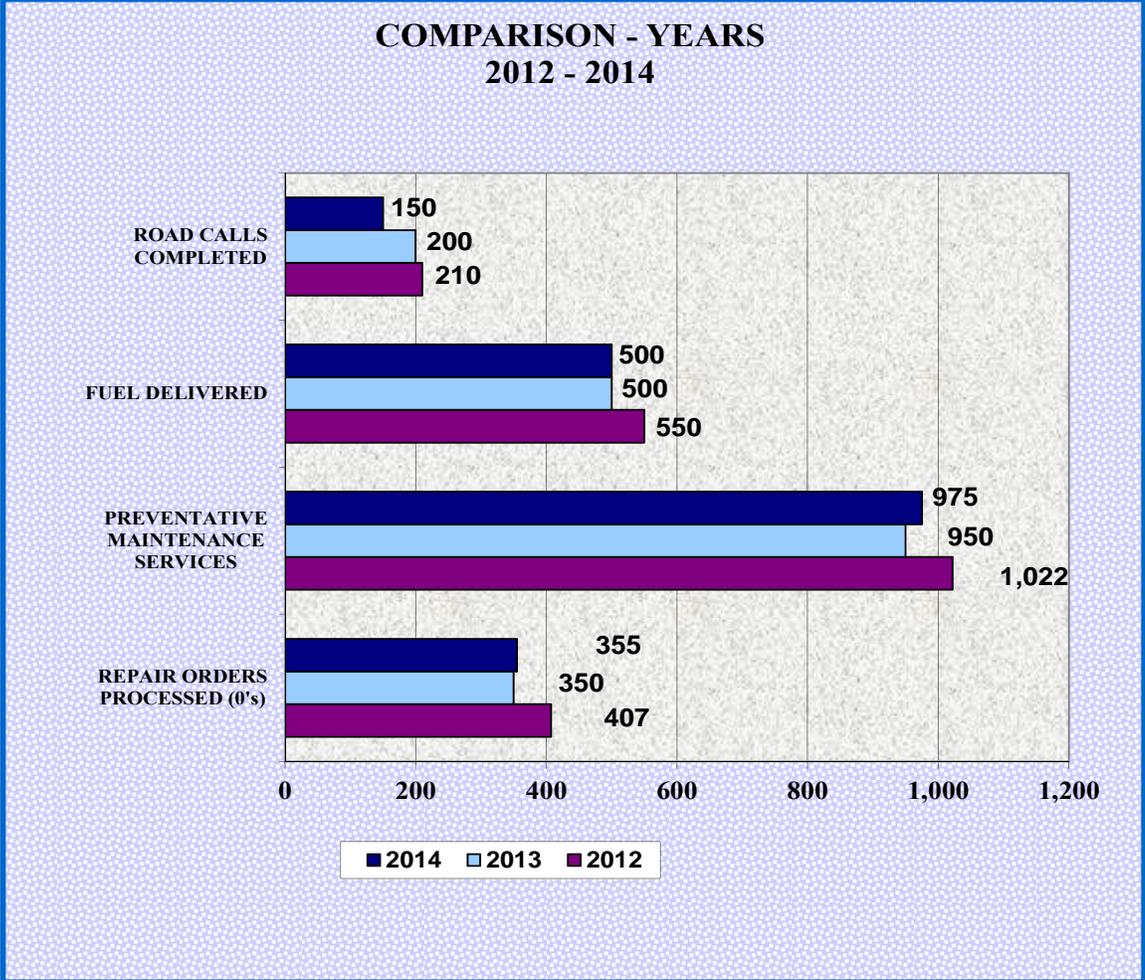


Fleet Management

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	730,591	758,131	930,773
Total Funding Sources	730,591	758,131	930,773
APPROPRIATIONS:			
Salary and Wage	468,942	487,525	587,623
Benefits	161,494	231,403	227,830
Advertising	0	250	625
Vehicle Expense	48,436	30,272	47,266
Dues and Subscriptions	1,500	1,500	2,000
Equipment Rental	441	600	1,082
Maintenance Charges	10,392	15,480	18,480
Supplies	10,310	12,020	8,616
Professional Services	4,408	1,420	1,380
Utilities	16,646	19,125	20,695
Travel & Training	148	200	300
Minor Equipment and Improvements	7,574	0	12,376
Capital Outlay	0	0	0
Uniforms and Clothing	300	2,500	2,500
Budget Improvement Request	0	(44,164)	0
Total Appropriations	730,591	758,131	930,773



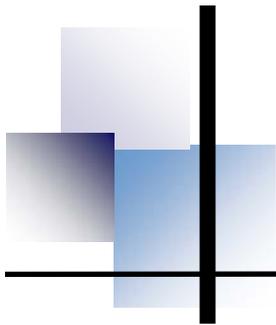
Fleet Management



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	5
Mechanic II	20	1	1	2
Mechanic I	18	1	1	1
Secretary	16	1	1	1
Mechanic Trainee	PT	0	1	1
TOTAL FULL TIME		12	12	12
TOTAL PART TIME		0	1	1

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Health and Welfare

Board of Health..... 212

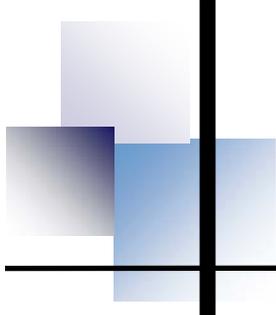
Community Services Board 214

Family and Children Services..... 216

Senior Services 218

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

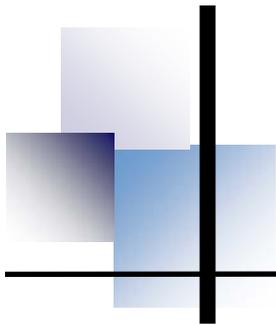
Fully assess organizational capability, implement a Balanced Scorecard management system and begin critical initiatives in the areas of: service delivery, internal communication and collaboration, technology, employee well-being and revenue enhancement

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.

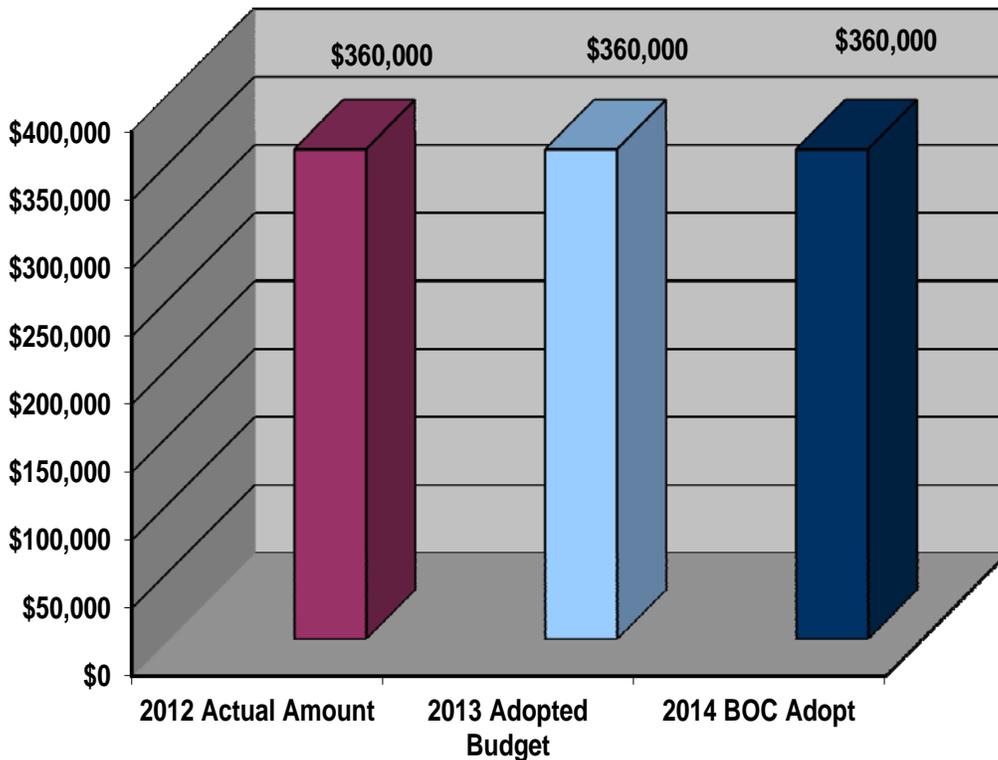


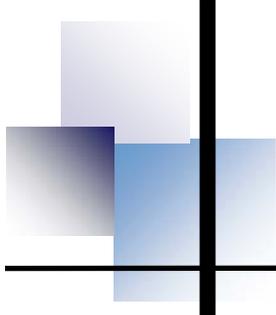


Board of Health

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>360,000</u>	<u>360,000</u>	<u>360,000</u>
Total Funding Sources	<u><u>360,000</u></u>	<u><u>360,000</u></u>	<u><u>360,000</u></u>
APPROPRIATIONS:			
Professional Services	360,000	360,000	360,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>360,000</u></u>	<u><u>360,000</u></u>	<u><u>360,000</u></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

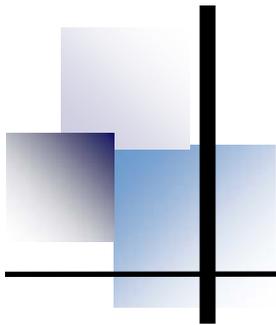
Facilitate full access to integrated services regardless of disability

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.

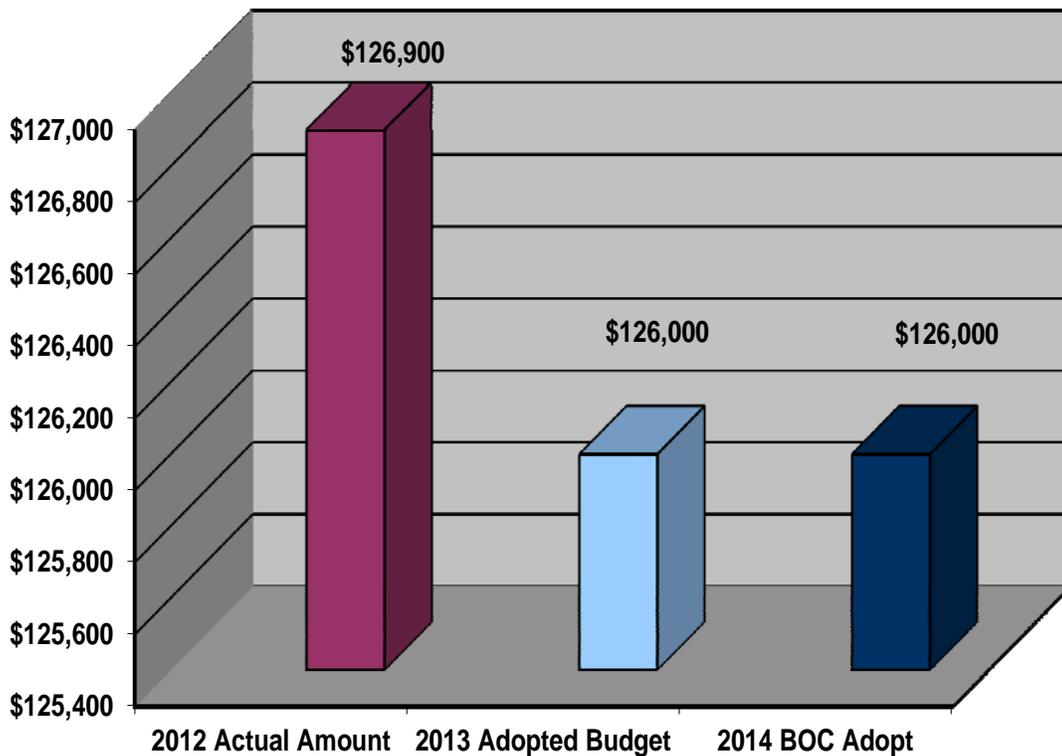


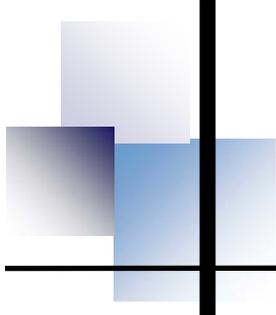


Community Services Board

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>126,900</u>	<u>126,000</u>	<u>126,000</u>
Total Funding Sources	<u><u>126,900</u></u>	<u><u>126,000</u></u>	<u><u>126,000</u></u>
APPROPRIATIONS:			
Professional Services	126,900	126,000	126,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>126,900</u></u>	<u><u>126,000</u></u>	<u><u>126,000</u></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**

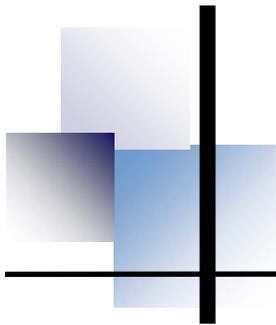
GOALS

- 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.

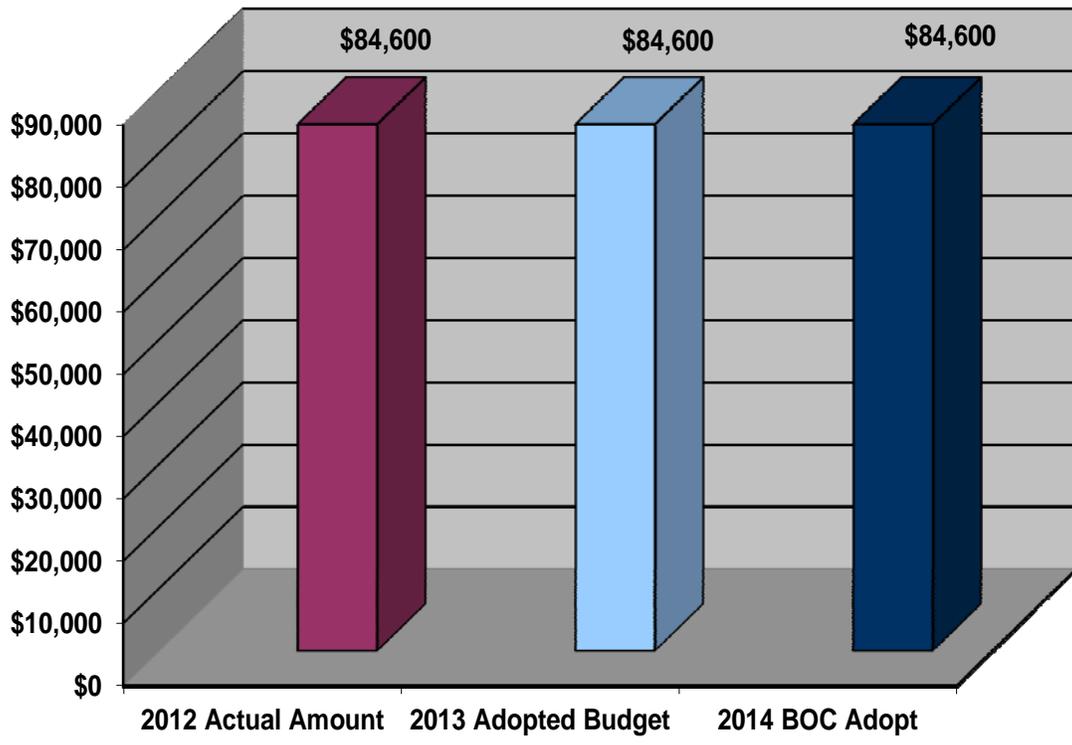


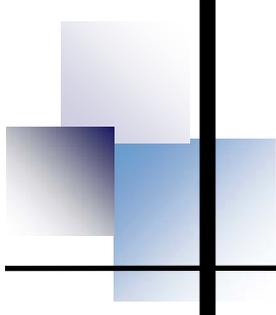


Family & Children Services

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	84,600	84,600	84,600
Total Funding Sources	84,600	84,600	84,600
APPROPRIATIONS:			
Other	84,600	84,600	84,600
Other Financing Sources	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	84,600	84,600	84,600





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

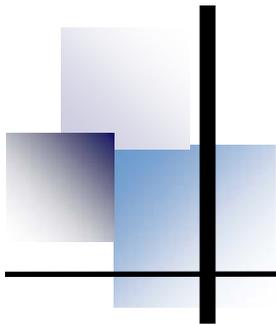
GOALS

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

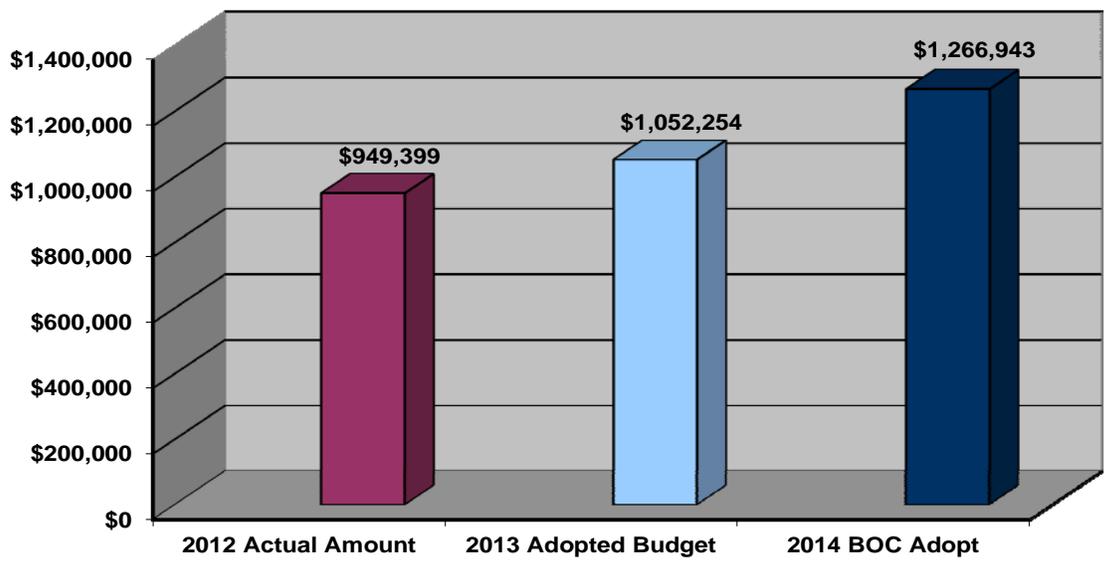
Play an increased role in the planning and implementation of “Livable Communities” as relates to senior transportation and housing opportunities





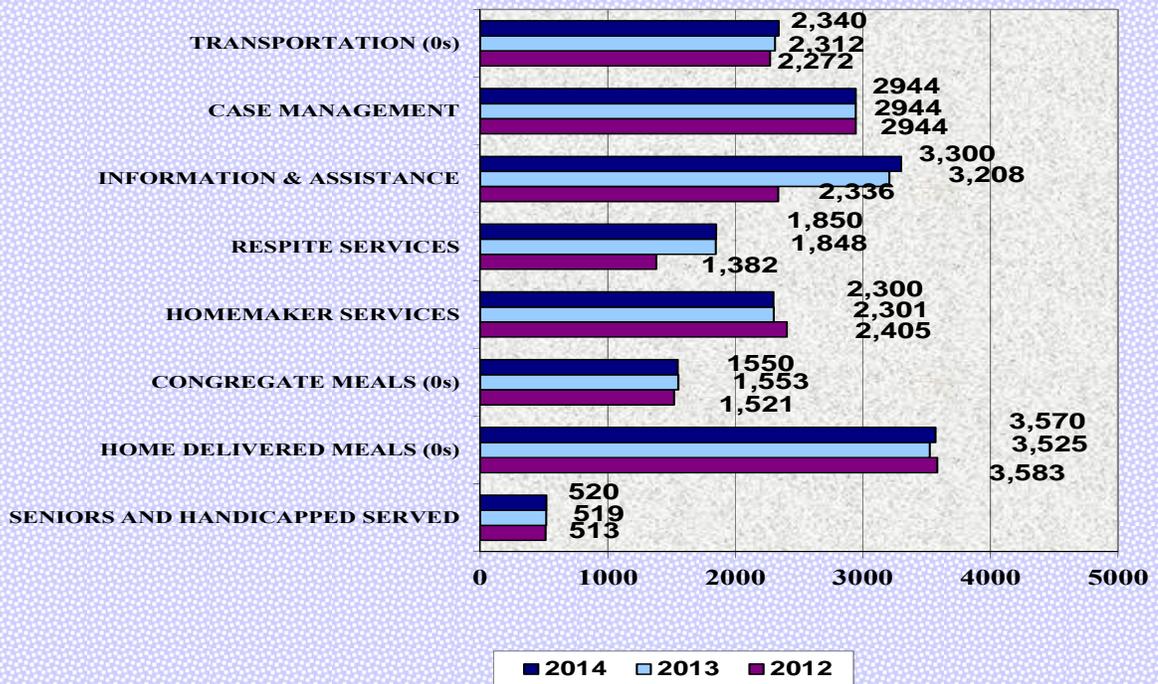
Senior Services

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	949,399	1,052,254	1,266,943
Total Funding Sources	949,399	1,052,254	1,266,943
APPROPRIATIONS:			
Salary and Wage	281,544	299,685	385,569
Benefits	73,278	137,848	129,922
Advertising	0	0	0
Vehicle Expense	51,395	52,500	52,500
Dues and Subscriptions	0	300	300
Maintenance Charges	2,410	4,500	4,500
Supplies	181,229	196,000	213,352
Professional Services	8,704	13,700	11,700
Utilities	51,847	54,400	57,100
Travel & Training	6,116	7,000	7,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	200,000
Other	292,875	290,000	205,000
Budget Improvement Request	0	(3,679)	0
Total Appropriations	949,399	1,052,254	1,266,943



Senior Services

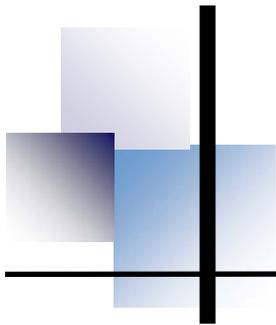
COMPARISON - YEARS 2012 - 2014



PERSONNEL

SENIOR CENTER

Program Coordinator	UNC	1	0	0
Office Manager	23	1	0	0
Program Assistant / Senior Secretary	19	1	1	1
Senior Secretary	19	1	1	1
Secretary	16	1	0	0
TOTAL FULL TIME		5	2	2



Parks, Recreation & Culture

Boys & Girls Club..... 222

Cultural Arts Council..... 223

Douglas County Libraries 224

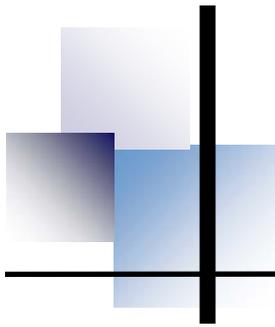
Parks and Recreation 227

Parks and Recreation Aquatic Center 231

Parks and Recreation Senior Center..... 232

DIRECTORY

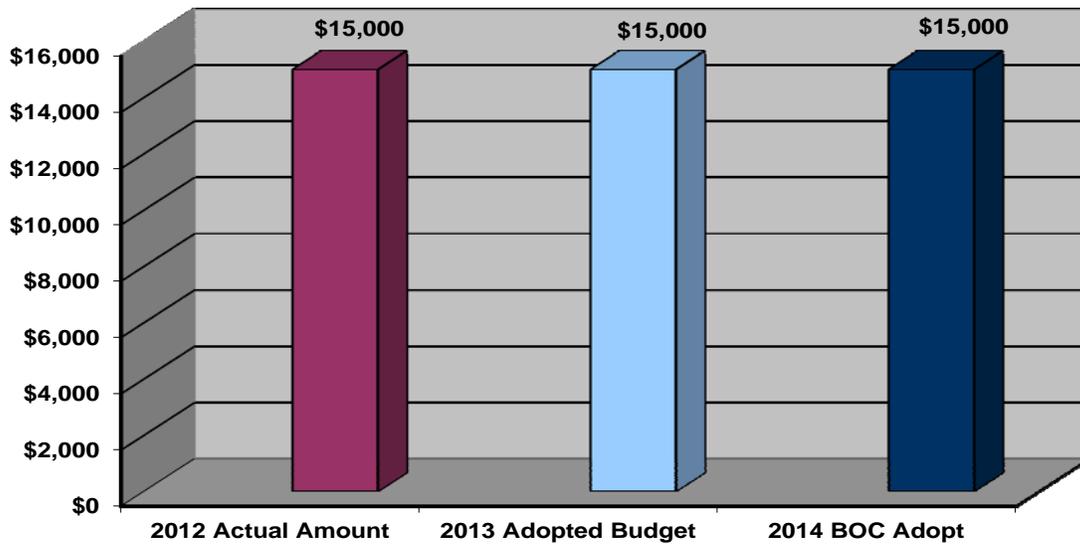




MISSION

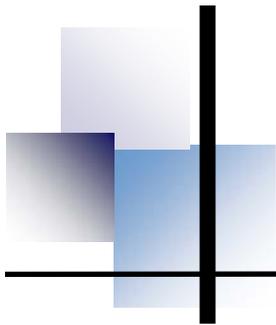
To provide a quality development program which empowers metro Atlanta youth, especially those from disadvantaged circumstances, to become productive adults.

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	15,000	15,000	15,000
Total Funding Sources	15,000	15,000	15,000
APPROPRIATIONS:			
Professional Services	15,000	15,000	15,000
Total Appropriations	15,000	15,000	15,000



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.

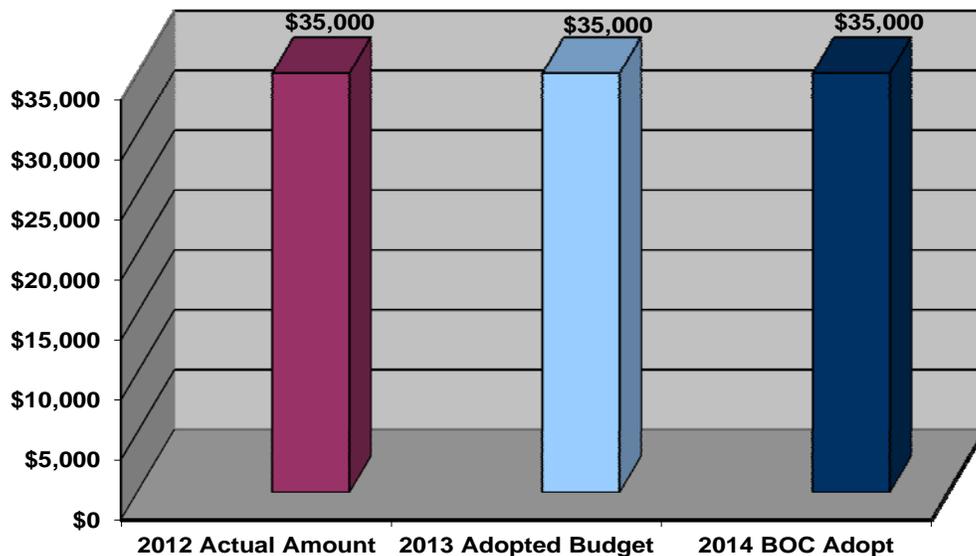


Cultural Arts Council

MISSION

To provide quality care programs to the citizens of Douglas County

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Funding Sources	<u><u>35,000</u></u>	<u><u>35,000</u></u>	<u><u>35,000</u></u>
APPROPRIATIONS:			
Other	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>
Total Appropriations	<u><u>35,000</u></u>	<u><u>35,000</u></u>	<u><u>35,000</u></u>



PERSONNEL

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

MISSION

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

FUNCTIONS

- Provide information to the public through 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.

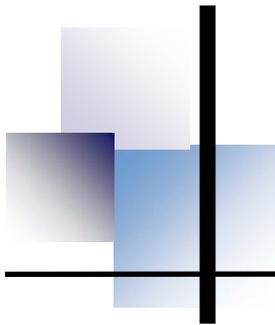
To maintain a positive standing in the community by offering additional services, such as computer courses and book clubs.

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.

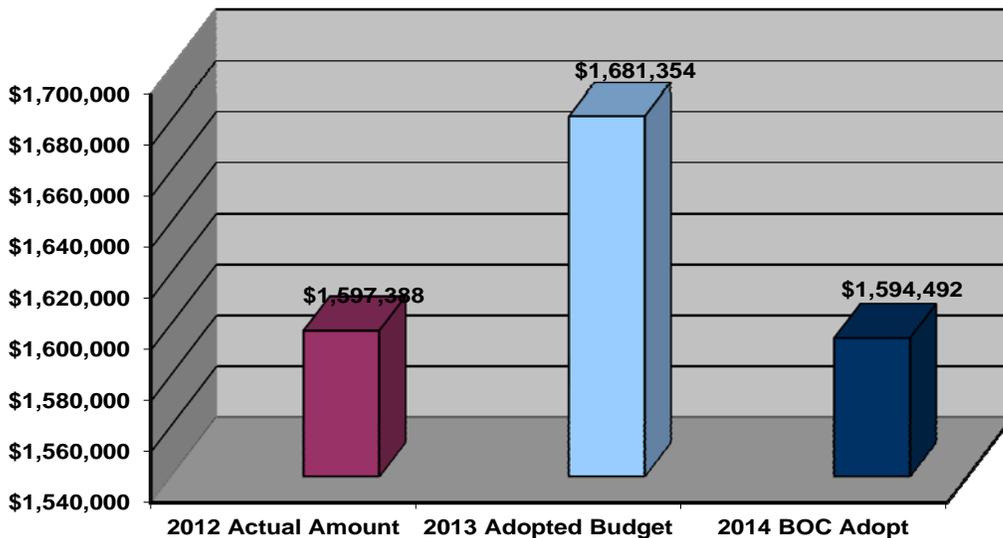
To improve the appearance of the Douglas Co. branch by replacing carpet, painting, and cleaning air ducts.





