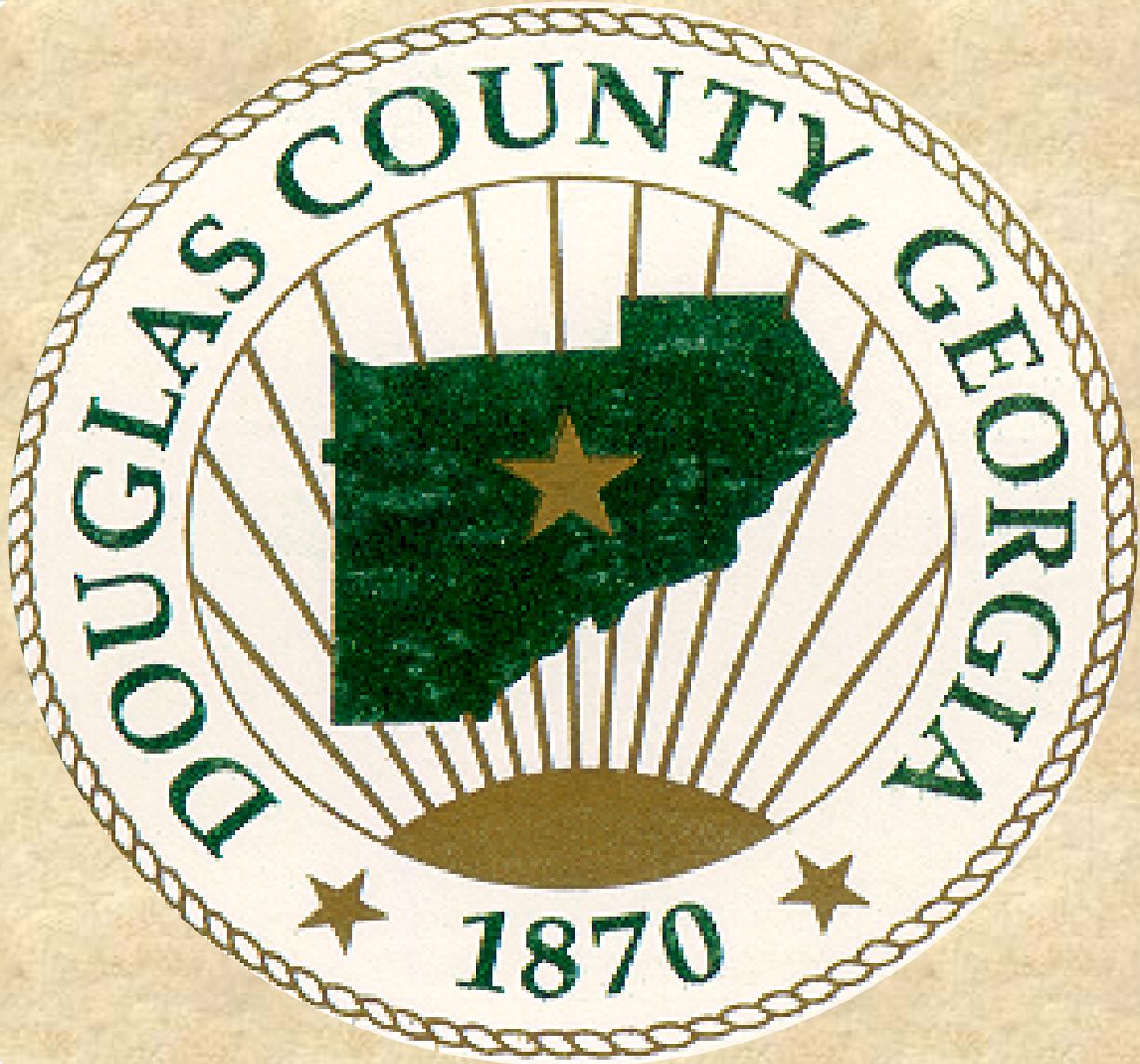


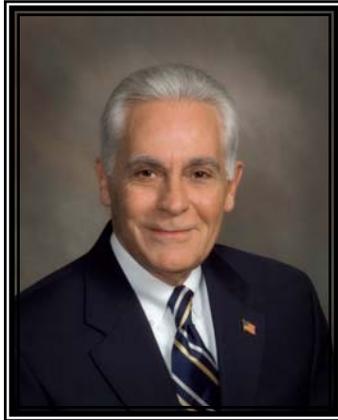
DOUGLAS COUNTY,



2016 OPERATING BUDGET



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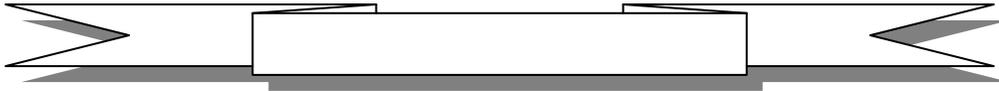


Mark Teal
County Administrator

2016 OPERATING BUDGET

Prepared by: Douglas County Finance Department Staff

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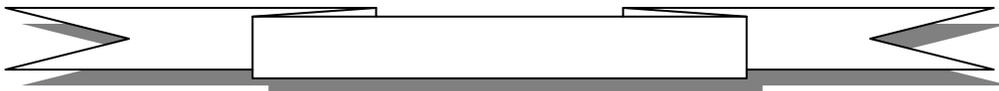
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The Finance Department would like to acknowledge the following for their assistance with the preparation of this budget document:

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**Douglas County
Georgia**

For the Fiscal Year Beginning

January 1, 2015

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, 2015.

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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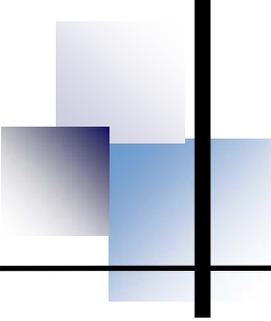
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Budget Message

2016 BUDGET SUMMARY

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

Submitted herewith are the Douglas County, Georgia 2016 annual operating and capital budgets totaling \$160,261,472. 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.

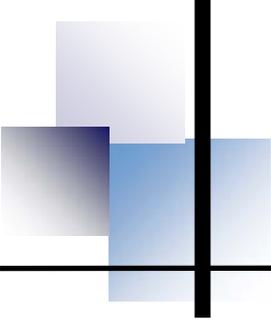
GENERAL VIEW OF THE 2016 BUDGET

General Fund The General Fund provides General Government, Judicial, Public Safety, Public Works, Health & Welfare, Parks Recreation & Culture, and Planning & Community Development Services. The 2016 budget totals \$91,295,300. This is a \$15 million increase from 2015. The County Courthouse serves not only judicial departments and courts, but is the facility that houses administrative departments, appraisal departments, the tax commissioner, development services, etc. Judicial departments have outgrown the space allotted to them. In 2015 the County purchased a building to address this. The 2016 budget includes a total of \$4.6 million to both, renovate, and provide security for this building to house three non-judicial functions, and to renovate the courthouse to relocate judicial departments and provide additional security required. The funding for this will be two onetime revenue sources. The first source will come from excess SPLOST proceeds (discussed later in this message). The second is reimbursement from the SPLOST proceeds for monies spent from the General Fund on the property for a Jail and Law Enforcement Complex (the purpose of the SPLOST).

In addition to these budget improvements the General Fund includes \$10.3 million in additional infrastructure improvements, vehicles, machinery and equipment, consulting services, additional personnel, etc. to be paid for from unanticipated tax revenues of just under \$7.6 million, and \$1.8 million from the 2015 fund balance. The 2015 budget year saw significant improvements in the local economy and the 2016 budget is reflective of the Board's outlook for even better days ahead for Douglas County.

The County's \$117 million Jail and Law Enforcement Center 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 (SPLOST) passed by the voters in 2009 are coming in as projected and will be sufficient to make the final Debt Service payment in full in 2016. Funds are coming in at a rate sufficient to not only cover the debt, but to make early repayment to the General Fund for the land purchased for the facility. With the General Fund fully reimbursed for the purchase of the land, the 2016 budget includes \$4.1 million will be transferred from the SPLOST proceeds and be utilized in the renovations and security of the building mentioned above that was purchased in 2015.

Capital In recent years the purchase of many capital items has been deferred due to the declining economy. The economic outlook is improving slightly. This improvement coupled with the receipt of unanticipated tax revenues mentioned above of just under \$7.6 million has allowed the County to address these needs in the 2016 Budget. In the coming year the County will leverage Federal and State funds for \$2.7 million in Rideshare projects that include the implementation of needed projects that came as a result of a transportation services study, and a County wide resurfacing program in the amount of \$1.8 million.



Budget Message

Contributions of \$1.5 million will be made to the Capital Transportation Fund for discretionary projects, \$1.8 million to replace forty-seven vehicles for all functions of the County will be purchased, \$471,600 will be spent to continue to maintain the aging Courthouse, \$451,595 in park improvements. Fire Services and EMS expenditures over and above vehicles will acquire \$882,912 in new equipment. A seventh ambulance crew will be added for a total cost of personnel, vehicles, and equipment of \$668,265. Among the many efforts being made to make Douglas County an attractive area to locate for businesses and individuals, infrastructure is a priority. A non-capital item included to help with our infrastructure is the inclusion of \$200,000 for right of way mowing. The County still has some unpaved roads. To help with this, there is \$82,000 included in the budget for calcium chloride treatments of these roads.

The Board is committed to the building of a new animal shelter and plans to break ground in 2016. Funding will be provided from County reserves.

Improvements to the current County facilities include building improvements as well as items to enhance operations such as \$471,600 (over and above the renovations mentioned above) for maintenance to the courthouse and parking lot, paving the parking lot at one of the libraries and renovations to two locations for a total cost of \$129,900.

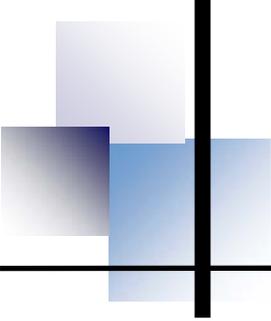
Technology improvements in the areas of both hardware and software are planned throughout the County. Upgrades to E-911 response methods from a card system to an Emergency Medical Dispatch Q&A Software will come at a cost of \$118,338. Information Services will utilize \$65,250 for a continued PC refresh program that will replace computers purchased in 2011. They will expand the wireless connection in the County's Courthouse for a cost of \$53,500, spend \$50,000 to replace the Courthouse's phone system, and acquire additional office equipment maintenance and support for \$34,800.

County funds will be partnered with Federal funds to improve mobility by \$2.4 million. In 2015 the County completed a comprehensive study of our needs for transportation services. The results of this study will begin to be implemented in 2016 for \$1.7 million. Ten rideshare vans will be replaced for \$346,000. Some of the older vans will be relocated throughout the County operations to meet other needs. Security cameras will be placed on seventy-four vans at a cost of \$101,232. A total of \$75,000 will be used to design and expansion the transportation center. Park-and-Ride lot improvements throughout the County will be made for a cost of \$55,000.

The 2016 budget for the court system includes primarily increases in staffing. While there are no capital items in the budget a nominal \$27,000 is included across the judicial departments to replace minor equipment, upgrade courtrooms, and the replacement and refurbishing of furniture.

Included in the improvements to the County's Parks, Recreation and Culture programs that will total \$550,274 are plans to replace playground equipment at two parks, replace the signs at the entrance to four parks, purchase a twenty-four passenger van for events, add additional security staff, and enhance trails and other areas at passive parks.

Salaries, Benefits, and related Operational The Board's commitment to attracting and retaining quality personnel is shown in the 2016 budget. In addition to a 2.0% Cost of Living Adjustment, a 2.5% merit increase will be available to employees on their anniversary date, should their employee evaluation show that it is warranted for the individual.



Budget Message

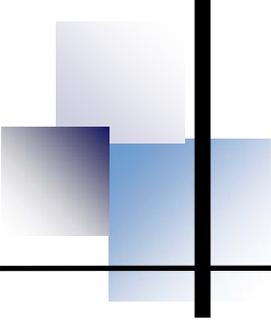
This budget includes twenty-four new positions for a cost of \$1,056,108, \$270,693 in increases for current personnel to begin to address classification and compensation inequities, \$220,571 for training, and \$75,000 for a classification and compensation study.

Departments such as the Sheriff's Department, the judicial departments, and Fleet Management have experienced an increased demand for their services in recent years. Salary increases mentioned above will be implemented in various departments as a part of a continued effort to keep Douglas County competitive in the job market. The Sheriff's Department will add fourteen new positions for \$517,545. Once renovated the new County facility mentioned above will need security, and once renovations are done to the Courthouse and judicial departments are relocated, security will increase and positions will be put into place. A total of nine new positions will be in place by year's end for security of County facilities. In recent years both the Superior and State Courts have added accountability courts that has increased the caseloads significantly. Two new deputy positions are included in the 2016 budget to help in court services. For a cost of \$111,418 for personnel and equipment, two transport/warrant deputies will be added to the Sheriff's personnel. At the request of the City of Douglasville, and inmate work crew deputy will be added at no cost to the County for salaries, benefits, uniforms, equipment, etc. This position will be fully funded by the City. The volume of calls to the E-911 center continues to grow. The 2016 budget addresses this need with an additional \$44,622 for a communications officer trainee. Grant funding with a county match totaling \$136,000 will provide new Victim Advocate positions for both the District Attorney's office and the Solicitor's office. The Public Defender's office will add an Assistant Public Defender to help handle the increased case load from the accountability courts, the Juvenile Court will add a Zero to Three Court Child Coordinator and the Probate Court will add one entry level position for a total cost of \$165,844 for the three positions. To be more cost effective two mechanic positions will be added to the County's staff to reduce and in some cases eliminate the cost of outsourcing fleet repairs on the County's larger vehicles, such as ambulances and fire trucks. The total cost of these positions will be \$103,092. This cost will be split three ways between the funds that have these types of vehicles. The improving economy has increased Development Services' workload; therefore, an HVAC inspector is included in the budget at a cost of \$58,005.

Regardless of the economy judicial and public safety departments continued to experience growth in the demand for their services. With an improving economy the areas of planning and community development, are seeing the same increase in demand. For these reasons many departmental operating budgets have been funded with an increase over 2015.

Animal Control Services Fund This fund was established in 2014 with the first budget year being 2015. Funding in 2016 for this fund comes from a number of sources. Animal Control Fees of \$48,000 are the smallest revenue source. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$310,000. And the Unincorporated Area's portion is \$1.1 million. A balanced budget was adopted with expenditures of \$1.5 million.

District Attorney Confiscated Fund This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia, Title 16, Volume 12, Section 49. The District Attorney's Office is entitled to ten percent of the amount distributed to provide for payment of any and all necessary expenses for the operation of the office. The budget is projected to be balanced with revenues equaling expenditures of \$83,522 each. Projected ending fund balance is \$363,551.



Budget Message

Drug Abuse Treatment Fund This fund provides for mediation of drug abuse offenders mostly through classes and testing through sentencing by the court system. The budget is projected to be balanced with revenues equaling expenditures of \$132,661 each. Projected ending fund balance is \$401,806.

E-911 Dispatch Fund This fund provides emergency dispatch services to the Douglas County Fire & Emergency Medical Department, the Douglas County Sheriff's Department, the City of Douglasville Police Department and the Georgia State Patrol. The budget is projected to be balanced with revenues equaling expenditures that include salary and benefits for 27 employees totaling \$2,573,956. Projected ending fund balance is \$2,185,698.

Fire Protection Services and EMS Fund This fund was established in 2014 with the first budget year being 2015. Funding for this fund comes from a number of sources. Emergency Medical Services Fees of \$2 million. The cities each are paying a proportionate share based on the service delivery agreements reached in 2014 for a total amount of \$1.9 million. The Unincorporated Area and General Fund are paying \$5.8 and \$5.6 million respectively. The 2015 fund balance will contribute just under a million dollars to establish a seventh ambulance crew. A balanced budget was adopted with expenditures of \$16.1 million.

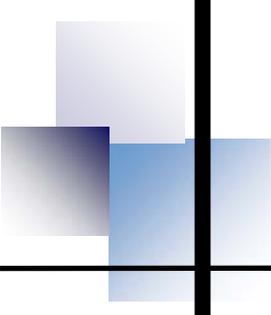
Hotel-Motel Tax Fund The \$480,000 income generated in this fund is utilized to fund tourism through the Chamber of Commerce and to maintain the museum operated by the County Tourism and History Commission. In 2015 the Tourism and History Commission was brought in house as a County operated department. The 2016 budget includes plans to move the Tourism Director's position from part-time to full-time. Prior to 2015 there was no fund balance in this fund because all receipts were transferred to the designated agencies and a portion to the General Fund. In 2015, the Fund Balance was established. The 2016 ending Fund Balance is projected to be \$270,413.

Law Library Fund This fund is controlled by the Superior Court Judges and is utilized to keep the Douglas County Law Library updated. Revenues are received from Superior Court, Magistrate Court and Probate Court. Estimated revenues from fines and earnings amount to \$100,000. Expenditures for operating expenses are budgeted at \$100,000. Ending fund balance is projected to be \$567,999.

Sheriff Confiscated Funds This fund generates revenue from monies forfeited from controlled substance seizures under the Official Code of Georgia Title 16, Volume 13, Section 49. The Sheriff's Office is entitled to 1/3 of the amount distributed to provide for any official law enforcement purpose except for the payment of salaries or rewards to law enforcement personnel. The budget is projected to be balanced with revenues of \$1.5 million equaling expenditures, leaving a projected ending fund balance of \$1,765,674.

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 \$250,000. The budget is projected to be balanced with revenues equaling expenditures. Projected ending fund balance is \$74,398.

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. revenues and expenditures are budgeted for \$65,000, with a projected ending fund balance of \$53,779.



Budget Message

Victim Assistance Fund This fund provides aid to Douglas County citizens who are victims of crime. The total budget for this fund is \$200,008. Revenues are projected at \$190,000 from fine income. Expenditures include an operating transfer to the General Fund in the amount of \$23,834. The projected 2016 fund balance is projected to be \$277,701.

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.

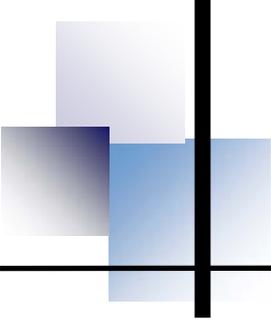
NSP The County is now in the 3rd phase of the Neighborhood Stabilization Program where we use Federal grant funds to buy foreclosed homes, renovate them, and then sell them to buyers who might otherwise not be able to purchase a home and puts a home into the market that would have otherwise continued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

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 2016.

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 2016 beginning retained earnings is \$352,225. Projected revenues and expenditures are estimated at \$2,060,678. 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 2016 are anticipated to be \$12,389,799 as compared to \$11,931,000 for the year 2015. The beginning fund balance is a negative \$2,588,980. The employees contribute based on a tier structure of coverage which equals approximately \$2,273,830. Also, retirees, depending on their retirement plan, pay part of the premium. In 2015 prior to open enrollment for 2016, a benefits consulting firm was brought on board to assess our plan. Changes were made the plan which will offer overall savings while simultaneously transferring some of the cost to employees from the County. This along with the General Fund's contribution of \$500,000 in 2016, will begin the make significant strides to reducing the deficit in the fund balance.

Workers' Compensation Fund. This is an internal service fund that provides workers' compensation benefits for Douglas County employees. Revenues are generated by transfer payments from the General Fund, E-911 Fund, Unincorporated Area Special Services District Fund, Fire Services and EMS Fund, Animal Control Services Fund, History and Tourism Fund, Victim Assistance Fund and Landfill Enterprise Fund. 2016 begins with a \$586,396 fund balance. Total expenditures for 2016 are budgeted at \$804,000 with revenues to be the same. This leaves the projected 2016 ending net assets for this fund at \$586,396.



Budget Message

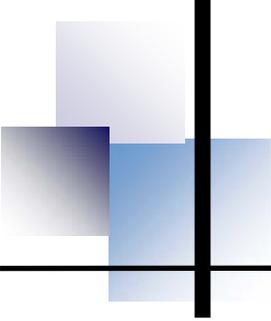
ACCOMPLISHMENTS FOR 2015

The focus for 2015 was the implementation of the Service Delivery Strategy. These negotiations required by Georgia law, gives local governments the opportunity to reach agreement on the provision of services in the most efficient and cost-effective manner to citizens. The process is designed to remove duplication of effort and to provide tax equity. Counties and cities are required to provide certain services to their citizens and in most instances these do not overlap. Two services that were the focus of negotiations were Fire Services and Animal Control Services. Three municipalities are either partially or fully located within Douglas County, and each had the option to provide these services to their citizens or to have these services provided by the County at a cost. For more transparency three new special revenue funds were established in 2015 to more accurately show the financial impact of the County providing these services to the cities. The Unincorporated Area Special Services District reflects best the improving economy, with increases in permits such as those for building exceeding 2014 by \$540,947 and charges for services such as plan and review fees exceeding the prior year by \$243,839. This fund in its' first year of existence has an ending fund balance of \$2.7 million. While the citizens have never been double taxed for the County providing fire services and animal control services, having these functions in their own funds shows this with greater transparency. During 2015 the County entered into an agreement with a new and larger EMS billing and collection company. The increased efforts, daily rather than monthly billing, and new software implemented by the Fire and EMS Department have resulted in increased collections over the prior year. EMS collections not only exceed the prior year by close to \$400,000 (24.24%) they exceed the budget by \$252,000 (14.81%). Greater and timelier collections also serve as an indicator that the economy is improving. This fund will end the year with a fund balance around \$400,000 that will be utilized in part to fund a new ambulance crew (staff and equipment) in the 2016 budget year. Animal Control services will also end the year with a positive fund balance that positions the County to break ground on a new animal shelter in 2016.

In 2013, the fifth year of the recession saw slight improvements where revenues in many areas began to experience an increase for the first time. In 2014 there were several areas of significant improvements. The continued increases in revenues in 2015 gave a glimmer of hope that the recession would soon be over. With still a long way to go to full financial recovery 2015 preliminary estimated revenues are predicted to be 6.0% over budget. Property tax collections for this year came in at 1.5% more than estimated, and an unanticipated revenue totaling \$7.2 million will allow the County to address the need for more space for judicial departments, easier accessibility for citizens to our tax offices, and the need for more space and better facilities for the County's fleet operations. These numbers, though nominal, do show encouraging signs of improvements. Demand for general government services, court services, law enforcement and other government services continued to steadily increase at a pace much faster than these revenue increases though. County Departments are to be commended for a job well done on cutting expenses and keeping capital expenditures to a minimum. Even with factors beyond anyone's control such as the cost of fuel, homes values, etc. the 2015 expenditures were approximately three percent under budget. Douglas County continued in 2015 to improve on services offered to its citizens.

Improved Planning and Community Development:

In order to continue to provide quality services to our citizens it is necessary for the County to look to the future. In 2015 the Rideshare department completed a comprehensive transportation study that looked at transportation needs countywide across all demographics and locations. The needs were assessed and projects planned to meet these needs.