Douglas County Libraries

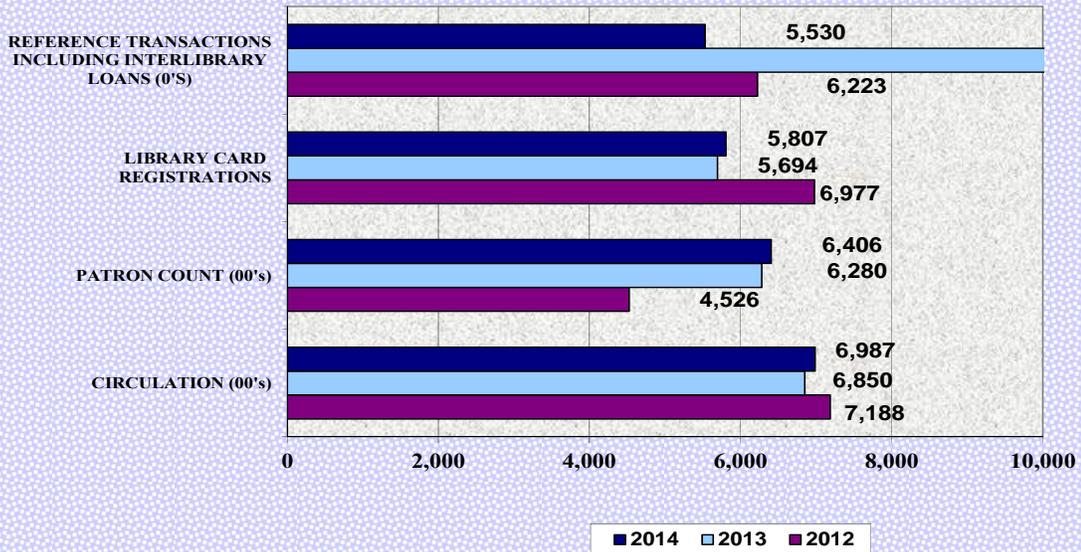
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,597,388</u>	<u>1,681,354</u>	<u>1,594,492</u>
Total Funding Sources	<u><u>1,597,388</u></u>	<u><u>1,681,354</u></u>	<u><u>1,594,492</u></u>
APPROPRIATIONS:			
Salary and Wage	797,517	809,452	777,597
Benefits	259,437	350,836	269,623
Advertising	2,540	5,085	7,000
Dues and Subscriptions	210	395	304
Equipment Rental	0	0	125
Maintenance Charges	14,172	22,300	27,300
Supplies	348,801	368,659	362,796
Professional Services	23,562	11,000	23,595
Utilities	122,273	149,152	125,152
Travel & Training	1,090	1,000	1,000
Minor Equipment and Improvements	27,786	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	<u>0</u>	<u>(36,525)</u>	<u>0</u>
Total Appropriations	<u><u>1,597,388</u></u>	<u><u>1,681,354</u></u>	<u><u>1,594,492</u></u>



Douglas County Libraries

PERSONNEL SUMMARY & WORKLOAD INDICATORS

COMPARISON - YEARS
2012 - 2014



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	6	6
Senior Secretary	19	1	1	1
Library Assistant II	16	7	11	11
Library Assistant I	16	4	0	0
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	1	1	1
Custodian	PT	2	2	2
TOTAL FULL TIME		21	22	22
TOTAL PART TIME		4	4	4

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.

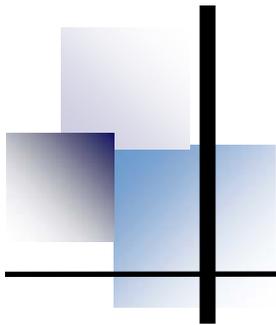
Progress toward complete implementation of the Community Sports Manual to all community groups using DCPR facilities.

Require each Association to sign contract.

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

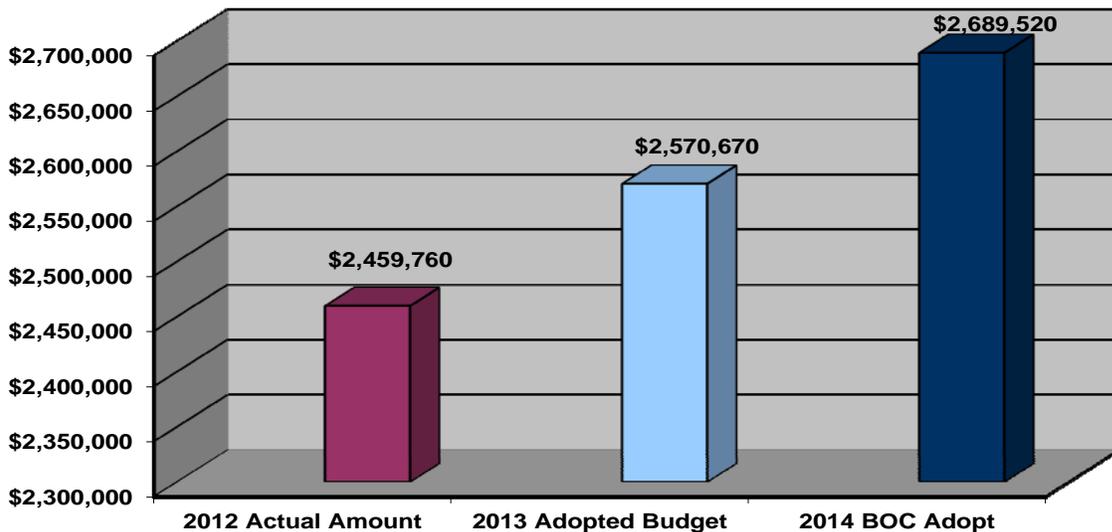
Require each Association to be properly registered with the Georgia Secretary of State as a Non-Profit entity

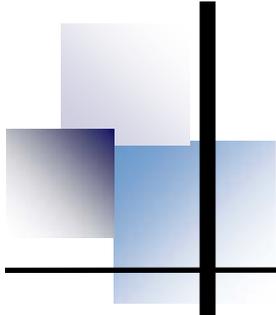




Parks & Recreation

	2012 Actual Amount	BUDGET SUMMARY 2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	2,459,760	2,570,670	2,689,520
Total Funding Sources	2,459,760	2,570,670	2,689,520
APPROPRIATIONS:			
Salary and Wage	1,155,503	1,136,313	1,164,040
Benefits	392,153	542,919	494,701
Advertising	5,440	20,000	20,399
Vehicle Expense	106,889	102,001	150,800
Dues and Subscriptions	1,891	2,165	2,119
Equipment Rental	2,031	1,500	1,500
Maintenance Charges	103,107	122,920	111,000
Supplies	78,562	88,100	55,691
Professional Services	123,489	125,000	129,300
Utilities	411,594	399,198	375,910
Travel & Training	3,532	3,600	2,000
Minor Equipment and Improvements	36,829	0	140,270
Capital Outlay	34,084	0	35,000
Other Financing Sources	0	0	0
Uniforms and Clothing	4,657	2,500	6,790
Budget Improvement Request	0	24,454	0
Total Appropriations	2,459,760	2,570,670	2,689,520





Parks & Recreation

PERSONNEL SUMMARY

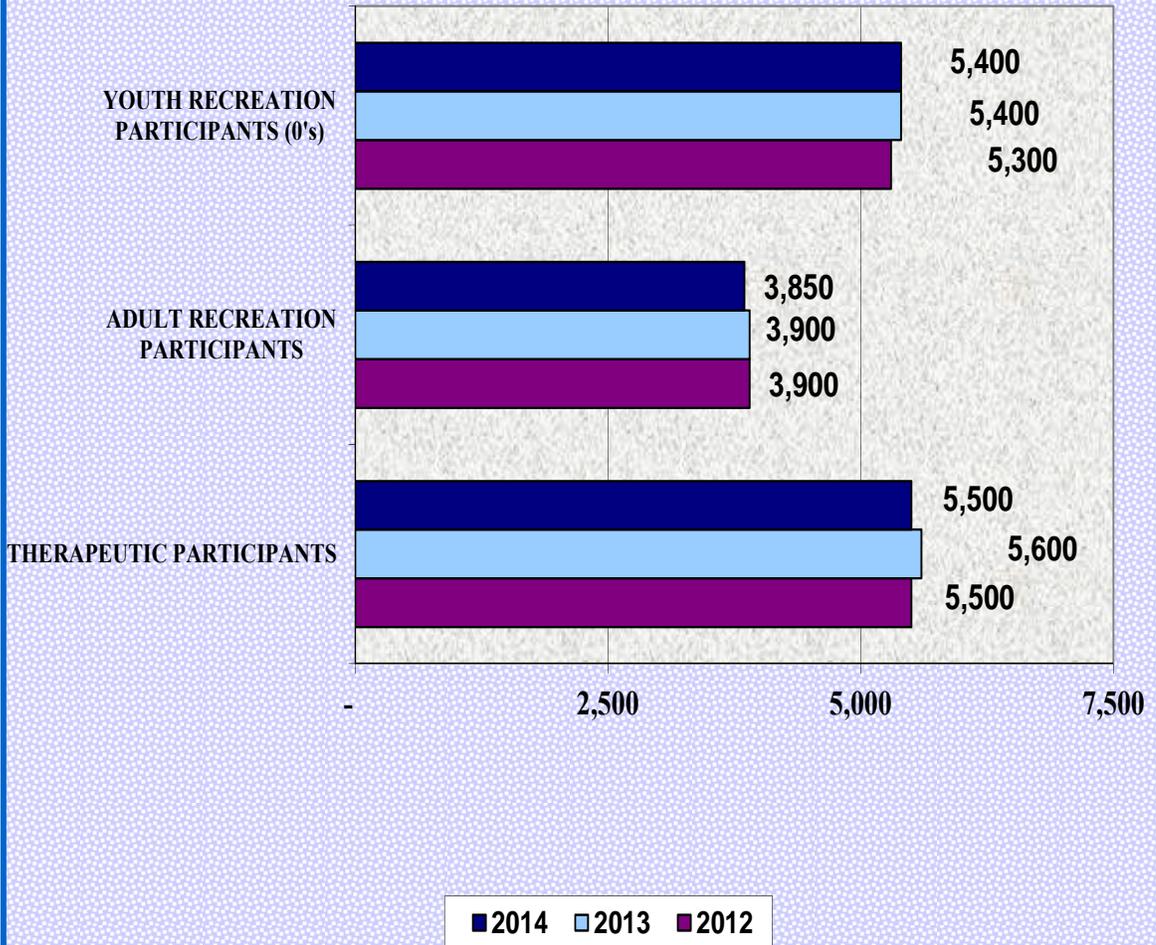
PERSONNEL SUMMARY

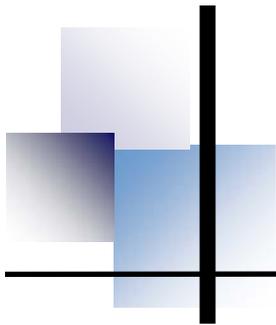
<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
<u>PARKS AND RECREATION</u>				
Director	33	1	1	1
Recreation Manager	28	1	0	0
Manager BW Park	27	1	1	1
Recreation Superintendent	27	1	2	2
Office Manager	23	1	1	1
Superintendent	24	1	0	0
Program Coordinator	22	3	3	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Park Security Coordinator	20	1	1	1
Program Assistant	19	1	1	1
Parks Beautification Coordinator	23	1	1	1
Senior Secretary	19	1	0	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	1
Laborer I	14	1	2	1
Secretary	12	2	1	1
Attendant	13	1	1	0
Receptionist	PT	1	0	0
Program Aides	PT	26	26	26
Skateboard Park Supervisor	PT	1	0	0
Secretary	PT	1	1	0
Laborer I	PT	1	1	0
Laborer III	PT	1	1	0
TOTAL FULL TIME		33	31	29
TOTAL PART TIME		31	29	26
<u>AQUATIC CENTER</u>				
Superintendent	24	1	1	1
Program Coordinator	22	1	1	1
Secretary	16	1	1	1
Maintenance Worker	14	1	1	1
Supervisor	PT	10	9	9
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	22	18	18
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		34	29	29

Parks & Recreation

WORKLOAD INDICATORS

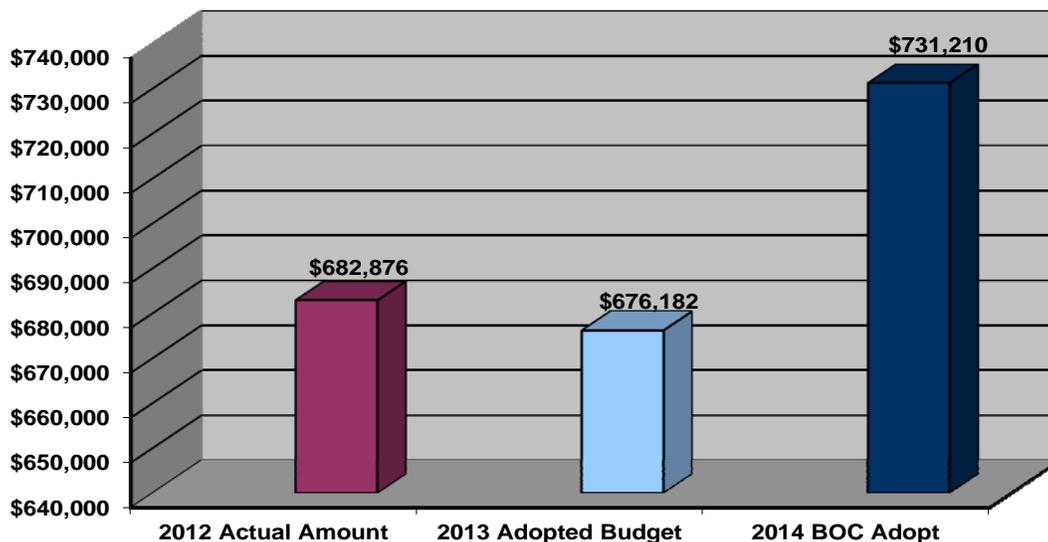
**COMPARISON - YEARS
2012 - 2014**

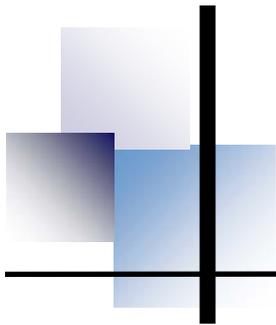




Parks & Recreation Aquatic Center

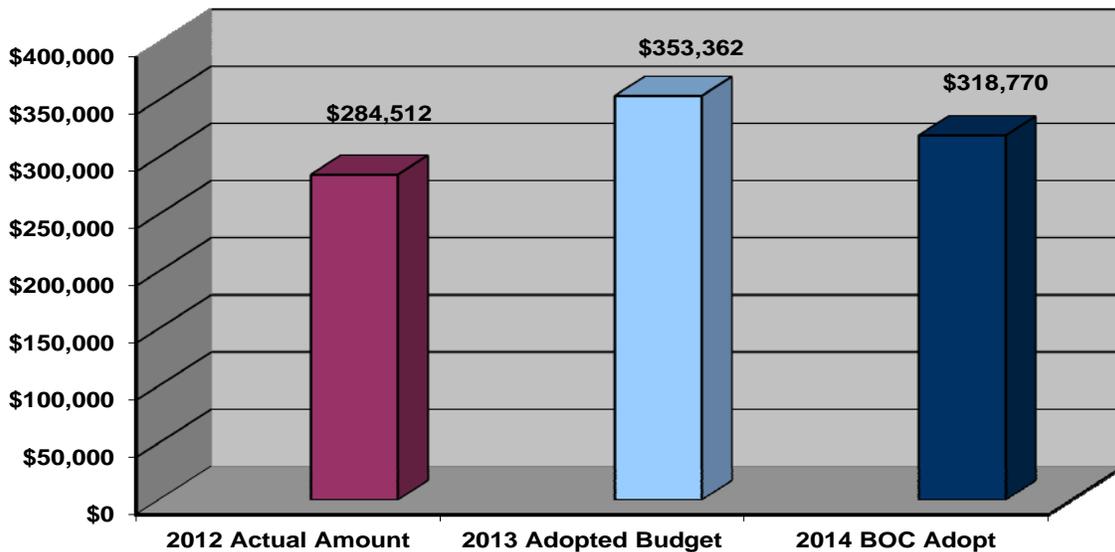
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>682,876</u>	<u>676,182</u>	<u>731,210</u>
Total Funding Sources	<u>682,876</u>	<u>676,182</u>	<u>731,210</u>
APPROPRIATIONS:			
Salary and Wage	370,591	363,515	383,204
Benefits	73,323	84,795	78,462
Advertising	0	559	600
Vehicle Expense	0	94	800
Dues and Subscriptions	193	100	0
Maintenance Charges	43,466	25,479	60,600
Supplies	18,577	19,200	20,900
Professional Services	38,517	42,300	33,964
Utilities	135,911	146,806	149,380
Travel & Training	0	100	800
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	2,299	1,800	2,500
Budget Improvement Request	<u>0</u>	<u>(8,566)</u>	<u>0</u>
Total Appropriations	<u>682,876</u>	<u>676,182</u>	<u>731,210</u>

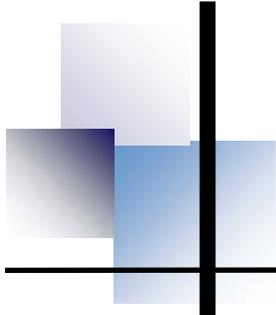




Parks & Recreation Senior Center

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>284,512</u>	<u>353,362</u>	<u>318,770</u>
Total Funding Sources	<u><u>284,512</u></u>	<u><u>353,362</u></u>	<u><u>318,770</u></u>
APPROPRIATIONS:			
Salary and Wage	103,789	112,901	113,475
Benefits	45,680	61,894	46,947
Advertising	829	650	800
Vehicle Expense	545	6,620	2,500
Dues and Subscriptions	612	712	715
Equipment Rental	70	1,000	500
Maintenance Charges	32,336	40,875	32,750
Supplies	8,525	9,975	5,953
Professional Services	69,684	85,000	86,000
Utilities	21,558	37,130	28,930
Travel & Training	0	0	0
Minor Equipment and Improvements	682	0	0
Uniforms and Clothing	202	200	200
Budget Improvement Request	<u>0</u>	<u>(3,595)</u>	<u>0</u>
Total Appropriations	<u><u>284,512</u></u>	<u><u>353,362</u></u>	<u><u>318,770</u></u>





Planning and Community Development

DIRECTORY

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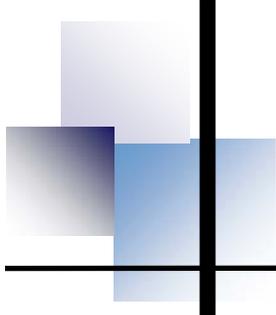
Planning and Zoning..... 254

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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

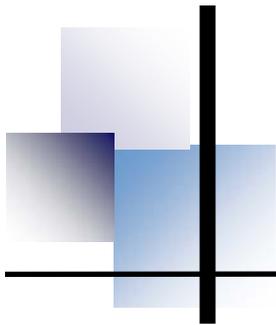
GOALS

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

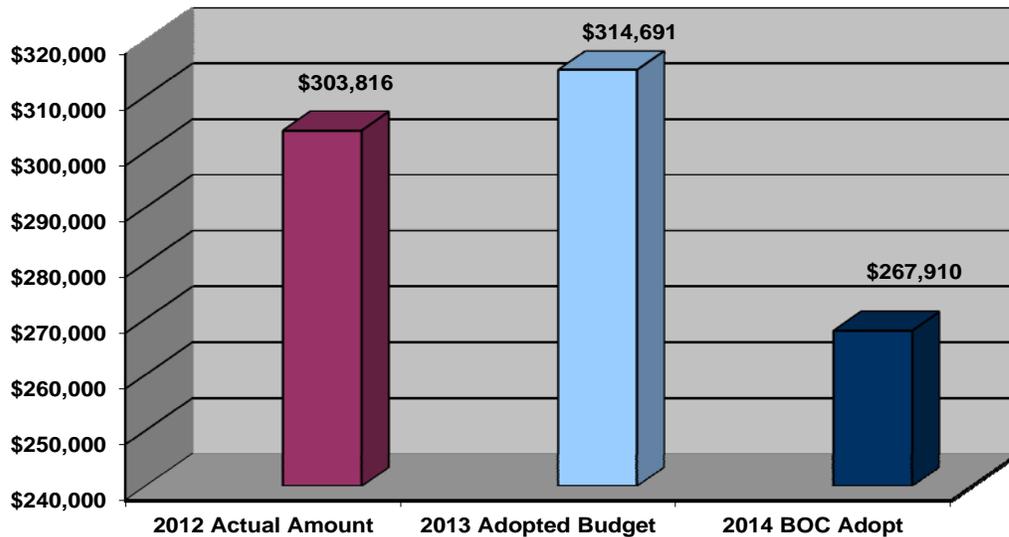
Continue educating contractors on code violations and providing the correct code instructions and maintaining an open door policy to the contracting community

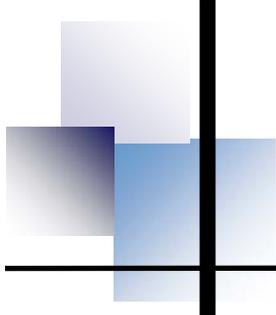




Building Inspection

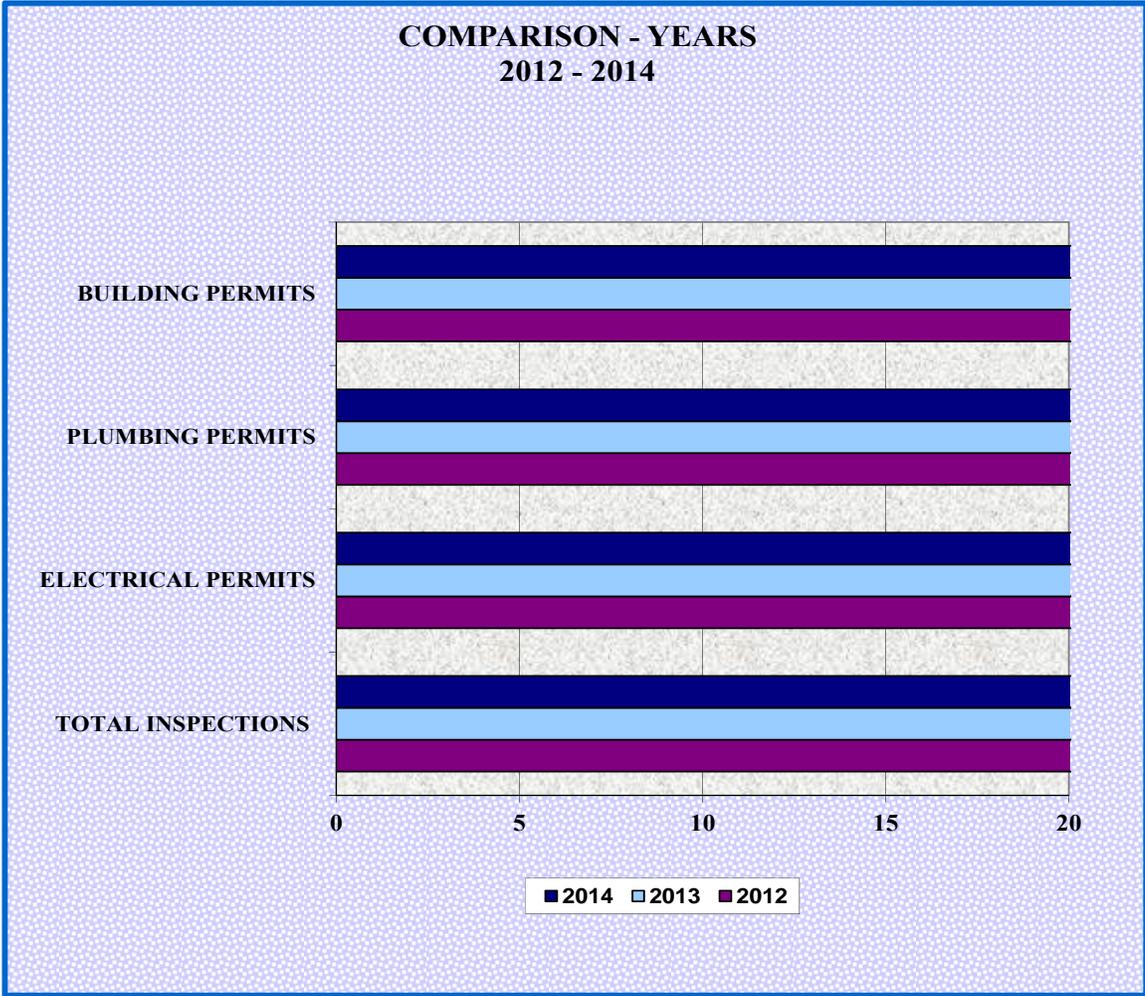
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>303,816</u>	<u>314,691</u>	<u>267,910</u>
Total Funding Sources	<u>303,816</u>	<u>314,691</u>	<u>267,910</u>
APPROPRIATIONS:			
Salary and Wage	196,218	194,004	169,387
Benefits	87,481	101,020	75,995
Advertising	0	0	0
Vehicle Expense	11,636	12,252	12,765
Dues and Subscriptions	405	625	630
Maintenance Charges	581	600	480
Supplies	855	1,380	483
Professional Services	4,461	5,400	5,400
Utilities	1,632	2,160	2,070
Travel & Training	75	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	471	700	700
Budget Improvement Request	0	(3,450)	0
Total Appropriations	<u>303,816</u>	<u>314,691</u>	<u>267,910</u>





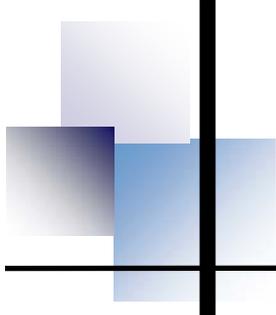
Building Inspection

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Commercial Bldg. Inspector	24	1	0	0
General Inspector	23	1	1	1
Electrical Inspector	23	1	0	0
Heat and Air Inspector	23	1	1	1
Plumbing Inspector	23	1	1	1
Permit Clerk	19	2	2	1
Plan Review Specialist	22	0	0	0
Senior Secretary	19	1	1	1
TOTAL FULL TIME		8	6	5



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

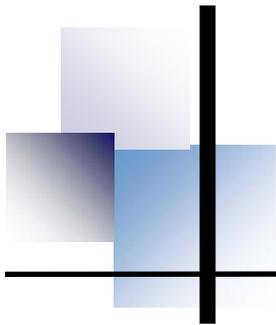
Continue the clean up of abandoned and/or derelict properties by:

- 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

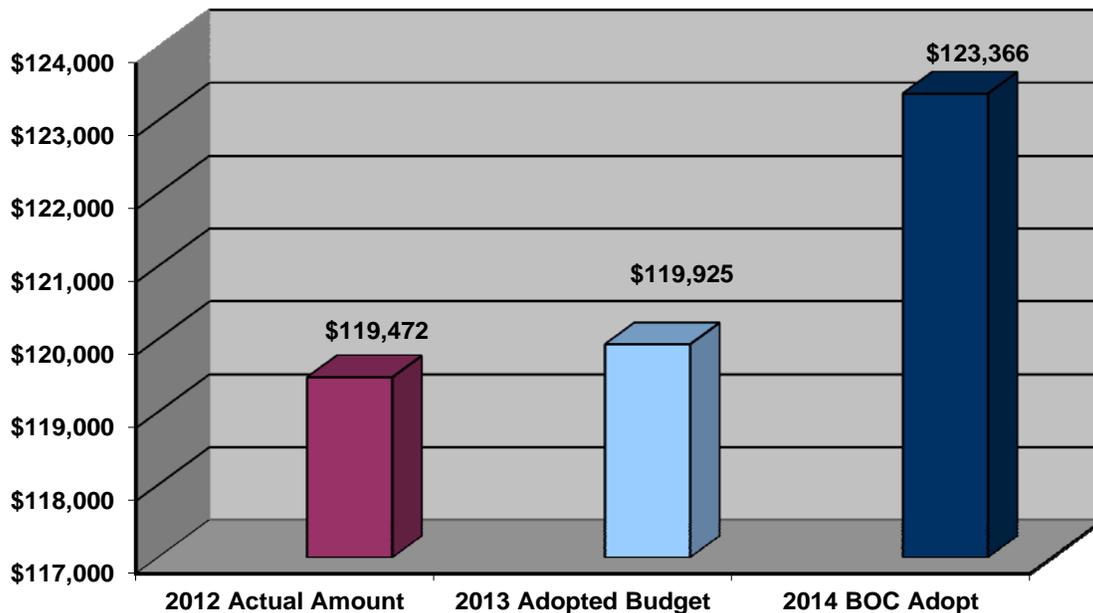




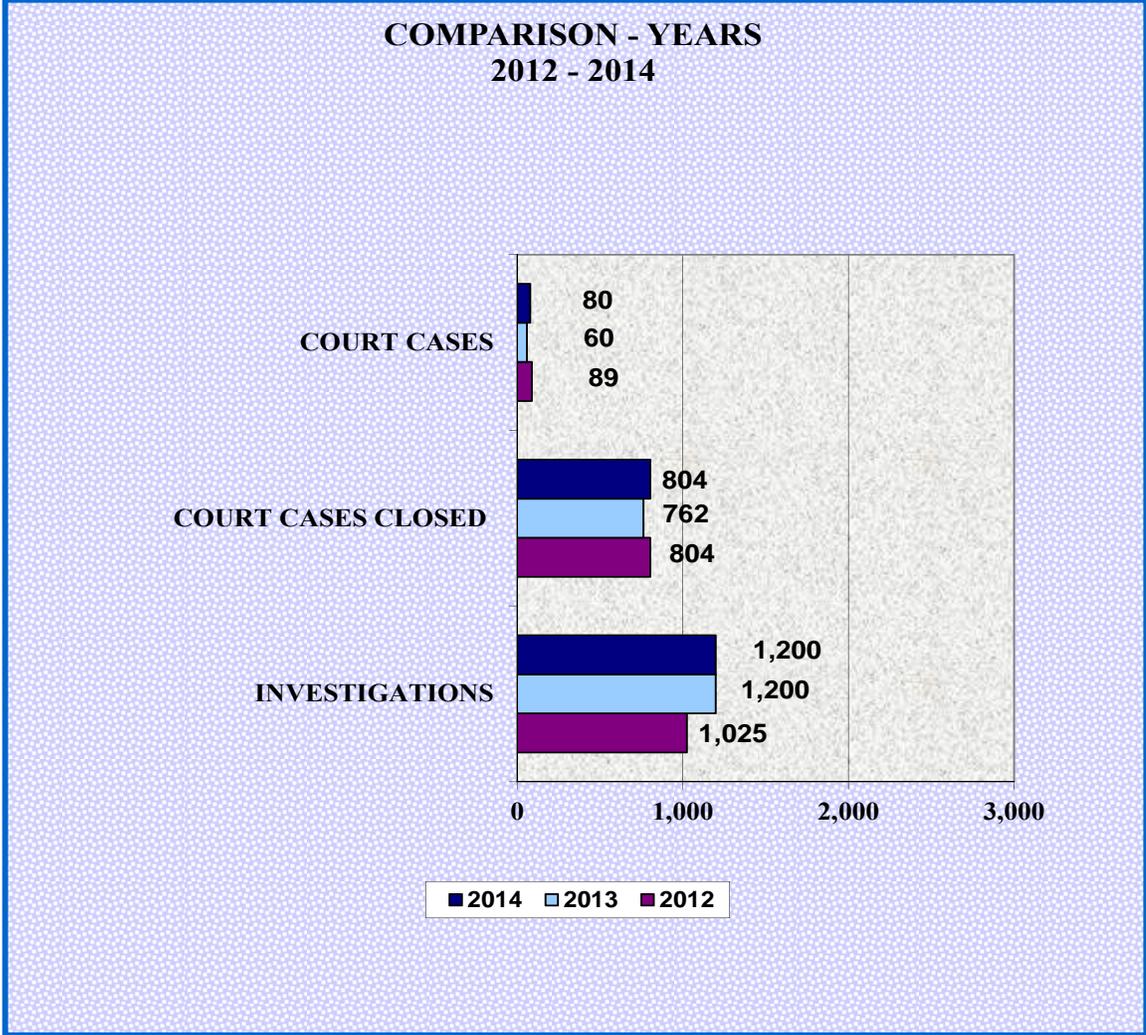
Code Enforcement

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	119,472	119,925	123,366
Total Funding Sources	119,472	119,925	123,366
APPROPRIATIONS:			
Salary and Wage	74,868	73,672	74,924
Benefits	37,076	36,259	39,821
Vehicle Expense	4,016	5,762	5,241
Dues and Subscriptions	0	101	0
Supplies	1,924	1,549	1,282
Professional Services	0	0	0
Utilities	1,075	960	1,200
Travel & Training	0	0	0
Uniforms and Clothing	512	576	898
Budget Improvement Request	0	1,046	0
Total Appropriations	119,472	119,925	123,366

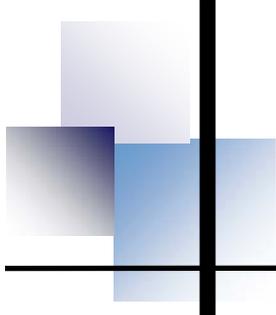


Code Enforcement



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	2	1	1
TOTAL FULL TIME		3	2	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.

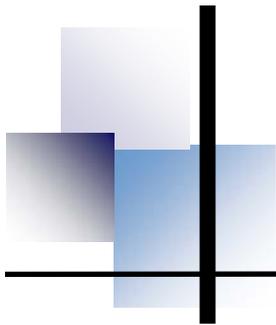
Educate youth on prevention of overweight and obesity, citizenship and leadership.

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

Market Extension by collaborating with County departments and agencies.

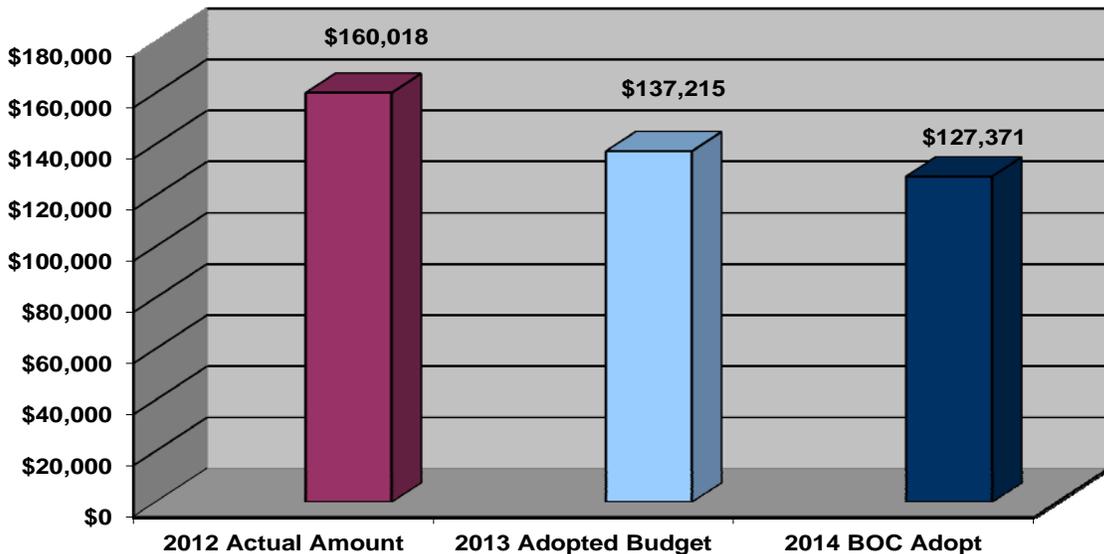
- Market all Extension program areas (Agriculture/Horticulture, 4-H Youth, and Family and Consumer Sciences) to County agencies, County government departments and citizens.
- Connect County employees with training opportunities (such as pesticide applicator classes related to employees job responsibilities.)



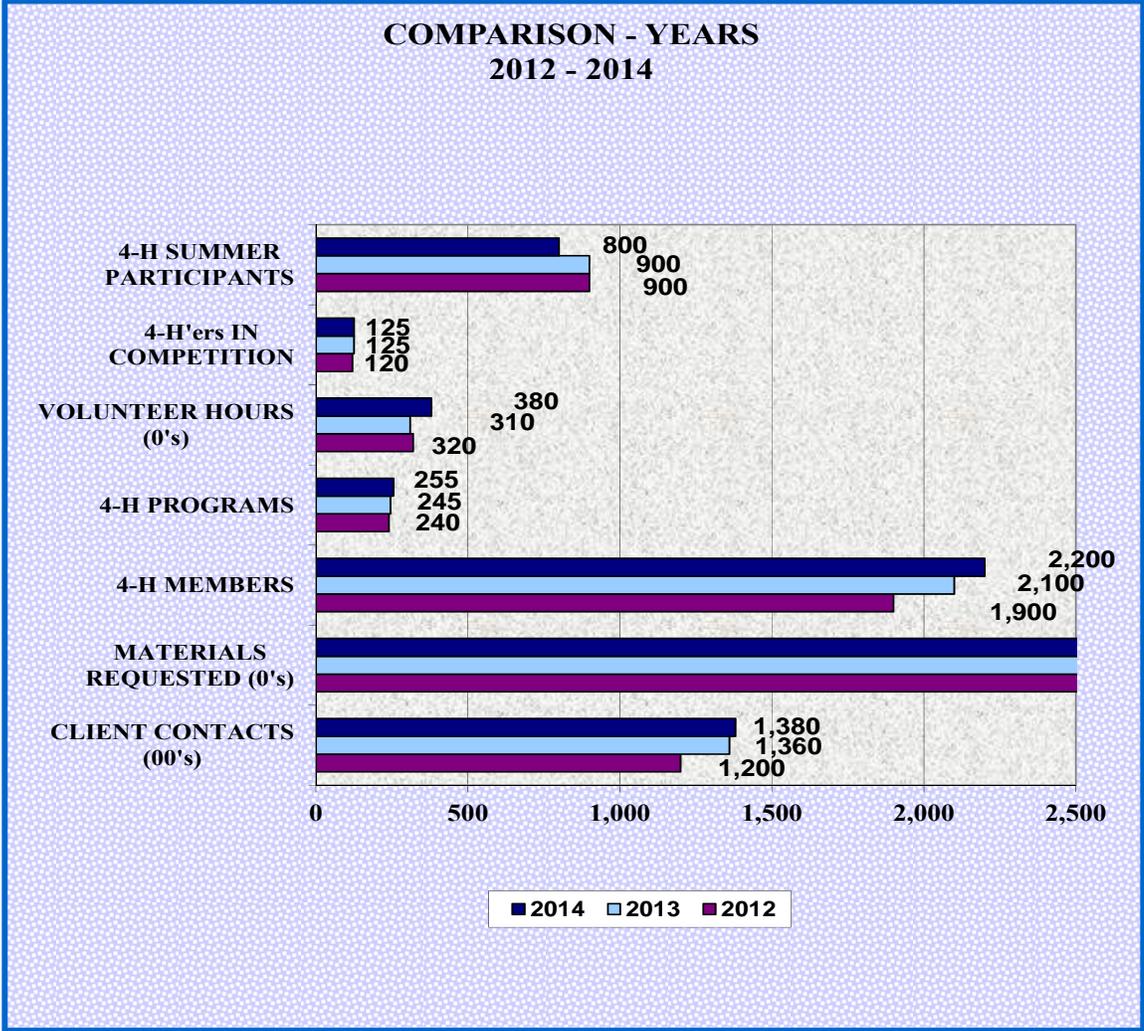


Cooperative Extension

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	160,018	137,215	127,371
Total Funding Sources	160,018	137,215	127,371
APPROPRIATIONS:			
Salary and Wage	122,327	121,733	93,010
Benefits	19,105	22,877	7,152
Advertising	0	0	0
Vehicle Expense	1,264	1,300	1,800
Dues and Subscriptions	477	700	500
Equipment Rental	0	0	0
Maintenance Charges	1,256	2,830	2,300
Supplies	4,383	4,250	3,589
Professional Services	0	0	0
Utilities	10,624	17,620	18,620
Travel & Training	582	125	200
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	210	200
Budget Improvement Request	0	(34,430)	0
Total Appropriations	160,018	137,215	127,371

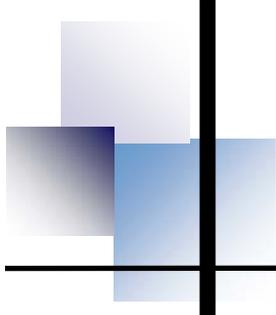


Cooperative Extension



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	1	1
TOTAL FULL TIME		6	6	5
TOTAL PART TIME		2	1	1



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

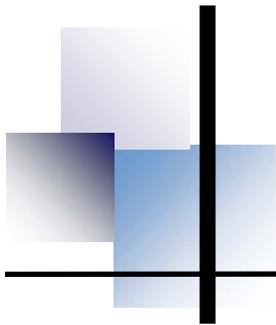
GOALS

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

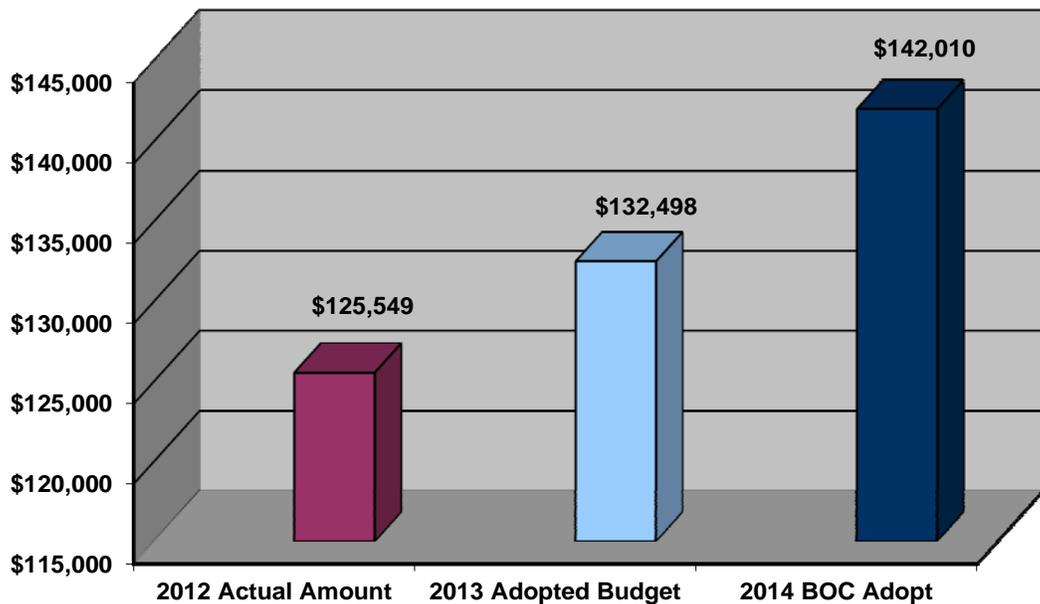




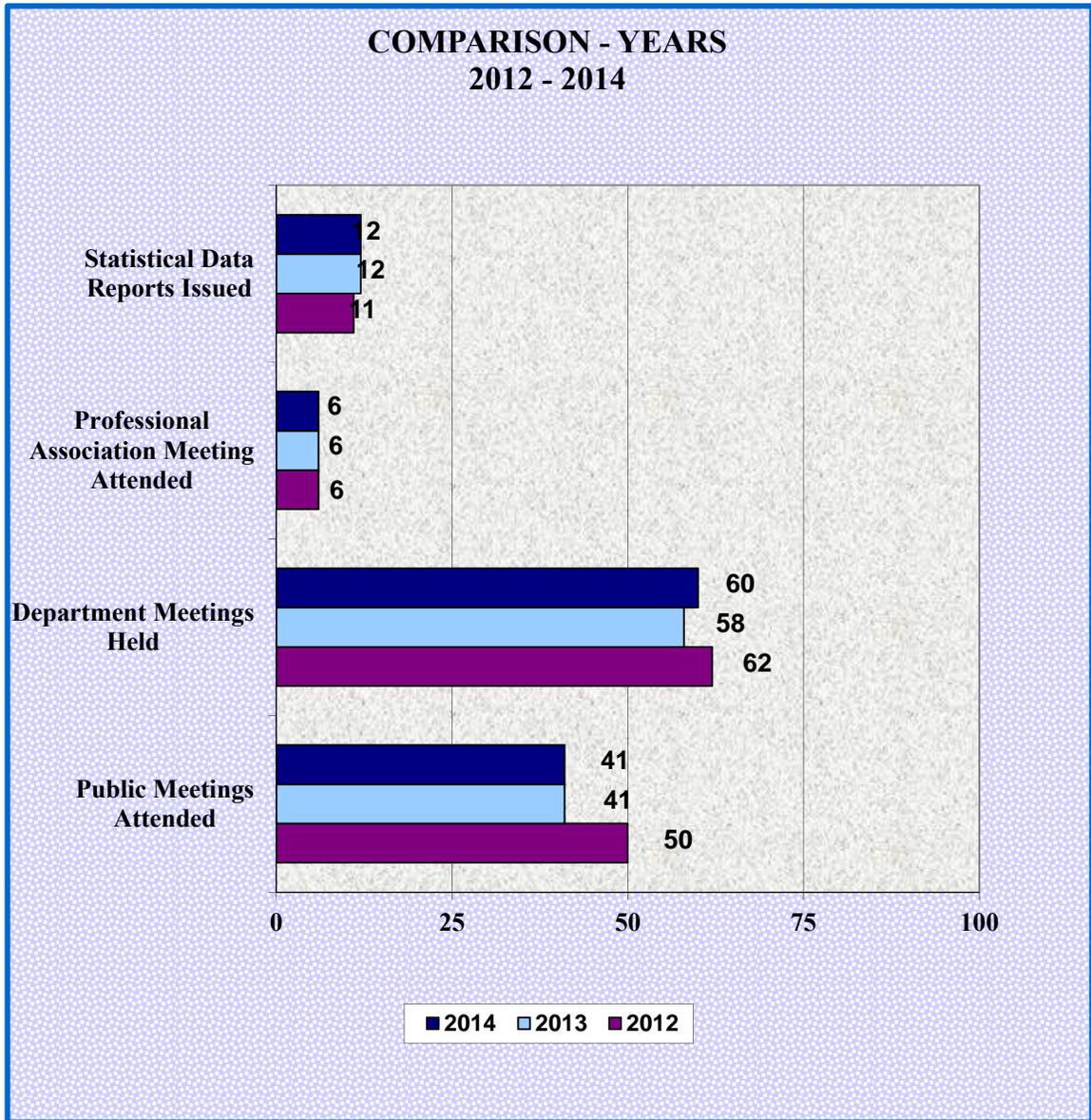
Development Services Administration

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	125,549	132,498	142,010
Total Funding Sources	125,549	132,498	142,010
APPROPRIATIONS:			
Salary and Wage	103,307	103,111	104,854
Benefits	20,223	27,626	34,340
Vehicle Expense	0	0	1,849
Dues and Subscriptions	295	250	420
Supplies	48	94	7
Utilities	156	540	540
Travel & Training	1,520	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	877	0
Total Appropriations	125,549	132,498	142,010

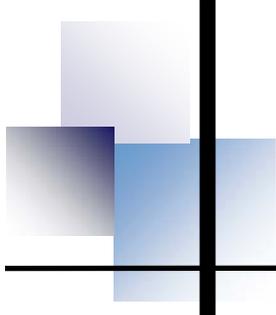


COMPARISON - YEARS
2012 - 2014



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Director Development Services	UNC	1	1	1
TOTAL FULL TIME		1	1	1



MISSION

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

FUNCTIONS

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

GOALS

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

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

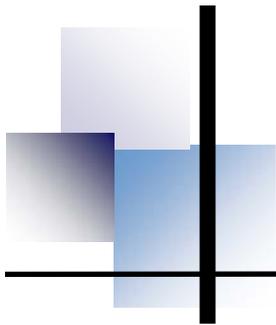
Create a strong reputation as a cooperative and appreciative place to invest/conduct business by:

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

Leverage benefits of Joint Development Authority with Paulding County

Strengthen financial position of Development Authority to further increase our effectiveness

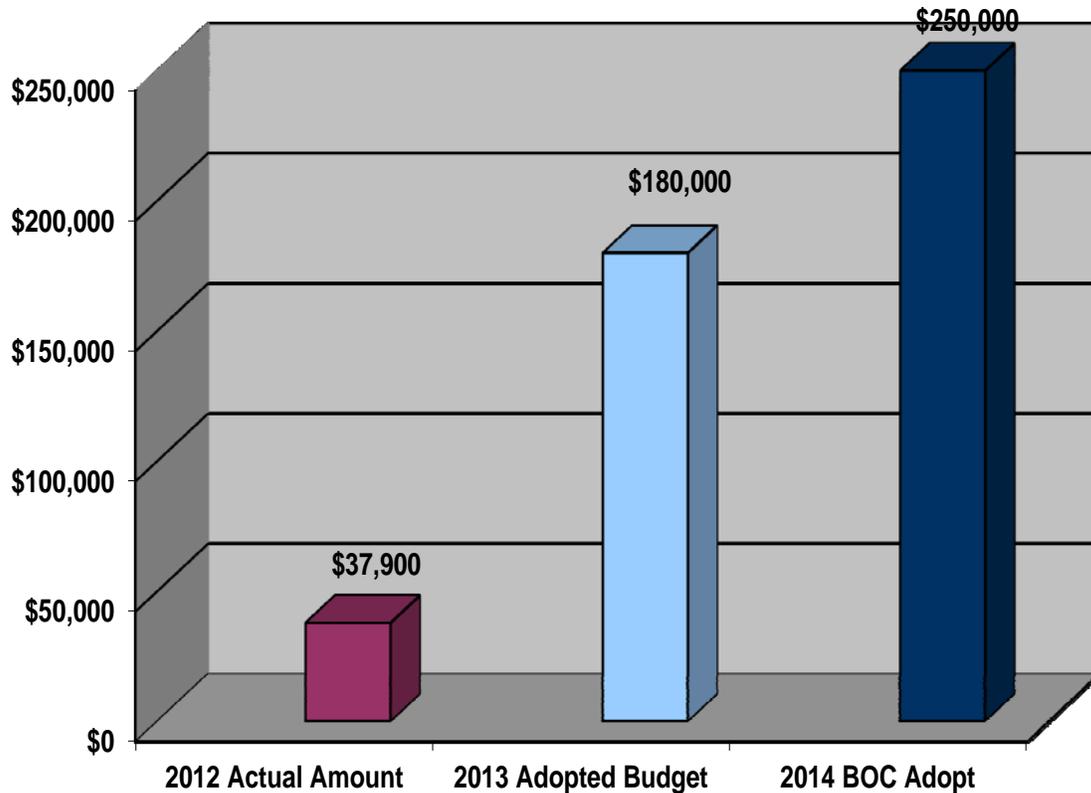


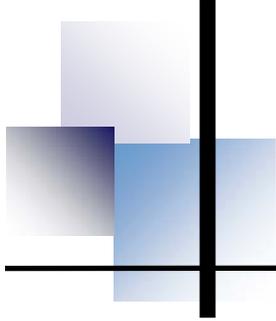


Economic Development Authority

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	37,900	180,000	250,000
Total Funding Sources	37,900	180,000	250,000
APPROPRIATIONS:			
Professional Services	37,900	180,000	250,000
Total Appropriations	37,900	180,000	250,000





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

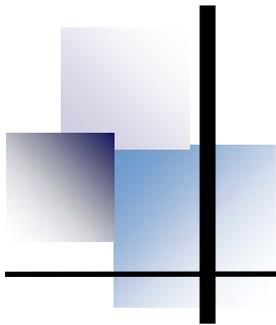
Addressing

- 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

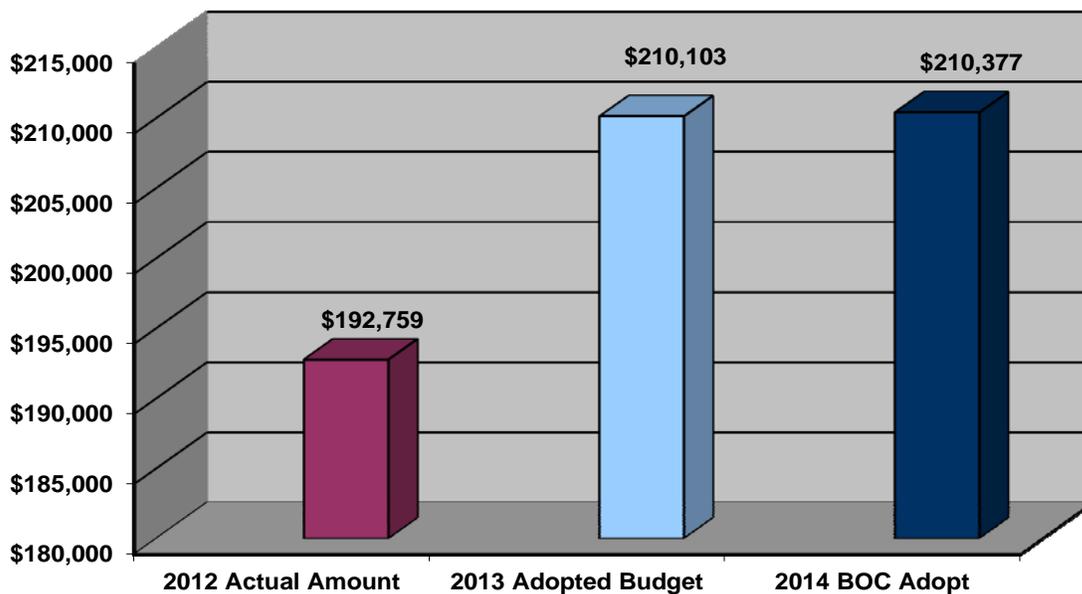
- Core attributes such as parcel numbers and addresses should be common and correct in each and every county system where location-based information is maintained
- DOT/Cartograph
- Occupational Tax/New World

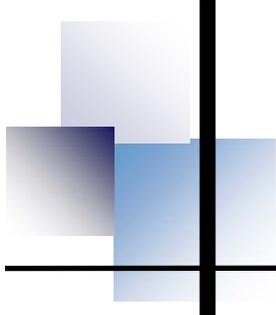




GIS / Mapping

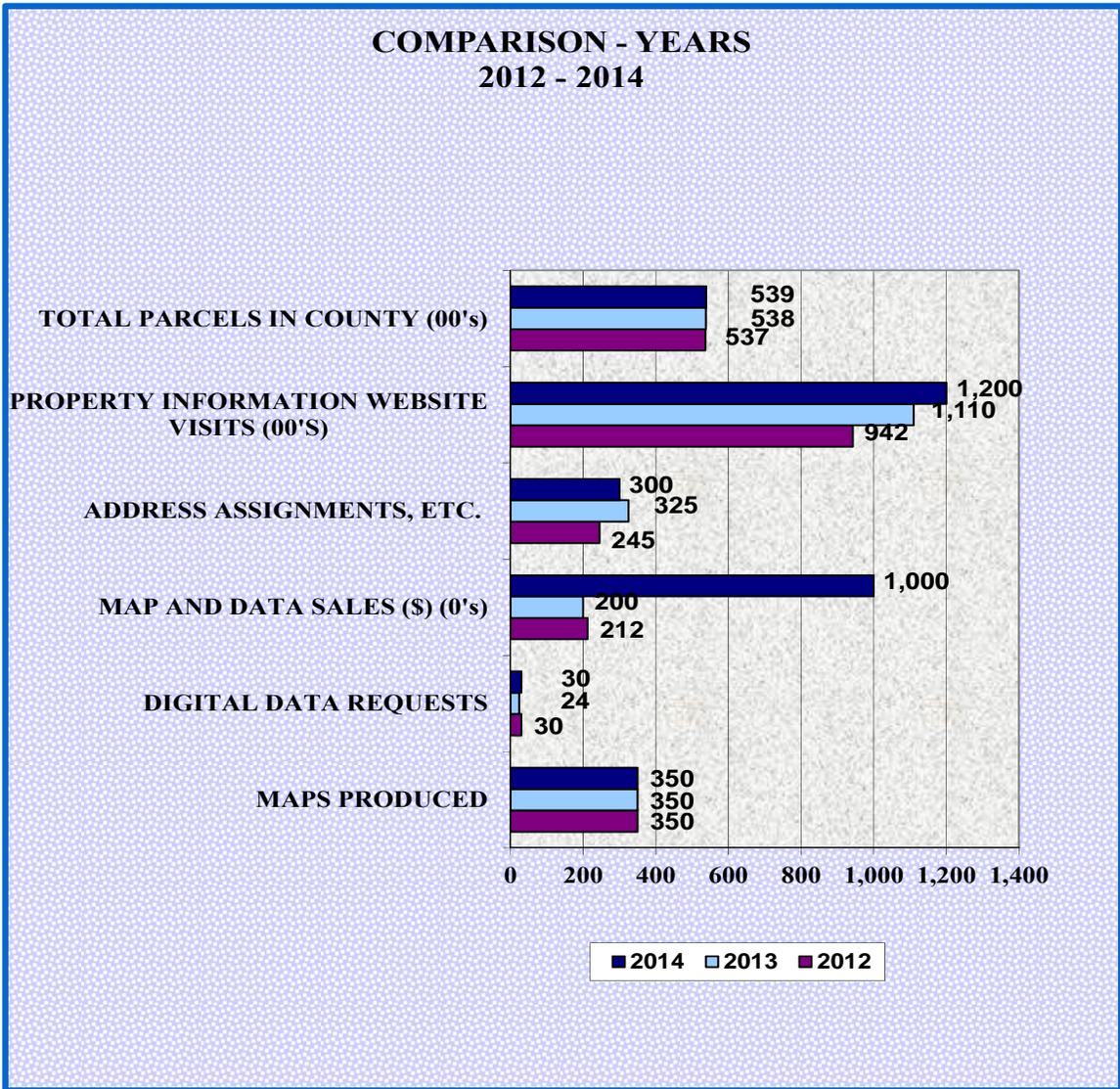
	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>192,759</u>	<u>210,103</u>	<u>210,377</u>
Total Funding Sources	<u>192,759</u>	<u>210,103</u>	<u>210,377</u>
APPROPRIATIONS:			
Salary and Wage	129,779	137,037	138,560
Benefits	40,480	54,347	50,632
Advertising	100	0	0
Dues and Subscriptions	0	0	0
Maintenance Charges	18,370	15,671	16,600
Supplies	3,964	4,540	4,585
Professional Services	65	0	0
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>(1,492)</u>	<u>0</u>
Total Appropriations	<u>192,759</u>	<u>210,103</u>	<u>210,377</u>