Budget Message

They then secured funds to begin to implement these plans in the 2016 year. Leveraging federal and state dollars, these plans with a total cost of \$1.7 million, will only cost the County \$346,537. These will be in addition to a voucher program implemented with grant funds in mid-2013, which provided sixty-one one way trips. This increased to 652 in 2014 and 3,537 in 2015. Ten rideshare vans were replaced and five more added to the fleet. Again federal and state dollars were leveraged and the portion paid by the County of the total \$475,000 cost was only \$95,000.

Improved General Government Operations:

In order to continue to provide quality services to our citizens it is necessary for employees to have the tools they need to do their jobs efficiently and effectively. Outdated equipment in need of constant repairs only serves to hinder this process. Information Services monitors all computer and network equipment and also recommends repairs and replacements as necessary. In 2015 this department continued a multiyear project to replace all older computers. Those purchased in 2008 thru 2010 were replaced. Funds for this project were limited so every effort was made to keep cost to a minimum. This department also implemented an email system to better archive this aspect of County records.

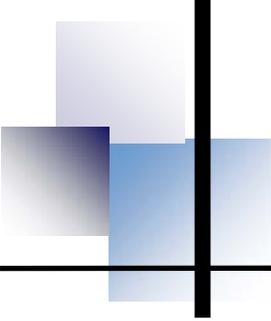
Major improvements were made to the County's courthouse that included significant improvements to the parking lot, building exterior, and interior carpet replacement. This facility is aging, but efforts to keep it properly maintained and serviceable to the citizens remain a priority. This was handled by our facilities management team. In 2015, to improve operations in this area the outside company that had been utilized to maintain the building was brought in-house and in 2015 operated as a County department for the first time. Efficiencies were gained and cost savings were recognized with this strategic move.

Upgrades to the communication system from SD to HD for dctv23 (our local government cable network channel) coupled with more appealing programming, paved the way for better communications to our citizens.

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 offenders charged with driving under the influence (DUI) obtain sobriety, the County began a DUI Court in April of 2013. With 2014 showing success in this program, a Misdemeanor Drug Court and Felony Drug Court were added in this year. In 2015 with grant funding, and participant fees, coupled with County dollars, participants grew in numbers and continued to receive extensive counseling and strict governance by the courts. This reduces the cost of jail time and court cost related to repeat offenders. The success rate of these programs will be better measured after several years of data can be collected, but at present, the participants being able to work while in the program, takes the burden off the sheriff's department, and agencies outside our government who would have to supplement these families in various ways.

The Juvenile Programs Administration partners their County budget with funding from the Criminal Justice Coordinating Council (CJCC) to offer a number of their programs. Once such program is the Family Dependency Treatment Program, which is in its eighth year of operation.



Budget Message

This is a voluntary program. In 2015 forty-one families were served by the Low Risk/Prevention Programming. In this program youth and families participate in the positive action program designed to improve academics, behavior, and character. Other programs operated were designed to improve social competencies, strengthen the bond between parent and child, emotion skill enhancements, treatment for youth who have substance abuse problems, and truancy services, just to name a few. The program's intake services help to divert 58% of the 189 youth from court. Referrals to community services totaled 297, and 169 youth were diverted from youth detention. Another, CJCC program is the evening reporting center for children who were had risk of deeper involvement in the juvenile justice system. The center staff is trained in evidenced based interventions and programs. Parent participation is required in the program that youth attend five days a week for four hours a day. Providing transportation to the center aided in having a 61% reduction rate in out of home placements in 2014 and in 2015 twenty-four youth and families were served.

The Superior Court spearheaded the implementation of a new case management system for the judicial departments. New staff and equipment were added where needed to support this system. Overall the increased accuracy, gained efficiencies, and increased accessibility to records has the benefits outweighing the total cost of this project.

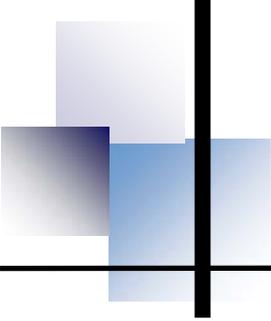
Improved Public Safety:

Safety of our citizens remains a priority in 2015. As a county grows, so does the need for safety, and in response to all the needs, Douglas County emergency personnel stepped forward with improvements. Additional sheriff deputies, computer system upgrades at E-911, Fire & EMS radio system improvements, and vehicles that included fire engines, ambulances, and sheriff vehicles were all purchased.

Providing the departments with vehicles and equipment needed are among many efforts by the County to continue to keep Douglas County one of the safest places to live in the Metro Atlanta Area.

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

The Douglas County Sheriff's office reported a 90 % increase in DUI arrest in 2015 over the prior year. This increase is attributed to more training, more deputy positions being filled and re-focused efforts to take deadly drivers off the streets. The sheriff's office implemented a new software package to handle records management systems, jail management systems and computer aided dispatch that aided in efficiency and help pin point areas of concentrated crime.



Budget Message

Pay scale adjustments for positions implemented in 2015 made the County's positions more competitive and more attractive. This was demonstrated by 665 applicants applying for 38 positions within the department. Communications from the Sheriff's Office to the public continued to be a priority and keeping pace with current trends in law enforcement resulted in over 5,000,000 hits to their web page. Over 10,500 inmates were booked into the relatively new facility. Keeping the streets of our community was a paramount focus of the department. During the holiday patrol in December, thirty-five arrests were made with three armed robberies were solved, and three stolen handguns were confiscated. During the year there were seven homicides in the County and the Sheriff's office cleared them all.

Improved Public Works:

The 2015 LMIG dollars were put to work, and work continued on \$4.7 million in projects where funds from the Atlanta Regional Commission are being leveraged with County dollars. Our commitment to provide transportation alternatives is displayed with the completion of a comprehensive transportation study.

Improved Health and Welfare:

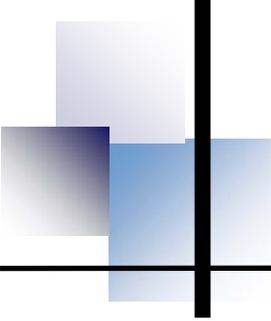
In 2014, Douglas County Rideshare began a transportation voucher program for senior adults and our disabled population. This program provides "quality of life" trips designed to get these residents out of their homes and to anywhere they need or desire to go. Doctor's appointments, the mall, the grocery store, to the movies or to see friends and family are examples of options available to people who might not otherwise be able to leave their homes. This program continued with its first fully operational year being 2015. This year saw 61 riders served with a total of 3,537 one way trips. Our senior adult population was also serviced with the purchase of two busses to be operated out of the senior services center.

Improved Parks, Recreation, and Culture:

Partnering with outside professionals to expand the quality, quantity, and subject matter of our recreation programs resulted in County Parks and Recreation programs having record attendance in 2015. Our Community Program Coordinator was named by the Georgia Recreation and Parks Association as the District 5 Distinguished Professional of the Year. This is the highest achievement that District 5 recognizes each year. In addition, he was named Douglas County Chamber Top Ten Young Professional 2015. Families in our community continue to look for activities that are affordable. Our County's eleven parks offered this in 2015 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. Our three library branches checked out more than a half million items, proving Douglas County to be the busiest county in West Georgia. Program offerings increase 26%, now including programming for children teens, and adults at all three branches.

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

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



Budget Message

PRIORITIES FOR 2016

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 2016 budget shows a strong commitment to our infrastructure and alternative transportation. This focus on transportation will continue to be of major concern for a long time to come. We not only will be looking at road and bridge infrastructure, but also at better ways to get the citizens where they need to go. In 2015, we conducted a Transportation Services Study to become our blueprint for the types of public transportation services we will need to move forward with. In 2016 we will begin to put these services into place to serve our citizen needs.

Partnering with the Development Authority, the County will continue to actively provide opportunities for companies to locate here and create new jobs in the future. Quality of life is an issue that is addressed with these offerings. New jobs reduce unemployment and provide local jobs for residents who are currently spending time and resources leaving the county to work. In recent years we've become home to Keurig Green Mountain, ResMed, Coloplast, and most recently Google. Business like these help attract other businesses. These companies also attract persons wanting to relocate to our community which strengthens our housing market.

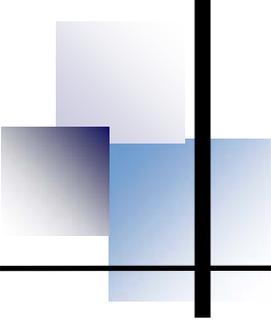
While ensuring that we are fiscally responsible with tax dollars is paramount, we cannot continue to absorb budget cuts to an already restrictive budget without detrimental effects to programs and services. The County's tax digest and property tax revenues have significantly declined since 2008. A slight 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 was no increase for 2014 or 2015. The 2016 budget is a plan to continue to maintain roads and traffic signals, provide public safety, provide for public welfare and offer recreational facilities and activities, all without a tax increase.

The County's 2016 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 2016 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 2016. 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.



Budget Message

Improved Commitment to Citizens:

The County will operate within the 2016 budget with no planned increase in taxes, and a steadfast assurance to continue to offer quality services to our citizens and to continue address issues that had been deferred due to the decline in the economy. The 2016 General Fund budget shows a 20% increase over the prior year. The cost of providing services to the Unincorporated Area and the revenues generated in this area have always been recorded separately within the General Fund. The creation of the Uninc Area Special Services District Fund for 2015 shows with more transparency to the citizens that their tax dollars are not funding services they do not receive a benefit from. For 2016 this fund's budget increases 14%. The creation of the Fire Services and EMS Fund and the Animal Control Services Fund will allow these services to be provided at an equitable cost to all citizens. The 2016 budgets for these funds increase 39% and 20% respectively, with capital improvements being the driving factor in these large increases.

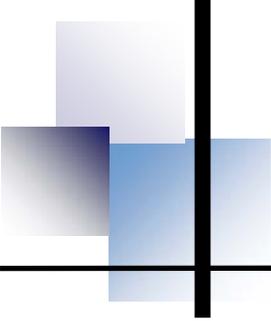
Improved Public Safety:

Public Safety is our highest priority and receives 35.16% of the General Fund's operating budget, with a total of \$54 million across funds being planned for areas of public safety. Funding for additional staff (courthouse security, park security, deputies, and an entire new ambulance crew), vehicles (a fire truck, ambulances, and 25 new Sheriff vehicles), added security cameras (on rideshare vans, at the transportation center, in the parks, and sheriff body cameras), communications equipment, turnout gear, and building of an animal shelter are included in the 2016 budget. SPLOST proceeds are foreseen to be adequate to pay the debt service on the jail and law enforcement center with an interest only payment in February and the final payment being made in August. At this time the debt service will be paid in full.

Improved Judicial Process:

The creation of a new DUI Court and corresponding treatment program has served well in removing 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. With 2014 as the first full year of operations for this program the number of participants that successfully complete the program continued to grow. Following the success of this program the State Court is instituted 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. Grant funding was the initial source for these programs. As these funds diminish, participant fees, and County funds are covering the cost of operations. Savings in sheriff enforcement, court costs, inmate housing, etc. are used in other areas of service to the community. The 2015 budget added funding for a Felony Drug Court to be governed by the Superior Court. This first year of funding is almost entirely financed with grant funds. The 2016 year show a greater commitment to these accountability courts as fewer grant dollars are being received and the County's budget absorbs more of the cost.

Additional staffing for the Public Defender, Probate Court, the Solicitor, the District Attorney, and Juvenile Courts address the growing needs of these departments. Adequate staffing ensures citizens are properly served and the judicial process is not hindered by lack of resources.



Budget Message

Improved Facilities:

In 2015 the County purchased a building in close proximity to the Courthouse for \$1.5 million. The 2016 budget includes a total of \$4.6 million to both, renovate, and provide security for this building to house three non-judicial functions, and to renovate the courthouse to relocate judicial departments and provide additional security required. Fleet is in one of the oldest of the County's buildings and in a location that is inconvenient to most other County operations. These operations will be moved to this new building, providing a greater accessibility and more cost effective operations. In conjunction with the renovations at the courthouse, the relocation of judicial departments presently scattered throughout the courthouse will result in gained efficiencies that will better serve the departments as well as citizens. The relocation of the Tax Commissioner's office to the new facility will better serve the public with adequate parking and reduced time required to conduct business with the tax or tag offices.

The County will break ground for a new Animal Shelter. A location has been selected, plans have been drawn, and the time is right. While still one of the County's newest buildings, the courthouse is aging and plans are to replace the card access system, reface the chiller tube, address window leaks and replace worn carpet.

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

Improved Transportation:

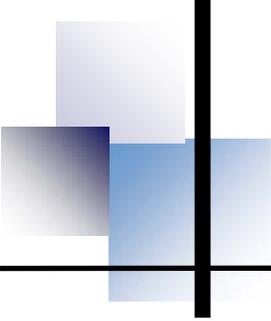
The County's Department of Transportation will continue to leverage Federal and State grants for roadway and transportation projects that will allow us to continue to make progress on much needed projects. For 2016 the funding allows for projects across the County that total 43.667 miles.

Improved Responsibility

To strengthen the confidence the public has in this Government, it's transparency and integrity in the new year begins the second year with an adopted budgets for the funds mentioned previously for the Uninc Area, Fire Services and EMS, and Animal Control.

Healthcare costs have continued to rise during the recession of recent years. The County has not been immune to these increases. Our Healthcare and Workers Comp Funds are self-insured and while claims have been paid timely, the funding of these internal service funds has not kept pace with the rising cost. A substantial financial commitment to reducing the negative fund balances in recent years resulted in the Workers Comp Fund ending 2014 with a positive fund balance that increased in 2015, and will continue to remain positive in 2016. The results of a benefits study in 2015 are being implemented in 2016. This will help to further reduce and eventually eliminate deficits in this fund and create a sustainable healthcare fund that is paid for each year with current dollars while still providing employees with attractive benefits.

With less than one year 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 at least 10% of the General Fund budget is a policy that we take seriously and have been able to continue to do for 2016.



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.

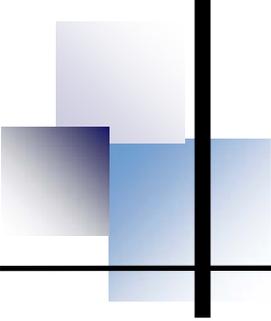
Community Issues and Opportunities

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.

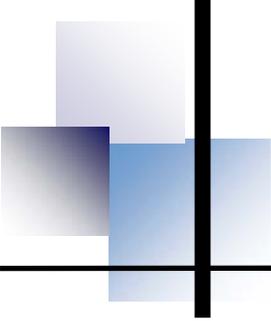
Douglas County is typical of communities that possess a diminished stock of historic structures, but have expressed a desire to project an image that respects the community's overall desire to preserve its small town feel. Situations vary, but a common approach is to research, identify, and restore the 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

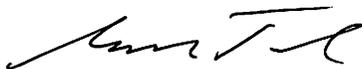
Community Work Program

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.

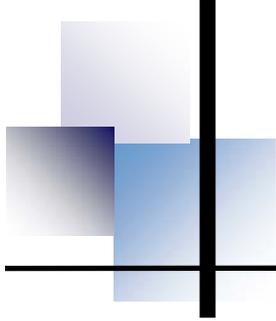
It is the County's desire to promote high quality commercial and business development during the next 20 years emphasizing non-residential in order to enhance the County's tax base, create new jobs, and provide convenient shopping opportunities for local residents. The vision for the future is based 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.



Mark Teal, P.E.
County Administrator

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General Information

HISTORY

Douglas County was formed in 1870 from parts of Carroll County and old Campbell Counties (now Fulton County) plus a small section of the original Cherokee County. The county was named after Stephen A. Douglas, a U.S. Congressman and rival of Abraham

The Creek and Cherokee Indians originally inhabited Douglas County.

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.

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

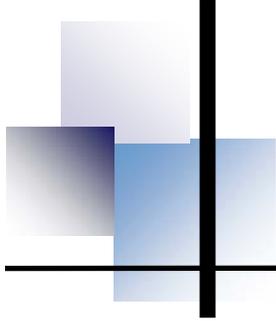
Douglas County is one of the smallest counties in the State of Georgia. It occupies an area of only 199.3 square miles. Of the 159 counties in Georgia, Douglas County ranks 139th in size.

DOUGLAS COUNTY MUNICIPALITIES

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

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





General Information

TRANSPORTATION

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

ECONOMY

According to the latest information available, the total number of employees located in Douglas County was 62,535 Douglas County’s unemployment rate of 7.4% is slightly higher than the State’s rate of 7.2%. Median household income of Douglas County residents is estimated at \$51,874 which is higher than the average for the State’s 159 counties of \$47,768.

Douglas County’s unemployment rate of 7.4% is slightly higher than the State’s rate of 7.2%.

POPULATION

According to the latest information available from the U.S. Census, Douglas County’s estimated population is 136,379 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 90% of Douglas County houses being defined as single-family housing.

DESCRIPTION



General Information

Total Population: Douglas County	136,379	U. S. Census 2013 Estimates (latest)
By Gender		
Male	65,598	48.1%
Female	70,781	51.9%
By Age		
Under 19	41,901	30.7%
20 - 24	8,076	5.9%
25 - 34	17,457	12.8%
35 - 44	21,983	16.1%
45 - 54	20,341	14.9%
55 - 64	14,347	10.5%
65 and Over	12,274	9.0%
Median Age	35.3 years	
By Race/Ethnicity		
Caucasian	72,280	53.0%
African-American	57,961	42.5%
Asian	2,318	1.7%
American Indian/Alaska Native	545	0.4%
Hispanic or Latino	12,138	8.9%
Identified by two or more	3,137	2.3%

General Information



Honorable
Phil D. Miller, Sheriff



www.sheriff.douglas.ga.us



DESCRIPTION

- ⇒ enhanced sex offender registry information on web site
- ⇒ on-line jail inmate information on web site
- ⇒ 14,082 facebook followers with 3,449 new "likes" in 2014
- ⇒ 598 articles posted on web site and facebook
- ⇒ 950,000 web site hits in 2014
- ⇒ 291 teens and 164 parents completed the CARE Program

Sheriff's Department K9 Unit

Lt. Mike Barnhill and Sgt. Ace (German Shepherd)
 Lt. Billy Lashley and K9 Milo (German Shepherd)
 Deputy Clint Adams and K9 Bando (German Shepherd)
 Deputy Brian Tolbert and K9 Hero (German Shepherd)
 Deputy Joshua Skinner and K9 Lord (German Shepherd)
 Deputy Chris Reeves and K9 Dino (German Shepherd)
 Lt. John Jewell and Big (Springer Spaniel)

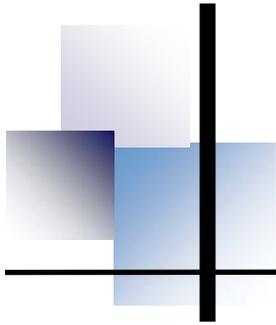
2014 Totals

Drug Sniffs	45
Drug Seizures	15 lbs. marijuana 10 oz. cocaine 67 lbs. methamphetamine 5 grams heroin
Trackings	85
Area Searches	5
Building Searches	5
Apprehensions	17
Warrant Assists	30
Other Agency Assists	10
Call-outs	8
Demonstrations	55

- Nestle/Purina provides dog food to the K9 unit at no cost.
- "Pennies for Police Service Dogs" raised \$6,354 for Chase Away K9 Cancer in 2014.



K9 Big



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 driv-

DESCRIPTION

	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
2011	5630	396	13	1144	2390/261
2012	6163	473	22	1223	2415/321
2013	5843	214	19	1118	1883/255
2014	5413	224	13	1036	1247/203



Special Response Vehicles/Humvees with 4-wheel Drive Obtained from Military



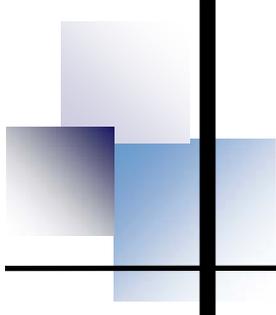
*Sheriff's Department Dispatch Room
New Digital Repeater Radio System*



*Training Exercise at
New Manchester High School*



Prisoner Work Detail Van



General Information

DESCRIPTION

Douglas County Fire/EMS provides fire services to unincorporated Douglas County and by contract to the City of Douglasville and the Douglas County portion of the City of Villa Rica. Douglas County Fire/EMS provides emergency medical services throughout Douglas County, including its cities.



Scott Spencer,
Fire/EMS Chief



Town and Country Upholstery Building Fire, Downtown Douglasville

Douglas County EMA received \$278,223 in grants in 2014 for a 500kw generator, an update to the hazard mitigation plan, Dive Team equipment, and EM performance. The Emergency Operations Center was fully activated 3 times in 2014 for emergency situations, and used numerous times for training and public safety meetings.

DOUGLAS COUNTY E-911	2014
911 Calls	108,326
Fire Calls	3,690
Emergency Medical Calls	12,705
Sheriff's Department Calls	34,433
Georgia State Patrol Calls	134
Douglas County E-911 averages a call into its center every 27 seconds	
Severe Weather Warning Sirens	18 in Douglasville 18 in Douglas County



General Information



Structured Fire Training



New Rescue Units Placed in Service



Douglas County Fire/EMS HQ



DCFD at County Government Day

DESCRIPTION

<u>DOUGLAS COUNTY FIRE/EMS DEPARTMENT</u>	
Structure Fires	144
Vehicle Fires	89
Grass and Rubbish Fires	180
Other Fires	21
Explosions and Overheating/No Fire	16
Emergency Medical Calls	11,316
Hazardous Conditions/No Fire	301
Service Calls	1,455
Welfare/Non-Emergency Assistance	1,329
False Alarm/False Call	786
Severe Weather and Natural Disaster	28
Special Incident Type	114
Investigations	113
Arson Suspicious	30
Convictions	8
Fire Safety Inspections	1,896
Construction Plan Reviews	190
Sprinkler Plan Reviews	44
Commercial Site Plan Reviews	45
Residential Subdivision Site Plan Reviews	7
Impact Study Reviews	8
Complaints Investigated	14
Inspection Violations Discovered	1,675
Inspection Violations Corrected	1,447
Man-hours of Structured Fire Training	5,544
Man-hours of Approved EMS Training	4,200

General Information

DESCRIPTION

<u>Development Services</u>	<u>2014</u>
Building Permits and Inspections	
Subdivision Preliminary Plats	3
Subdivision Construction Plans	1
Subdivision Final Plats	9
Commercial/Industrial Plan Review	19
Architectural Reviews	19
Building Plan Reviews	99
Commercial Land Disturbance Permits	24
Commercial Building Permits	5
Residential Grading Permits	184
Residential Building Permits	157
Occupational Tax/Business Licenses	
New Business Licenses	406
Business License Renewals	2,467
Beer, Wine, and Liquor Licenses	129
Planning and Zoning/Code Enforcement	
Re-zoning Applications	8
Code Enforcement Cases Investigated	932
Code Enforcement Court Cases	59
Pounds of Illegal Signs Disposed	645
Neighborhood Stabilization Program	
Homes Purchased	5
Homes Sold	6
Homes Under Contract	7



Development Services includes building permits and inspections, occupational tax/business licenses, planning and zoning, engineering, and code enforcement.