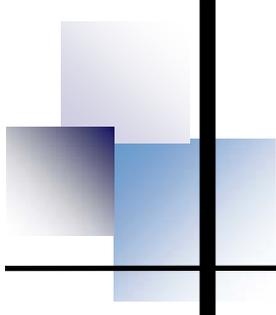
GIS / Mapping

PERSONNEL SUMMARY & WORKLOAD INDICATORS



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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

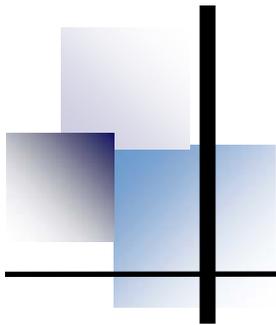
Maintain low delinquent occupational tax collections by:

- 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:

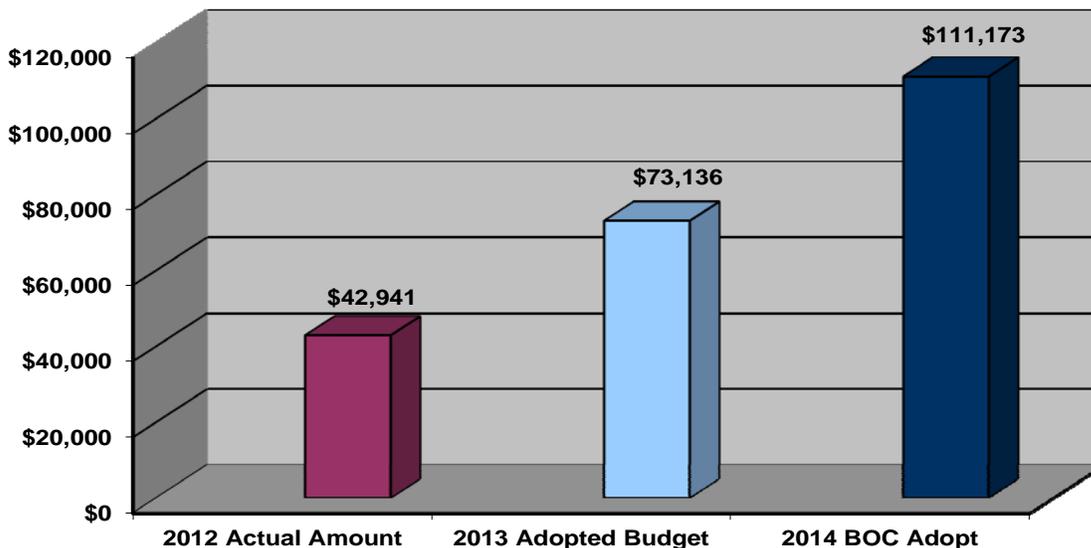
- Accepting on-line payments



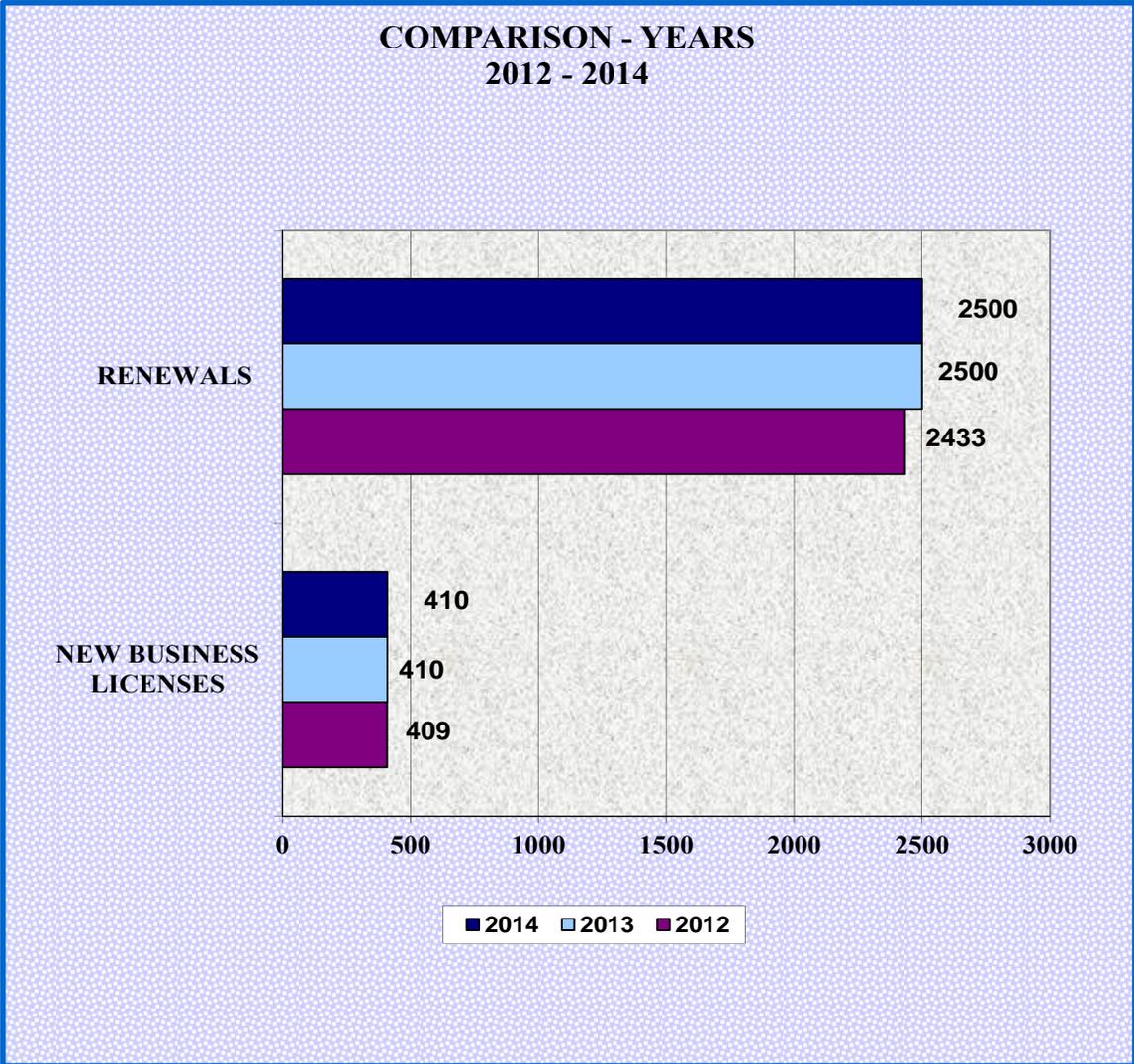


Occupational Tax

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	42,941	73,136	111,173
Total Funding Sources	42,941	73,136	111,173
APPROPRIATIONS:			
Salary and Wage	31,175	29,557	57,973
Benefits	6,047	15,639	25,692
Advertising	0	0	0
Vehicle Expense	228	500	800
Dues and Subscriptions	217	267	267
Maintenance Charges	982	960	960
Supplies	3,738	4,724	4,438
Professional Services	0	0	2,240
Utilities	250	288	288
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	18,395
Uniforms and Clothing	303	120	120
Budget Improvement Request	0	21,081	0
Total Appropriations	42,941	73,136	111,173

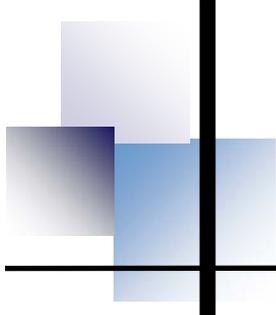


Occupational Tax



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Occupational Tax Manager	24	0	0	1
Compliance Officer	22	1	0	0
Senior Secretary	19	1	1	1
TOTAL FULL TIME		2	1	2



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

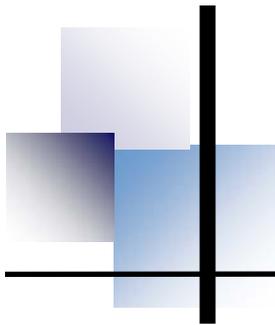
Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:

- 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:

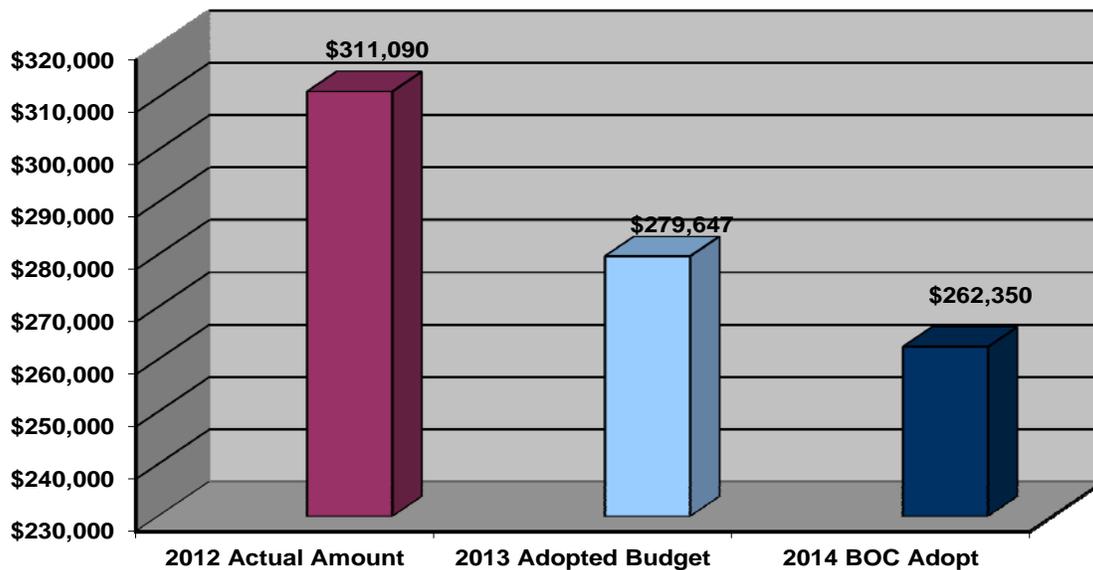
- Developing methods to plan for the future growth of Douglas County
- Investigate methods to obtain funding opportunities for Douglas County
- Identify awards available to Douglas County



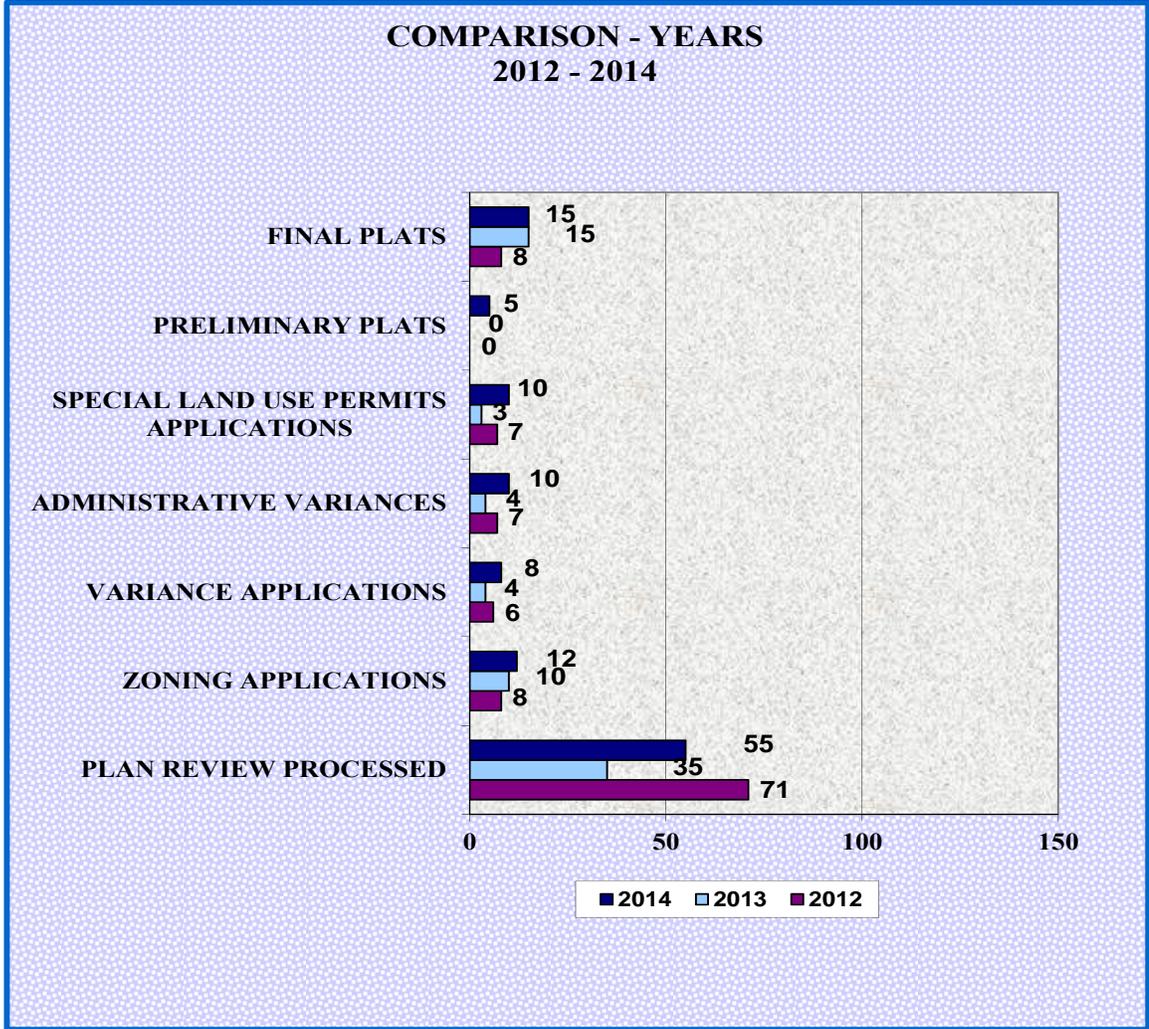


Planning and Zoning

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	311,090	279,647	262,350
Total Funding Sources	311,090	279,647	262,350
APPROPRIATIONS:			
Salary and Wage	239,122	196,854	187,671
Benefits	61,622	73,844	63,636
Advertising	737	800	1,900
Vehicle Expense	1,718	2,150	1,849
Dues and Subscriptions	705	900	1,000
Maintenance Charges	1,200	1,200	1,200
Supplies	2,383	2,000	2,508
Professional Services	271	0	870
Utilities	323	540	540
Travel & Training	1,852	676	1,176
Capital Outlay	0	0	0
Other	1,158	0	0
Budget Improvement Request	0	683	0
Total Appropriations	311,090	279,647	262,350

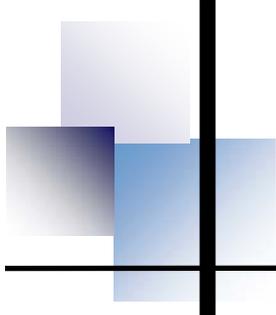


Planning and Zoning



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Planning & Zoning Director	UNC	1	1	1
Senior Planner	28	1	0	0
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Senior Secretary	19	1	1	1
Planning & Zoning Board	PT	6	6	6
TOTAL FULL TIME		5	4	4
TOTAL PART TIME		6	6	6



Rideshare

PLANNING & DEVELOPMENT

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

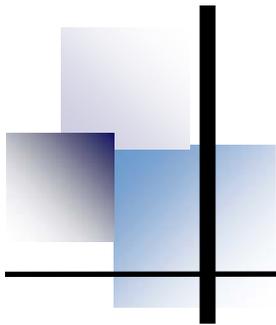
Increase vanpool routes by one third and have 80 active routes by year end

Complete construction of Douglas Boulevard park and rid lot

Identify data collection software to be purchased with grant money

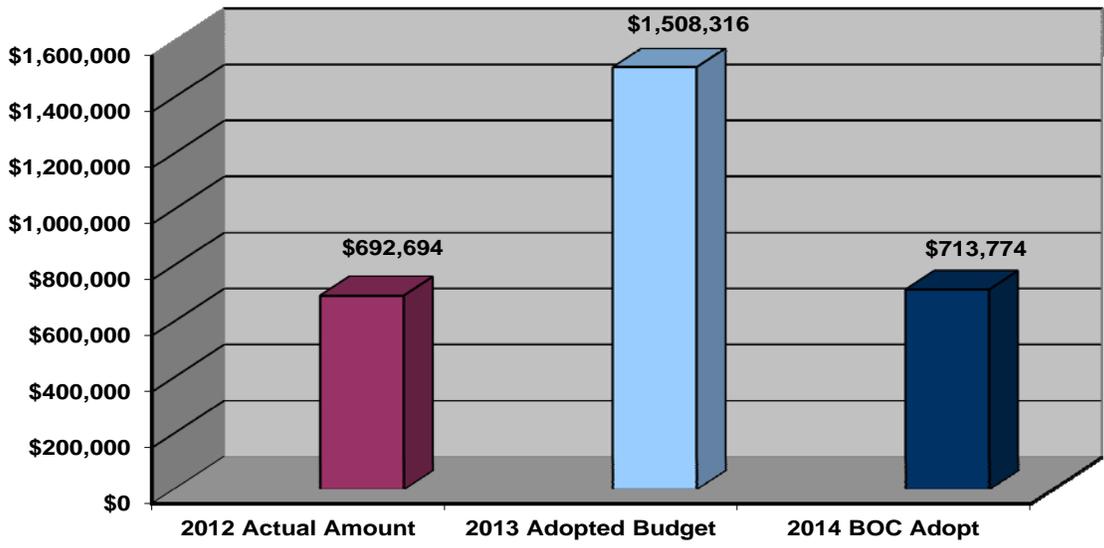
Replace all vans that have five years and 100,000 miles or more



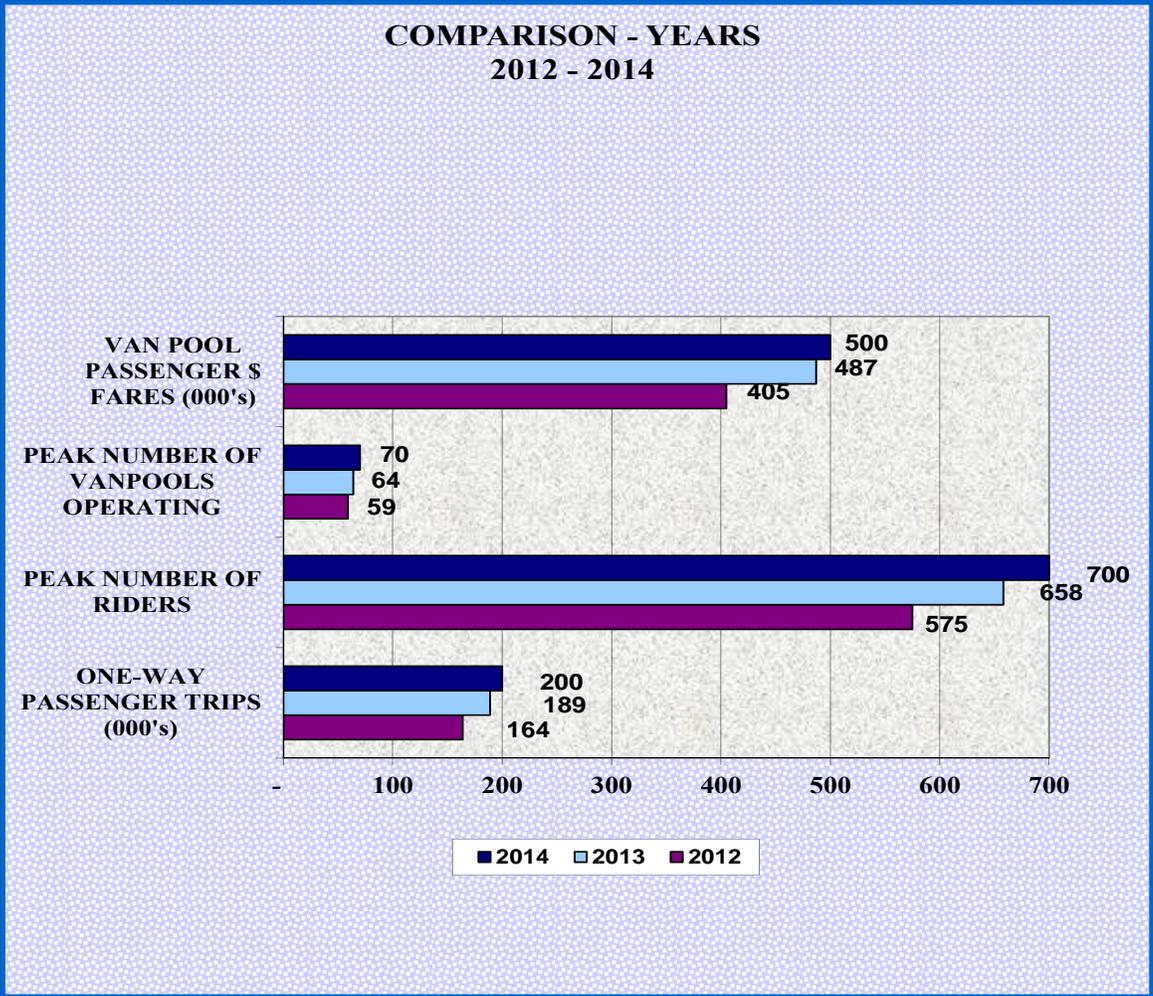


Rideshare

	2012 Actual Amount	BUDGET SUMMARY 2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	692,694	1,508,316	713,774
Total Funding Sources	692,694	1,508,316	713,774
APPROPRIATIONS:			
Salary and Wage	184,081	185,496	193,254
Benefits	58,343	77,936	63,534
Advertising	1,633	2,000	500
Vehicle Expense	364,153	353,400	380,000
Dues and Subscriptions	742	1,280	1,200
Maintenance Charges	19,110	20,420	21,360
Supplies	5,766	6,490	6,300
Professional Services	16,720	16,500	6,366
Utilities	41,113	46,120	41,160
Travel & Training	1,033	0	100
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	600	0
Budget Improvement Request	0	798,074	0
Total Appropriations	692,694	1,508,316	713,774

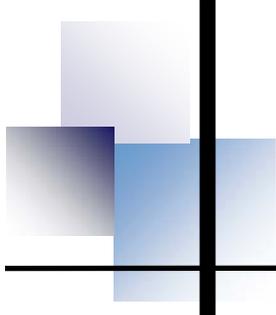


Rideshare



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
Mobility Coordinator	PT	0	1	1
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		2	3	3



MISSION

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

FUNCTIONS

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

GOALS

Continue the twenty-four hour crisis line

Continue the emergency shelter for battered and homeless women and children

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

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

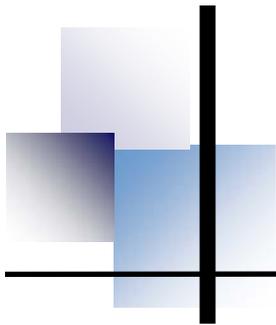
Continue support groups and services such as parenting classes and life skills classes

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

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

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

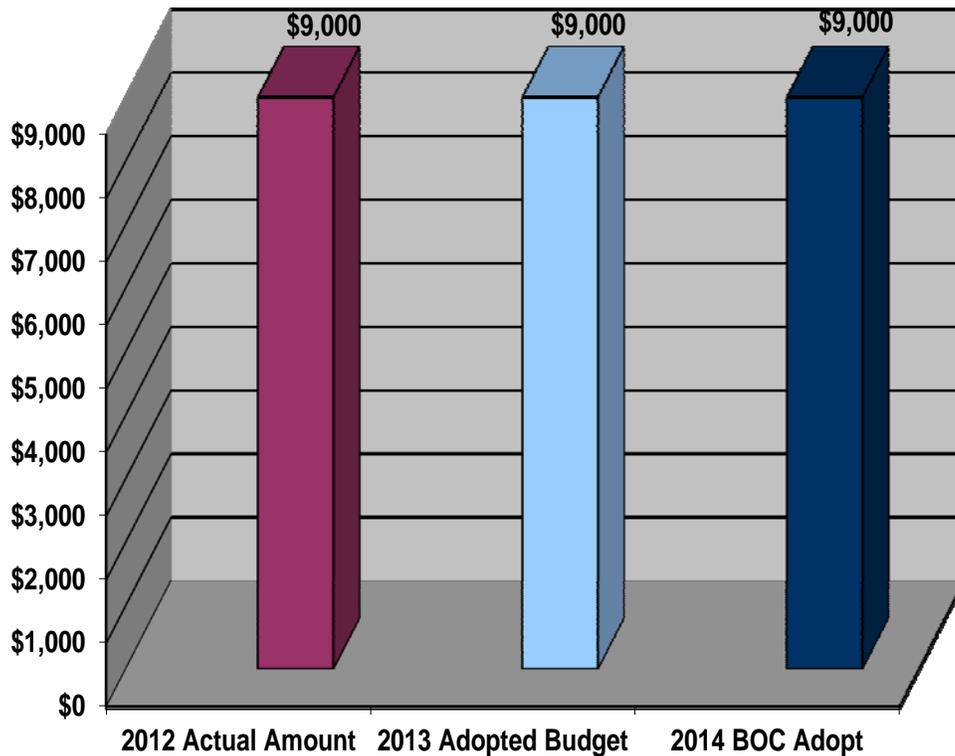


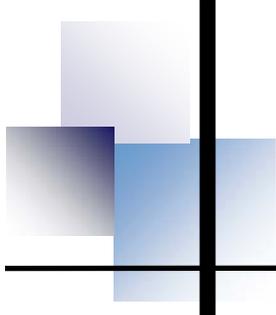


S . H . A . R . E . H o u s e

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Total Funding Sources	<u><u>9,000</u></u>	<u><u>9,000</u></u>	<u><u>9,000</u></u>
APPROPRIATIONS:			
Professional Services	9,000	9,000	9,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>9,000</u></u>	<u><u>9,000</u></u>	<u><u>9,000</u></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

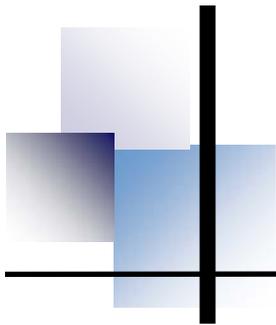
To provide Chamber member services, economic development, business growth, government affairs, community development, and Shop Douglas First programs.

ENTITIES

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

- Chamber of Commerce
- Tourism & History Commission

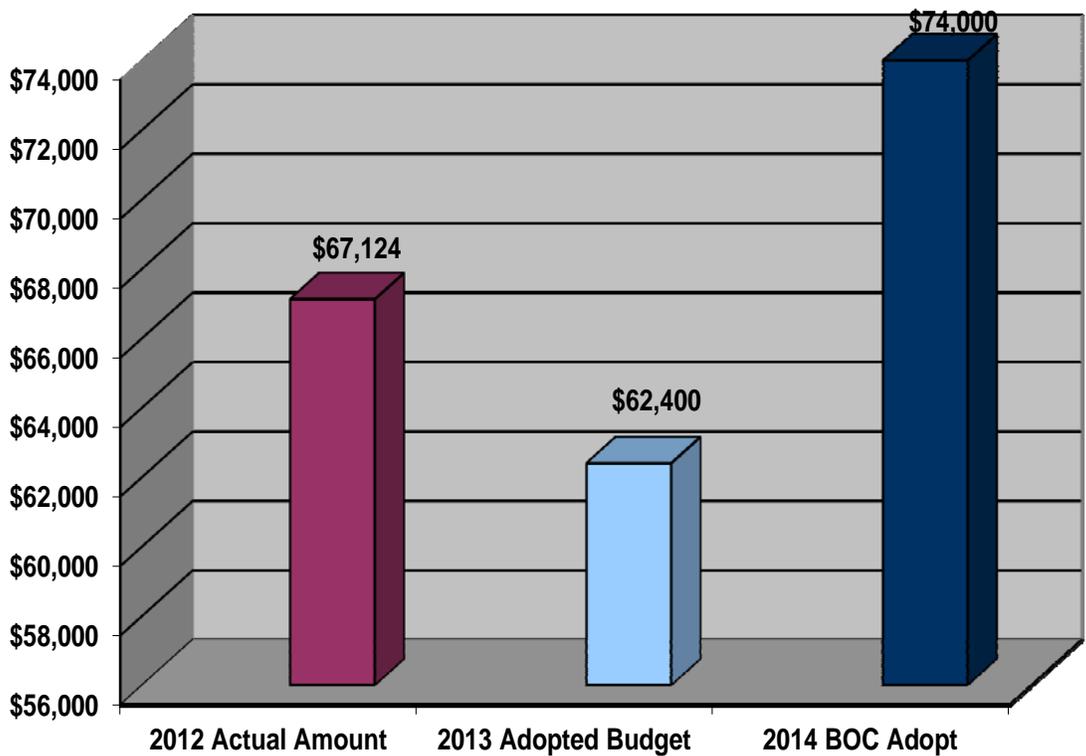




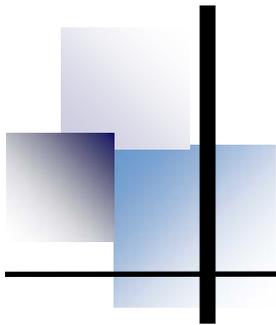
Tourism & Chamber of Commerce

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>67,124</u>	<u>62,400</u>	<u>74,000</u>
Total Funding Sources	<u><u>67,124</u></u>	<u><u>62,400</u></u>	<u><u>74,000</u></u>
APPROPRIATIONS:			
Professional Services	<u>67,124</u>	<u>62,400</u>	<u>74,000</u>
Total Appropriations	<u><u>67,124</u></u>	<u><u>62,400</u></u>	<u><u>74,000</u></u>



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Special Revenue Funds

DIRECTORY

District Attorney Confiscated Funds 266

Drug Abuse Treatment Fund..... 268

CDBG Senior Center Fund..... 270

E-911/Wireless Telephone System Fund..... 272

Hotel Motel Tax Fund 278

Law Library 280

Sheriff Confiscated Funds..... 282

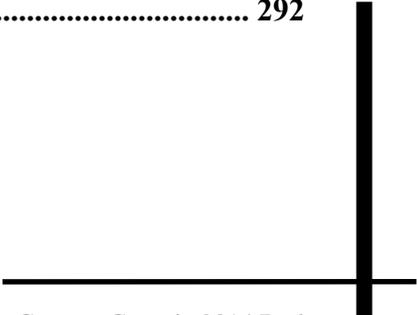
Sheriff Inmate Commissary 284

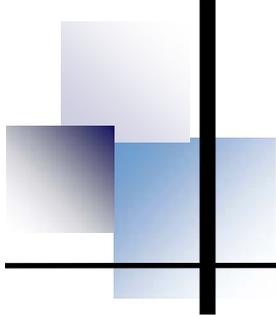
Sheriff Other..... 286

Sidewalk Fund..... 288

Neighborhood Stabilization Program 290

Victim Assistance Fund 292





District Attorney Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>182,622</u>	<u>442,566</u>	<u>633,294</u>	<u>250,210</u>
REVENUES				
Courts and Law Enforcement	395,139	317,493	139,977	125,000
Use of Money and Property	5,904	10,625	9,276	5,000
Miscellaneous	-	-	-	-
TOTAL REVENUES	<u>401,043</u>	<u>328,118</u>	<u>149,253</u>	<u>130,000</u>
EXPENDITURES				
Operating	141,099	137,390	532,337	150,000
Capital Outlay	-	-	-	-
OTHER FINANCING SOURCES				
Transfers Out	-	-	-	-
TOTAL EXPENDITURES	<u>141,099</u>	<u>137,390</u>	<u>532,337</u>	<u>150,000</u>
ENDING FUND BALANCE	<u><u>442,566</u></u>	<u><u>633,294</u></u>	<u><u>250,210</u></u>	<u><u>230,210</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

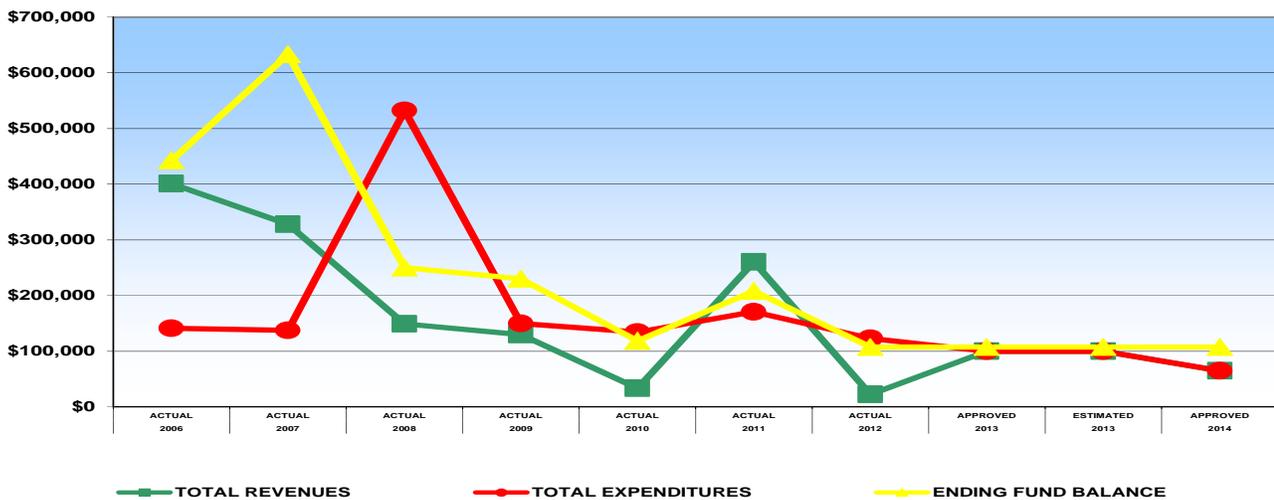
REVENUES: This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2014 is projected to decrease to \$65,000 compared to what was budgeted in 2013.

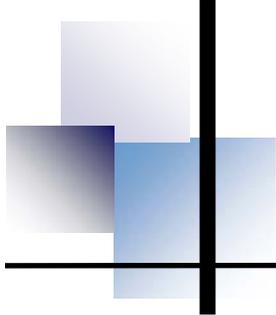
EXPENDITURES: Funds are expensed to provide payment for any and all necessary expenses for the operation of District Attorney's Office. For instance, vehicles and weapons for investigators have been expensed in this Fund. Expenditures do not fluctuate as widely as Revenues. In 2008 this fund contributed \$ 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. 2014 is projected to see a 35% decrease from 2013 Expenditures.

FUND BALANCE: Projected 2014 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

District Attorney Confiscated Funds

<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 APPROVED</u>	<u>2013 ESTIMATED</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>230,210</u>	<u>118,415</u>	<u>208,272</u>	<u>107,556</u>	<u>107,556</u>	<u>107,556</u>	<u>100%</u>
30,481	251,516	20,848	100,000	100,000	65,000	100%
2,915	8,986	1,714	-	-	-	0%
-	-	-	-	-	-	0%
<u>33,396</u>	<u>260,502</u>	<u>22,562</u>	<u>100,000</u>	<u>100,000</u>	<u>65,000</u>	<u>100%</u>
134,616	170,645	123,278	100,000	100,000	65,000	100%
-	-	-	-	-	-	0%
<u>10,575</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	
<u>134,616</u>	<u>170,645</u>	<u>123,278</u>	<u>100,000</u>	<u>100,000</u>	<u>65,000</u>	<u>100%</u>
<u>118,415</u>	<u>208,272</u>	<u>107,556</u>	<u>107,556</u>	<u>107,556</u>	<u>107,556</u>	<u>100%</u>





Drug Abuse Treatment

SPECIAL REVENUE TRENDS

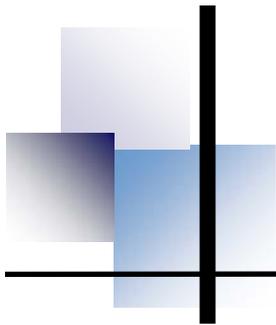
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>277,750</u>	<u>316,697</u>	<u>353,274</u>	<u>389,721</u>
REVENUES				
Courts and Law Enforcement	128,204	121,736	136,215	65,470
Interest	13,046	14,441	6,044	1,491
Miscellaneous	-	-	-	-
TOTAL REVENUES	<u>141,250</u>	<u>136,177</u>	<u>142,259</u>	<u>66,961</u>
EXPENDITURES				
Other Professional Services	102,303	96,000	98,880	98,880
Supplies	-	3,600	6,932	6,437
Training	-	-	-	-
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	<u>102,303</u>	<u>99,600</u>	<u>105,812</u>	<u>105,317</u>
ENDING FUND BALANCE	<u><u>316,697</u></u>	<u><u>353,274</u></u>	<u><u>389,721</u></u>	<u><u>351,365</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

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 2014 Revenues are anticipated to be 55% more than those in 2013. The percentage change has varied over the years from a 53% decrease to a 55% increase in the 2014 year.

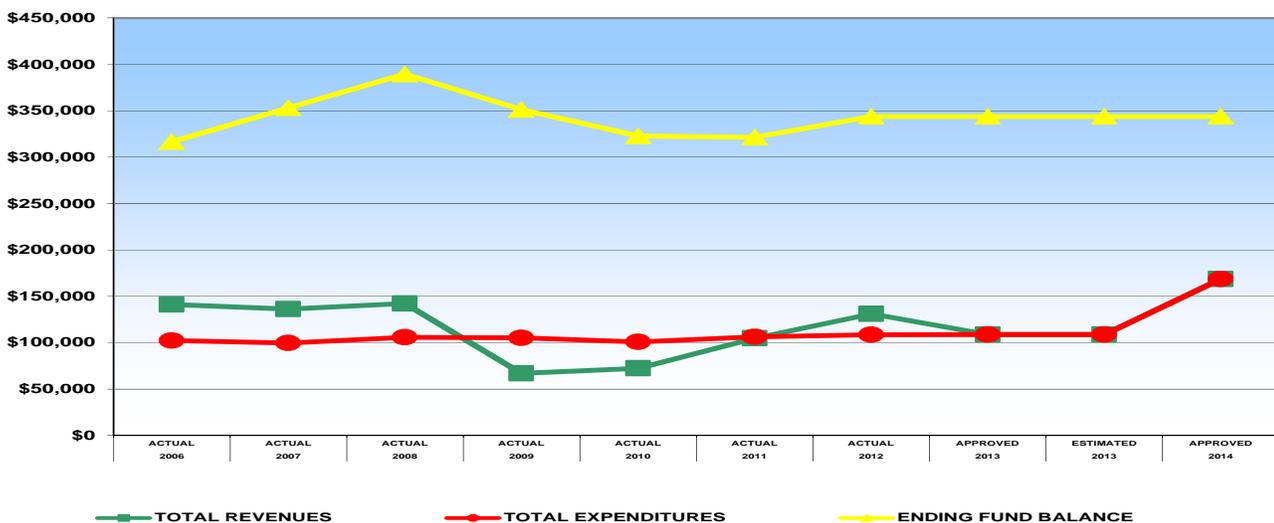
EXPENDITURES: Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been widespread. On one end of the spectrum Expenditures have decreased 5% and on the other have increased 112%. In recent years, however, these broad fluctuations have diminished, until 2014 with expenditures increasing \$60,000.

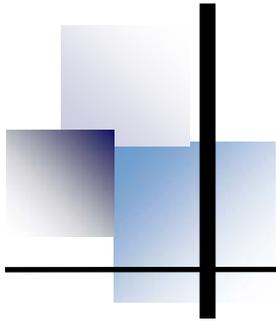
FUND BALANCE: Projected 2014 Ending Fund Balance is expected to be \$343,832.



Drug Abuse Treatment

<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGETED</u>	<u>2013 ESTIMATED</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>351,365</u>	<u>322,789</u>	<u>321,321</u>	<u>343,833</u>	<u>343,833</u>	<u>343,833</u>	<u>100%</u>
71,536	104,454	130,796	108,761	108,761	192,000	114%
787	452	234	-	-	200	0%
-	-	-	-	-	(23,439)	-14%
<u>72,323</u>	<u>104,906</u>	<u>131,030</u>	<u>108,761</u>	<u>108,761</u>	<u>168,761</u>	<u>114%</u>
90,937	106,374	108,518	98,880	98,880	158,880	94%
7,942	-	-	9,881	9,881	9,881	6%
2,020	-	-	-	-	-	0%
-	-	-	-	-	-	0%
<u>100,899</u>	<u>106,374</u>	<u>108,518</u>	<u>108,761</u>	<u>108,761</u>	<u>168,761</u>	<u>100%</u>
<u>322,789</u>	<u>321,321</u>	<u>343,833</u>	<u>343,833</u>	<u>343,833</u>	<u>343,833</u>	<u>100%</u>





SPECIAL REVENUE TRENDS

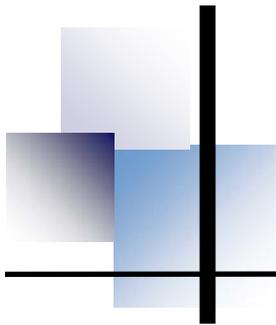
TRENDS FOR THE YEAR ENDED December 31, 2014

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 was completed in 2014. Nothing was budgeted for 2014 as this grant will soon be closed out now that work is completed.

EXPENDITURES: As the same for revenues there are zero expenditures under this fund budgeted for 2014 now that the Senior Center Expansion has been completed.

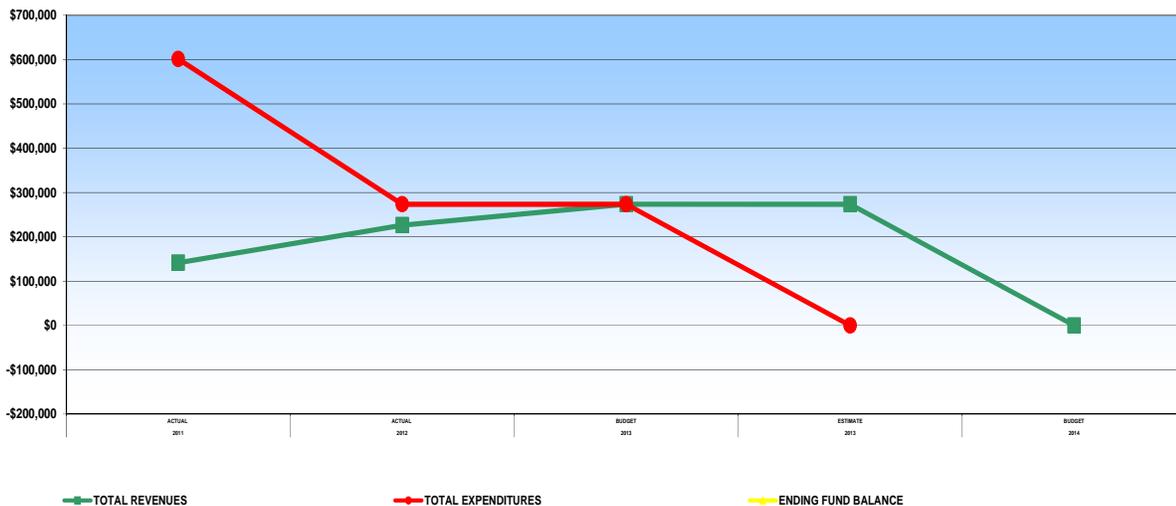
FUND BALANCE: Projected 2014 Ending Fund Balance is expected to end with a negative \$233,254. This is due to the project projected to be slightly over budget.

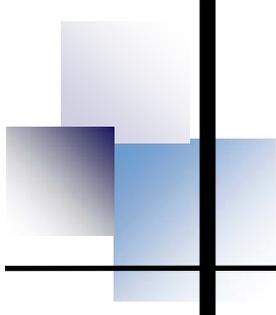




CDBG Senior Center

	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 BUDGET</u>	<u>PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	-	141,554	(233,254)	(233,254)	(233,254)	100%
REVENUES						
Federal Government		226,472	273,528	273,528	-	
Miscellaneous				-	-	
Other Financing Sources	141,674	-	-	-	-	0%
TOTAL REVENUES	141,674	226,472	273,528	273,528	-	0%
EXPENDITURES						
Professional Services	-	10,004	34,014	34,014	-	0%
Transfers Out	-	-	178,013	178,013	-	
Capital Outlay	120	591,276	61,501	61,501	-	0%
TOTAL EXPENDITURES	120	601,280	273,528	273,528	-	0%
ENDING FUND BALANCE	141,554	(233,254)	(233,254)	(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

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

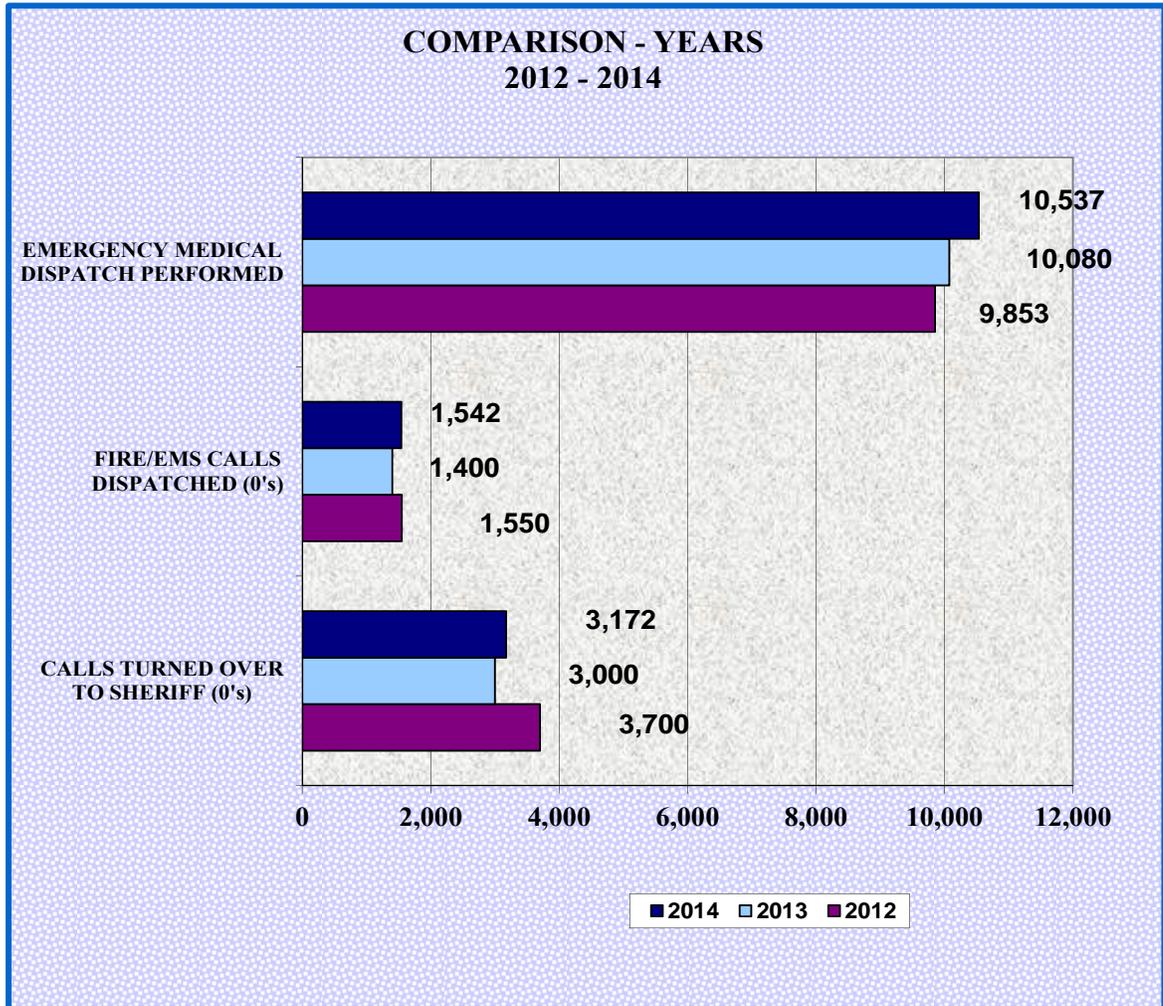
Compensate Communications Training Operators (CTO's) while training new employees. The CTO's would only be compensated while training. The formula would be an additional .75 an hour for every hour training

Improve the exterior of the new E-911 building by pressure washing, the building, and parking lot

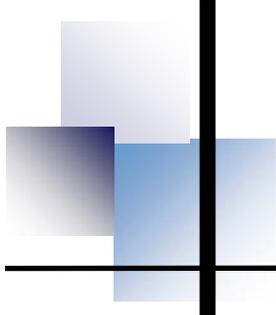


E-911 and Wireless

PERSONNEL SUMMARY & WORKLOAD INDICATORS



<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 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	11	9	9
Operator I	21	7	2	2
Operator Trainee	20	2	4	5
Secretary	19	0	0	0
Operator Trainee	PT	1	1	0
Operator I	PT	0	0	0
TOTAL FULL TIME		28	23	24
TOTAL PART TIME		1	1	0



E-911 and Wireless

SPECIAL REVENUE TRENDS

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>2,547,993</u>	<u>3,389,562</u>	<u>4,223,286</u>	<u>4,856,541</u>
REVENUES				
Wireless Charges	1,295,978	1,469,580	1,601,962	1,510,534
User Fees	941,739	951,731	896,053	952,994
Intergovernmental	-	-	-	-
Investment Earnings	-	-	-	-
Miscellaneous	<u>144,736</u>	<u>173,697</u>	<u>75,553</u>	<u>19,695</u>
TOTAL REVENUES	2,382,453	2,595,008	2,573,568	2,483,223
EXPENDITURES				
Salaries and Related Costs	1,144,387	1,176,819	1,286,240	1,288,056
Other Expenses	358,233	464,007	473,857	422,683
Capital Outlay	<u>38,264</u>	<u>120,458</u>	<u>180,216</u>	<u>464,035</u>
TOTAL EXPENDITURES	1,540,884	1,761,284	1,940,313	2,174,774
ENDING FUND BALANCE	<u><u>3,389,562</u></u>	<u><u>4,223,286</u></u>	<u><u>4,856,541</u></u>	<u><u>5,164,990</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

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 decrease by 34% from 2013.

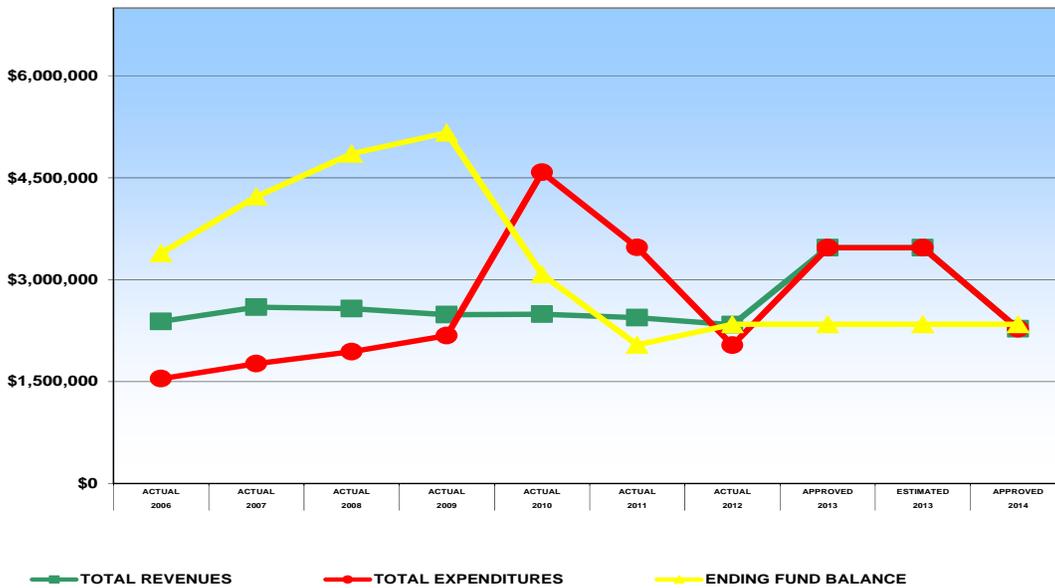
EXPENDITURES: Salaries and related cost are anticipated to increase by 3% over 2013 estimated expenditures.

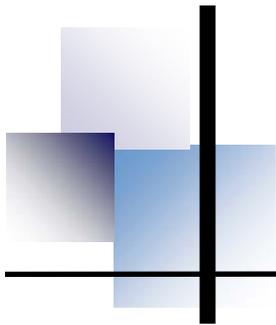
FUND BALANCE: The 2014 Fund Balance is projected to remain constant with that of 2013, leaving a Fund Balance of \$2,343,147.



E-911 and Wireless

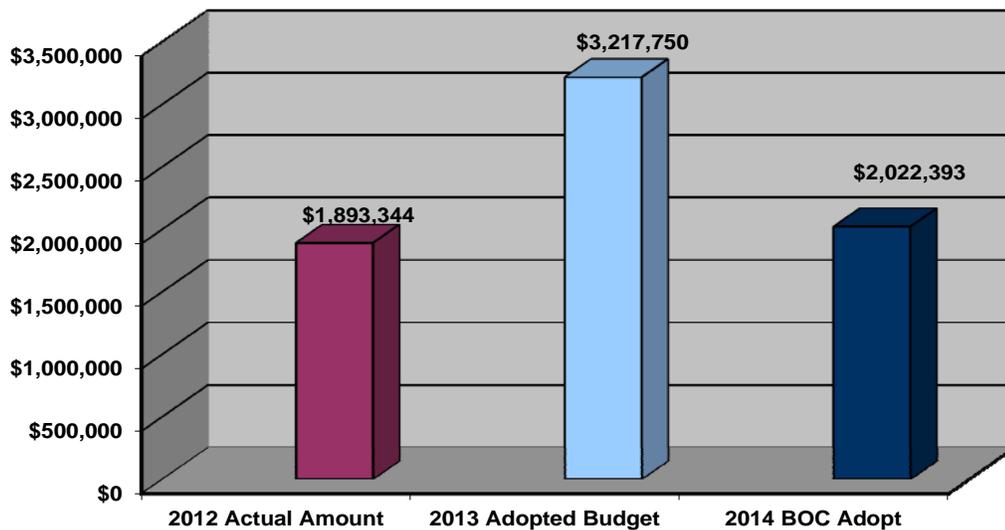
<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 BUDGET</u>	<u>2014 PERCENT OF TOTAL</u>
<u>5,164,990</u>	<u>3,076,337</u>	<u>2,039,792</u>	<u>2,343,147</u>	<u>2,343,147</u>	<u>2,343,147</u>	<u>100%</u>
1,650,620	2,340,543	1,369,674	2,246,376	2,246,376	2,400,000	105%
828,286	-	965,444	-	-	-	0%
-	93,592	-	-	-	-	0%
-	3,748	1,378	900	900	-	-
<u>11,967</u>	<u>1,087</u>	<u>796</u>	<u>1,224,274</u>	<u>1,224,274</u>	<u>(124,307)</u>	<u>-5%</u>
2,490,873	2,438,970	2,337,292	3,471,550	3,471,550	2,275,693	100%
1,319,813	1,283,830	1,986,010	1,475,398	1,475,398	1,523,133	67%
432,599	1,106,832	47,927	1,996,152	1,996,152	753,060	33%
<u>2,827,114</u>	<u>1,084,853</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
4,579,526	3,475,515	2,033,937	3,471,550	3,471,550	2,276,193	100%
<u>3,076,337</u>	<u>2,039,792</u>	<u>2,343,147</u>	<u>2,343,147</u>	<u>2,343,147</u>	<u>2,342,647</u>	<u>100%</u>

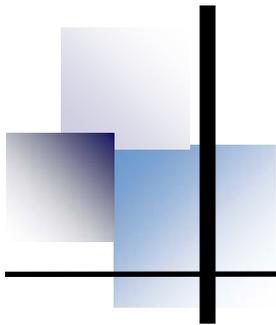




E-911 Wireline

	BUDGET SUMMARY		
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,893,344	3,217,750	2,022,393
Total Funding Sources	1,893,344	3,217,750	2,022,393
APPROPRIATIONS:			
Salary and Wage	1,057,305	1,079,473	1,141,281
Benefits	304,490	395,925	381,852
Advertising	451	500	500
Vehicle Expense	3,183	3,300	3,400
Dues and Subscriptions	346	1,250	1,250
Equipment Rental	0	150	150
Maintenance Charges	29,480	42,600	36,210
Supplies	5,952	8,000	8,000
Professional Services	5,774	88,848	94,100
Utilities	372,458	357,300	352,800
Travel & Training	2,630	0	150
Minor Equipment and Improvements	0	0	0
Capital Outlay	111,261	0	0
Other Financing Sources	0	1,223,374	0
Uniforms and Clothing	15	1,500	2,700
Budget Improvement Request	0	15,530	0
Total Appropriations	1,893,344	3,217,750	2,022,393

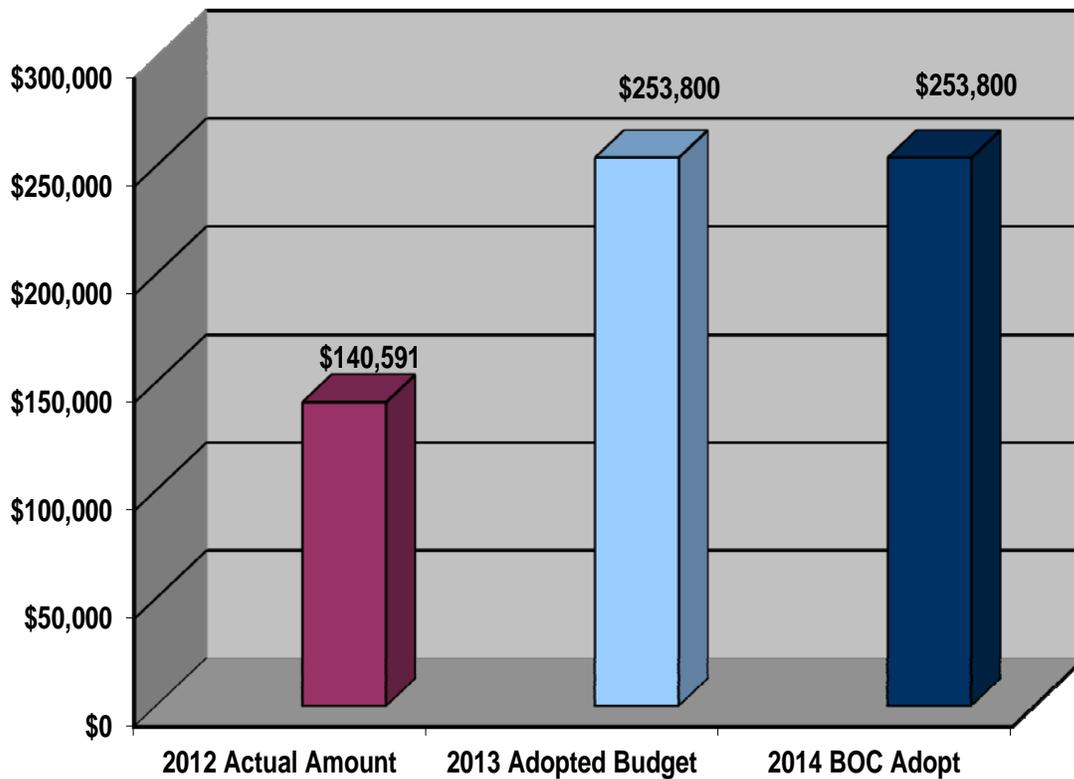


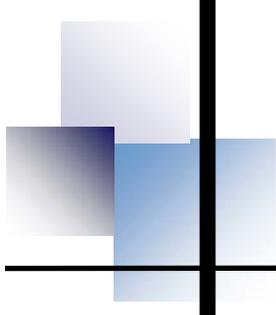


E-911 Wireless

BUDGET SUMMARY

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	140,591	253,800	253,800
Total Funding Sources	140,591	253,800	253,800
APPROPRIATIONS:			
Professional Services	140,591	253,800	253,800
Total Appropriations	140,591	253,800	253,800





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>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Hotel-Motel Taxes	<u>27,616</u>	<u>23,400</u>	<u>18,119</u>	<u>38,077</u>
TOTAL REVENUES	27,616	23,400	18,119	38,077
EXPENDITURES				
Transfers Out	<u>27,616</u>	<u>23,400</u>	<u>18,119</u>	<u>38,077</u>
TOTAL EXPENDITURES	27,616	23,400	18,119	38,077
ENDING FUND BALANCE	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

TRENDS FOR THE YEAR ENDED December 31, 2014

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 2014 a 12% decline in this revenue source is budgeted.