Douglas County Library
6810 Selman Drive

Lithia Springs/Betty Hagler Library
7100 Turner Drive

Dog River Library
6100 Georgia Highway 5

Douglas County Public Libraries	
2014 Circulation	567,865
Circulation per capita	4.16
Visitors	386,623
Programs conducted	413
No. of People Attending Library Programs	13,708
PC usage and Wi-Fi passes	63,236
Reference transactions	13,911

General Information



Tax and Tag Office

- ⇒ Sold 122,213 car tags in 2014
- ⇒ Issued 22,249 titles
- ⇒ Received 83,686 telephone inquiries



Animal Services

- Douglas County Animal Services responded to 4,597 calls in 2014
- In 2014, a total of 2,971 animals were received by Animal Services:
 - 1,330 cats
 - 1,570 dogs
 - 34 birds, 3 donkeys, 2 horses, 5 goats, 1 ferret, and 5 pigs
- In 2014, a total of 2,121 animals were adopted, fostered, reclaimed by owner or taken by rescue organizations
 - 698 cats
 - 1,365 dogs
 - 3 donkeys, 2 horses and 5 goats
- In 2014, a total of 616 animals were euthanized
- In 2014, Animal Services investigated 238 bite cases
- In 2014, design began on a new Animal Services/Shelter building to be located in Deer Lick Park



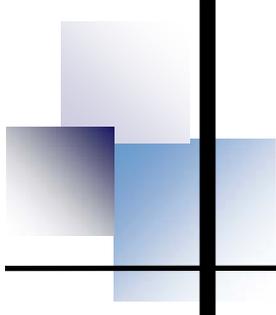
The September Saturdays Festival is held annually on the last two Saturdays in September at the Douglas County Courthouse, and is the largest annual festival in the County, drawing an estimated 40,000 people. It features a community marketplace, concerts, rides, exhibits, and night movie.

Douglas County Animal Services provides animal control and shelter services to unincorporated Douglas County and by contract to the City of Douglasville and the Douglas County portion of the City of Villa Rica.

DOUGLAS COUNTY LANDFILL	2014
Number of Customer Transactions	74,321
Solid Waste Disposed	35,711 Tons
Solid Waste Recycled	11,306 Tons
Percent of Recycled versus Disposed	31.7%



The Penny McHenry Hydrangea Festival is held annually on the first full weekend of June, and is the largest annual tourism-related festival in the County. It features a Standard Flower Show, festival markets, garden tours, miniature gardens in wheelbarrows, and much more.

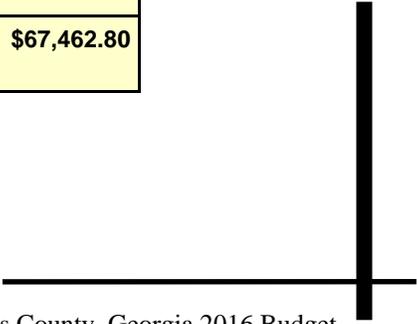


General Information

Fleet Management is a County department that maintains most County vehicles and equipment, including Sheriff's patrol cars, Fire/EMS engines and rescue units, DOT equipment, and Rideshare vans. It also maintains the County's gas station.

DESCRIPTION

COUNTY FLEET	2014
Cars and SUVs	257
Vans and Buses	132
Heavy Trucks	33
Light Trucks	133
Fire Trucks	18
Rescue Units	13
Heavy Equipment and Implements	194
Small Equipment	449
Fuel Transactions	14,974
Gallons of Gas Used in 2014	154,115
Gallons of Diesel Used in 2014	109,228
Work Orders	2,851
Man-hours Expended	8,574
Preventive Maintenance Services	1,082
Road Calls	81
Repair Orders	3,146
Equipment Vehicle/Mechanic Ratio	136.5 to 1
On-line Surplus Auction Proceeds (non-productive vehicles and equipment)	\$67,462.80



General Information



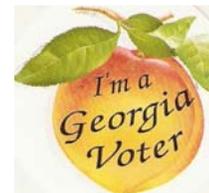
www.CelebrateDouglasCounty.com	
4,073,853	hits to the web site during 2014
11,161	hits per day
1,311	pages on web site
1,581	documents on web site
9,940	subscribers to Douglas County Happenings
7,833	likes to Douglas County Happenings on facebook

DESCRIPTION

<i>Just some interesting facts...</i>	<u>2014</u>
Pieces of Mail Sent	184,103
Postage Cost	\$118,934.07
Number of Purchase Orders Issued	9,790
Amount of Purchase Orders Issued	\$27,271,613.08

Douglas County Board of Elections conducts all elections for the County, its cities and the Board of Education.

<u>November 4, 2014 General Election</u>	
Number of Registered Voters	83,031
Number of Votes Cast	38,087
Percentage of Voter Turnout	45.87%



<u>Douglas County Employees</u>		
Judicial/Courts	178	15%
Fire/EMS	168	14%
Sheriff's Department	356	30%
E911	24	2%
Emergency Management	2	0.2%
Administration	453	38%
Total	1,181	
Frozen/Unfilled Positions	40	



General Information

DESCRIPTION

WOODIE FITE SENIOR CENTER PROGRAM PARTICIPANTS	
AARP	158
AARP Drivers Safety	139
Painting: Oil, Acrylic, Pottery, Portrait	1,095
Alzheimer's Caregivers Support	83
Art Expo	55
Ballroom Dance Lessons	201
Bible Study	364
Bingo	282
Book Club	81
Bowling Club	485
Card Games	5,172
Cardio Fit, PowerStretch, Jazzercise	4,139
Chip Poker	1,469
Choir	83
Computer Classes	320
Dance	499
Exercise Room	2,920
Jazzercise Lite	1,407
Line Dancing	1,429
Piano Lessons	288
Red Hats	146
Spanish Classes	599



Senior Services 2014

- ◇ 34,428 home-delivered meals to 229 homebound seniors with the assistance of over 140 volunteers providing over 4,700 volunteer hours
- ◇ 16,377 meals provided on-site to 172 seniors
- ◇ 24,422 one-way passenger trips provided to 226 seniors/disabled adults through transportation services
- ◇ 2,148 hours of respite care provided to 32 caregivers of sick/disabled seniors
- ◇ 1,912 hours of in-home support services provided to 57 seniors
- ◇ 2,944 service inquiries/request for information processed through Information and Assistance
- ◇ ordered four 21-passenger buses to ensure that seniors continue to have access to the nutritional and educational programs at the Fairburn Road Center, and other medical, recreational & shopping trips



Concrete Work at Deer Lick Football Field



Batting Cage Installation at Lithia Springs Park

Douglas County Property Management is the in-house department that keeps County facilities working instead of using outside maintenance firms and contractors. In 2014, Property Management performed over \$125,000 worth of maintenance work that would have cost approximately \$400,000 if awarded to outside firms.

General Information

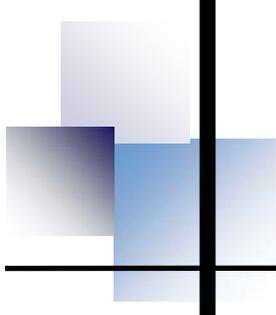


- **Annual Road Resurfacing:** 31.63 miles in 2014; 23.16 miles planned for 2015
- **Lee Road Interchange:** projected completion of October 2015
- **Lee Road Widening:** right-of-way acquisition underway for construction to widen Lee Road to 4 lanes; construction anticipated to begin in 2016
- **Bankhead Highway/Mann Road Intersection:** right-of-way acquisition underway to realign Post Road, Mann Road and Bankhead Highway to a safer configuration with a traffic signal; construction anticipated to begin in 2015
- **Highway 166/92 Intersection:** the current Y intersection will be replaced with a roundabout currently under design with construction scheduled for 2016
- **Intelligent Transportation System Expansion:** installation of fiber optic communication, closed circuit television cameras, and IT devices to connect traffic signals on south Chapel Hill Road, Fairburn Road and Bankhead Highway; includes 7 additional miles of cable and connecting 24 sig-



Douglas County Rideshare is the only County-operated vanpool program in the State of Georgia. Its new Transportation Voucher Program helps senior adults and disabled individuals with quality of life trips for daily tasks and to keep them from becoming prisoners in their own homes.

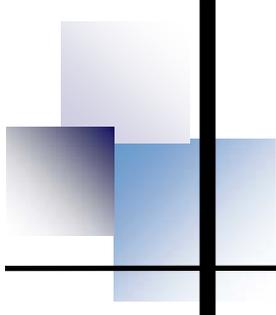
Average Number of Vanpool Riders per Month	482
Average Number of GRTA Xpress Bus Riders per Month	13,981
Total Number of RideShare Participants in 2014	689
Number of Vanpool Routes	60
Total Vanpool Passenger Miles in 2014	5,871,960
Vanpool One-Way Trips in 2014	155,484
Vanpool Passenger Fares Collected in 2014	\$428,241
GRTA Xpress Bus Fares Collected in 2014	\$130,235



General Information

DESCRIPTION

<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
Park Land	1,887 acres
Special Olympics Sports	Bocce, Bowling, Volleyball, Softball, Basketball, Tennis, Power lifting, Swimming. Named Outstanding Local Program for 2014 in the State of Georgia
Summer Day Camps	4 Sessions, 260 campers
Special Events	Fairy Princess Ball: 280 participants Eggstravaganza Easter Egg Hunt: over 600 participants Flashlight Egg Hunt: 160 participants Spring Break Arts Camp Douglas County Track and Field Championships Fishing Derby: 313 participants Mother/Son Flashlight Hike: 120 participants Allen Langford Memorial Softball and Bocce Invitational Family Camporee: 25 families A Deer Lick Christmas: 136 participants
Athletic Leagues	5 State Champions at GRPA/Hershey State Track & Field Championships Adult Ladies Indoor Kickball 1st season Total Number of Participants in Athletics Programs: 1,920
Boundary Waters Aquatic Center	Home to 5 high school swim teams with 200 swimmers; 2 private school swim teams with 50 swimmers; 2 private swim teams with 179 swimmers. Hosted the "Last Chance Triathlon" with 350 runners Increased annual revenue by nearly \$19,000 in 2014 Record Number of SEALs participants: 1,517 Certification of 50 lifeguards Underwater Easter Egg Hunt: 188 swimmers Sea Dragons Special Olympics Swim Team: 18 swimmers with all participants medaling at the Georgia Summer Games and Relay Team winning the Gold Medal Fitness Center: 26 classes per week with 170 weekly participants Daily Swim and Cardio Fitness: 820 weekly participants



General Information

DESCRIPTION

- Juvenile Programs
- Family Dependency Family Treatment Program
 - Operational for 7 years with 59 adults and children served in 2014
 - \$128,628 in grant funding received in 2014
 - Evening Reporting Center
 - for youth at risk of deeper involvement in the juvenile justice system, and their parents
 - \$161,693 in grant funding received in 2014
 - 61% reduction rate in out-of-home placement for youth completing program
 - Prevent Child Abuse Grant
 - \$46,184 in grant funding received in 2014
 - 21 families provided services
 - LINK (Linking, Integrating and Networking for Kids)
 - Community Agency Team approach for children who have severe emotional and behavioral problems
 - 64 youth and families served in 2014
 - Justice Assistance Grant
 - \$30,000 in grant funding received in 2014
 - provides services to youth, including tutoring, mentoring, educational advocacy services, and other positive activities
 - Guardian *ad litem*
 - assigned to cases involving children who are not competent for Court, may have truancy issues, competency in delinquent proceedings and to dependency cases where the child has been removed from their family
 - services provided to 163 children in 2014
 - Intake Cases
 - provided intake services to 308 new youth in 2014 with 55% diverted from Court
 - only 16% from 2013 have re-offended

2014 Work Force	58,108
Worked in Douglas County	37.7%
Drove alone to work	79.5%
Carpooled	12.4%
Mean Commute Time	31.8 minutes

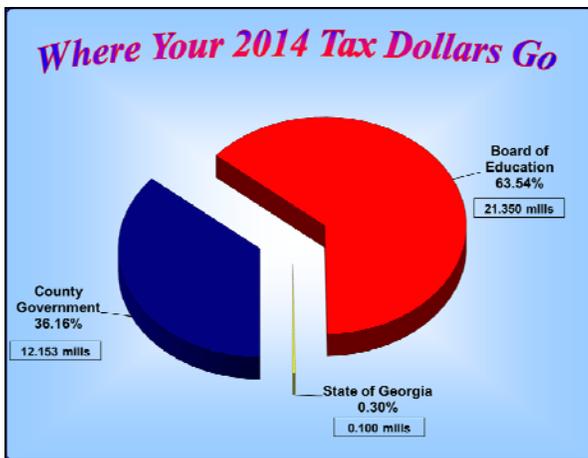
Major New Job Creation Announcements in 2014

Keurig Green Mountain: 550 Jobs, \$337 million in investment
ResMed: 80 Jobs, \$8 million in investment
Coloplast: 30 Jobs, \$16 million in investment

General Information

DESCRIPTION

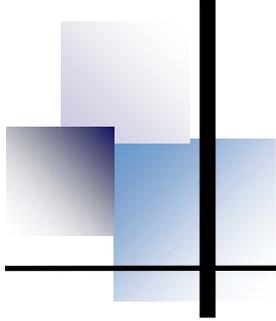
<u>Superior Court</u>	<u>2014</u>	<u>Clerk of Superior Court</u>	<u>2014</u>	<u>Magistrate Court</u>	<u>2014</u>
Criminal Filings	1,602	Warrants	4,186	Dispossessories	5,321
Civil Filings	3,173	Adoptions	47	Small Claims	3,134
<i>There are 53,812 property parcels in Douglas County.</i>		Documents Entered	146,143	Abandoned Motor Vehicles	231
<u>State court</u>	<u>2014</u>	Real Estate Documents	16,376	Personal Property Foreclosures	77
Criminal Filings	1,604	Liens	15,060	Distress Warrants	5
Civil Filings	570	Plats	120	Continuing Garnishments	188
		UCC	2,504	One-Time Garnishments	43
<u>Probate Court</u>	<u>2014</u>	Passport Applications	2,329	Ordinance Violations	265
Estate Filings	337			Motions for Contempt	258
Birth Certificates	428	<u>Clerk of State Court</u>	<u>2014</u>	First Appearance/Bond Hearings	4,563
Death Certificates	818	Warrants	2,156	Felony Warrants Issued	2,890
Concealed Weapon Permits	2,752	Traffic	11,893	Misdemeanor Warrants Issued	3,349
Marriage Licenses	1,135			Search Warrants Issued	114



County's Bond Ratings (Credit Ratings)

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

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



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.

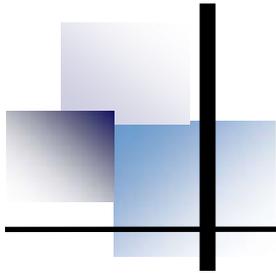
The County Coroner's position is also an elected position.

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.

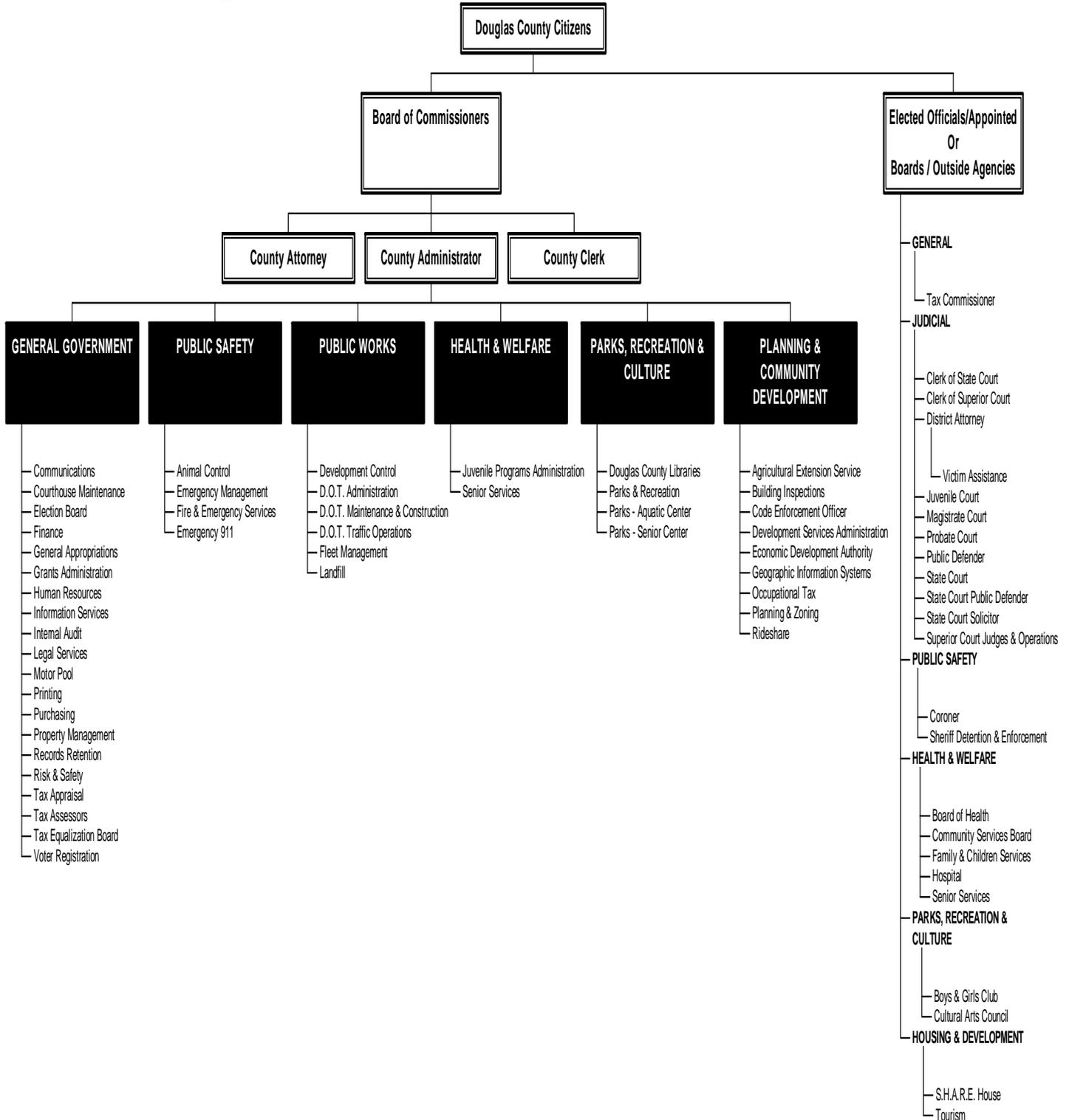
Douglas County also provides the following urban services:

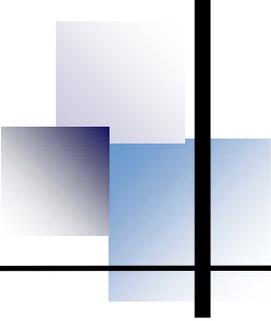
- Fire Protection
- Emergency Medical Services
- Road Maintenance & Construction
- Solid Waste Disposal
- Code Enforcement
- Parks and Recreation Programs
- Public Transportation
- Libraries
- Planning and Zoning
- Emergency Dispatching
- Emergency Management
- Fleet Management
- Tax Appraisal
- Administration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





Organizational Chart





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.

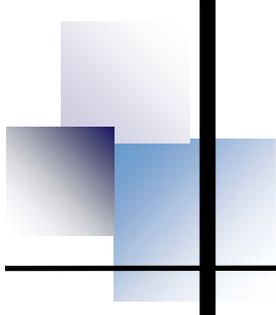
The budget module in our financial software is initialized and a new budget year opened. Department Heads and Elected Officials are notified of the budget schedule and they or their designee(s) can begin entering data.

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.

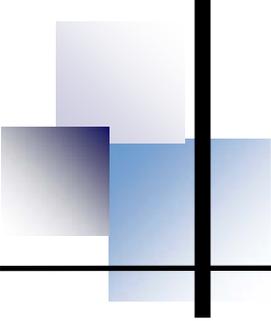
Operating Expenditures – can be entered in one of two ways. The estimated budget can be entered as a flat amount or each transaction supporting the total can be entered.

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.

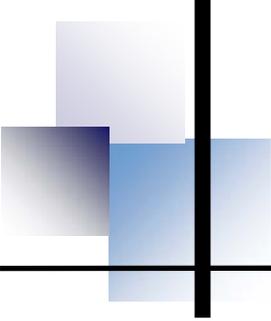
Once the Department has completed their entry they notify the Finance Department to have the data advanced to the Division. Division Directors review and make any changes. The budget is then advanced to the Finance Department Level.

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.



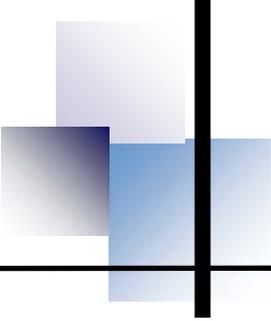


Budget Process

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.



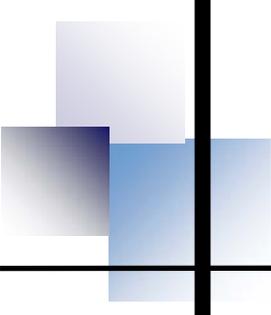


Budget Calendar

Douglas County Board of Commissioners
2016 Budget Calendar

POLICIES & PROCEDURES

July 10, 2015	The budget is initialized in the system and opened for entry by Elected Officials and Department Heads .
August 21, 2015	Deadline for all budget entries to be made at the Department and Division levels.
Aug 24 — Sept 15, 2015	Finance Director & Financial Analyst review budget submissions and record recommended changes for presentation to County Administrator.
September 15— 24, 2015	County Administrator, Finance Director & Financial Analyst meet with Elected Officials and Department Heads for budget hearings.
Sept 25– Nov 4, 2015	Finance Director & Financial Analyst prepare budget summary documents.
November 5, 2015	County Administrator, Finance Director and Financial Analyst meet with the Board of Commissioners to review and revise the budget.
November 8, 2015	Advertise for public hearing to review the budget.
November 17, 2015	Public hearing to review the budget.
December 1, 2015	Board of Commissioners adopts the 2016 budget.

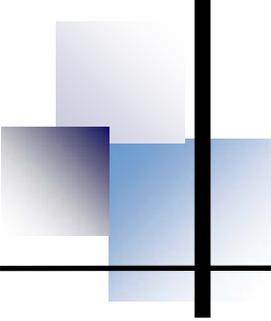


Budget Policy

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:

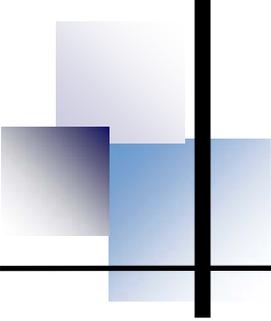
These are funds through which most governmental functions of the County are financed. The acquisition, use and balances of the County’s current financial resources and the related liabilities (except those accounted for in proprietary funds) are accounted for through governmental funds. These fund types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



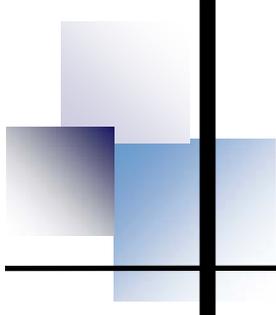
Budget Policy

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.

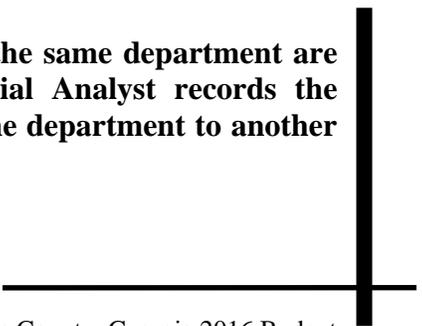
Each year, an annual budget is formulated which represents the County’s plan for expending its anticipated revenues during the upcoming fiscal period. When the budget is adopted at the end of December, it is, at that point in time, management’s best estimate as to the most efficient allocation of the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

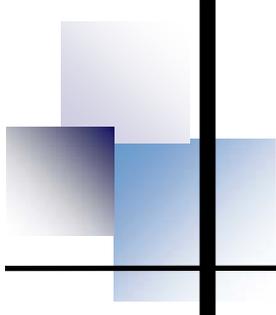
The original amount adopted for a particular line item can be affected by a number of different factors such as: subsequent increases in price, change in departmental priorities, or an unanticipated event resulting in the need to expend funds. In order to allow for these types of things procedures have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

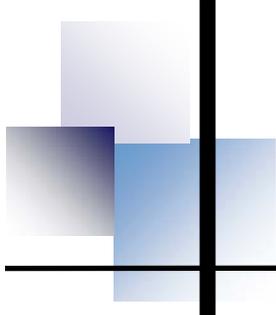
Commissioners for advance approval. The procedure is very similar to the budget amendments. The request for transfer will be presented to the County Administrator as an agenda item and will be heard in a public Commission meeting. If approved, it will be forwarded to the Financial Analyst to record the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

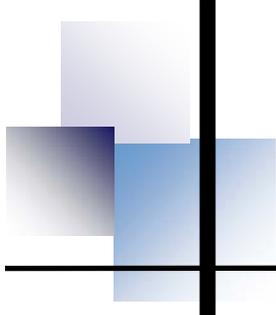
- 2. Reserves will be maintained to comply with all debt service requirements to maintain bond ratings.
- 3. Sufficient reserves will be accumulated in the Enterprise Funds to equal 10% of operating expenses to provide sufficient working capital.

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.

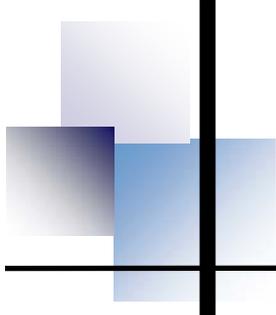
LEGAL DEBT MARGIN / GENERAL OBLIGATION DEBT

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.

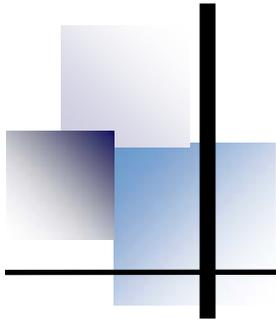


Funding Sources

DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF REVENUES AND OTHER FUNDING SOURCES
YEAR ENDED DECEMBER 31, 2016

BUDGET SUMMARIES

<u>BUDGETED FUNDS</u>	<u>PROJECTED REVENUE</u>	<u>TRANSFERS FROM RESERVES</u>	<u>TRANSFERS IN</u>	<u>BOND PROCEEDS</u>	<u>TOTAL FUNDING SOURCES</u>
Governmental Fund:					
General Fund	77,622,783	8,742,403	4,930,114	-	91,295,300
Special Revenue Funds:					
District Atty Confiscated Funds	65,000	18,522	-	-	83,522
Drug Abuse Treatment	227,035	(94,374)	-	-	132,661
E-911	2,600,500	(26,544)	-	-	2,573,956
Hotel-Motel Tax Fund	480,000	(89,402)	-	-	390,598
Law Library	100,000	-	-	-	100,000
Sheriff Inmate Commissary	250,000	-	-	-	250,000
Sheriff Confiscated Funds	1,500,000	-	-	-	1,500,000
Sheriff Other	65,000	-	-	-	65,000
Sidewalk Fund	50	-	-	-	50
Neighborhood Stabilization Prog	200,000	-	-	-	200,000
Victim Assistance	190,120	9,888	-	-	200,008
Uninc. Area Special District	8,864,000	(716,519)	180,000	-	8,327,481
Fire Protection Services	3,962,000	668,265	11,425,910	-	16,056,175
Animal Control Services	357,753	-	1,096,191	-	1,453,944
Total Special Revenue Fund	18,861,458	(230,164)	12,702,101	-	31,333,395
Enterprise Funds:					
Landfill Enterprise Fund	1,801,144	259,534	-	-	2,060,678
Total Enterprise Funds	1,801,144	259,534	-	-	2,060,678
Internal Service Funds:					
Employee Benefit	12,389,799	(500,000)	500,000	-	12,389,799
Worker's Compensation	569,665	234,335	-	-	804,000
Total Internal Service	12,959,464	(265,665)	500,000	-	13,193,799
Capital Project Funds:					
Capital Transportation Fund	918,653	-	3,281,347	-	4,200,000
Debt Service Funds:					
2010 Jail SPLOST Debt Svc	20,344,000	4,906,281	-	-	25,250,281
Total Debt Service Funds	20,344,000	4,906,281	-	-	25,250,281
Total of All Budgeted Funds	132,507,502	13,412,389	21,413,562	-	167,333,453



Appropriations

DOUGLAS COUNTY, GEORGIA
BUDGET SUMMARY
SUMMARY OF APPROPRIATIONS
YEAR ENDED DECEMBER 31, 2016

BUDGET SUMMARIES

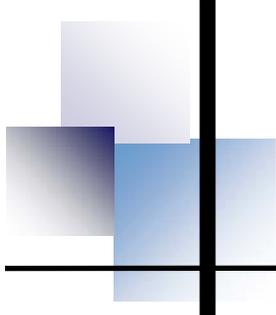
<u>BUDGETED FUNDS</u>	<u>ADOPTED EXPENDITURES</u>	<u>TRANSFERS OUT</u>	<u>NET EXPENDED</u>
Governmental Fund:			
General Fund	<u>81,859,998</u>	<u>9,435,302</u>	<u>91,295,300</u>
Special Revenue Funds:			
District Atty Confiscated Funds	83,522	-	83,522
Drug Abuse Treatment	132,661	-	132,661
E-911 Dispatch	2,573,956	-	2,573,956
Hotel-Motel Tax Fund	210,598	180,000	390,598
Law Library	100,000	-	100,000
Sheriff Inmate Commissary	250,000	-	250,000
Sheriff Confiscated Funds	1,500,000	-	1,500,000
Sheriff Other	65,000	-	65,000
Sidewalk Fund	50	-	50
Neighborhood Stabilization Prog	200,000	-	200,000
Victim Assistance	176,174	23,834	200,008
Uninc. Area Special District	1,459,335	6,868,146	8,327,481
Fire Protection Services	16,056,175	-	16,056,175
Animal Control Services	<u>1,453,944</u>	<u>-</u>	<u>1,453,944</u>
Total Special Revenue Fund	24,261,415	7,071,980	31,333,395
Enterprise Funds:			
Landfill Enterprise Fund	<u>2,060,678</u>	<u>-</u>	<u>2,060,678</u>
Total Enterprise Funds	2,060,678	-	2,060,678
Internal Service Funds:			
Employee Benefit	12,389,799	-	12,389,799
Worker's Compensation	<u>804,000</u>	<u>-</u>	<u>804,000</u>
Total Internal Service	13,193,799	-	13,193,799
Capital Project Funds:			
Capital Transportation Fund	<u>4,200,000</u>	<u>-</u>	<u>4,200,000</u>
Debt Service Funds:			
2010 Jail SPLOST Debt Svc	<u>20,344,000</u>	<u>4,906,281</u>	<u>25,250,281</u>
Total Debt Service Funds	20,344,000	4,906,281	25,250,281
Total of All Budgeted Funds	<u>145,919,890</u>	<u>21,413,563</u>	<u>167,333,453</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	\$ 39,734,498	\$ 39,734,498	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TAVT	3,335,200	3,335,200	-	-	-	-	-	-
Sales and Use	38,262,000	15,500,000	-	-	-	-	-	-
Insurance Premium	5,300,000	0	-	-	-	-	-	-
Other Taxes / Penalties	6,560,221	6,080,221	-	-	-	480,000	-	-
Licenses and Permits								
Permits/Zoning Fees	1,026,000	-	-	-	-	-	-	-
Inspection Fees	7,000	-	-	-	-	-	-	-
Alcohol License	84,000	-	-	-	-	-	-	-
Intergovernmental								
	7,367,976	4,217,570	-	-	-	-	-	-
Charges for Services/Fines								
Telephone	2,600,000	-	-	-	2,600,000	-	-	-
Landfill	1,801,144	-	-	-	-	-	-	-
Tax Commissions	640,000	640,000	-	-	-	-	-	-
Ambulance Charges	2,040,000	-	-	-	-	-	-	-
Sheriff's Fees	480,000	480,000	-	-	-	-	-	-
Streetlights	925,000	925,000	-	-	-	-	-	-
Rideshare Fees	389,100	389,100	-	-	-	-	-	-
Parks & Rec Fees	474,000	474,000	-	-	-	-	-	-
Other Charges	13,587,915	551,951	-	-	-	-	-	-
Courts and Law Enforcement								
Superior Court	903,000	903,000	-	-	-	-	-	-
State Court	2,586,000	2,586,000	-	-	-	-	-	-
Probate Court	384,000	384,000	-	-	-	-	-	-
Magistrate Court	548,000	548,000	-	-	-	-	-	-
Juvenile Court	2,000	2,000	-	-	-	-	-	-
Surcharges	408,000	408,000	-	-	-	-	-	-
Fees and Fines	753,800	373,800	-	190,000	-	-	-	-
Confiscated/Commissary	65,000	-	65,000	-	-	-	-	-
Use of Property and Money								
	11,140	10,350	-	120	500	-	-	-
Miscellaneous								
	2,195,693	80,093	-	-	-	-	100,000	200,000
Other Financing Sources								
Bond Proceeds	-	-	-	-	-	-	-	-
Sale of Assets	-	-	-	-	-	-	-	-
Transfers	21,413,562	4,930,114	-	-	-	-	-	-
Appropriated Fund Balance	13,516,651	8,742,403	18,522	9,888	(26,544)	(89,402)	-	-
Total Revenues & Other Financing Sources	\$ 167,400,900	\$ 91,295,300	\$ 83,522	\$ 200,008	\$ 2,573,956	\$ 390,598	\$ 100,000	\$ 200,000

Financing Sources by Type

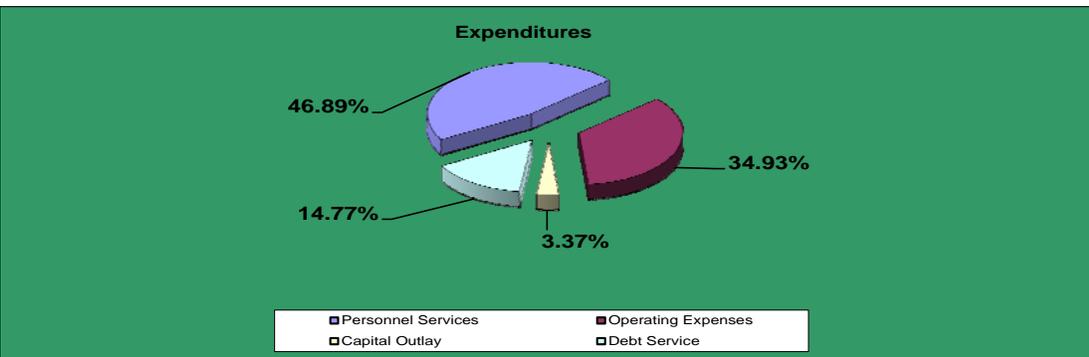
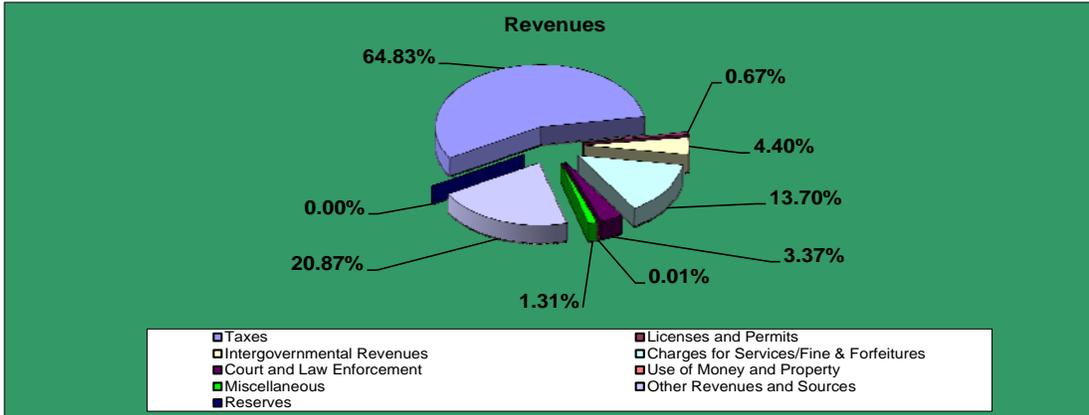
SPECIAL REVENUE FUNDS								ENTERPRISE	INTERNAL SVC FUNDS		CAPITAL	DEBT SERVICE
SHERIFF	SHERIFF	SHERIFF	SIDEWALK	VICTIM	FIRE	ANIMAL	UNINC. AREA	LANDFILL	EMPLOYEE	WORKER'S	CAPITAL	2010 JAIL
INMATE	CONFISCATED	SHERIFF	FUND	ASSIST.	PROT	CONTROL	SPECIAL DIST.	FUND	BENEFITS	COMP	TRANSPORTATION	SPLOST
COMMISSARY	FUNDS	OTHER										DEBT SRVC
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
.
.	2,418,000	20,344,000
.	5,300,000
.
.	1,026,000
.	7,000
.	84,000
.	1,922,000	309,753	918,653	.
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.	1,801,144
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.	2,040,000
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.	48,000	28,500	.	12,389,799	569,665	.	.
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.	.	.	50	120
250,000	1,500,000	65,000	500	100
.
.
.	11,425,910	1,096,191	180,000	.	500,000	.	3,281,347	.
.	.	.	.	9,888	668,265	.	(716,519)	259,534	(500,000)	234,335	.	4,906,281
<hr/>												
\$ 250,000	\$ 1,500,000	\$ 65,000	\$ 50	\$ 200,008	\$ 16,056,175	\$ 1,453,944	\$ 8,327,481	\$ 2,060,778	\$ 12,389,799	\$ 804,000	\$ 4,200,000	\$ 25,250,281

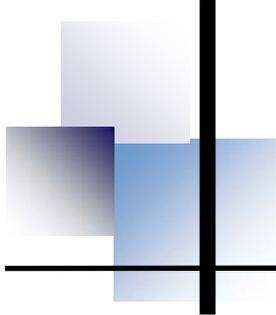


Financing Sources & Uses by Type

BUDGET SUMMARIES

	TOTAL	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS
Revenues							
Taxes							
Real & Personal Property Taxes	39,734,498	39,734,498	-	-	-	-	-
TAVT	3,335,200	3,335,200	-	-	-	-	-
Sales and Use Taxes	38,262,000	15,500,000	2,418,000	-	-	-	20,344,000
Insurance Premium Taxes	5,300,000	-	5,300,000	-	-	-	-
Other Taxes / Penalties	6,560,221	6,080,221	480,000	-	-	-	-
Licenses and Permits	1,117,000	-	1,117,000	-	-	-	-
Intergovernmental Revenues	7,367,976	4,217,570	2,231,753	-	-	918,653	-
Charges for Services/Fine & Forfeitures	22,937,159	3,460,051	4,716,500	1,801,144	12,959,464	-	-
Court and Law Enforcement	5,649,800	5,204,800	445,000	-	-	-	-
Use of Money and Property	11,140	10,350	790	-	-	-	-
Miscellaneous	2,195,693	80,093	2,115,500	100	-	-	-
Other Revenues and Sources	34,936,344	13,672,517	12,576,199	-	500,000	3,281,347	4,906,281
Reserves	(6,131)	-	-	259,534	(265,665)	-	-
	<u>167,400,900</u>	<u>91,295,300</u>	<u>31,400,742</u>	<u>2,060,778</u>	<u>13,193,799</u>	<u>4,200,000</u>	<u>25,250,281</u>
Expenditures							
Personnel Services	65,169,917	48,666,872	15,819,952	683,093	-	-	-
Operating Expenses	48,501,816	28,360,949	1,369,483	1,377,585	13,193,799	4,200,000	-
Capital Outlay	4,675,000	4,675,000	-	-	-	-	-
Debt Service	20,501,177	157,177	-	-	-	-	20,344,000
Transfers Out	21,413,563	9,435,302	7,071,980	-	-	-	4,906,281
	<u>160,261,473</u>	<u>91,295,300</u>	<u>24,261,415</u>	<u>2,060,678</u>	<u>13,193,799</u>	<u>4,200,000</u>	<u>25,250,281</u>



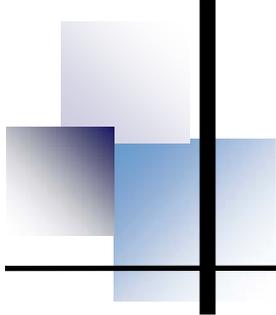


Comparison of Expenditures

BUDGET SUMMARIES

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

- **General Government** increases \$4,268,069 over the prior year adopted budget. This large increase among the functions is due to additional money being placed in general appropriations for transfers out to the new Special Revenue Funds. Apart from this one exception, nearly every department’s budget stayed very close to the 2014 budget. The one department with the largest increase in this function is Building Maintenance. This is due to contracted workers who maintained the building now becoming employees in 2015. It increased \$221,365. The largest decrease was in the Election Board. The decrease was \$222,546 from what was budgeted in 2014. This is attributed to no large elections in 2015, compared to that of 2014. Training and travel continued to be limited to only what was absolutely necessary for each department.
- **Judicial** increases 5.6% for 2015. This equates to \$678,569. A large portion of this increase is due to two new courts being formed. The Misdemeanor Drug Court and the Superior Court Felony Drug Court. The Misdemeanor Drug Court’s 2015 budget was \$100,527 while the Superior Court Felony Drug Court’s was \$118,840. The rest of the increases and decreases are small in comparison for each department under the Judicial Function.
- **Public Safety** Decreased \$11,980,155 compared to 2014. This is due to Fire and EMS and Animal Control being moved out of Public Safety and into a Special Revenue Fund due to a Service Delivery Agreement. Looking at the remaining departments in Public Safety the most notable increase was in the Sheriff’s Department and Jail. This is mainly attributed to a 7.5% increase in salary for majority of the employee’s within these two departments.
- **Public Works** has a large decrease in their budget of \$4,820,427. This is primarily due to two different reasons. The first being that Development Control was moved out of this function and into a Special Revenue Fund per the Service Delivery Agreement. The second reason is that for 2014 over \$3 million was budgeted in Road Maintenance. For 2015 nothing was budgeted and majority of this will be handled through the Capital Transportation Fund.

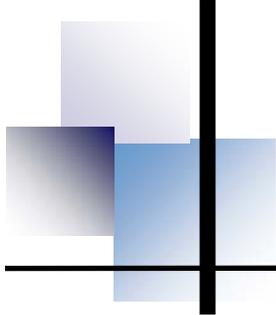


Comparison of Expenditures

BUDGET SUMMARIES

- ***Health and Welfare*** decreased \$98,481 and this was all attributed to one department, the Senior Center. This is due to no need for Capital Outlay to be budgeted in for 2015. In 2014 \$205,000 was budgeted. The Board’s commitment to serve the needs of the County’s aging population continues to be a priority leaving all other expenditures the same or increasing them to better meet the needs of the aging population. The only department with an increase in their budget compared to 2014 was the Board of Health. They received a \$50,000 increase. 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.
- ***Culture and Recreation*** increases \$381,537 compared to what was budgeted in 2014. This increase is spread out among the Library, Parks and Recreation, Aquatics Center, and Senior Services Center. The only department within this function that didn’t receive an increase was the Cultural Arts Council, which remained the same as 2014.
- ***Planning and Community Development*** decreased \$405,762 compared to the 2014 budget. This is primarily due to several departments being moved out of this function and into two different Special Revenue Funds per a Service Delivery Agreement. The affected departments were Code Enforcement, Development Services Administration, Planning and Zoning, Occupational Tax, Permits and Inspections, and the Tourism and Chamber of Commerce. The remaining departments all received a slight increase in their budget with the exception of the SHARE house, which remained the same.

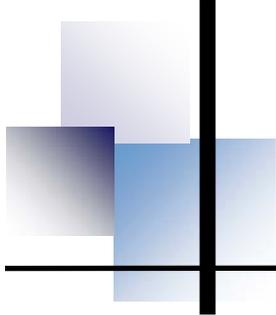




Comparison of Expenditures

BUDGET SUMMARIES

- ***Special Revenue Funds*** these funds had the largest increase of around \$20 million dollars. This is primarily due to a Service Delivery Agreement that created three new Special Revenue Funds and moved departments that were previously located in the General Fund into these funds. The new funds are Unincorporated Area Special District, Fire Protection and EMS, and Animal Control Services. The departments located under the Unincorporated Area Special District Fund are Development Control, Code Enforcement Officers, Development Services Administration, Planning and Zoning, Occupational Tax, and Permits and Inspections. Tourism and Chamber of Commerce was also moved out of the General Fund and into the Hotel Motel Tax Fund. The departments within these funds that had large increases were the Fire Department and E911. Majority of these employees received a 7.5% salary increase.
- ***Enterprise Fund*** reflects an increase of 15.92%, which equates to \$261,803. This is mainly due to salary related costs, but also due to additional professional services needed as well as property maintenance costs.
- ***Internal Service Funds*** increased by \$624,504. 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. Another measure the County has taken to handle rising Healthcare costs are by hiring a Benefits Consultant.
- ***Debt Service Funds*** will increase by \$2,672,200. This is due to the 2010 Jail SPLOST Debt Service Fund and the debt service payment being larger in 2015, than in 2014.
- ***Capital Funds*** will decrease by \$825,000 due to less road paving contracts planned in 2015 versus 2015.