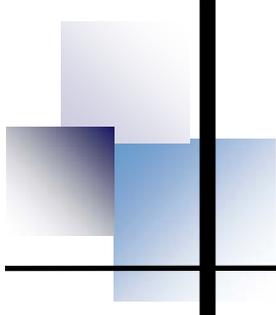
EXPENDITURES: Expenditures for the Hotel/Motel Fund are budgeted each year to be the same as the Revenue. Funds are transferred out to the General Fund and remitted to agencies that promote tourism within the County.

FUND BALANCE: The 2014 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>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
-	-	-	-	-	-	0%
<u>140,265</u>	<u>153,481</u>	<u>167,810</u>	<u>211,250</u>	<u>211,250</u>	<u>185,000</u>	<u>100%</u>
140,265	153,481	167,810	211,250	211,250	185,000	100%
<u>140,265</u>	<u>153,481</u>	<u>167,810</u>	<u>211,250</u>	<u>211,250</u>	<u>185,000</u>	<u>100%</u>
140,265	153,481	167,810	211,250	211,250	185,000	100%
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>





Law Library

SPECIAL REVENUE TRENDS

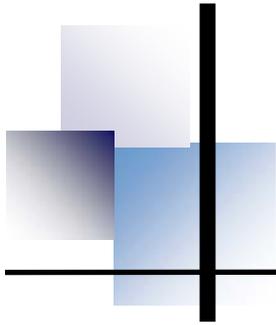
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>218,536</u>	<u>256,103</u>	<u>317,321</u>	<u>400,141</u>
REVENUES				
Courts and Law Enforcement	123,984	156,550	169,896	91,623
Use of Money and Property	<u>2,784</u>	<u>4,192</u>	<u>1,896</u>	<u>800</u>
TOTAL REVENUES	126,768	160,742	171,792	92,423
EXPENDITURES				
Operating	89,201	99,524	88,972	86,000
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	89,201	99,524	88,972	86,000
ENDING FUND BALANCE	<u>256,103</u>	<u>317,321</u>	<u>400,141</u>	<u>406,564</u>

TRENDS FOR THE YEAR ENDED December 31, 2014

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 2014 Revenues are expected to remain the same as that projected in 2013.

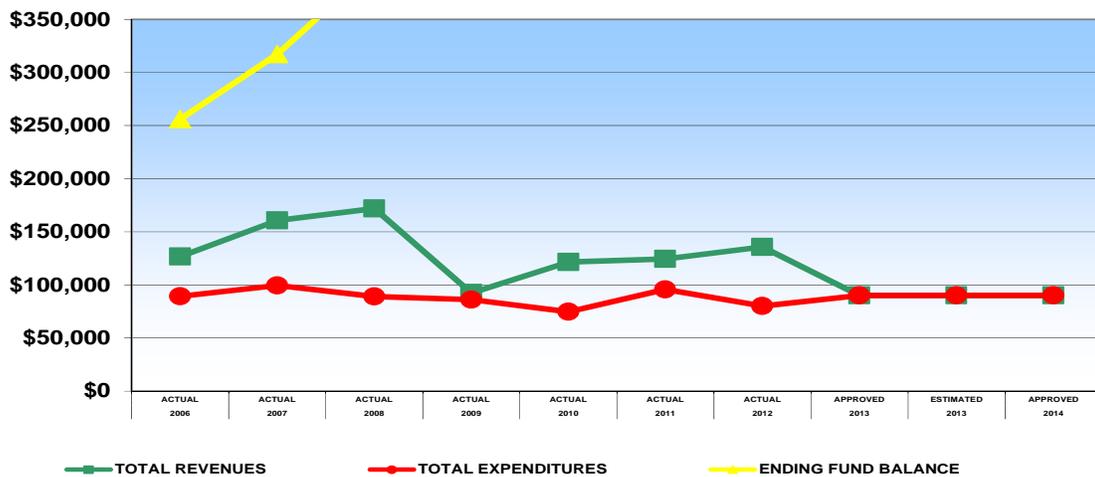
EXPENDITURES: Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years.

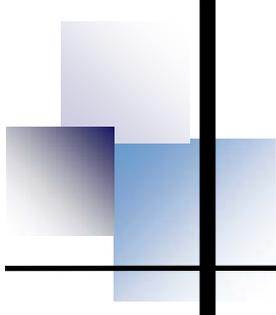
FUND BALANCE: Revenues have exceeded Expenditures in most years; therefore, Fund Balance continues to increase. In 2014 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2014 Ending Fund Balance of \$537,724.



Law Library

2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 ESTIMATED	2014 APPROVED	2014 PERCENT OF TOTAL
406,564	453,461	482,212	537,724	537,724	537,724	100%
119,813	123,330	133,564	90,000	90,000	90,000	100%
1,718	1,177	2,101	-	-	-	0%
121,531	124,507	135,665	90,000	90,000	90,000	100%
74,634	95,756	80,153	90,000	90,000	90,000	100%
-	-	-	-	-	-	0%
74,634	95,756	80,153	90,000	90,000	90,000	100%
453,461	482,212	537,724	537,724	537,724	537,724	100%





Sheriff Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>2,613,416</u>	<u>4,288,382</u>	<u>5,241,706</u>	<u>4,999,593</u>
REVENUES				
Fines and Forfeitures	2,276,237	1,764,841	380,651	160,000
Investment Earnings	<u>73,313</u>	<u>136,249</u>	<u>171,166</u>	<u>88,000</u>
TOTAL REVENUES	2,349,550	1,901,090	551,817	248,000
EXPENDITURES				
Operating	674,584	947,766	793,930	11,000
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>800,000</u>
TOTAL EXPENDITURES	674,584	947,766	793,930	811,000
ENDING FUND BALANCE	<u>4,288,382</u>	<u>5,241,706</u>	<u>4,999,593</u>	<u>4,436,593</u>

TRENDS FOR THE YEAR ENDED December 31, 2013

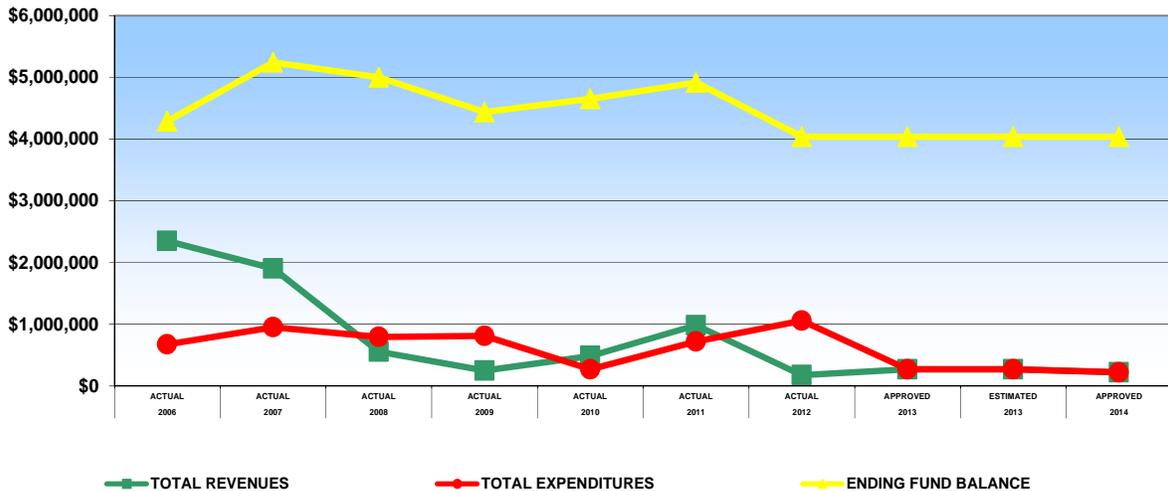
REVENUES: This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues can be difficult to forecast. There is projected to be an approximate 17% decrease in estimated 2014 Revenues over 2013 estimated Revenues. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high as 140% of a prior year.

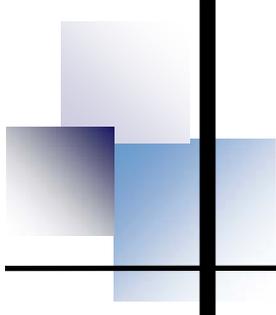
EXPENDITURES: Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2013 Expenditures are estimated to be \$220,000.

FUND BALANCE: The Ending Fund Balance for 2014 is \$4,035,303. 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 2013 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>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 APPROVED</u>	<u>2013 ESTIMATED</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>4,436,593</u>	<u>4,651,048</u>	<u>4,915,575</u>	<u>4,035,303</u>	<u>4,035,303</u>	<u>4,035,303</u>	<u>100%</u>
<u>373,657</u>	<u>943,986</u>	<u>149,357</u>	<u>267,000</u>	<u>267,000</u>	<u>220,000</u>	<u>100%</u>
<u>107,714</u>	<u>39,885</u>	<u>26,246</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>481,371</u>	<u>983,871</u>	<u>175,603</u>	<u>267,000</u>	<u>267,000</u>	<u>220,000</u>	<u>100%</u>
<u>266,916</u>	<u>719,344</u>	<u>1,055,875</u>	<u>267,000</u>	<u>267,000</u>	<u>220,000</u>	<u>100%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>266,916</u>	<u>719,344</u>	<u>1,055,875</u>	<u>267,000</u>	<u>267,000</u>	<u>220,000</u>	<u>100%</u>
<u>4,651,048</u>	<u>4,915,575</u>	<u>4,035,303</u>	<u>4,035,303</u>	<u>4,035,303</u>	<u>4,035,303</u>	<u>100%</u>





Sheriff Inmate Commissary

SPECIAL REVENUE TRENDS

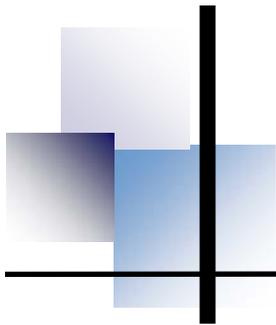
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>308,557</u>	<u>336,865</u>	<u>407,353</u>	<u>392,648</u>
REVENUES				
Intergovernmental	-	-	-	-
Use of Money and Property	743	1,362	1,249	300
Miscellaneous	<u>292,300</u>	<u>310,654</u>	<u>242,891</u>	<u>36,000</u>
TOTAL REVENUES	293,043	312,016	244,140	36,300
EXPENDITURES				
Operating	264,735	241,528	258,845	167,000
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	264,735	241,528	258,845	167,000
ENDING FUND BALANCE	<u><u>336,865</u></u>	<u><u>407,353</u></u>	<u><u>392,648</u></u>	<u><u>261,948</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

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. 2014 Revenues are projected to increase slightly as compared to 2013'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.

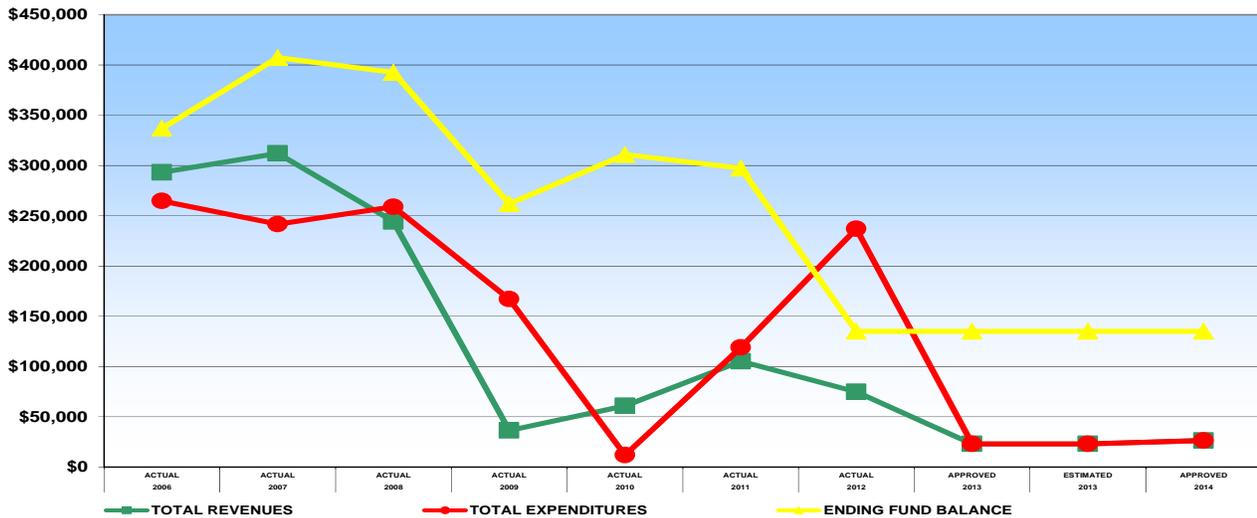
EXPENDITURES: 2014 Expenditures are \$3,400 more than estimated Expenditures for 2013. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$26,400 for 2014 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

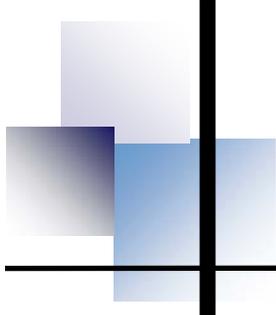
FUND BALANCE: Expenditures as well as Revenues have increased. The Expenditures are budgeted to be the same as the Revenues resulting in no change in the Ending Fund Balance \$135,047 from 2013 to 2014.



Sheriff Inmate Commissary

2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 ESTIMATE	2014 APPROVED	2014 PERCENT OF TOTAL
<u>261,948</u>	<u>310,888</u>	<u>297,315</u>	<u>135,047</u>	<u>135,047</u>	<u>135,047</u>	<u>100%</u>
-	-	-	-	-	-	0%
-	-	-	-	-	-	0%
<u>60,834</u>	<u>105,236</u>	<u>74,738</u>	<u>23,000</u>	<u>23,000</u>	<u>26,400</u>	<u>100%</u>
60,834	105,236	74,738	23,000	23,000	26,400	100%
<u>11,894</u>	<u>118,809</u>	<u>237,006</u>	<u>23,000</u>	<u>23,000</u>	<u>26,400</u>	<u>100%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
11,894	118,809	237,006	23,000	23,000	26,400	100%
<u>310,888</u>	<u>297,315</u>	<u>135,047</u>	<u>135,047</u>	<u>135,047</u>	<u>135,047</u>	<u>100%</u>





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

SPECIAL REVENUE TRENDS

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>32,953</u>	<u>34,080</u>	<u>30,421</u>	<u>64,879</u>
REVENUES				
Charges for Service	7,949	25,316	78,761	-
Miscellaneous	<u>-</u>	<u>-</u>	<u>122</u>	<u>15,000</u>
TOTAL REVENUES	7,949	25,316	78,883	15,000
EXPENDITURES				
Operating	6,822	28,975	44,425	9,500
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	6,822	28,975	44,425	9,500
ENDING FUND BALANCE	<u><u>34,080</u></u>	<u><u>30,421</u></u>	<u><u>64,879</u></u>	<u><u>70,379</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

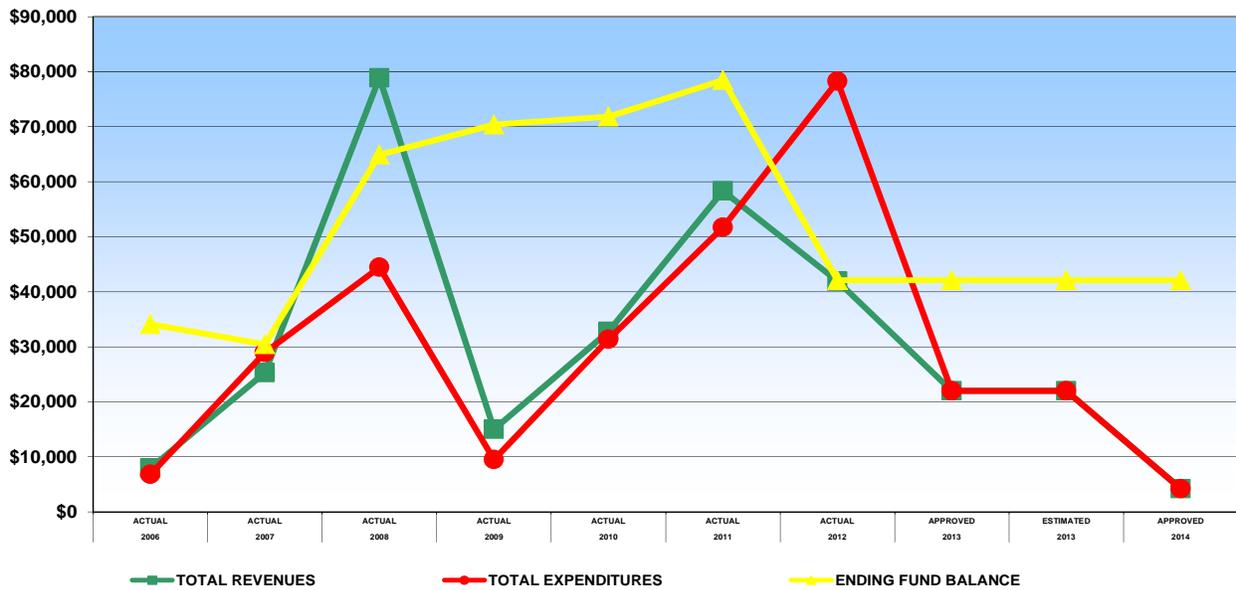
REVENUES: Revenues are generated from donations by local individuals and businesses to fund the Douglas County Sheriff Office’s Drug Abuse Resistance Education (D.A.R.E.) and Combined Accident Reduction Effort (C.A.R.E.) programs. Budgeted Revenues for 2014 are estimated to be \$4,200. This is a large decrease of \$17,800 from the 2013 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and in 2008 they were the highest they’ve ever been.

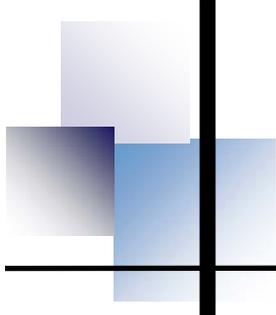
EXPENDITURES: Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures will be approximately Expenditures have fluctuated between the years. 2014 is the lowest budgeted expenditures in the ten year period presented.

FUND BALANCE: Fund Balance took a huge drop in 2012 of almost 50%. For 2014 it is expected to remain the same at \$42,105 with revenues equaling expenditures.

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

<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2013 PERCENT OF TOTAL</u>
<u>70,379</u>	<u>71,820</u>	<u>78,474</u>	<u>42,105</u>	<u>42,105</u>	<u>42,105</u>	<u>100%</u>
34	11	11	-	-	-	0%
<u>32,744</u>	<u>58,334</u>	<u>41,892</u>	<u>22,000</u>	<u>22,000</u>	<u>4,200</u>	<u>100%</u>
32,778	58,345	41,903	22,000	22,000	4,200	100%
31,337	51,691	78,272	22,000	22,000	4,200	100%
-	-	-	-	-	-	0%
31,337	51,691	78,272	22,000	22,000	4,200	100%
<u>71,820</u>	<u>78,474</u>	<u>42,105</u>	<u>42,105</u>	<u>42,105</u>	<u>42,105</u>	<u>100%</u>





Sidewalk Fund

SPECIAL REVENUE TRENDS

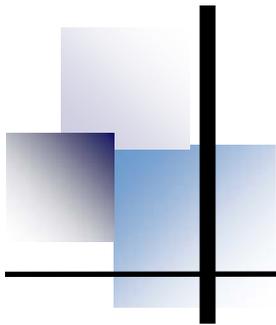
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>(9,478)</u>	<u>26,361</u>	<u>27,582</u>	<u>28,053</u>
REVENUES				
Fees	35,275	-	-	7,550
Use of Property & Money	<u>564</u>	<u>1,221</u>	<u>471</u>	<u>205</u>
TOTAL REVENUES	35,839	1,221	471	7,755
EXPENDITURES				
Operating	-	-	-	-
Capital Outlay	-	-	-	7,550
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	-	-	-	7,550
ENDING FUND BALANCE	<u><u>26,361</u></u>	<u><u>27,582</u></u>	<u><u>28,053</u></u>	<u><u>28,258</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

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 2014.

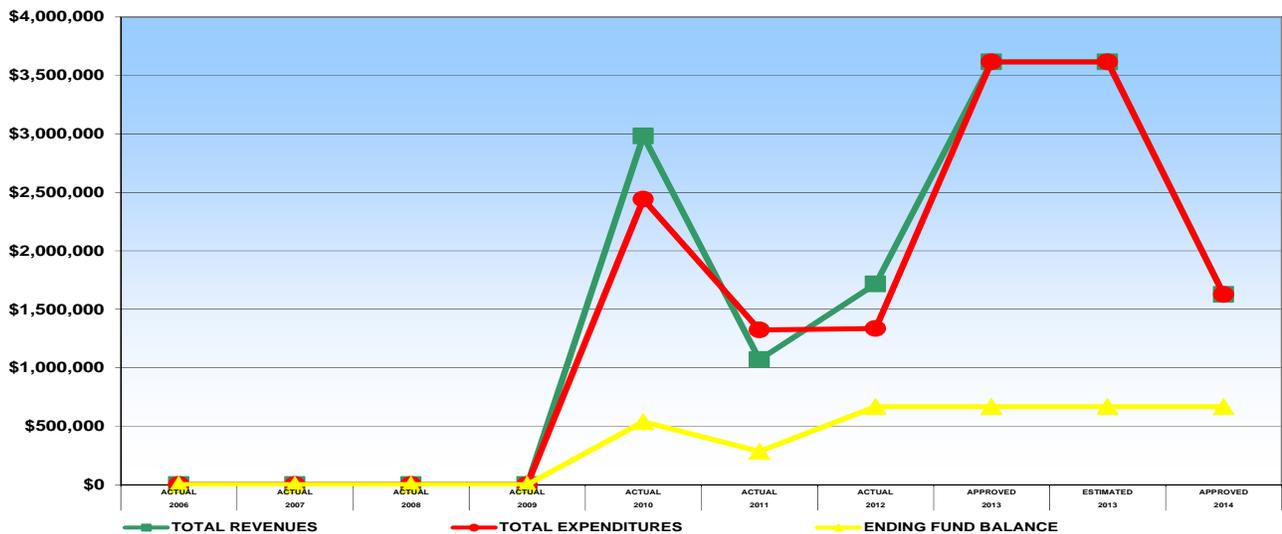
EXPENDITURES: Only \$50 of expenditures was budgeted for 2013. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

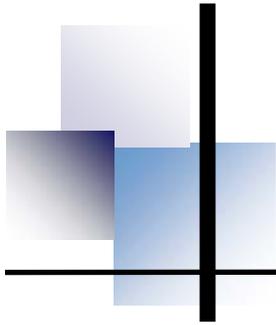
FUND BALANCE: Fund Balance increased to its highest point in 2011 of \$169,207. This is due to several unexpected subdivisions that required sidewalks for the year. For 2014 the fund balance is projected to remain at its lowest in the ten year period at \$13,346. This is due to work on sidewalks being completed in 2012 and depleting the fund balance.



Sidewalk Fund

<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>28,258</u>	<u>33,349</u>	<u>169,207</u>	<u>13,346</u>	<u>13,346</u>	<u>13,346</u>	<u>100%</u>
5,000	162,900	-	-	-	-	0%
91	174	74	100	100	50	0%
<u>5,091</u>	<u>163,074</u>	<u>74</u>	<u>100</u>	<u>100</u>	<u>50</u>	<u>0%</u>
-	-	-	-	-	-	0%
-	27,216	155,935	100	100	50	0%
-	-	-	-	-	-	0%
<u>-</u>	<u>27,216</u>	<u>155,935</u>	<u>100</u>	<u>100</u>	<u>50</u>	<u>0%</u>
<u><u>33,349</u></u>	<u><u>169,207</u></u>	<u><u>13,346</u></u>	<u><u>13,346</u></u>	<u><u>13,346</u></u>	<u><u>13,346</u></u>	<u><u>100%</u></u>





Neighborhood Stabilization Program

SPECIAL REVENUE TRENDS

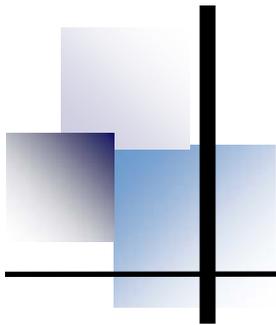
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-	-
REVENUES					
Intergovernmental	-	-	-	-	2,441,518
Investment Earnings	-	-	-	-	-
Other	-	-	-	-	539,224
TOTAL REVENUES	-	-	-	-	2,980,742
EXPENDITURES					
Other Professional Services	-	-	-	-	2,441,518
Transfers Out	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	2,441,518
ENDING FUND BALANCE	-	-	-	-	539,224

TRENDS FOR THE YEAR ENDED December 31, 2014

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 2014 have decreased 55% compared to 2013. This is due to receiving less grant money in 2014.

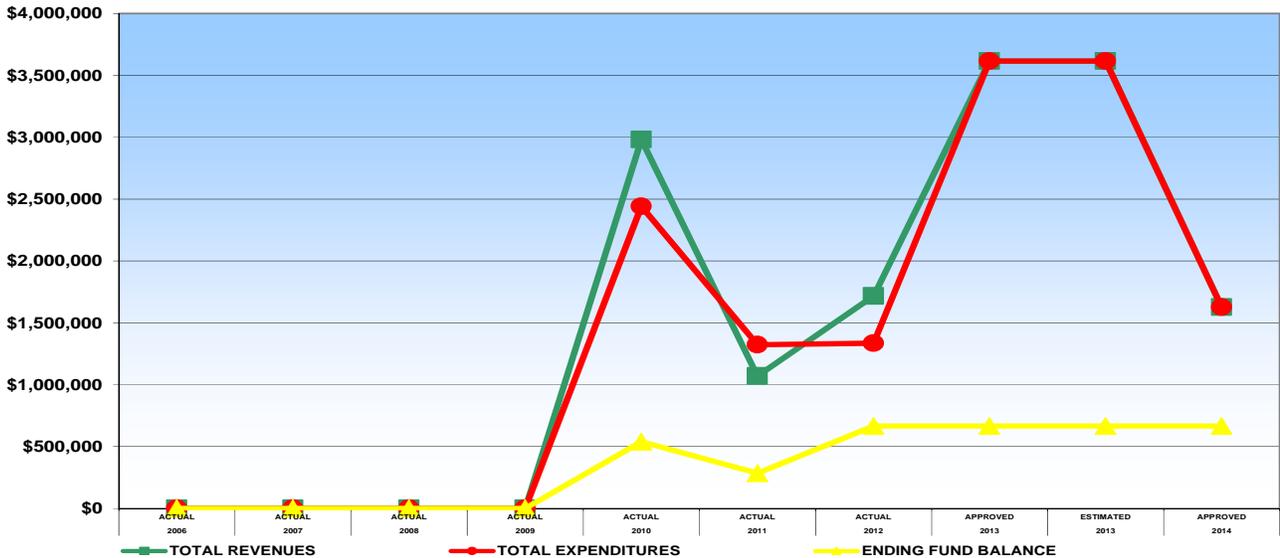
EXPENDITURES: With the decrease of grant money the expenditures have decreased as well. The 2014 Projected Expenditures are \$1,627,624.

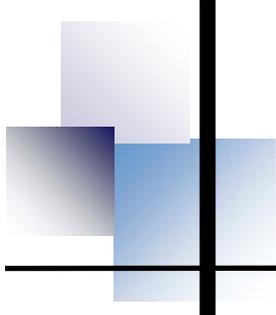
FUND BALANCE: Fund Balance remains the same as that for 2013. The General Fund will provide the match for this grant. This fund will continue to receive grant fund reimbursements causing the Projected Ending Fund Balance to fluctuate from year to year.