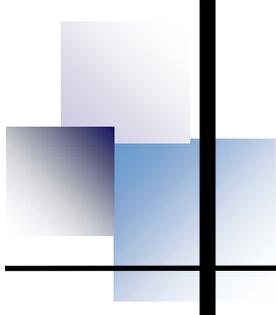


Comparison of Expenditures by Function

BUDGET SUMMARIES

	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND				
General Government				
Board of Commissioners	846,415	821,862	878,229	56,367
Communications	352,059	420,916	397,735	(23,181)
Courthouse Maintenance	1,071,435	1,113,700	1,433,881	320,181
Election Board	397,941	287,304	553,259	265,955
Finance	663,224	701,804	765,578	63,774
General Appropriations	5,678,130	9,737,720	17,760,636	8,022,916
Human Resources	262,926	266,345	385,531	119,186
Information Services	1,228,759	1,112,370	1,322,520	210,150
Legal Services	773,829	707,859	713,741	5,882
Motor Pool	(3,840)	1,830	21,339	19,509
Printing	137,637	140,953	132,067	(8,886)
Property Management	454,830	480,668	532,871	52,203
Purchasing	328,561	339,505	351,097	11,592
Records Retention	144,741	155,087	152,953	(2,134)
Risk & Safety	188,459	203,137	213,945	10,808
Tax Appraisal	908,188	975,428	1,047,071	71,643
Tax Assessor	119,926	174,705	165,239	(9,466)
Tax Commissioner	1,064,988	1,173,285	1,214,527	41,242
Tax Equalization Board	48,549	86,601	91,648	5,047
TOTAL GENERAL GOVERNMENT	<u>14,666,756</u>	<u>18,901,079</u>	<u>28,133,867</u>	<u>9,232,788</u>

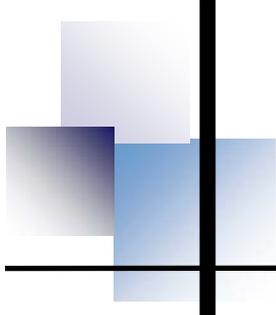




Comparison of Expenditures by Function

BUDGET SUMMARIES

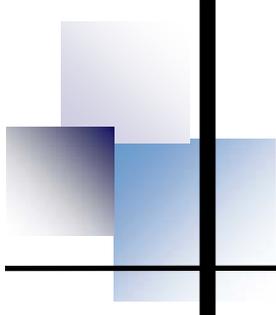
	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>	INCREASE/ DECREASE FM PRIOR YEAR
Judicial				
Clerk of State Court	459,883	473,494	537,044	63,550
Clerk of Superior Court	1,728,726	1,944,339	1,929,270	(15,069)
District Attorney	2,154,051	2,451,164	2,639,356	188,192
State DUI Court	145,619	217,893	264,664	46,771
Juvenile Court	1,215,727	1,059,269	1,253,450	194,181
Juvenile Programs Administration	996,089	889,097	883,568	(5,529)
Superior Court Felony Drug Court	41,867	118,840	175,404	56,564
Misdemeanor Drug Court	72,943	100,527	-	(100,527)
Magistrate Court	648,380	687,765	713,864	26,099
Probate Court	326,865	347,711	405,608	57,897
Public Defender	1,825,274	1,963,471	2,182,566	219,095
State Court Judges	557,248	619,989	678,782	58,793
State Court Solicitor	1,048,462	1,119,291	1,279,537	160,246
Superior Court Judges	444,386	801,021	585,102	(215,919)
TOTAL JUDICIAL	<u>11,665,520</u>	<u>12,793,871</u>	<u>13,528,215</u>	<u>734,344</u>
Public Safety				
Animal Control	974,187	-	-	-
Coroner	105,694	120,448	130,884	10,436
Emergency Management	213,247	238,541	304,201	65,660
Fire and Emergency Services	13,198,127	-	-	-
Sheriff Detention	14,762,630	15,919,574	16,890,674	971,100
Sheriff Enforcement	13,803,534	13,684,468	14,773,206	1,088,738
TOTAL PUBLIC SAFETY	<u>43,057,419</u>	<u>29,963,031</u>	<u>32,098,965</u>	<u>2,135,934</u>
Public Works				
Development Control	319,565	-	-	-
D.O.T. Administration	302,118	332,108	353,902	21,794
D.O.T. Maintenance & Construction	4,111,510	2,636,516	2,645,344	8,828
D.O.T. Traffic Operations	1,532,691	1,172,691	1,216,811	44,120
Fleet Management	912,917	1,049,493	1,231,811	182,318
TOTAL PUBLIC WORKS	<u>7,178,802</u>	<u>5,190,808</u>	<u>5,447,868</u>	<u>257,060</u>



Comparison of Expenditures by Function

BUDGET SUMMARIES

	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
Health and Welfare				
Board of Health	360,000	410,000	410,000	-
Boys & Girls Club	15,000	15,000	15,000	-
Community Services Board	126,000	126,000	126,000	-
Family and Children Services	84,600	84,600	84,600	-
Senior Center	<u>1,030,239</u>	<u>1,118,462</u>	<u>1,147,511</u>	<u>29,049</u>
TOTAL HEALTH AND WELFARE	<u>1,615,839</u>	<u>1,754,062</u>	<u>1,783,111</u>	<u>29,049</u>
Culture/Recreation				
Cultural Arts Council	35,000	35,000	53,877	18,877
Douglas County Library	1,565,756	1,694,476	1,885,106	190,630
Parks and Recreation	2,837,674	2,901,656	3,330,158	428,502
Parks and Recreation Aquatic Center	764,375	775,785	899,798	124,013
Parks and Recreation Senior Center	<u>331,912</u>	<u>343,612</u>	<u>373,894</u>	<u>30,282</u>
TOTAL CULTURE/RECREATION	<u>5,534,717</u>	<u>5,750,529</u>	<u>6,542,833</u>	<u>792,304</u>
Planning and Community Development				
Cooperative Extension	128,227	135,583	135,110	(473)
Building Inspection	265,332	-	-	-
Code Enforcement Officer Division	117,713	-	-	-
Development Services Administration	141,996	-	-	-
Economic Development	250,000	250,000	250,000	-
Geographic Information Systems	197,522	219,512	222,980	3,468
Occupational Tax Division	84,619	-	-	-
Planning and Zoning	247,165	-	-	-
Rideshare Program	650,828	1,271,474	3,143,351	1,871,877
S.H.A.R.E. House	9,000	9,000	9,000	-
Tourism	<u>130,650</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL PLANNING AND COMMUNITY DEVELOPMENT	<u>2,223,052</u>	<u>1,885,569</u>	<u>3,760,441</u>	<u>1,874,872</u>
TOTAL GENERAL FUND	<u>85,942,105</u>	<u>76,238,949</u>	<u>91,295,300</u>	<u>15,056,351</u>



Comparison of Expenditures by Function

BUDGET SUMMARIES

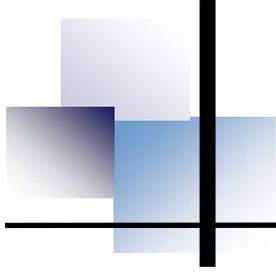
	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>APPROVED</u>	<u>INCREASE/ DECREASE</u> <u>FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS				
District Attorney Confiscated Funds	3,832	50,000	83,522	33,522
Drug Abuse Treatment	59,470	253,027	132,661	(120,366)
E-911 & Wireless	2,085,434	2,623,036	2,573,956	(49,080)
Hotel-Motel Tax Fund	326,625	315,200	390,598	75,398
Law Library	89,705	100,000	100,000	-
Sheriff Confiscated Funds	1,455,628	180,000	1,500,000	1,320,000
Sheriff Inmate Commissary	218,208	14,000	250,000	236,000
Sheriff Other Programs	33,241	13,200	65,000	51,800
Sidewalk	-	50	50	-
Neighborhood Stabilization Program	914,077	925,000	200,000	(725,000)
Victim Assistance	206,606	203,365	200,008	(3,357)
Uninc. Area Special District	-	7,304,707	8,327,481	1,022,774
Fire Protection Services & EMS	-	11,581,865	16,056,175	4,474,310
Animal Control Services	-	1,211,087	1,453,944	242,857
TOTAL SPECIAL REVENUE	<u>5,392,827</u>	<u>24,774,537</u>	<u>31,333,395</u>	<u>6,558,858</u>
ENTERPRISE FUND				
Landfill	<u>1,695,458</u>	<u>1,906,800</u>	<u>2,060,678</u>	<u>153,878</u>
TOTAL ENTERPRISE	<u>1,695,458</u>	<u>1,906,800</u>	<u>2,060,678</u>	<u>153,878</u>
INTERNAL SERVICE FUNDS				
Health and Employee Benefits	11,897,440	11,931,000	12,389,799	458,799
Worker's Compensation	631,459	1,075,927	804,000	(271,927)
Transfers Out	-	-	-	-
TOTAL INTERNAL SERVICE	<u>12,528,899</u>	<u>13,006,927</u>	<u>13,193,799</u>	<u>186,872</u>
CAPITAL FUND				
Capital Transportation Fund	<u>3,732,124</u>	<u>500,000</u>	<u>4,200,000</u>	<u>3,700,000</u>
TOTAL CAPITAL FUND	<u>3,732,124</u>	<u>500,000</u>	<u>4,200,000</u>	<u>3,700,000</u>
DEBT SERVICE FUND				
2010 Jail SPLOST Debt Service	21,737,950	21,910,150	20,344,000	(1,566,150)
Transfers Out	-	2,500,000	4,906,281	2,406,281
TOTAL DEBT SERVICE	<u>21,737,950</u>	<u>24,410,150</u>	<u>25,250,281</u>	<u>840,131</u>
TOTAL ALL FUNDS	<u>131,029,363</u>	<u>140,837,363</u>	<u>167,333,453</u>	<u>26,496,090</u>

Three-Year Comparison of Revenue

	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
General Fund			
Taxes			
Real & Personal Property	38,385,279	37,812,527	39,734,498
TAVT	3,552,916	3,723,600	3,335,200
Sales and Use Taxes	16,769,653	15,500,000	15,500,000
Insurance Premium Taxes	4,696,183	-	-
Other Taxes / Penalties	6,984,378	4,373,108	6,080,221
Licenses and Permits	1,345,033	-	-
Intergovernmental	2,815,251	2,679,208	4,217,570
Charges for Services/Fines & Forfeitures	6,203,383	3,619,231	3,460,051
Courts and Law Enforcement	5,181,118	5,260,800	5,204,800
Use of Money and Property	10,760	11,650	10,350
Other Financing Sources	720,197	2,523,098	4,930,114
Miscellaneous	461,581	735,727	8,822,496
TOTAL REVENUES	87,125,732	76,238,949	91,295,300
Special Revenue Funds			
District Attorney Confiscated Funds			
Courts and Law Enforcement	258,006	-	65,000
Use of Money and Property	969	50	-
Miscellaneous	-	49,950	18,522
TOTAL REVENUES	258,975	50,000	83,522
Drug Abuse Treatment Fund			
Courts and Law Enforcement	220,301	253,027	226,800
Interest	236	-	235
Miscellaneous	-	-	(94,374)
TOTAL REVENUES	220,537	253,027	132,661
E-911 and Wireless Fund			
Wireless Charges	2,673,377	1,500,000	1,500,000
User Fees	-	1,080,000	1,100,000
Intergovernmental	-	-	-
Investment Earnings	826	500	500
Interest/Misc. Other	1,062	42,536	(26,544)
TOTAL REVENUES	2,675,265	2,623,036	2,573,956
Hotel-Motel Tax Fund			
Hotel-Motel Taxes	326,625	315,200	390,598
TOTAL REVENUES	326,625	315,200	390,598
Law Library			
Courts and Law Enforcement	120,941	100,000	100,000
Use of Money and Property	1,219	-	-
TOTAL REVENUES	122,160	100,000	100,000
Sheriff Confiscated Assets Fund			
Fines and Forfeitures	288,943	180,000	1,500,000
Investment Earnings	7,601	-	-
TOTAL REVENUES	296,544	180,000	1,500,000
Sheriff Inmate Commissary			
Intergovernmental	-	-	-
Use of Money and Property	-	-	-
Miscellaneous	150,242	14,000	250,000
TOTAL REVENUES	150,242	14,000	250,000

Three-Year Comparison of Revenue

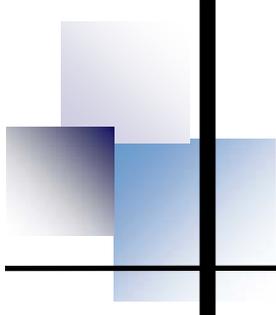
	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Sheriff Other Programs			
Charges for Service	14	-	-
Miscellaneous	33,856	13,200	65,000
TOTAL REVENUES	<u>33,870</u>	<u>13,200</u>	<u>65,000</u>
Sidewalk Fund			
Fees	-	-	-
Use of Property & Money	7	50	50
TOTAL REVENUES	<u>7</u>	<u>50</u>	<u>50</u>
Neighborhood Stabilization Program Fund			
Intergovernmental	531,086	575,000	-
Investment Earnings	74	-	-
Other	407,499	350,000	200,000
TOTAL REVENUES	<u>938,659</u>	<u>925,000</u>	<u>200,000</u>
Victim Assistance Fund			
Victim Assistance Fines	196,686	165,000	190,000
Investment Earnings	137	150	120
Interest	-	38,215	9,888
TOTAL REVENUES	<u>196,823</u>	<u>203,365</u>	<u>200,008</u>
Uninc. Area Special District			
Taxes	-	6,876,200	7,718,000
Licenses and Permits	-	1,006,000	1,117,000
Charges for Services	-	28,500	28,500
Miscellaneous	-	(724,193)	(716,019)
Other Financing Sources	-	118,200	180,000
TOTAL REVENUES	<u>-</u>	<u>7,304,707</u>	<u>8,327,481</u>
Fire Protection Services			
Intergovernmental	-	264,578	1,922,000
Charges for Services	-	1,525,880	2,040,000
Miscellaneous	-	-	668,265
Other Financing Sources	-	9,791,407	11,425,910
TOTAL REVENUES	<u>-</u>	<u>11,581,865</u>	<u>16,056,175</u>
Animal Control Services			
Intergovernmental	-	39,009	309,753
Charges for Services	-	47,999	48,000
Miscellaneous	-	-	-
Other Financing Sources	-	1,124,079	1,096,191
TOTAL REVENUES	<u>-</u>	<u>1,211,087</u>	<u>1,453,944</u>
Enterprise Funds			
Landfill Fund			
Transfer Fees	837,910	849,000	819,000
C & D Fees	434,764	454,500	700,000
Camp Road Transfer Fees	40,558	40,000	40,000
Investments	40	30	-
Insurance Claims	-	-	-
Recycling Sales	213,260	228,000	242,144
Charges b/w Funds	12,552	-	-
Intergovernmental	-	-	-
Other	156,853	335,270	259,534
TOTAL REVENUES	<u>1,695,936</u>	<u>1,906,800</u>	<u>2,060,678</u>
Internal Service Funds			
Health and Employee Benefit Fund			
Charges for Services	11,337,352	11,930,940	12,389,799
Interest	-	60	-
Miscellaneous	-	-	-
Transfer In	1,500,000	-	-
TOTAL REVENUES	<u>12,837,352</u>	<u>11,931,000</u>	<u>12,389,799</u>
Worker's Compensation Fund			
Charges for Services	1,076,174	1,075,917	804,000
Interest Earned	6	10	-
Transfers In	500,000	-	-
TOTAL REVENUES	<u>1,576,180</u>	<u>1,075,927</u>	<u>804,000</u>
Debt Service Funds			
2010 Jail SPLOST Debt Service			
Taxes	-	21,910,150	20,344,000
Miscellaneous	-	2,500,000	4,906,281
Investment Earnings	9,375	-	-
Trasfers In	23,114,234	-	-
TOTAL REVENUES	<u>23,123,609</u>	<u>24,410,150</u>	<u>25,250,281</u>
Capital Fund			
Capital Transportation Fund			
Miscellaneous	1,874,281	-	918,653
Transfers In	1,871,999	500,000	3,281,347
TOTAL REVENUES	<u>3,746,280</u>	<u>500,000</u>	<u>4,200,000</u>
TOTAL REVENUES OF ALL FUNDS	<u>330,640,052</u>	<u>127,640,980</u>	<u>138,017,135</u>
TOTAL APPROPRIATED FUND BALANCE	<u>0</u>	<u>2,525,198</u>	<u>2,820,228</u>
TOTAL OF ALL FUNDING SOURCES	<u>330,640,052</u>	<u>130,166,178</u>	<u>140,837,363</u>



Three-Year Comparison of Expenditures

BUDGET SUMMARIES

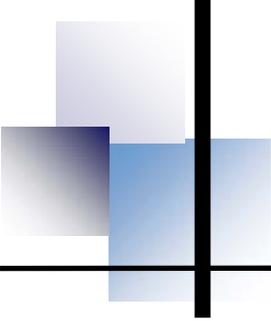
	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
General Fund			
General Government	14,666,756	18,901,079	28,133,867
Judicial System	11,664,333	12,793,871	13,528,215
Public Safety	43,057,419	29,963,031	32,098,965
Public Works	7,178,802	5,190,808	5,447,868
Health and Welfare	1,615,839	1,754,062	1,783,111
Parks, Recreation and Culture	5,534,717	5,750,529	6,542,833
Planning and Community Development	<u>2,223,052</u>	<u>1,885,569</u>	<u>3,760,441</u>
TOTAL EXPENDITURES	85,940,918	76,238,949	91,295,300
Special Revenue Funds			
District Attorney Confiscated Funds			
Operating	3,832	50,000	83,522
Capital Outlay	-	-	-
TOTAL EXPENDITURES	3,832	50,000	83,522
Drug Abuse Treatment Fund			
Other Professional Services	57,720	238,027	132,661
Supplies	1,750	15,000	-
Training	-	-	-
TOTAL EXPENDITURES	59,470	253,027	132,661
E-911 and Wireless Fund			
Salaries and Related Costs	2,085,435	1,540,948	1,602,774
Other Expenses	-	1,082,088	971,182
Capital Outlay	-	-	-
Transfers Out	-	-	-
TOTAL EXPENDITURES	2,085,435	2,623,036	2,573,956
Hotel-Motel Tax Fund			
Salaries and Related Costs	0	0	78,568
Other Professional Services	0	197,000	132,030
Transfers Out	<u>326,625</u>	<u>118,200</u>	<u>180,000</u>
TOTAL EXPENDITURES	326,625	315,200	390,598
Law Library			
Operating	89,705	100,000	100,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	89,705	100,000	100,000
Sheriff Confiscated Assets Fund			
Operating	1,455,628	180,000	1,500,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	1,455,628	180,000	1,500,000
Sheriff Inmate Commissary			
Operating	218,208	14,000	250,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	218,208	14,000	250,000
Sheriff Other Programs			
Operating	33,241	13,200	65,000
Capital Outlay	-	-	-
TOTAL EXPENDITURES	33,241	13,200	65,000
Sidewalk Fund			
Operating	-	-	-
Capital Outlay	-	50	50
Miscellaneous	-	-	-
TOTAL EXPENDITURES	-	50	50
Neighborhood Stabilization Program Fund			
Other Professional Services	904,691	925,000	200,000
Transfers Out	<u>9,385</u>	-	-
TOTAL EXPENDITURES	914,076	925,000	200,000
Victim Assistance Fund			
Salaries and Related Costs	183,742	169,321	166,131
Other Expenses	-	10,946	10,043
Transfers Out	22,864	23,098	23,834
Capital Outlay	-	-	-
TOTAL EXPENDITURES	206,606	203,365	200,008



Three-Year Comparison of Expenditures

BUDGET SUMMARIES

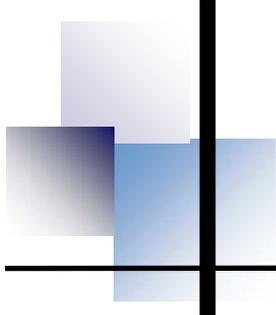
	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Uninc. Area Special District			
Salary and Wages	-	833,683	894,875
Benefits	-	310,283	326,020
Advertising	-	2,500	2,000
Vehicle Expense	-	27,745	32,358
Dues and Subscriptions	-	3,362	2,255
Maintenance Charges	-	2,640	2,880
Supplies	-	14,223	21,396
Professional Services	-	8,140	5,900
Utilities	-	4,944	6,180
Travel & Training	-	1,176	9,864
Capital Outlay	-	-	-
Other Financing Sources	-	6,008,015	6,868,146
Uniforms and Clothing	-	2,845	3,155
Budget Improvement Request	-	85,151	152,452
TOTAL EXPENDITURES	-	7,304,707	8,327,481
Fire Protection and EMS			
Salary and Wages	-	7,018,567	8,563,831
Benefits	-	2,685,415	3,304,282
Advertising	-	7,830	7,500
Vehicle Expense	-	415,379	547,420
Dues and Subscriptions	-	3,425	7,570
Equipment Rental	-	18,900	18,900
Maintenance Charges	-	38,440	110,600
Supplies	-	257,050	276,380
Professional Services	-	246,790	225,730
Utilities	-	247,786	294,760
Travel & Training	-	-	10,000
Minor Equipment & Impr.	-	-	-
Capital Outlay	-	-	-
Debt Service	-	74,062	171,419
Uniforms and Clothing	-	46,998	70,000
Other	-	-	125,000
Budget Improvement Request	-	521,223	2,322,783
TOTAL EXPENDITURES	-	11,581,865	16,056,175
Animal Control Services			
Salary and Wages	-	445,865	597,621
Benefits	-	195,890	285,850
Advertising	-	2,500	2,500
Vehicle Expense	-	30,000	30,000
Dues and Subscriptions	-	660	660
Maintenance Charges	-	7,700	8,385
Supplies	-	78,355	104,500
Professional Services	-	32,145	60,000
Utilities	-	52,725	62,725
Travel & Training	-	-	3,500
Minor Equipment & Impr.	-	-	-
Capital Outlay	-	-	-
Uniforms and Clothing	-	8,000	8,000
Other	-	-	125,000
Budget Improvement Request	-	357,247	165,203
TOTAL EXPENDITURES	-	1,211,087	1,453,944
Enterprise Funds			
Landfill Fund			
Salary and Benefits	639,495	684,659	683,093
Operating Expenses	950,232	1,118,757	1,277,585
Capital Outlay	-	-	-
Depreciation	105,731	103,384	100,000
TOTAL EXPENDITURES	1,695,458	1,906,800	2,060,678
Internal Service Funds			
Health and Employee Benefit Fund			
Claims	11,371,787	10,407,000	10,264,110
Administrative	525,652	1,524,000	2,125,689
TOTAL EXPENDITURES	11,897,439	11,931,000	12,389,799
Worker's Compensation Fund			
Claims	555,745	960,927	669,000
Administrative	75,714	115,000	135,000
Transfer Out	-	-	-
TOTAL EXPENDITURES	631,459	1,075,927	804,000
Debt Service Funds			
2010 Jail SPLOST Debt Service			
Other Financing Sources	-	2,500,000	4,906,281
Principal	19,000,000	20,000,000	19,405,000
Interest and Fees	2,737,950	1,910,150	939,000
TOTAL EXPENDITURES	21,737,950	24,410,150	25,250,281
Capital Fund			
Capital Transportation Fund			
Advertising	268	-	-
Capital Outlay	-	-	-
Transfers Out	-	-	-
Road Maintenance	3,731,856	500,000	4,200,000
TOTAL EXPENDITURES	3,732,124	500,000	4,200,000
TOTAL EXPENDITURES OF ALL FUNDS	119,130,736	128,906,363	154,943,654
LESS INTERNAL SERVICE FUNDS	12,528,898	13,006,927	13,193,799
LESS TRANSFERS OUT	358,874	141,298	203,834
TOTAL NET INTERNAL SERVICE FUNDS	106,242,964	115,758,138	141,546,021



Appropriation Class Comparison

BUDGET SUMMARIES

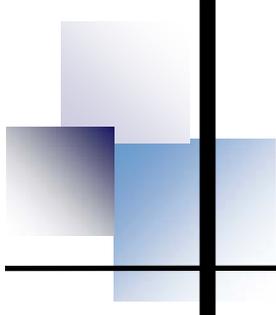
<u>APPROPRIATION CLASSIFICATION</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Salary and Wages	43,292,709	42,634,667	47,264,755
Benefits	16,107,117	16,260,950	17,905,162
Advertising	211,232	144,058	184,363
Audit and Legal	1,663,757	1,485,156	1,466,360
Vehicle Expenses	2,382,053	2,583,206	2,618,517
Dues and Subscriptions	256,752	293,998	321,670
Equipment Rental	24,650	35,811	35,487
Rentals	22,099	20,445	20,445
Maintenance Charges	1,357,362	1,549,111	1,727,266
Supplies	4,692,388	5,528,484	7,428,131
Professional Services	6,801,806	8,179,519	6,092,944
Utilities	4,720,176	4,759,693	4,825,626
Travel and Training	209,557	45,925	278,684
Minor Equipment and Improvements	403,185	-	-
Capital Outlay	3,676,500	465,050	4,675,050
Interfund / Interdepartment Charges	10,822,161	11,367,927	11,588,019
Other	2,195,996	2,161,507	2,071,871
Other Financing Sources	4,736,416	14,056,784	21,413,563
Debt Service	2,923,621	2,135,684	1,267,596
Uniforms and Clothing	232,921	295,078	327,144
Road Maintenance	3,160,832	675,000	4,350,000
Grants	279,466	116,283	59,412
Closure and Post Closure	54,408	-	55,000
Other	19,000,403	20,784,496	20,255,000
Budget Improvement Requests	-	5,258,531	11,101,388
TOTAL	<u>\$ 129,227,564</u>	<u>\$ 140,837,363</u>	<u>\$ 167,333,453</u>



Appropriations by Type

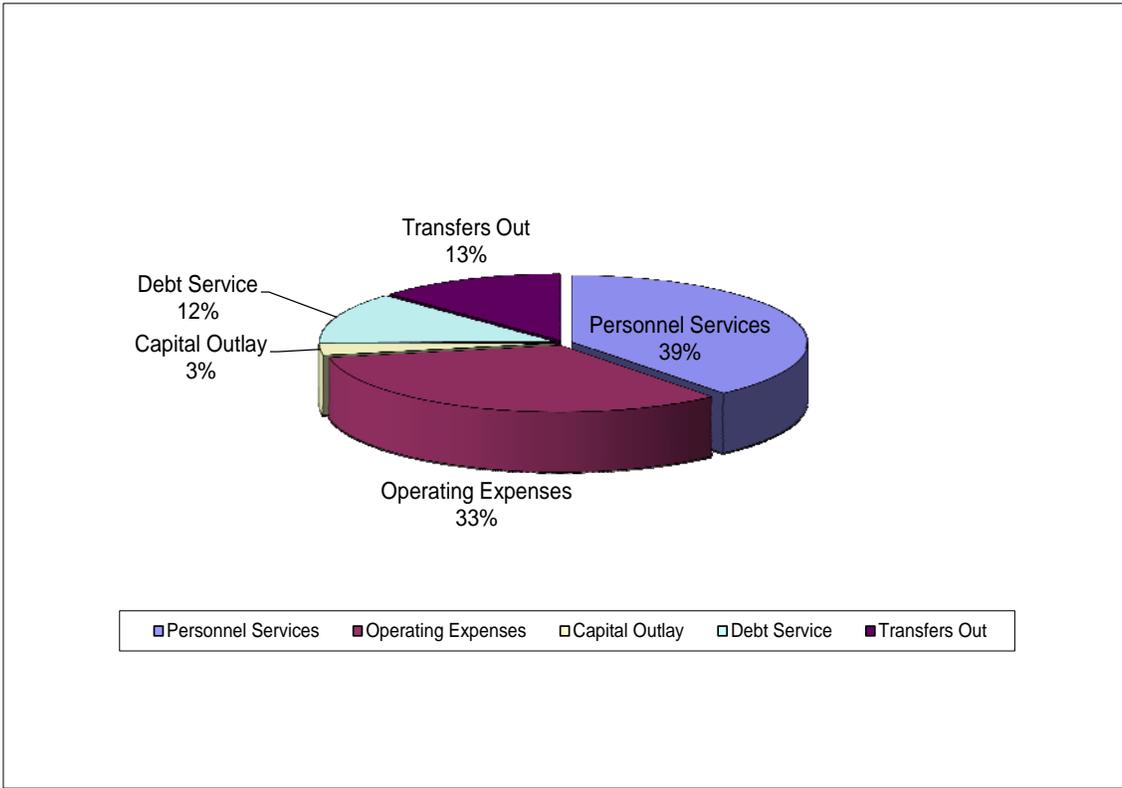
BUDGET SUMMARIES

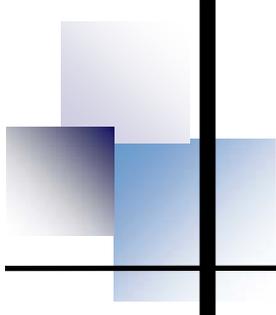
	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Debt Service</u>	<u>Transfers Out</u>	<u>Total</u>
General Fund	48,666,872	28,360,949	4,675,000	157,177	9,435,302	91,295,300
Special Revenue Funds:						
District Atty Confiscated Funds	-	83,522	-	-	-	83,522
Drug Abuse Treatment	-	132,661	-	-	-	132,661
E-911	1,602,774	971,182	-	-	-	2,573,956
Hotel-Motel Tax Fund	78,568	132,030	-	-	180,000	390,598
Law Library	-	100,000	-	-	-	100,000
Sheriff Inmate Commissary	-	250,000	-	-	-	250,000
Sheriff Confiscated Funds	-	1,500,000	-	-	-	1,500,000
Sheriff Other	-	65,000	-	-	-	65,000
Sidewalk Fund	-	-	50	-	-	50
Neighborhood Stabilization Prog	-	200,000	-	-	-	200,000
Victim Assistance	166,131	10,043	-	-	23,834	200,008
Uninc. Area Special District	1,220,895	238,440	-	-	6,868,146	8,327,481
Fire Protection and EMS	11,868,113	4,016,643	-	171,419	-	16,056,175
Animal Control Services	883,471	570,473	-	-	-	1,453,944
Enterprise Funds:						
Landfill Enterprise Fund	683,093	1,377,585	-	-	-	2,060,678
Internal Service Funds:						
Employee Benefit	-	12,389,799	-	-	-	12,389,799
Worker's Compensation	-	804,000	-	-	-	804,000
Debt Service Funds:						
2010 Jail SPLOST Debt Svc	-	-	-	20,344,000	4,906,281	25,250,281
Capital Fund						
Capital Transportation Fund	-	4,200,000	-	-	-	4,200,000
Total Appropriations	65,169,917	55,402,327	4,675,050	20,672,596	21,413,563	167,333,453



Appropriation by Type

BUDGET SUMMARIES

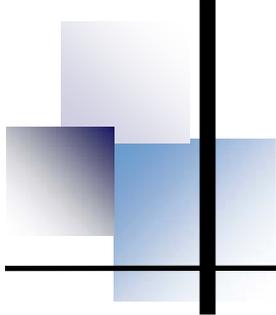




Fund Balance Summary

BUDGET SUMMARIES

	2016 BEGINNING <u>FUND BALANCE</u>	2016 APPROVED <u>REVENUES</u>	2016 APPROVED <u>EXPENDITURES</u>	2016 ENDING <u>FUND BALANCE</u>	% Change From Beginning Fund Balance To Ending Fund Balance
<u>BUDGETED FUNDS</u>					
Governmental Fund:					
General Fund	31,120,445	91,295,300	91,295,300	31,120,445	0.00%
Special Revenue Funds:					
District Atty Confiscated Funds	362,680	83,522	83,522	362,680	0.00%
Drug Abuse Treatment	688,926	132,661	132,661	688,926	0.00%
E-911	2,353,557	2,573,956	2,573,956	2,353,557	0.00%
Hotel-Motel Tax Fund	177,053	390,598	390,598	177,053	0.00%
Law Library	567,999	100,000	100,000	567,999	0.00%
Sheriff Confiscated Funds	1,765,674	1,500,000	1,500,000	1,765,674	0.00%
Sheriff Inmate Commissary	74,398	250,000	250,000	74,398	0.00%
Sheriff Other	53,779	65,000	65,000	53,779	0.00%
Sidewalk Fund	13,361	50	50	13,361	0.00%
Neighborhood Stabilization Prog	38,847	200,000	200,000	38,847	0.00%
Victim Assistance	317,571	200,008	200,008	317,571	0.00%
Uninc. Area Special District	2,235,962	8,327,481	8,327,481	2,235,962	0.00%
Fire Protection and EMS	577,946	16,056,175	16,056,175	577,946	0.00%
Animal Control Services	449,478	1,453,944	1,453,944	449,478	0.00%
Total Special Revenue Fund	9,677,232	31,333,395	31,333,395	9,677,232	0.00%
Enterprise Funds:					
Landfill Enterprise Fund	323,432	2,060,678	2,060,678	323,432	0.00%
Total Enterprise Funds	323,432	2,060,678	2,060,678	323,432	0.00%
Internal Service Funds:					
Employee Benefit	(2,828,668)	12,389,799	12,389,799	(2,828,668)	0.00%
Worker's Compensation	574,419	804,000	804,000	574,419	0.00%
Total Internal Service	(2,254,250)	13,193,799	13,193,799	(2,254,250)	0.00%
Debt Service					
2010 Jail SPLOST Debt Service	17,327,659	25,250,281	25,250,281	17,327,659	0.00%
Total Debt Service Funds	17,327,659	25,250,281	25,250,281	17,327,659	0.00%
Capital Funds:					
Capital Transportation Fund	2,166,112	1,418,653	4,200,000	(615,235)	-128.40%
Total Capital Fund	2,166,112	1,418,653	4,200,000	(615,235)	-128.40%
Total of All Budgeted Funds	58,360,630	164,552,106	167,333,453	55,579,283	-4.77%



Summary of Staffing Changes

BUDGET SUMMARIES

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

The Public Safety function is the largest employer of the Douglas County full-time workforce with 35.78% of the total. They also have 14.96% of the total part-time County employees, which is the fourth largest in part-time.

Special Revenue funds are the second largest for full-time and third largest for part-time with 21.51% and 16.50%, respectively.

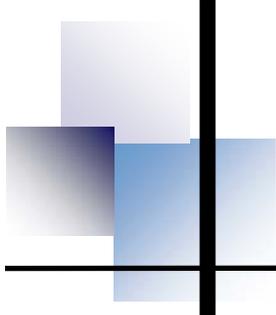
The Judicial function is the third largest employer of the Douglas County Government full-time workforce with 17.34%. Also, 3.61% of the total part-time employees belongs to the Judicial function.

The General Government has 9.61% of the full-time workforce. Also, this function makes up 20.63% of the part-time workforce making it the second largest in this area.

The Parks and Recreation function encompasses 6.34% of the total full-time workforce. This function encompasses 36.66% 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:

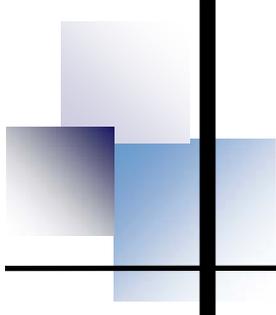
Function	Percentage Of Total Full-Time	Percentage Of Total Part-Time	Increase (Decrease)	Increase (Decrease)
			In Full-Time Positions	In Part- Positions
General Government	9.61%	20.63%	1	0
Judicial	17.34%	3.61%	9	-1
Public Safety	35.78%	14.96%	28	4
Public Works	5.95%	0.00%	3	-1
Health & Welfare	1.19%	3.61%	0	0
Recreation	6.34%	36.66%	0	-2
Planning & Community Development	1.19%	2.07%	0	0
Special Revenue	21.51%	16.50%	32	-1
Enterprise Funds	1.09%	2.06%	0	0



Full-Time Personnel

BUDGET SUMMARIES

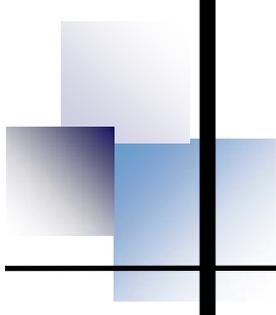
	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	5	6	0.60%	1
Communications & Community Relations	4	4	3	0.30%	(1)
Courthouse Maintenance	1	7	7	0.69%	-
Election Board	4	4	4	0.40%	-
Finance	10	10	10	0.99%	-
Human Resources	4	4	4	0.40%	-
Information Services	9	10	10	0.99%	-
Legal Services	1	1	1	0.10%	-
Printing & Mail	2	2	2	0.20%	-
Property Management	6	6	7	0.69%	1
Purchasing	5	5	5	0.50%	-
Records Retention	2	2	2	0.20%	-
Risk & Safety	3	3	3	0.30%	-
Tax Appraisal	14	16	16	1.59%	-
Tax Commissioner	16	17	17	1.69%	-
TOTAL GENERAL GOVERNMENT	87	96	97	9.61%	1
<i>Judicial</i>					
District Attorney	36	37	41	4.06%	4
Juvenile Court	7	7	8	0.79%	1
Juvenile Programs Administration	12	13	13	1.29%	-
Magistrate Court	10	10	10	0.99%	-
Probate Court	6	6	7	0.69%	1
Public Defender	20	21	22	2.18%	1
State Court Clerk of Court	9	9	10	0.99%	1
State Court DUI & Misdemeanor Courts	2	3	3	0.30%	-
State Court Judges	4	5	5	0.50%	-
State Court Solicitor	15	16	17	1.69%	1
Superior Court Clerk of Court	32	31	31	3.07%	-
Superior Court Felony Drug Court	1	1	1	0.10%	-
Superior Court Judges	7	7	7	0.69%	-
TOTAL JUDICIAL	161	166	175	17.34%	9



Full-Time Personnel

BUDGET SUMMARIES

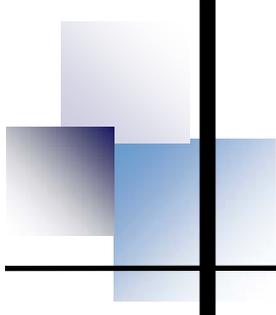
	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND (cont'd)					
<i>Public Safety</i>					
Coroner	1	1	1	0.10%	-
Emergency Management	2	2	2	0.20%	-
Sheriff Detention	148	168	183	18.14%	15
Sheriff Enforcement	164	162	175	17.34%	13
TOTAL PUBLIC SAFETY	315	333	361	35.78%	28
<i>Public Works</i>					
D.O.T - Administration	5	5	5	0.50%	-
D.O.T - Maintenance & Construction	27	28	28	2.78%	-
D.O.T - Traffic Operations	11	9	9	0.89%	-
Fleet Management	12	15	18	1.78%	3
TOTAL PUBLIC WORKS	55	57	60	5.95%	3
<i>Health and Welfare</i>					
Senior Services	10	12	12	1.19%	-
TOTAL HEALTH AND WELFARE	10	12	12	1.19%	-
<i>Parks, Recreation and Culture</i>					
Douglas County Library	22	23	23	2.28%	-
Parks and Recreation	28	32	32	3.17%	-
Aquatic Center	4	5	5	0.50%	-
Senior Center	3	4	4	0.40%	-
TOTAL CULTURE/RECREATION	57	64	64	6.34%	-
<i>Planning and Community Development</i>					
Cooperative Extension	5	5	5	0.50%	-
Geographic Information Systems (G.I.S.)	3	3	3	0.30%	-
Rideshare	4	4	4	0.40%	-
TOTAL HOUSING AND DEVELOPMENT	12	12	12	1.19%	-
TOTAL GENERAL FUND	697	740	781	77.40%	41



Full-Time Personnel

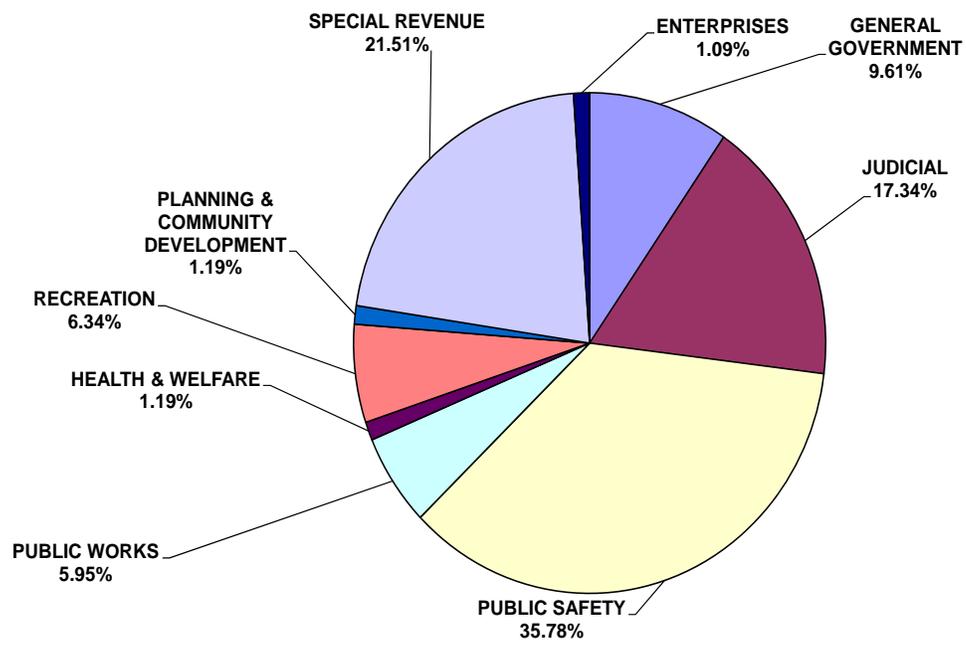
BUDGET SUMMARIES

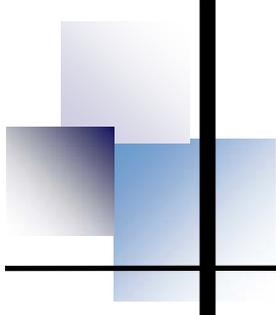
	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
SPECIAL REVENUE FUNDS					
<i>Animal Control Services</i>	12	11	19	1.88%	8
<i>E-911</i>	23	24	26	2.58%	2
<i>Fire Services and EMS</i>	144	128	149	14.77%	21
<i>Unincorporated Area Special Services District:</i>					
<i>Building Inspections</i>	5	6	7	0.69%	1
<i>Code Enforcement</i>	2	3	3	0.30%	-
<i>Development Control</i>	4	4	4	0.40%	-
<i>Development Services Administration</i>	1	1	1	0.10%	-
<i>Occupational Tax</i>	1	1	1	0.10%	-
<i>Planning and Zoning</i>	3	4	4	0.40%	-
<i>Victim Assistance</i>	3	3	3	0.30%	-
TOTAL SPECIAL REVENUE	198	185	217	21.51%	32
ENTERPRISE FUNDS					
<i>Landfill</i>	7	11	11	1.09%	-
TOTAL ENTERPRISES	7	11	11	1.09%	-
TOTAL ALL FUNDS					
	902	936	1,009	100.00%	73



Full-Time Personnel

BUDGET SUMMARIES

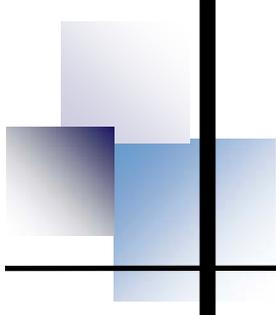




Part-Time Personnel

BUDGET SUMMARIES

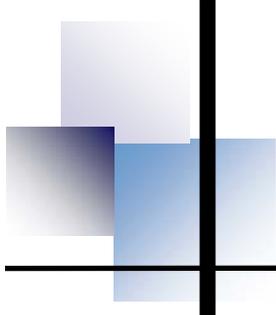
	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
GENERAL FUND					
<i>General Government</i>					
Board of Commissioners	6	6	6	3.09%	-
Communications	1	1	1	0.52%	-
Election Board	5	5	5	2.58%	-
Human Resources	3	3	3	1.55%	-
Tax Appraisal	1	1	1	0.52%	-
Tax Assessor	5	5	5	2.58%	-
Tax Commissioner	7	6	6	3.09%	-
Tax Equalization Board	13	13	13	6.70%	-
TOTAL GENERAL GOVERNMENT	41	40	40	20.63%	-
<i>Judicial</i>					
District Attorney	1	2	2	1.03%	-
Juvenile Programs Administration	-	1	-	0.00%	(1)
Magistrate Court	3	2	2	1.03%	-
State Court Judges	1	-	-	0.00%	-
Superior Court Clerk of Court	3	3	3	1.55%	-
TOTAL JUDICIAL	8	8	7	3.61%	(1)
<i>Public Safety</i>					
Coroner	-	1	1	0.52%	-
Sheriff Detention	23	22	27	13.92%	5
Sheriff Enforcement	2	2	1	0.52%	(1)
TOTAL PUBLIC SAFETY	25	25	29	14.96%	4
<i>Public Works</i>					
Fleet Management	1	1	-	0.00%	(1)
TOTAL PUBLIC WORKS	1	1	-	0.00%	(1)
<i>Health and Welfare</i>					
Senior Services	5	8	7	3.61%	(1)
TOTAL HEALTH AND WELFARE	5	8	7	3.61%	(1)
<i>Parks, Recreation and Culture</i>					
Douglas County Library	11	13	14	7.22%	1
Parks & Recreation	22	26	20	10.31%	(6)
Parks & Recreation Aquatic Center	29	34	37	19.13%	3
TOTAL CULTURE/RECREATION	62	73	71	36.66%	(2)