Neighborhood Stabilization Program

<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>539,224</u>	<u>284,736</u>	<u>667,263</u>	<u>667,263</u>	<u>667,263</u>	<u>100%</u>
1,069,622	324,386	3,616,112	3,616,112	927,224	0%
-	-	-	-	100	
<u>-</u>	<u>1,393,021</u>	<u>-</u>	<u>-</u>	<u>700,000</u>	<u>0%</u>
1,069,622	1,717,407	3,616,112	3,616,112	1,627,324	0%
1,300,238	1,334,880	3,616,112	3,616,112	1,627,324	0%
<u>23,872</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
1,324,110	1,334,880	3,616,112	3,616,112	1,627,324	0%
<u>284,736</u>	<u>667,263</u>	<u>667,263</u>	<u>667,263</u>	<u>667,263</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

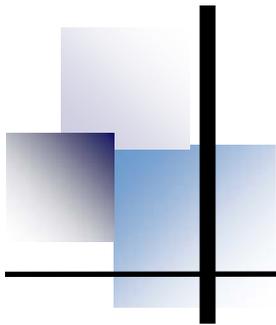
To continue to meet he needs of all Victims of crime with professional service and assistance by:

- 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

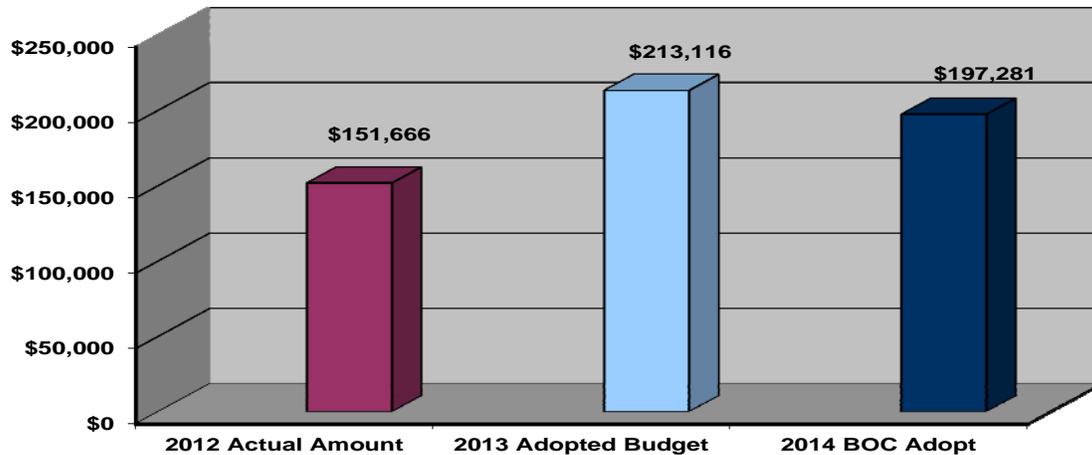
They are included in the District Attorney's workload indicators.





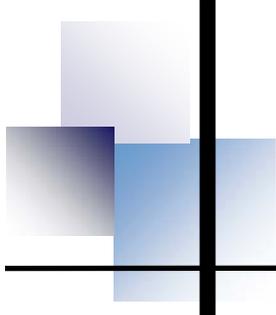
Victim Assistance

BUDGET SUMMARY			
	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	151,666	213,116	197,281
Total Funding Sources	151,666	213,116	197,281
APPROPRIATIONS:			
Salary and Wage	101,192	127,031	113,925
Benefits	27,788	54,058	52,994
Advertising	0	100	100
Supplies	0	1,200	1,200
Professional Services	0	5,000	5,000
Utilities	0	1,000	1,000
Travel & Training	0	0	0
Other Financing Sources	22,686	22,686	23,062
Budget Improvement Request	0	2,041	0
Total Appropriations	151,666	213,116	197,281



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Senior Victim Investigator	UNC	1	1	1
Legal Staff Assistant	21	1	1	1
Victim Staff Assistant	21	1	1	1
Secretary	PT	1	1	0
TOTAL FULL TIME		3	3	3
TOTAL PART TIME		1	1	0



Victim Assistance

SPECIAL REVENUE TRENDS

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>261,194</u>	<u>272,492</u>	<u>283,806</u>	<u>297,362</u>
REVENUES				
Victim Assistance Fines	195,752	240,361	233,699	184,900
Investment Earnings	-	-	-	-
Interest	<u>247</u>	<u>9,974</u>	<u>4,662</u>	<u>1,110</u>
TOTAL REVENUES	195,999	250,335	238,361	186,010
EXPENDITURES				
Salaries and Related Costs	143,000	137,170	154,003	159,930
Other Expenses	185	65	36,000	65
Transfers Out	41,516	101,786	34,802	32,581
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	184,701	239,021	224,805	192,576
ENDING FUND BALANCE	<u><u>272,492</u></u>	<u><u>283,806</u></u>	<u><u>297,362</u></u>	<u><u>290,796</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2014

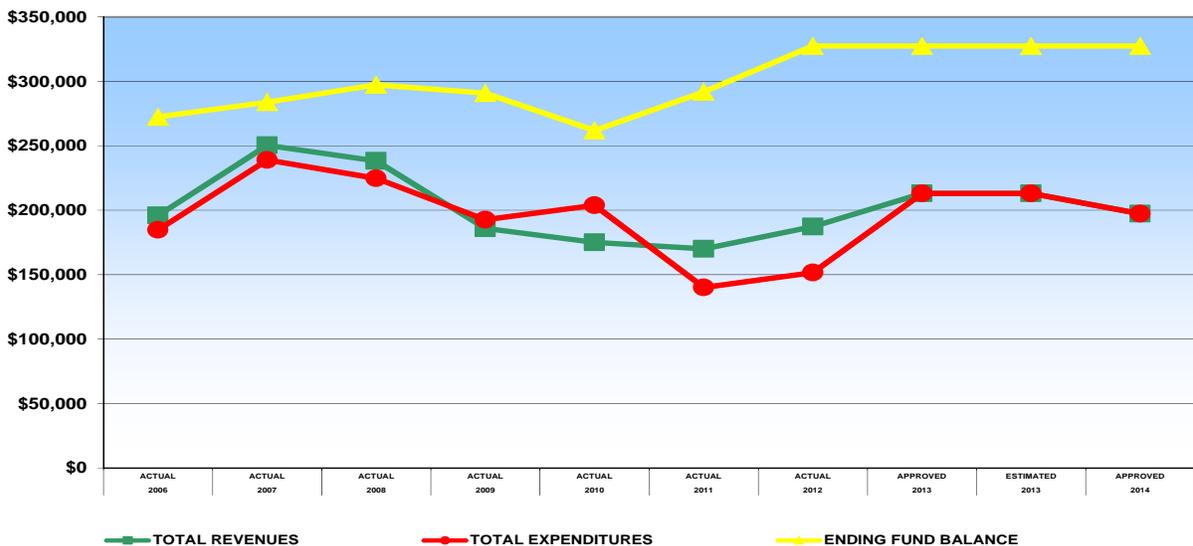
REVENUES: 2014 Revenues in this fund are projected to have a 7% decrease compared to 2013's Estimated Revenue. The trend in fluctuation of Revenue has varied. This fund provides aid to Douglas County citizens who are victims of a crime.

EXPENDITURES: Expenditures for 2014 are expected to decrease \$15,835 compared to 2013's Estimated Expenditures. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years. Other Expenses for 2014 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.

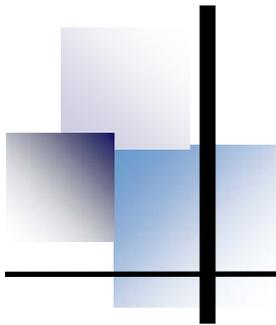
FUND BALANCE: Projected 2014 ending Fund Balance reflects no change from the prior year. Prior year's activity show a slowing trend that caused this Fund to be evaluated in 2005. Since then the fund balance has risen approximately, except for 2013 it remains constant.

Victim Assistance

<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>290,796</u>	<u>261,897</u>	<u>291,863</u>	<u>327,512</u>	<u>327,512</u>	<u>327,512</u>	<u>100%</u>
174,421	169,651	187,111	193,200	193,200	193,500	98%
-	-	-	19,416	19,416	3,556	
<u>583</u>	<u>358</u>	<u>205</u>	<u>500</u>	<u>500</u>	<u>225</u>	<u>0%</u>
175,004	170,009	187,316	213,116	213,116	197,281	98%
140,306	112,759	128,981	181,089	181,089	166,919	85%
20,952	3,000	-	9,341	9,341	7,300	4%
42,645	24,283	22,686	22,686	22,686	23,062	12%
-	-	-	-	-	-	<u>0%</u>
203,903	140,042	151,667	213,116	213,116	197,281	100%
<u>261,897</u>	<u>291,863</u>	<u>327,512</u>	<u>327,512</u>	<u>327,512</u>	<u>327,512</u>	<u>100%</u>



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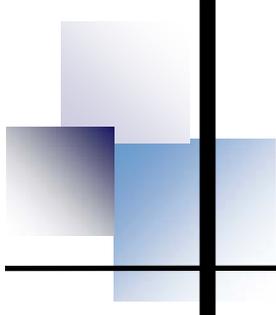


Enterprise Funds

Landfill Fund..... 298

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:

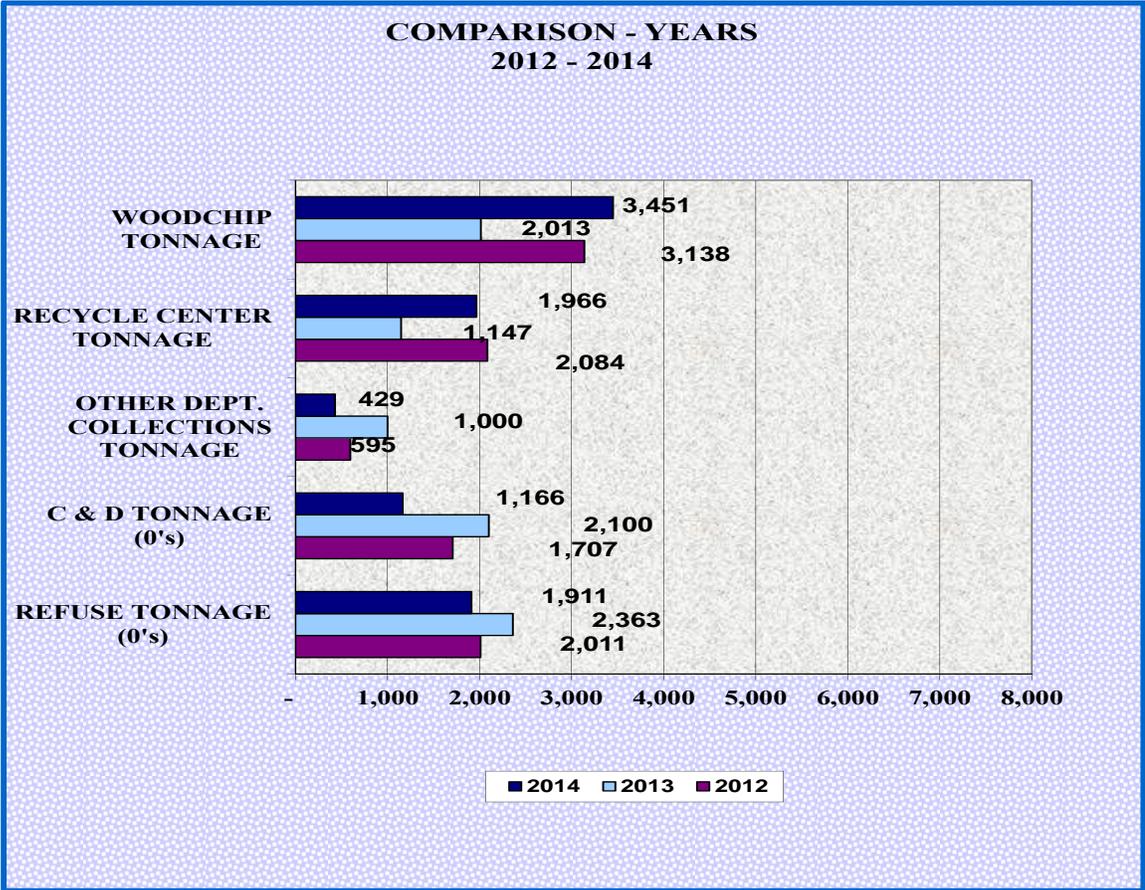
- Offering educational - promotional campaigns for recycling.
- Removal of the highest volume possible of recyclable, reuse, and waste diversion material from the waste stream.

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”.

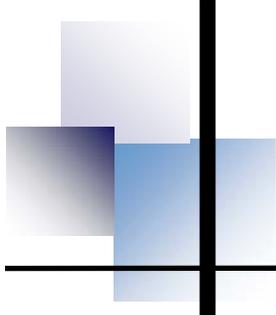


Landfill



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2014 APPROVED</u>
Government Services Director	35	1	1	1
Assistant Government Services Director		0	0	1
Solid Waste Manager	UNC	1	1	0
Landfill Superintendent	28	1	1	0
Administrative Assistant	24	1	1	1
Landfill Supervisor	22	1	1	1
Senior Equipment Operator	20	1	1	1
Equipment Operator	19	1	1	2
Attendant	17	1	1	2
Scale Operator	PT	3	3	3
Equipment Operator	PT	1	1	1
Laborer I	PT	2	2	2
TOTAL FULL TIME		8	8	9
TOTAL PART TIME		6	6	6



Landfill Fund

ENTERPRISE TRENDS

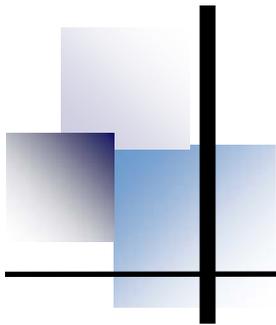
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>240,444</u>	<u>521,537</u>	<u>668,937</u>	<u>491,541</u>
REVENUES				
Transfer Fees	801,644	851,952	889,635	920,164
C & D Fees	922,900	983,098	846,296	638,583
Camp Road Transfer Fees	64,435	66,389	66,707	70,274
Investments	24,056	3,559	1,568	151
Insurance Claims	-	-	-	-
Recycling Sales	193,762	174,229	210,387	163,489
Charges b/w Funds	-	-	-	-
Intergovernmental	-	-	-	-
Other	<u>155,149</u>	<u>10,166</u>	<u>1,446</u>	<u>86,268</u>
TOTAL REVENUES	2,161,946	2,089,393	2,016,039	1,878,930
EXPENDITURES				
Salary and Benefits	527,910	592,301	613,544	572,045
Operating Expenses	1,221,285	1,212,663	1,449,485	1,162,639
Capital Outlay	-	-	-	(2,440)
Depreciation	<u>131,658</u>	<u>137,029</u>	<u>130,406</u>	<u>126,206</u>
TOTAL EXPENDITURES	1,880,853	1,941,993	2,193,435	1,858,450
ENDING FUND BALANCE	<u>521,537</u>	<u>668,937</u>	<u>491,541</u>	<u>512,021</u>

TRENDS FOR THE YEAR ENDED December 31, 2014

REVENUES: The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2014 are projected to experience a 1% increase over those of 2013 so there isn't much of a fluctuation in this fund from 2013 to 2014 budget.

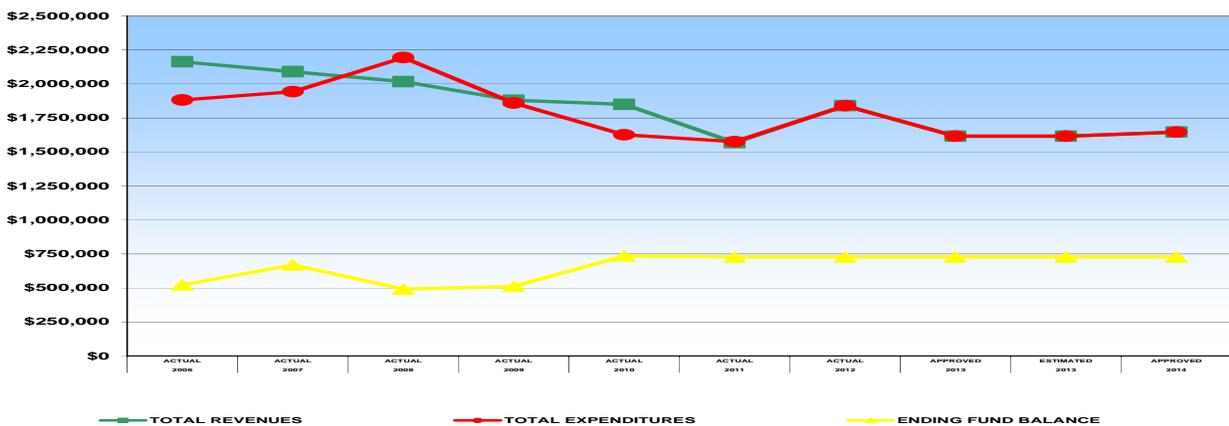
EXPENDITURES: Expenditures are anticipated to increase by \$30,258 compared to 2013's estimates. Some expenditures will go down as cost containment measures are implemented and assets become fully depreciated, but with rising cost of materials and supplies, it could fluctuate.

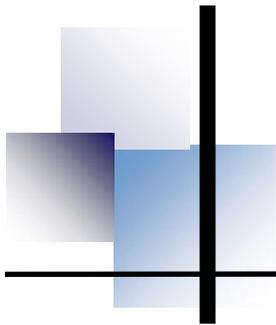
FUND BALANCE: The projected fund balance for 2014 is expected to remain the same with Revenues and Expenditures being equal.



Landfill

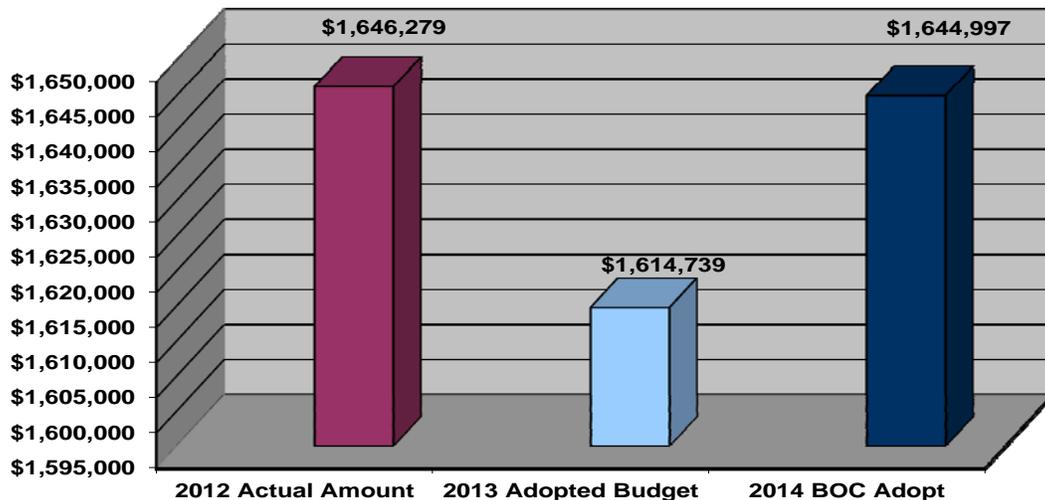
2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 ESTIMATE	2014 APPROVED	2014 PERCENT OF TOTAL
<u>512,021</u>	<u>735,924</u>	<u>728,181</u>	<u>728,181</u>	<u>728,181</u>	<u>728,181</u>	<u>100%</u>
879,673	818,076	935,970	702,000	702,000	810,000	49%
595,596	395,160	521,114	420,000	420,000	454,800	28%
62,165	59,657	63,189	65,000	65,000	39,996	2%
290	161	-	-	-	-	0%
-	-	-	-	-	-	0%
248,056	237,420	318,886	300,000	300,000	159,996	10%
8,398	24,291	-	-	-	-	0%
54,383	26,446	-	-	-	-	0%
578	6,387	-	127,739	127,739	180,205	11%
<u>1,849,139</u>	<u>1,567,599</u>	<u>1,839,159</u>	<u>1,614,739</u>	<u>1,614,739</u>	<u>1,644,997</u>	<u>89%</u>
594,269	573,479	580,226	635,599	635,599	645,457	39%
907,257	882,746	1,158,933	879,140	879,140	888,540	54%
-	-	-	-	-	-	0%
123,710	119,118	100,000	100,000	100,000	111,000	7%
<u>1,625,236</u>	<u>1,575,343</u>	<u>1,839,159</u>	<u>1,614,739</u>	<u>1,614,739</u>	<u>1,644,997</u>	<u>100%</u>
<u>735,924</u>	<u>728,181</u>	<u>728,181</u>	<u>728,181</u>	<u>728,181</u>	<u>728,181</u>	<u>100%</u>

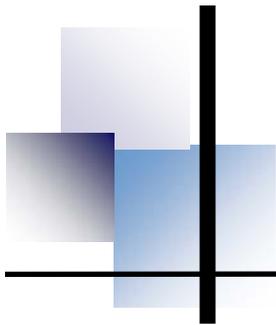




Landfill

	2012 Actual Amount	2013 Adopted Budget	2014 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	1,646,279	1,614,739	1,644,997
Total Funding Sources	1,646,279	1,614,739	1,644,997
APPROPRIATIONS:			
Salary and Wage	480,483	471,012	480,197
Benefits	126,273	164,587	165,260
Advertising	1,479	2,500	1,500
Vehicle Expense	176,457	125,000	145,000
Dues and Subscriptions	1,223	1,400	1,500
Equipment Rental	2,103	4,400	3,000
Rentals	600	600	600
Maintenance Charges	38,101	46,860	30,960
Supplies	10,292	13,920	13,220
Professional Services	157,149	175,000	160,000
Utilities	506,520	505,960	529,260
Travel & Training	0	0	0
Minor Equipment and Improvements	3,207	0	0
Capital Outlay	0	0	0
Other	115,376	100,000	111,000
Debt Service	0	0	0
Uniforms and Clothing	269	2,500	2,500
Closure and Post Closure	0	0	0
Other	26,747	1,000	1,000
Budget Improvement Request	0	0	0
Total Appropriations	1,646,279	1,614,739	1,644,997





Internal Service Funds

Health and Employee Benefits..... 304

Workers' Compensation 306

DIRECTORY



Health/Employee Benefits

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>(831,179)</u>	<u>(589,484)</u>	<u>(90,887)</u>	<u>554,356</u>
REVENUES				
Charges for Services	7,689,360	8,301,277	8,734,947	8,239,774
Interest	230	12,366	1,424	364
Miscellaneous	-	-	-	-
Transfer In	-	<u>500,000</u>	-	-
TOTAL REVENUES	<u>7,689,590</u>	<u>8,813,643</u>	<u>8,736,371</u>	<u>8,240,138</u>
EXPENDITURES				
Claims	7,227,937	7,080,730	7,128,157	8,305,018
Administrative	<u>219,958</u>	<u>1,234,316</u>	<u>962,971</u>	<u>425,669</u>
TOTAL EXPENDITURES	<u>7,447,895</u>	<u>8,315,046</u>	<u>8,091,128</u>	<u>8,730,688</u>
ENDING FUND BALANCE	<u>(589,484)</u>	<u>(90,887)</u>	<u>554,356</u>	<u>63,806</u>

TRENDS FOR THE YEAR ENDED December 31, 2014

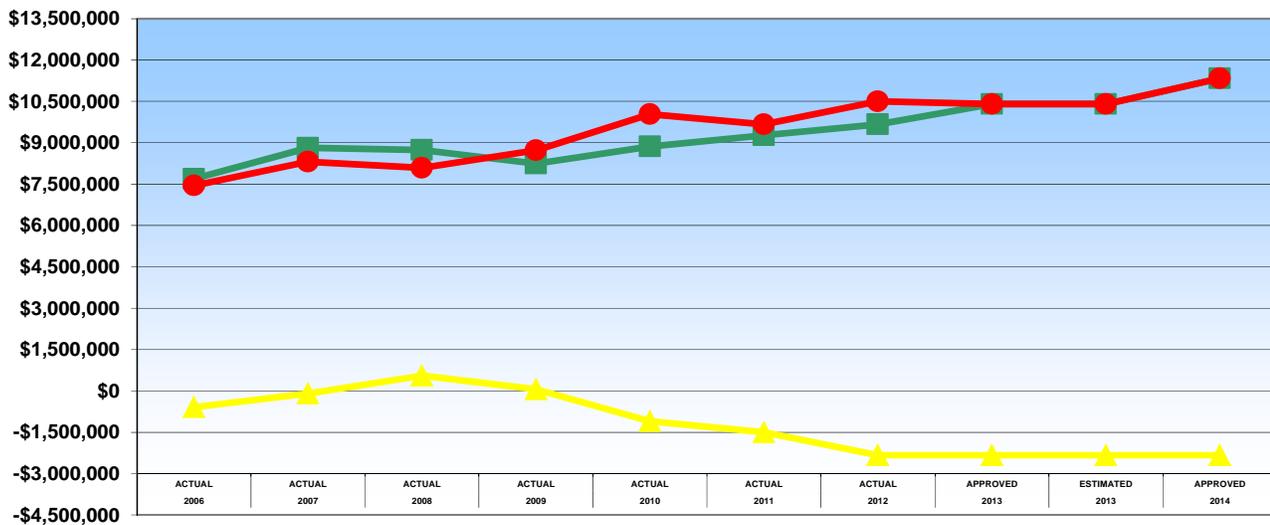
REVENUES: Revenues are anticipated to increase by \$932,700 compared to 2013's Estimated Revenue. This is mainly attributed to the \$1,500,000 transfer in from the General Fund to help increase the fund balance. The General Fund and the employees are contributing to this Fund to offset the rising cost of Healthcare claims.

EXPENDITURES: Expenditures are estimated to increase 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 decrease of 9%. Rising healthcare costs will be offset by cost containment measures as well as by raising the charges for services to the employees.

FUND BALANCE: The 2014 Estimated Ending Fund Balance is a negative \$2.3 million. 2010, 2011, and 2012 also ended with a negative Fund Balance. For 2014 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

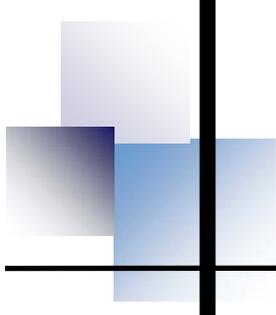
2010 <u>ACTUAL</u>	2011 <u>ACTUAL</u>	2012 <u>ACTUAL</u>	2013 <u>BUDGET</u>	2013 <u>ESTIMATE</u>	2014 <u>APPROVED</u>	2014 <u>PERCENT OF TOTAL</u>
<u>63,806</u>	<u>(1,102,313)</u>	<u>(1,498,514)</u>	<u>(2,328,909)</u>	<u>(2,328,909)</u>	<u>(2,328,909)</u>	<u>100%</u>
8,866,088	8,738,684	9,669,967	10,400,050	10,400,050	10,678,313	94%
296	130	64	50	50	60	0%
-	-	-	-	-	(845,573)	
-	<u>532,149</u>	-	-	-	<u>1,500,000</u>	<u>13%</u>
8,866,384	9,270,963	9,670,031	10,400,100	10,400,100	11,332,800	107%
9,633,450	9,253,348	10,056,744	8,984,100	8,984,100	10,040,400	89%
<u>399,053</u>	<u>413,816</u>	<u>443,682</u>	<u>1,416,000</u>	<u>1,416,000</u>	<u>1,292,400</u>	<u>11%</u>
10,032,503	9,667,164	10,500,426	10,400,100	10,400,100	11,332,800	100%
<u>(1,102,313)</u>	<u>(1,498,514)</u>	<u>(2,328,909)</u>	<u>(2,328,909)</u>	<u>(2,328,909)</u>	<u>(2,328,909)</u>	<u>0%</u>



—■— TOTAL REVENUES

—●— TOTAL EXPENDITURES

—▲— ENDING FUND BALANCE



Workers' Compensation

	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	<u>1,610,318</u>	<u>1,617,134</u>	<u>1,173,900</u>	<u>424,378</u>
REVENUES				
Charges for Services	622,019	735,428	724,580	-
Interest Earned	<u>66,016</u>	<u>49,068</u>	<u>3,856</u>	<u>140</u>
TOTAL REVENUES	688,035	784,496	728,436	140
EXPENDITURES				
Claims	661,280	534,602	1,300,514	940,989
Administrative	19,939	193,128	177,444	105,222
Transfer Out	<u>-</u>	<u>500,000</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	681,219	1,227,730	1,477,958	1,046,211
ENDING FUND BALANCE	<u>1,617,134</u>	<u>1,173,900</u>	<u>424,378</u>	<u>(621,693)</u>

TRENDS FOR THE YEAR ENDED December 31, 2014

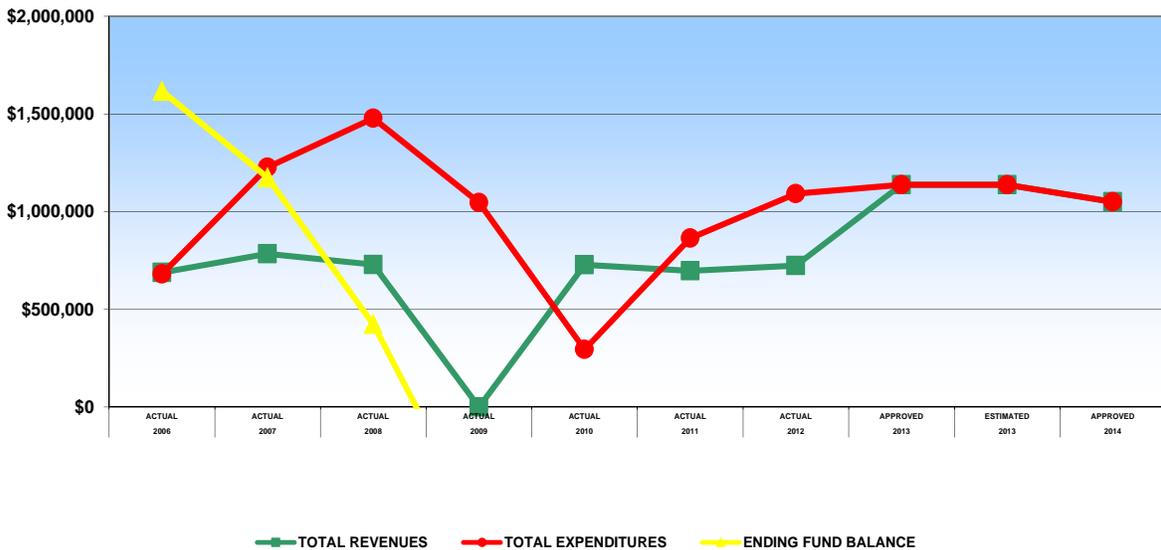
REVENUES: Revenue trends in recent years have fluctuated. In 2009 cost containment measures in the General Fund warranted not funding the Worker's Comp Fund. This resulted in almost a 100% decrease in revenues over 2008 and in a negative ending Fund Balance for 2009. Funding resumed in 2010. Projected Revenues for 2014 show a slight decrease of \$88,377.