Part-Time Personnel

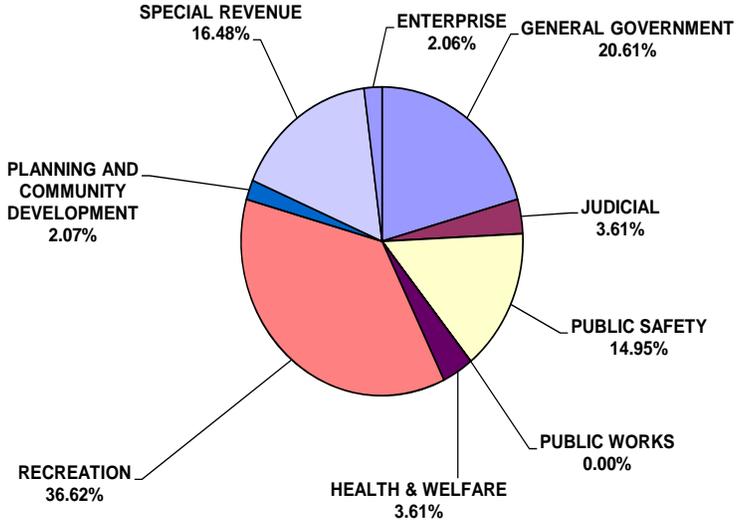
BUDGET SUMMARIES

GENERAL FUND (cont'd.)	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>	<u>INCREASE/ DECREASE FM PRIOR YEAR</u>
<i>Planning and Community Development</i>					
Cooperative Extension	1	1	1	0.52%	-
Rideshare	3	3	3	1.55%	-
TOTAL PLANNING AND DEVELOPMENT	<u>4</u>	<u>4</u>	<u>4</u>	2.07%	-
TOTAL GENERAL FUND					
	146	159	158	81.54%	-
SPECIAL REVENUE FUNDS					
<i>Animal Control Services</i>	2	2	-	0.00%	(2)
<i>E-911</i>	1	1	1	0.52%	-
<i>Fire Services and EMS</i>	21	17	19	9.79%	2
<i>Tourism & History Commission</i>	-	4	4	2.06%	-
<i>Unincorporated Area Special Services District:</i>					
<i>Development Control</i>	1	1	1	0.52%	-
<i>Planning and Zoning</i>	6	7	7	3.61%	-
<i>Victim Assistance</i>	1	1	-	0.00%	(1)
TOTAL SPECIAL REVENUE	<u>32</u>	<u>33</u>	<u>32</u>	16.50%	(1)
ENTERPRISE FUND					
<i>Landfill</i>	<u>4</u>	<u>4</u>	<u>4</u>	2.06%	-
TOTAL ENTERPRISE	<u>4</u>	<u>4</u>	<u>4</u>	2.06%	-
TOTAL ALL FUNDS					
	182	196	194	100.10%	(1)

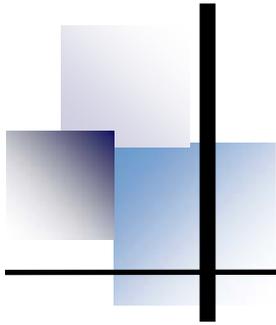


Part-Time Personnel

BUDGET SUMMARIES



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General Fund

GENERAL FUND REVENUES

Revenues for the General Fund are comprised primarily of property and sales taxes that encompass 60.50% of all General Fund revenues. The remaining 39.50% are from other revenue sources. Over all, the 2016 budgeted General Fund Revenue increased approximately \$15,056,351 compared to 2015 budgeted. The main attribute to this increase is due to funds generated from fund balance and transfers in. The Service Delivery Agreement from 2014 moved several departments to a Special Revenue Fund which moved all Insurance Premiums, Licenses and Permits, Ambulance Fees, and Animal Control fees out of the General Fund and into Special Revenue Funds. With the loss of this general fund revenue now more transfers in have to be completed to cover additional general fund expenses.

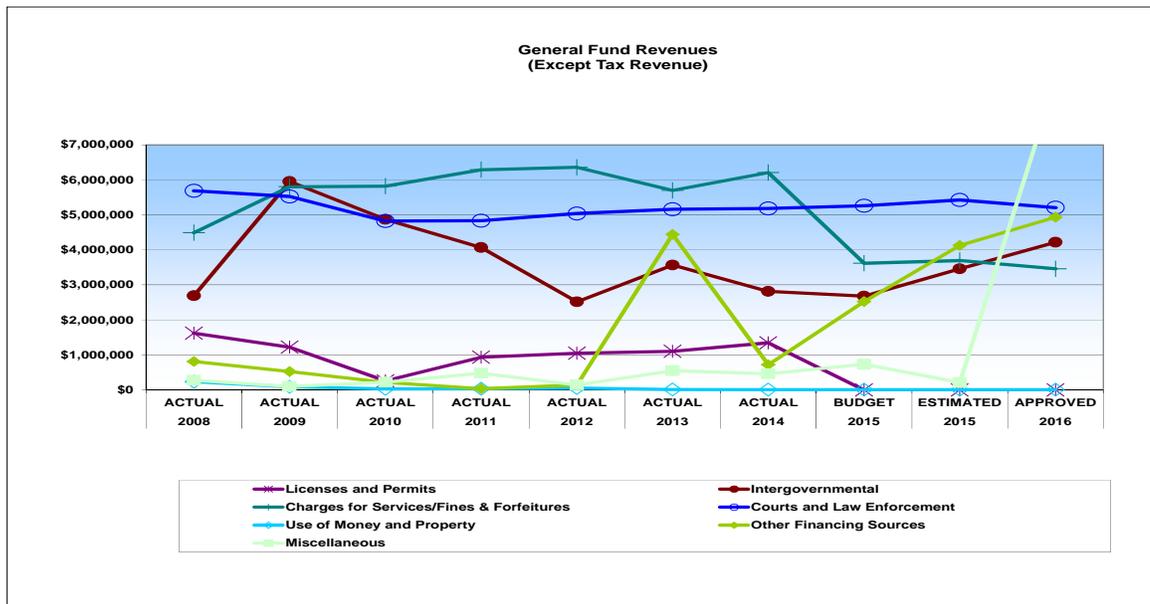
OVERVIEW OF TAX REVENUE

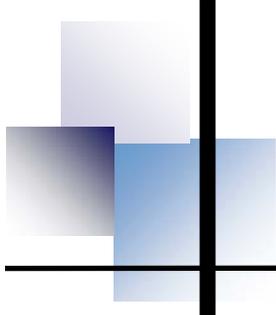
As stated above, tax revenue comprises the majority of General Fund revenues. Tax revenue consists of real & personal property taxes, sales taxes, TAVT, and other taxes.

Below is a chart showing the trends for each of these since 2008.

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 2008 and 2016.

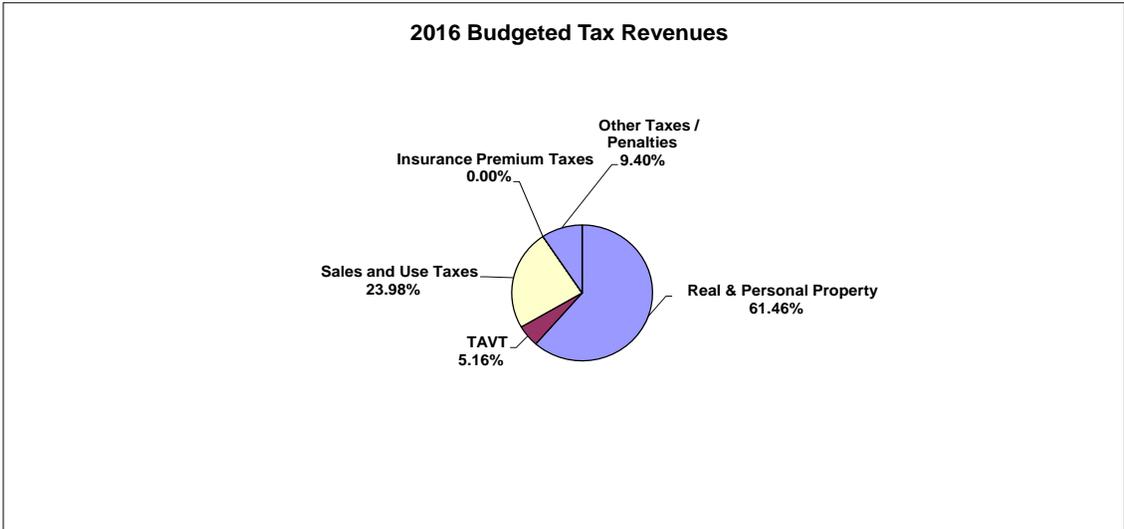
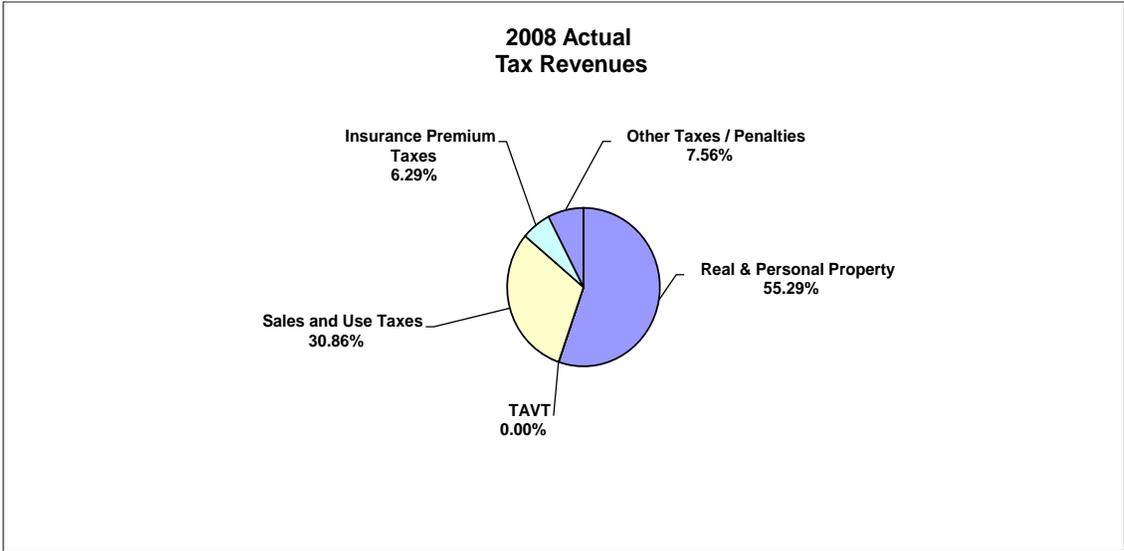
TRENDS





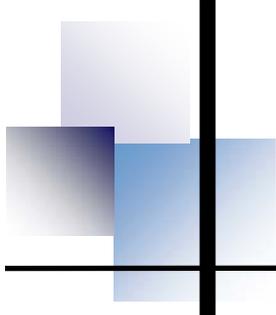
General Fund

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. During the housing market slump this trend was not followed, but since the 2013 mileage rate being raised it appears the market is recovering and the upward trend is coming back. The chart on the next page reflects the changes in the digest from 2010 to 2015.



General Fund

TRENDS

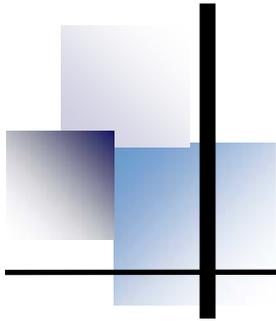
CURRENT 2015 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY						
(In Thousands)						
COUNTY WIDE	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Real & Personal	3,880,139	3,758,149	3,600,544	3,530,367	3,598,154	3,833,246
Motor Vehicles	270,104	261,372	272,385	288,899	246,036	176,874
Mobile Homes	7,602	6,938	6,207	7,234	6,764	6,644
Timber-100%	339	9	415	243	53	24
Heavy Duty Equipment	46	-	-	27	-	163
Gross Digest	4,158,230	4,026,468	3,879,551	3,826,770	3,851,007	4,016,951
Less M & O Exemptions	(421,371)	(404,709)	(370,699)	(369,536)	(414,164)	(455,136)
Net M & O Digest	3,736,859	3,621,759	3,508,852	3,457,234	3,436,843	3,561,815
State of Georgia Forest Land Assistance Grant Value	0	0	0	0	309	314
Adjusted Net M & O Digest	3,736,859	3,621,759	3,508,852	3,457,234	3,437,152	3,562,129
Gross M & O Millage Rate	14.466	14.428	14.764	17.285	16.884	16.453
Less Millage Rate Rollbacks	(4.566)	(4.528)	(4.864)	(5.035)	(4.731)	(4.644)
Net M & O Millage Rate	9.900	9.900	9.900	12.250	12.153	11.809
Net Taxes \$ Levied	36,994,904	35,844,415	34,737,637	42,351,117	41,771,708	42,065,181
Net Taxes \$ Increase	2,778,374	(1,139,489)	(1,117,778)	7,613,479	(579,408)	293,473
Net Taxes % Increase	8.12%	-3.08%	-3.12%	21.92%	-1.37%	0.70%

Sales and Use Taxes:

This source of income is projected at \$15,500,000 (16.98% of total revenue) which is lower than the prior year estimated. Fiscal year 2015 is estimated to be \$203,868 lower than 2014's actual of \$16,769,653. This revenue is very volatile to the economic condition and travels parallel with the economy. Therefore, this revenue is estimated based on historical averages as well as acknowledging that economic conditions have declined in recent years and is just now beginning to recover. It is forecasted that the economic condition for the new budget year will decline slightly compared to estimated 2015 projections. The chart to the right shows the percentage change (increase or decrease) from one year to the next.

Year	Sales Tax	% Change from
	Revenue	Prior Year
2007	19,734,012	
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*	16,769,653	3.32%
2015*	16,565,785	-1.22%

*Estimated



General Fund

TRENDS

Insurance Premium Taxes:

This anticipated tax revenue is \$0. The departments that generated this revenue have now been moved to a new Special Revenue Fund called the Unincorporated Area Special District Fund.

Other Taxes:

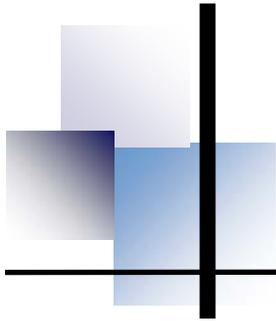
This category has mostly moved to the Unincorporated Area Special District Fund. It does still include Intangible Taxes and Tax Penalties however. Intangible Taxes are projected at \$510,000 for 2016. This revenue has increased compared to previous years due to the current economy. It is based on the 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 \$875,000. Other tax revenues comprises less than 2% of the total revenue and includes the following major categories:

Intangible Taxes	0.56%
Tax Penalties	0.96%

OTHER REVENUES CATEGORIES:

Licenses and Permits:

This anticipated tax revenue is \$0. The departments that generated this revenue have now been moved to a new Special Revenue Fund called the Unincorporated Area Special District Fund.

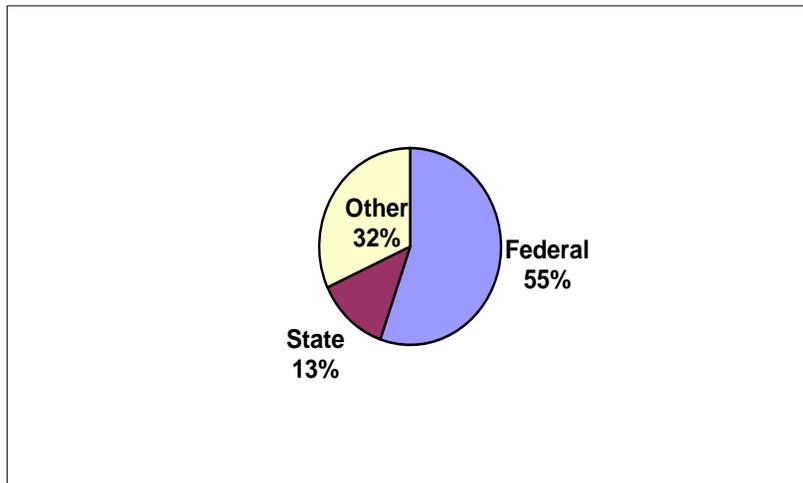


General Fund

TRENDS

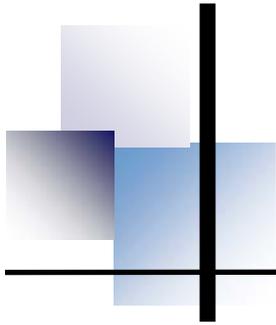
Intergovernmental Revenues:

These revenues are estimated at approximately \$4.2 million for 2016, which is an increase of 22% compared to 2015 estimated revenue of \$3.4 million. This revenue is primarily based on grant revenue (State and Federal grants) which can vary year to year due to various projects/programs approved by the Board. Instead of using historical data to estimate a new budget estimate, a collection of data is submitted to the Finance Department from the various departments that have grants regarding active grants and possible new grants. It is reviewed for accuracy and an estimate is derived from the data.



Charges for Services:

These revenues are estimated at \$3.4 million. The large decrease from 2014 actual of almost \$3 million is due to ambulance fees and animal control fees moving to new Special Revenue Funds. Taking out this outlier, this revenue category varies from year to year but does not respond as drastically to the economy as Taxes or License and Permits. Real & personal property tax commission and street light revenue comprise \$1.5 million of the 2016 total. Rideshare fees are another large source of this revenue and are budgeted at \$389,100. Historical trend data is most commonly used to estimate this revenue source.



General Fund

Court and Law Enforcement:

These revenues consist of approximately 5.7% 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>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
\$3,111,999	\$2,937,537	\$2,479,960	\$3,897,000	\$2,352,600	\$2,553,600	\$2,580,789	\$2,616,000	\$2,586,000

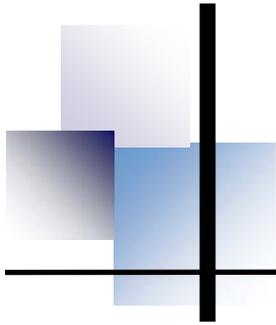
TRENDS

The Clerk of Superior Court is the other major revenue in this category. For 2016, \$453,000 is estimated which includes both civil and criminal fines & forfeitures. Based on prior year trends, this revenue is budgeted to be slightly lower than the 2014 estimate. The Magistrate Court handles small claims and dispossessory actions. It also issues most criminal arrest warrants and handles daily criminal bond hearings. This revenue has experienced increases in the past, but appears to be leveling out over the past few years. Below are statistics and historical collections that support the Magistrate Court estimate.

<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
\$438,606	\$415,070	\$543,416	\$649,331	\$661,443	\$639,279	\$621,941	\$606,000	\$548,000

Use of Money & Property:

This revenue is projected to be slightly lower than that 2015 budget at \$10,350. Regular investments (interest earnings) comprise \$10,200 of the \$10,350 total for this revenue. The estimate is based on the economy, historical averages, estimated cash flow for investment purposes and projected interest rates.

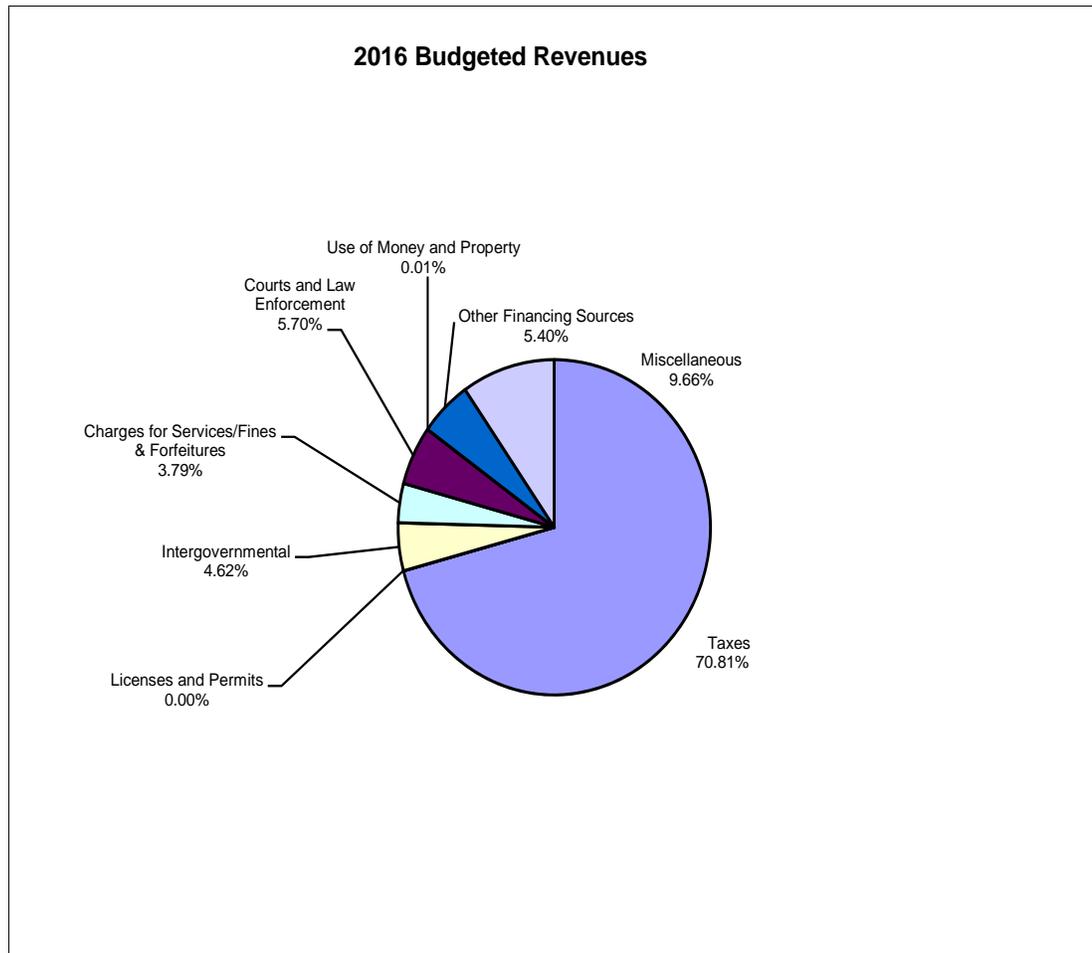


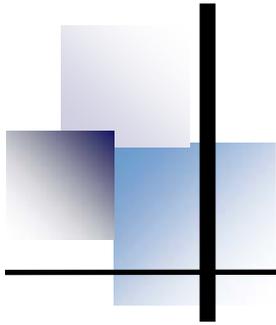
General Fund

Other Revenues and Sources:

Other Financing Sources combined with Miscellaneous revenue reflect 15.06% (\$13,752,610) of the total budgeted revenues for 2016. The major revenue source is transfers in and charges between funds. This has increased drastically due to the service delivery that created the Fire and EMS Fund, Animal Control Fund, and the Unincorporated Fund. On top of these Funds transfers in also include Previously the only transfers in were from other funds and reimbursements from the 2010 Jail SPLOST Debt Service Fund and the Victim Assistance Fund. This is for debt service payments and 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.