EXPENDITURES: Costs are anticipated to decrease 8% in 2014. 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 2014.

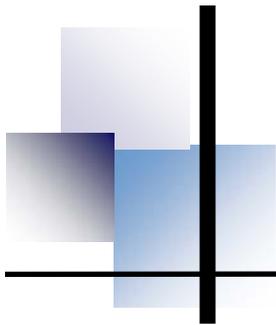
FUND BALANCE: Fund Balance will remain the same as compared to 2013 Estimated Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. With there being no change in the Ending Fund Balance, though negative, it is 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>2010 ACTUAL</u>	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
<u>(621,693)</u>	<u>(188,654)</u>	<u>(355,716)</u>	<u>(723,972)</u>	<u>(723,972)</u>	<u>(723,972)</u>	<u>100%</u>
727,166	697,037	723,563	1,137,960	1,137,960	1,049,623	0%
<u>127</u>	<u>58</u>	<u>31</u>	<u>40</u>	<u>40</u>	<u>-</u>	<u>0%</u>
727,293	697,095	723,594	1,138,000	1,138,000	1,049,623	0%
204,858	795,010	1,016,854	1,023,000	1,023,000	939,623	90%
89,397	69,147	74,996	115,000	115,000	110,000	10%
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
294,254	864,157	1,091,850	1,138,000	1,138,000	1,049,623	100%
<u>(188,654)</u>	<u>(355,716)</u>	<u>(723,972)</u>	<u>(723,972)</u>	<u>(723,972)</u>	<u>(723,972)</u>	<u>100%</u>



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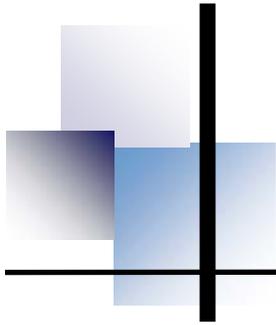
Debt Service Funds

Jail Annex Debt Service Fund 310

2010 Jail Special Local Option Sales Tax 312

DIRECTORY





Jail Annex Debt Service

DEBT SERVICE TRENDS

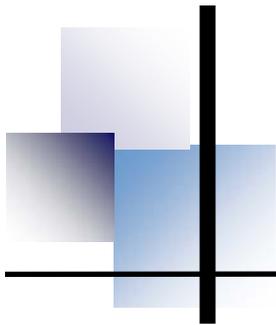
	<u>2006 ACTUAL</u>	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>
BEGINNING FUND BALANCE	140,534	148,709	153,119	82,034
REVENUES				
Miscellaneous	8,175	7,910	1,857	53
TOTAL REVENUES	8,175	7,910	1,857	53
EXPENDITURES				
Principal	700,000	705,000	720,000	740,000
Interest and Fees	199,254	185,208	184,624	150,273
TOTAL EXPENDITURES	899,254	890,208	904,624	890,273
OTHER FINANCING SOURCES				
Transfers In / (Out)	899,254	886,708	831,682	882,121
ENDING FUND BALANCE	<u>148,709</u>	<u>153,119</u>	<u>82,034</u>	<u>73,935</u>

	<u>PRINCIPAL</u>	<u>INTEREST</u>	<u>BALANCE</u>
			\$ 8,328,422
2003	\$ -	\$ 137,272	8,191,150
2004	-	205,908	7,985,242
2005	680,000	205,908	7,099,334
2006	700,000	195,708	6,203,626
2007	705,000	181,707	5,316,919
2008	720,000	165,493	4,431,426
2009	740,000	146,772	3,544,654
2010	760,000	125,683	2,658,971
2011	800,000	87,682	1,771,289
2012	825,000	60,082	886,207
2013	855,000	31,207	-
	<u>\$ 6,785,000</u>	<u>\$ 1,543,422</u>	<u>\$ 8,328,422</u>

TRENDS FOR THE YEAR ENDED December 31, 2014

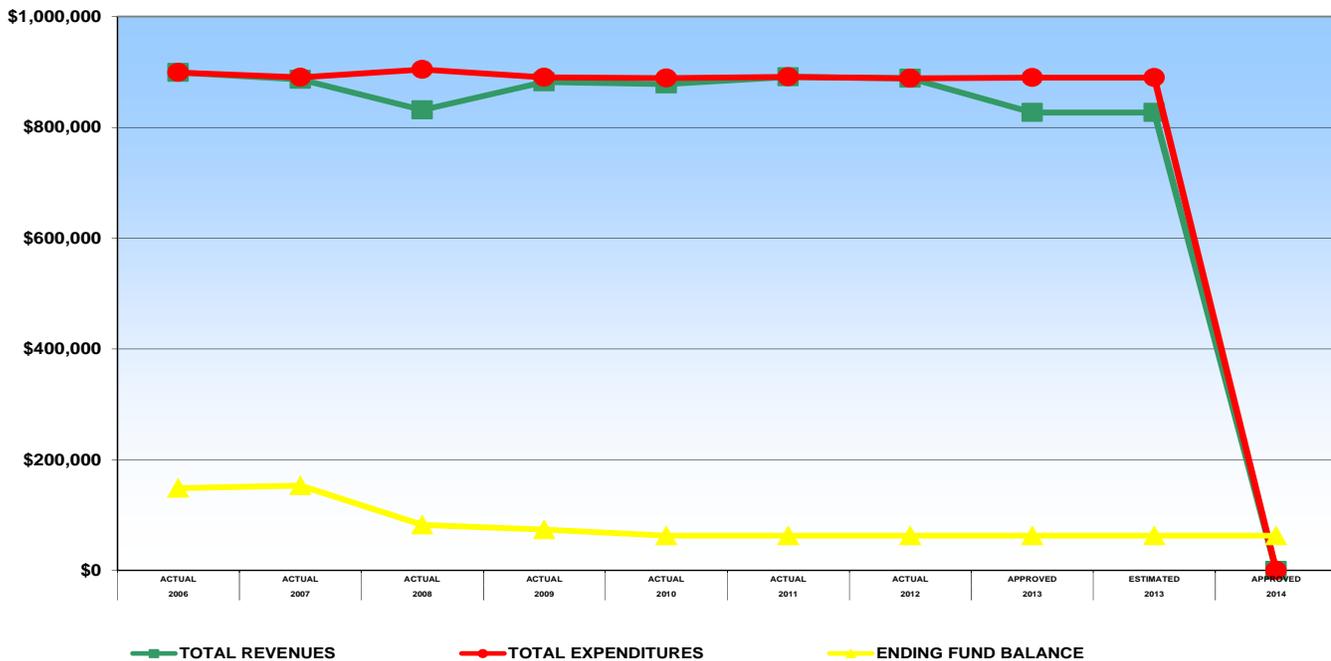
REVENUES/EXPENDITURES: For 2014 there are no revenues or expenditures budgeted. This was paid in full in 2013. t

FUND BALANCE: The estimated ending fund balance will be \$62,842.



Jail Annex Debt Service

2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGET	2013 ESTIMATE	2014 APPROVED	2014 PERCENT OF TOTAL
73,935	62,842	62,842	62,842	62,842	62,842	100%
-	-	-	62,842	62,842	-	100%
-	-	-	62,842	62,842	-	100%
760,000	800,000	825,000	855,000	855,000	-	
129,183	91,182	63,583	34,708	34,708	-	
889,183	891,182	888,583	889,708	889,708	-	0%
878,090	891,182	888,583	826,866	826,866	-	100%
62,842	62,842	62,842	62,842	62,842	62,842	100%



2010 JAIL SPLOST

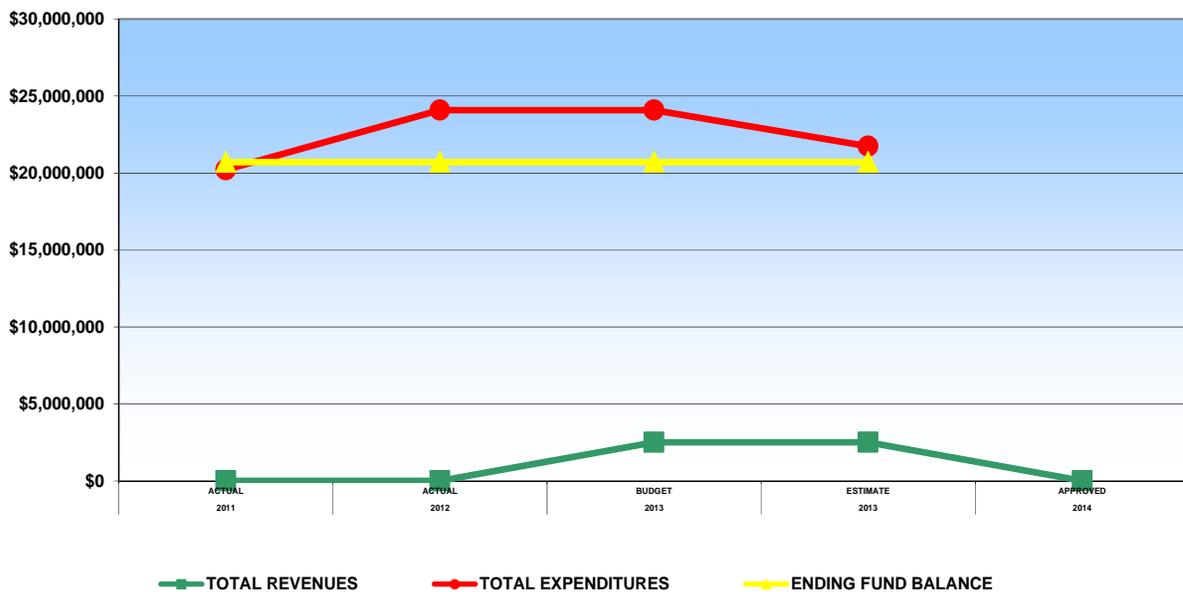
	<u>2011 ACTUAL</u>	<u>2012 ACTUAL</u>	<u>2013 BUDGET</u>	<u>2013 ESTIMATE</u>	<u>2014 APPROVED</u>	<u>2014 PERCENT OF TOTAL</u>
BEGINNING FUND BALANCE	-	18,626,470	20,716,195	20,716,195	20,716,195	100%
REVENUES						
Taxes	-	-	-	-	-	0%
Miscellaneous	-	-	2,500,000	2,500,000	-	
Investment Earnings	13,938	13,908	14,000	14,000	10,000	
TOTAL REVENUES	13,938	13,908	2,514,000	2,514,000	10,000	0%
EXPENDITURES						
Other Financing Sources	-	-	2,500,000	2,500,000	-	
Principal	4,840,000	16,000,000	18,000,000	18,000,000	19,000,000	87%
Interest and Fees	1,985,429	4,208,950	3,588,950	3,588,950	2,737,950	13%
TOTAL EXPENDITURES	6,825,429	20,208,950	24,088,950	24,088,950	21,737,950	100%
OTHER FINANCING SOURCES						
OPERATING TRANSFERS IN	25,437,961	22,284,767	21,574,950	21,574,950	21,727,950	100%
ENDING FUND BALANCE	18,626,470	20,716,195	20,716,195	20,716,195	20,716,195	100%

TRENDS FOR THE YEAR ENDED December 31, 2014

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:

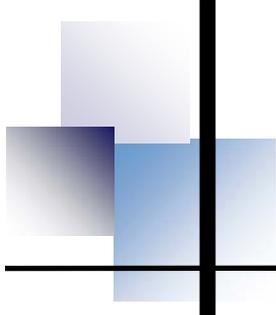
- I. The approval of the Capital Outlay and Projects is subject to the availability of funds. Capital Outlay/Expenditures are currently defined as outlays which result in the acquisition of/or addition to fixed assets. They must have a cost of over \$5,000 and a life greater than one year. Available 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.



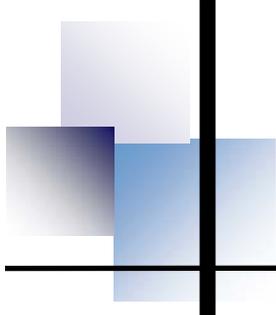


**Approved Capital Purchases Within Various Funds
Other Than Capital Project Funds**

CAPITAL BUDGETING

DEPARTMENT	DESCRIPTION	TOTAL
General Fund GENERAL GOVERNMENT		
INFORMATION SERVICES	Replace Twenty-five Network Switches Email & Web Spam Filtering Barracuda 2014 NWS Upgrade	\$ 75,000 11,300 <u>25,000</u> \$ 111,300
COURTHOUSE MAINTENANCE	Courthouse Roof Repair Cooling Tower Replacement - additional funding	\$ 16,961 <u>36,047</u> \$ 53,008
ELECTION BOARD	Shelving and Cabinets	\$ 6,368
General Fund JUDICIAL SYSTEM		
DISTRICT ATTORNEY	Power Edge T620-Server	\$ 11,478
SUPERIOR COURT	Case Management System	\$ 150,000
General Fund PUBLIC SAFETY		
ANIMAL CONTROL	Animal Shelter Design	\$ 250,000
FIRE & EMS	Three Stretchers	\$ 15,000
SHERIFF ENFORCEMENT	Radio Enhancement Twenty-three Replacement Vehicles Twenty Mobile Camera Replacement	\$ 234,122 375,000 <u>39,800</u> \$ 648,922
General Fund PUBLIC WORKS		
CAPITAL TRANSPORTATION FUNDING	Chattahoochee Hill Country Regional Greenway Trail Discretionary Transportation Match Funding	\$ 1,706,250 <u>1,000,000</u> \$ 2,706,250
DOT MAINTENANCE & CONSTRUCTION	Day Cab Road Tractor Truck Lowboy Trailer/attachment for Tractor Truck	\$ 30,000 <u>45,000</u> \$ 75,000
DOT TRAFFIC OPERATIONS	Updated software for existing printer in Sign Shop Wide format printer for sign shop	\$ 5,000 <u>15,000</u> \$ 20,000
General Fund HEALTH AND WELFARE		
SENIOR SERVICES	Four - 21 passenger busses	\$ 200,000
General Fund PARKS, RECREATION AND CULTURE		
PARKS & RECREATION	Renovate Parks Maintenance Building at Deer Lick Park Lease Purchase Nine Toro Z-Master Mowers Reel Mower Infield Machine for Boundary Waters Park Aero Modeling Site	\$ 35,000 24,312 11,000 19,000 <u>5,000</u> \$ 94,312
General Fund PLANNING AND COMMUNITY DEVELOPMENT		
OCCUPATIONAL TAX	Business License Module Additional Funding and Equipment	\$ 18,395

Fund Total: General Fund \$ 4,360,033



Capital Impact on Operating Budget

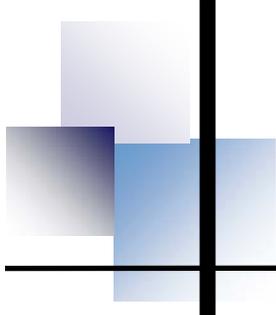
CAPITAL IMPACT ON OPERATING

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. As the County continues to leverage Federal and State funding, \$1.7 million in road resurfacing projects are planned with the County matching State and Federal Funding with approximately 50% of local funds. Transportation alternatives are also planned. A regional greenway trail is planned with a cost of \$1.6 million towards preliminary engineering. The County will match Federal and State Funding with 20% from the Capital Transportation fund. It is also planned for the Department of Transportation a Road Tractor Truck with a trailer and attachment for a total cost for used items of \$75,000. This Department’s sign shop will also have printer and software upgrades for a cost of \$20,000.

The Board is committed to the building of a new animal shelter. A site on existing County property was selected and the 2014 budget includes \$250,000 for a building design. Safety of our citizens and Public Safety personnel dictate the inclusion of \$202,000 for Sheriff’s radio upgrades and \$81,000 for Fire Department turnout gear. County funds will be partnered with Federal and State funds to purchase four twenty-one passenger buses for Senior Services at a total cost of \$200,000. The court system will begin with process of acquiring new case management system to be utilized by all the judicial departments. An initial \$150,000 is committed for this in the 2014 budget. Improvements to Information Services for hardware and software upgrades will increase speed and efficiency as well as ensure operations are uninterrupted in the event there are failures in the equipment and switches that are being replaced due to being at the end of their life. These improvements are planned at a total cost of \$111,300. Occupational Tax will implement a new business license module. For this budget, additional funding of \$18,000 is committed for this.

Included in the improvements to the County’s Parks, Recreation and Culture programs that will total \$197,670 are plans to renovate the maintenance building at the County’s most utilized park, an infield machine, batting cages, mowers, and numerous minor improvements.





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.

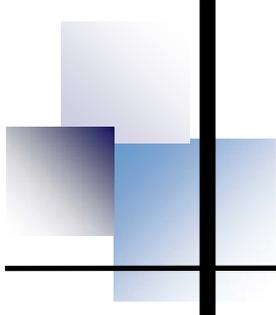
The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements from 2009 to 2011 were completed. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower 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 2014.

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 2014 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 2014.

The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2014.

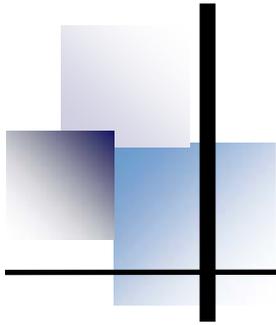




S.P.L.O.S.T. Budget by Projects

CAPITAL BUDGETING

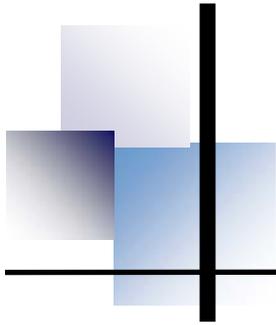
	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Parks			
Bond Issuance Cost	498,189	498,189	0
Bond Interest Cost	6,068,150	6,068,149	1
Administrative Professional Services	336,854	336,854	0
Land	8,373,864	8,373,864	0
Boundary Waters Multi Purpose Stadium	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	187,813	187,812	1
Paving	195,923	159,265	36,658
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	46,394,190.00	46,357,173.25	37,016.750



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

CAPITAL BUDGETING

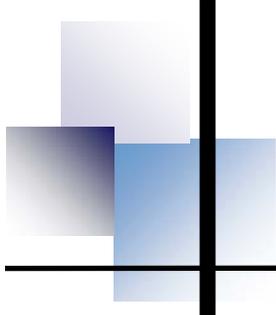
	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Roads			
Project Manager Cost	1,518,618	1,611,219	(92,601)
Administrative/Professional Services	38,000	38,000	0
Transportation Modeling	688,771	688,771	-
Unpaved Roads	2,311,986	1,624,328	687,658
Intersection Imp. Mt Vernon & Skyview Dr	74,163	74,163	-
Sidewalks Junior High Drive	400,000	309,804	90,196
Intersection Impv Central Church & 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	1,402,701	29,150
Intersection Impv Chapel Hill @ Dorsett	4,191,523	3,938,401	253,122
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	2,620,308	180,171
Resurfaced Roads	17,949,585	19,718,344	(1,768,759)
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	38,935,755	1,776,130



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 - Fire			
Training Facility	1,517,101	1,517,101	0
Administrative Professional Services	11,400	11,400	-
Administrative Building	106,121	106,054	67
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	1,133,459	104,121
8 Ambulances	557,659	557,659	0
16 Administrative Units	347,620	325,645	21,975
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	153,468	(24,781)
Contingency from Reduced Interest Projections	40,957	(2)	40,959
TOTAL DOUGLAS COUNTY FIRE PROJECTS	13,300,791	12,155,403	1,145,388



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.

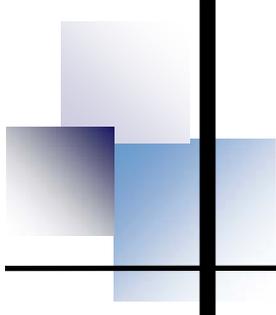
Below is project-to-date status for the G.R.T.A Capital Project Fund:

<u>Project</u>	<u>Budget</u>	<u>Total Spent*</u>	<u>Remaining</u>
DuraLee Lane Extension	\$ 2,100,000	\$ 2,424,658	\$ (324,658)
Lee Rd/S. Sweetwater Rd Phase I	7,284,000	490,623	6,793,377
Lee Rd Phase II	<u>10,335,000</u>	<u>2,773,545</u>	<u>7,561,455</u>
	\$ 19,719,000	\$ 5,688,826	\$ 14,030,174

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 2014				
	PROJECT AUTHORIZATION	PRIOR YEARS	2014 ESTIMATED	TOTAL AT END OF 2014
REVENUES:				
Intergovernmental	\$ 19,719,000	\$ 4,640,689	\$ 2,000,000	\$ 6,640,689
Interest	-	4,355	-	4,355
TOTAL REVENUES	\$ 19,719,000	\$ 4,645,044	\$ 2,000,000	\$ 6,645,044
EXPENDITURES:				
Capital Outlay - Public Works	\$ 19,719,000	\$ 3,253,896	\$ 2,271,647	\$ 5,525,543
TOTAL EXPENDITURES	\$ 19,719,000	\$ 3,253,896	\$ 2,271,647	\$ 5,525,543
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ -	\$ 1,391,148	\$ (271,647)	\$ 1,119,501
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	\$ -	\$ 1,841,148	\$ (271,647)	
FUND BALANCE BEGINNING OF YEAR		\$ -	\$ 1,841,148	
FUND BALANCE END OF YEAR		\$ 1,841,148	\$ 1,569,501	



2010 JAIL SPLOST CAPITAL PROJECT FUND

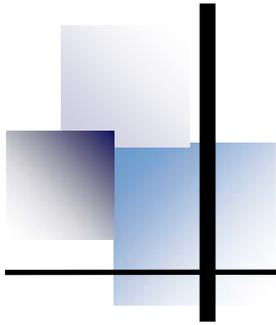
Construction on the \$117 million facility began in the last quarter of 2010 and was complete 2012 with just a few items remaining on the building.

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 2014				
	PROJECT AUTHORIZATION	PRIOR YEARS	2014 ESTIMATED	TOTAL AT END OF 2014
REVENUES:				
Special Local Option Sales Tax	\$ 122,240,471	\$ 81,064,374	\$ 20,657,976	\$ 101,722,350
Interest	280,000	332,602	3,500	336,102
TOTAL REVENUES	\$ 122,520,471	\$ 81,396,976	\$ 20,661,476	\$ 102,058,452
EXPENDITURES:				
Capital Outlay - Public Safety	\$ 116,240,580	\$ 115,824,436	\$ 416,144	\$ 116,240,580
TOTAL EXPENDITURES	\$ 116,240,580	\$ 115,824,436	\$ 416,144	\$ 116,240,580
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ 6,279,891	\$ (34,427,460)	\$ 20,245,332	\$ (14,182,128)
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 In	\$ -	\$ 403,566	\$ -	\$ 403,566
Transfers Out	(112,615,430)	(71,854,772)	(20,657,976)	(92,512,748)
TOTAL OTHER FINANCING SOURCES	\$ (6,279,891)	\$ 34,884,333	\$ (20,657,976)	\$ 14,226,357
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ -	\$ 456,873	\$ (412,644)	
FUND BALANCE BEGINNING OF YEAR		\$ -	\$ 456,873	
FUND BALANCE END OF YEAR		\$ 456,873	\$ 44,229	



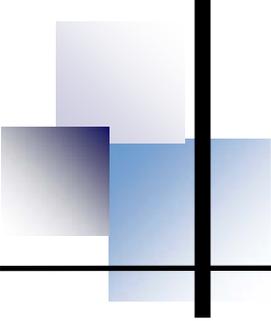
Capital Transportation

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 is a \$2.9 million planned contribution from the General Fund for 2014.

CAPITAL BUDGETING

DOUGLAS COUNTY, GEORGIA CAPITAL TRANSPORTATION FUND SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2014				
	PROJECT AUTHORIZATION	PRIOR YEARS	2014 ESTIMATED	TOTAL AT END OF 2014
REVENUES:				
Intergovernmental	\$ 1,040,168	\$ 953,682	\$ 50,051	\$ 1,003,733
TOTAL REVENUES	\$ 1,040,168	\$ 953,682	\$ 50,051	\$ 1,003,733
EXPENDITURES:				
Capital Outlay - Public Works	2,835,320	1,850,491	\$ 724,871	\$ 2,575,362
TOTAL EXPENDITURES	\$ 2,835,320	\$ 1,850,491	\$ 724,871	\$ 2,575,362
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (1,795,152)	\$ (896,809)	\$ (674,820)	\$ (1,571,629)
OTHER FINANCING SOURCES:				
Transfers In	3,084,832	2,744,548	\$ -	\$ 2,744,548
Transfers Out	(450,000)	(450,000)	-	(450,000)
TOTAL OTHER FINANCING SOURCES	\$ 2,634,832	\$ 2,294,548	\$ -	\$ 2,294,548
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ 839,680	\$ 1,397,739	\$ (674,820)	
FUND BALANCE BEGINNING OF YEAR		\$ -	\$ 1,397,739	
FUND BALANCE END OF YEAR		\$ 1,397,739	\$ 722,919	

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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.

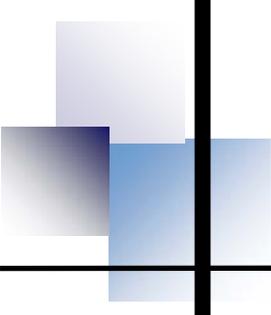
Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

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.

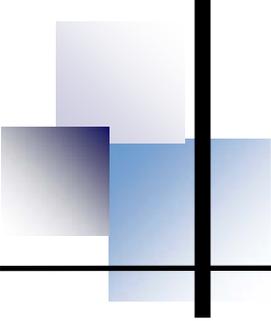
Election Fees – Fees levied on the qualifying candidates for the cost of the election process.

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.

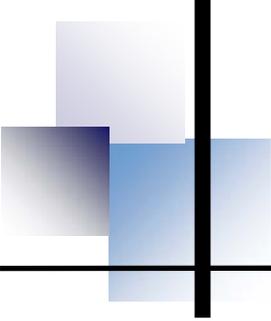
Franchise Taxes – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

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

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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.

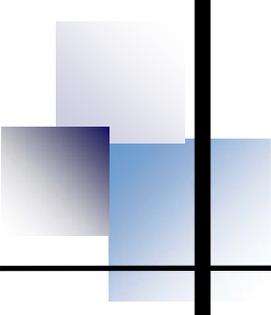
Insurance – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

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.

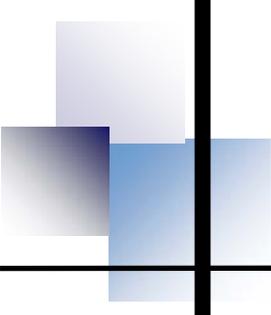
Mechanical Permit – Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

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.

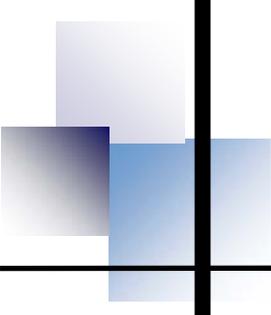
Plans & Construction – Revenue from the administrative review of plan and specifications on commercial building.

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.

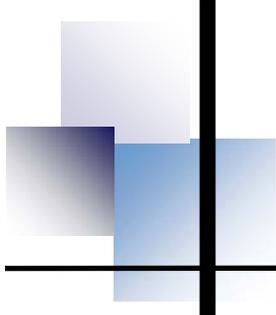
Revenue – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

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.



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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.

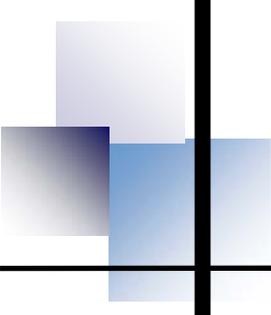
Taxes – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by Douglas County are approved by the County Commission and are within limits determined by the State.

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