TRENDS





General Fund

EXPENDITURES

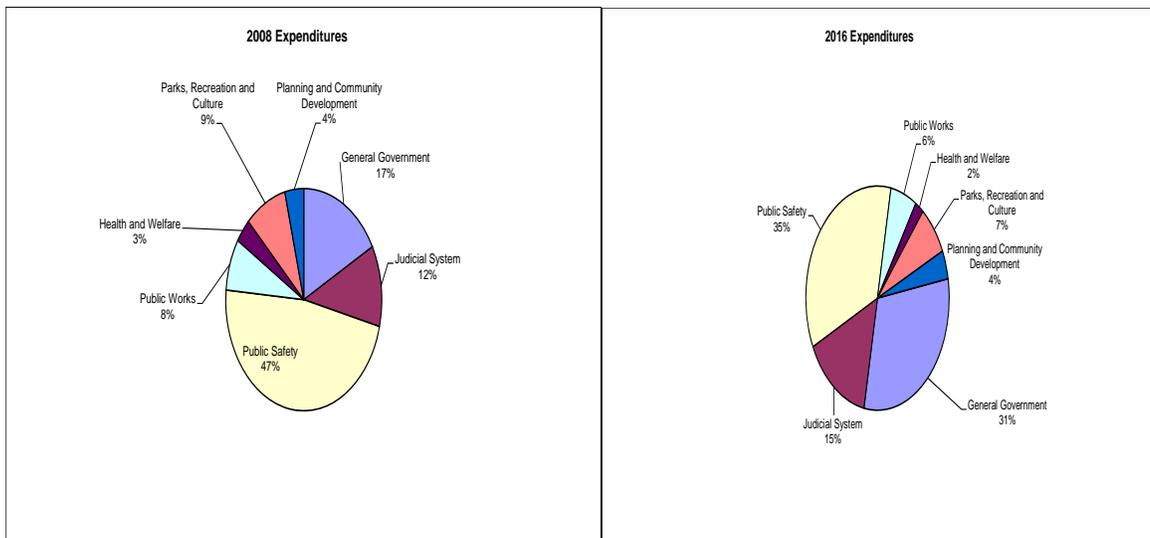
The approved 2016 General Fund expenditures are \$91,295,300 which amounts to \$15,056,351 more than the 2015 estimated budget of \$76,238,949. Per the estimated expenditures and revenues that actually occurred in 2015 the County operated \$7,883,019 under budget.

The 2016 operating budget is about 15 million more than that of 2015. This is a reflection of a healthier economy. A new building was purchased to give additional space to the growing courts. This budget reflects renovations to that as well as the current Courthouse. It also includes infrastructure, vehicles, and machinery and equipment.

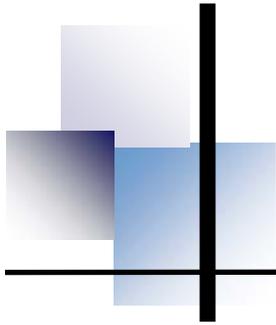
TRENDS

FUND BALANCE

The estimated beginning Fund Balance for 2016 is \$31,120,445. This growing fund balance is due to the 2015 estimated revenues being greater than estimated expenditures.



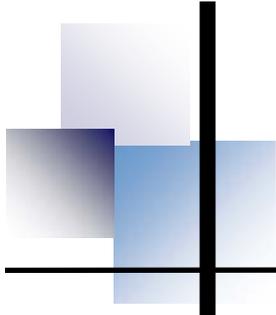
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General Fund

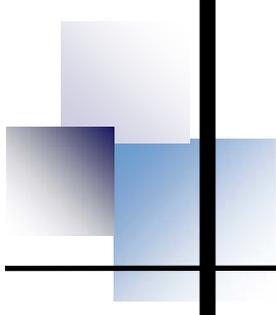
TRENDS

	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>17,385,895</u>	<u>11,132,150</u>	<u>11,923,719</u>	<u>8,481,460</u>
REVENUES				
Taxes				
Real & Personal Property	31,349,946	31,684,355	32,893,736	32,657,737
TAVT	-	-	-	-
Sales and Use Taxes	17,495,669	15,958,261	16,246,016	17,264,892
Insurance Premium Taxes	3,565,937	3,514,806	3,418,404	4,007,535
Other Taxes / Penalties	4,286,443	6,193,468	6,556,651	6,875,942
Licenses and Permits	1,624,070	1,220,309	259,067	935,321
Intergovernmental	2,689,744	5,951,190	4,868,168	4,064,812
Charges for Services/Fines & For	4,491,198	5,798,532	5,818,048	6,287,297
Courts and Law Enforcement	5,686,367	5,525,528	4,819,537	4,830,989
Use of Money and Property	233,689	92,657	32,348	36,521
Other Financing Sources	813,409	524,531	216,377	35,194
Miscellaneous	<u>276,503</u>	<u>102,454</u>	<u>224,827</u>	<u>481,006</u>
TOTAL REVENUES	<u>72,512,975</u>	<u>76,566,091</u>	<u>75,353,178</u>	<u>77,477,246</u>
EXPENDITURES				
General Government	13,472,711	13,066,691	14,042,979	13,688,734
Judicial System	9,282,883	9,000,703	9,194,908	9,924,914
Public Safety	37,419,804	36,506,579	37,015,798	37,102,448
Public Works	5,951,703	4,234,686	6,159,499	4,973,542
Health and Welfare	2,741,092	5,925,838	2,404,032	1,597,425
Parks, Recreation and Culture	6,815,210	4,300,918	7,562,375	5,006,588
Planning and Community Develop	<u>3,083,317</u>	<u>2,739,107</u>	<u>2,415,846</u>	<u>2,097,129</u>
TOTAL EXPENDITURES	<u>78,766,720</u>	<u>75,774,522</u>	<u>78,795,437</u>	<u>74,390,780</u>
ENDING FUND BALANCE *	<u>11,132,150</u>	<u>11,923,719</u>	<u>8,481,460</u>	<u>11,567,926</u>



General Fund

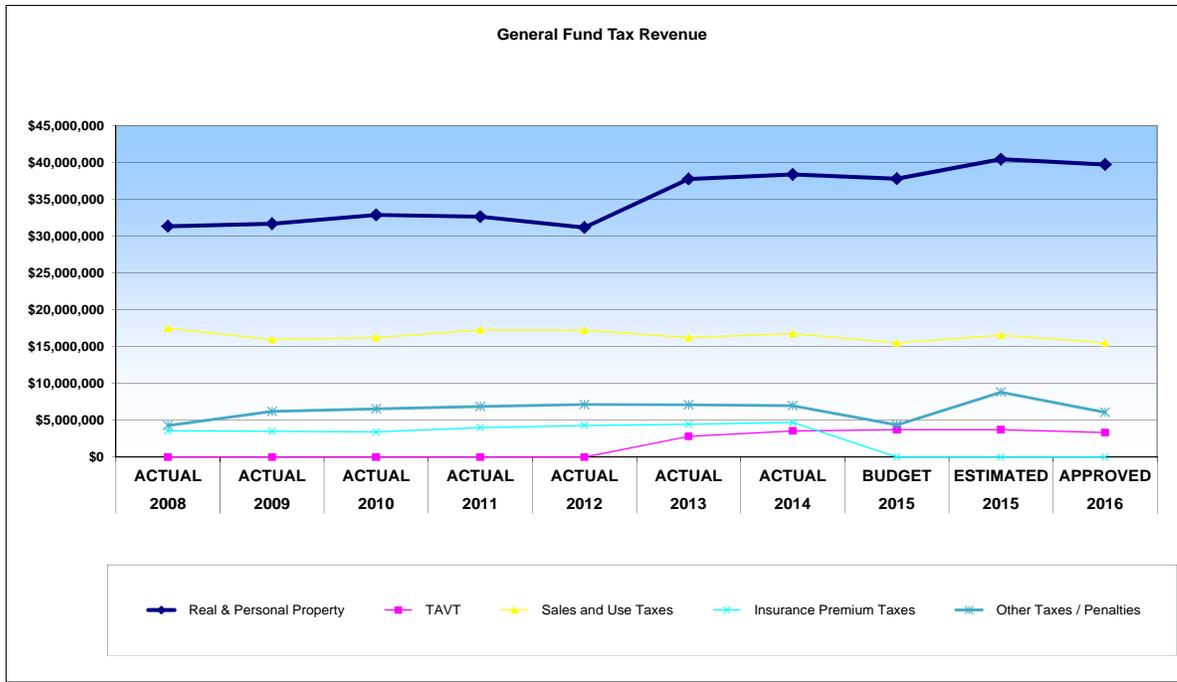
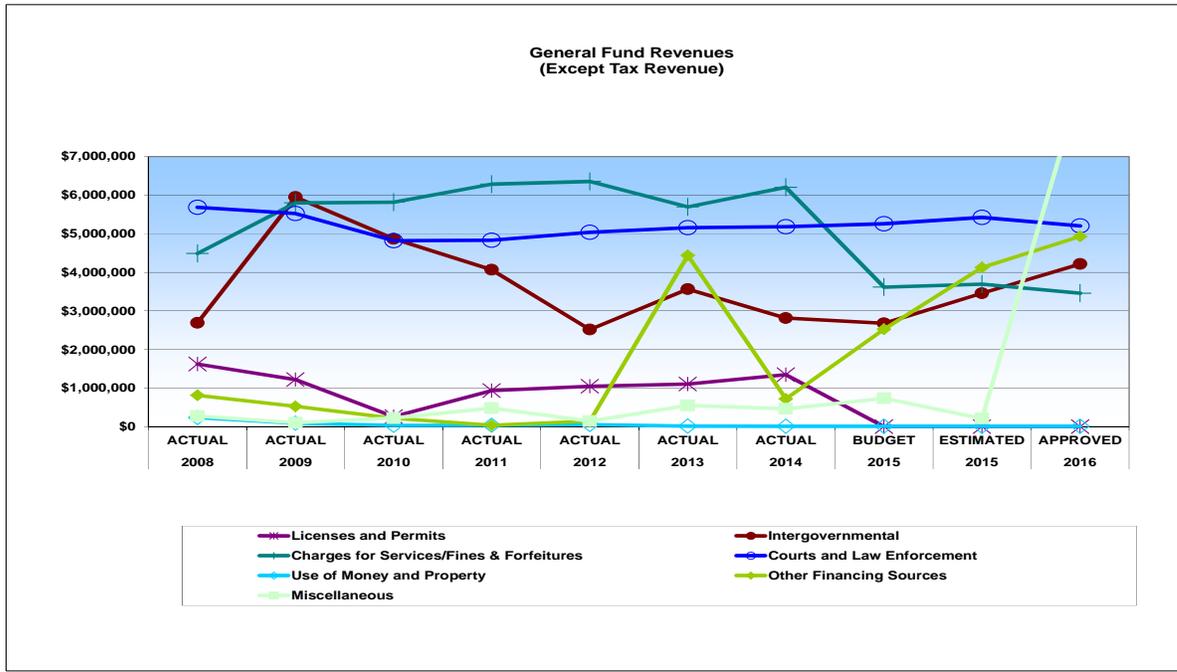
<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATED</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
<u>11,567,926</u>	<u>13,983,952</u>	<u>22,052,612</u>	<u>23,237,426</u>	<u>23,237,426</u>	<u>31,120,445</u>	<u>100.00%</u>
31,172,585	37,759,916	38,385,279	37,812,527	40,473,110	39,734,498	43.52%
-	2,804,767	3,552,916	3,723,600	3,730,767	3,335,200	3.65%
17,218,656	16,231,413	16,769,653	15,500,000	16,565,785	15,500,000	16.98%
4,281,315	4,449,739	4,696,183	-	-	-	0.00%
7,138,700	7,100,315	6,984,378	4,373,108	8,818,328	6,080,221	6.66%
1,049,998	1,102,716	1,345,033	-	-	-	0.00%
2,518,267	3,566,047	2,815,251	2,679,208	3,459,366	4,217,570	4.62%
6,356,044	5,696,560	6,203,383	3,619,231	3,695,316	3,460,051	3.79%
5,039,164	5,161,128	5,181,118	5,260,800	5,426,003	5,204,800	5.70%
52,977	13,068	10,760	11,650	8,957	10,350	0.01%
141,455	4,437,788	720,197	2,523,098	4,124,456	4,930,114	5.40%
144,413	551,420	461,581	735,727	213,207	8,822,496	9.66%
<u>75,113,574</u>	<u>88,874,875</u>	<u>87,125,732</u>	<u>76,238,949</u>	<u>86,515,295</u>	<u>91,295,300</u>	<u>100%</u>
10,902,202	12,797,386	14,666,756	18,901,079	19,763,568	28,133,867	30.82%
10,298,374	11,081,994	11,664,333	12,793,871	13,184,999	13,528,215	14.82%
37,650,088	40,450,681	43,057,419	29,963,031	29,726,560	32,098,965	35.16%
5,189,087	7,025,109	7,178,802	5,190,808	5,995,675	5,447,868	5.97%
1,535,898	1,617,265	1,615,839	1,754,062	1,949,630	1,783,111	1.95%
5,059,537	5,186,340	5,534,717	5,750,529	5,956,210	6,542,833	7.17%
2,062,362	2,647,440	2,223,052	1,885,569	2,055,634	3,760,441	4.12%
<u>72,697,548</u>	<u>80,806,215</u>	<u>85,940,918</u>	<u>76,238,949</u>	<u>78,632,276</u>	<u>91,295,300</u>	<u>100%</u>
<u>13,983,952</u>	<u>22,052,612</u>	<u>23,237,426</u>	<u>23,237,426</u>	<u>31,120,445</u>	<u>31,120,445</u>	<u>100%</u>

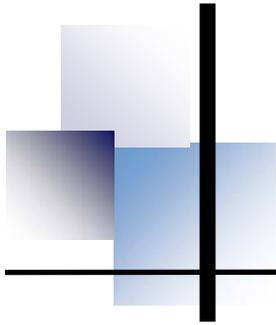


General Fund

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

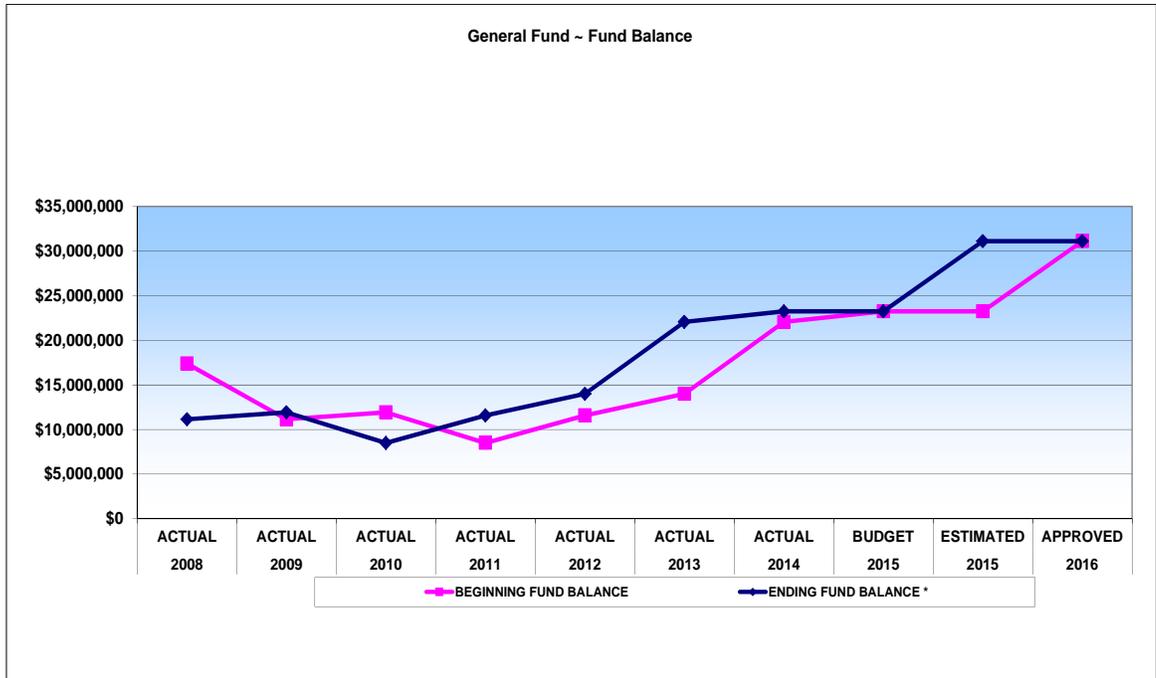
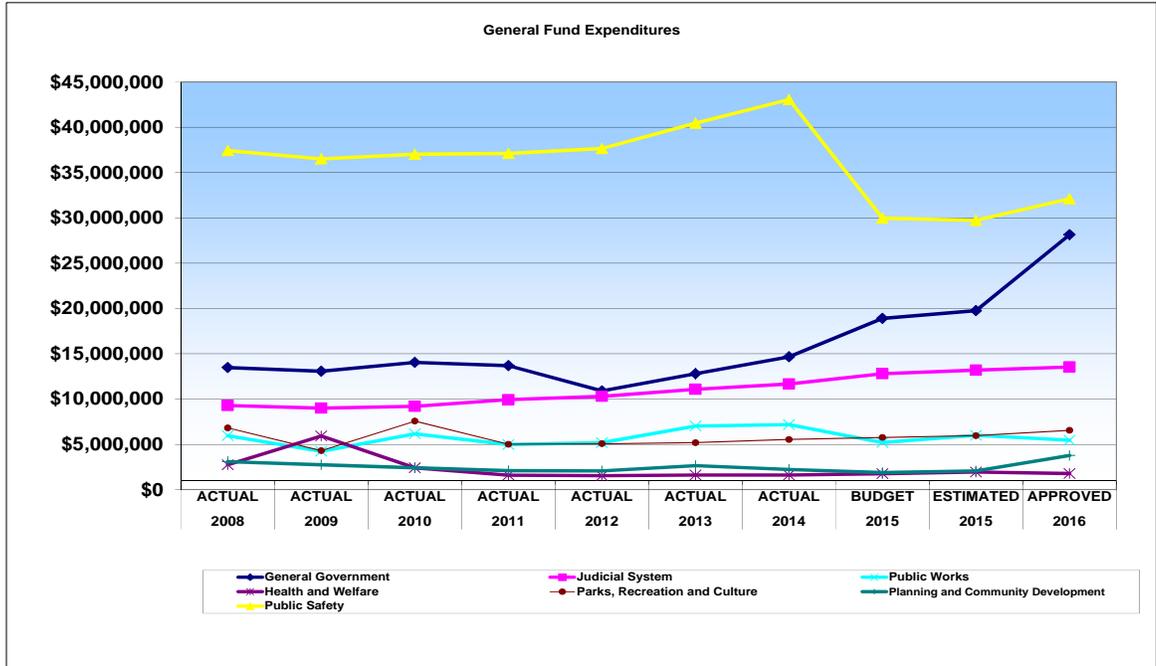




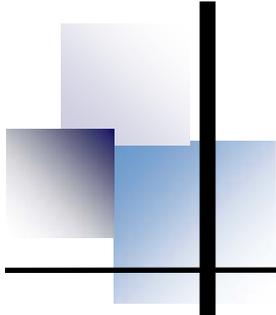
General Fund

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

TRENDS



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General Government

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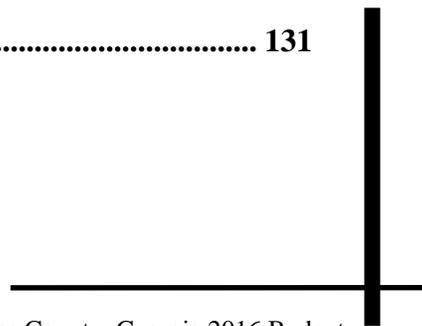
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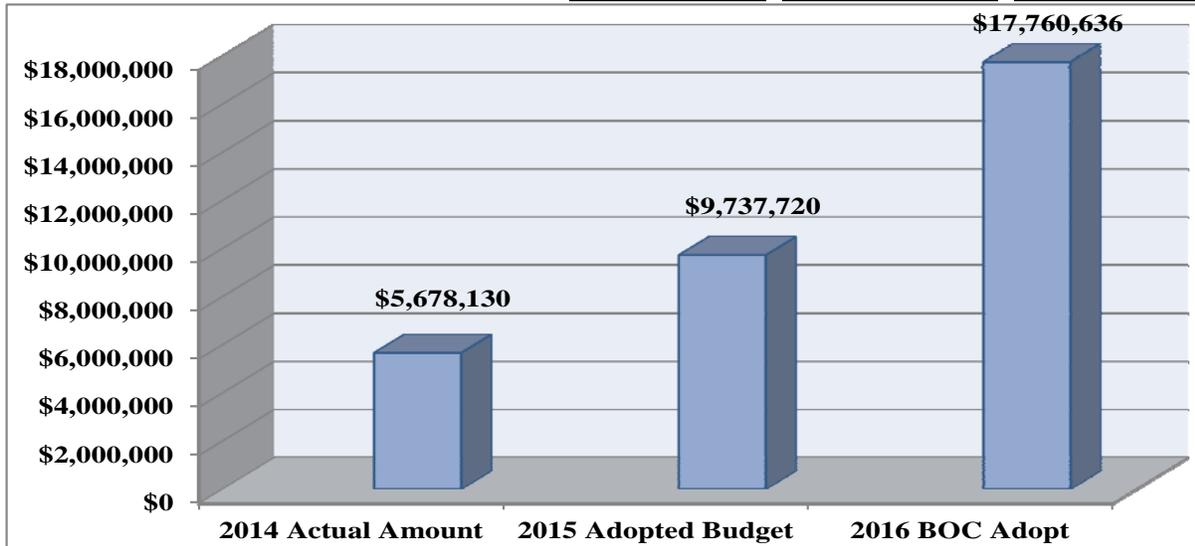
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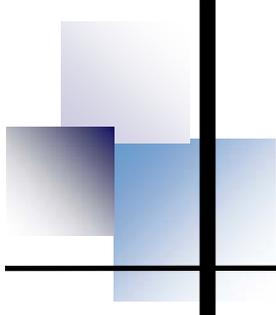


Appropriations (General)

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>5,678,130</u>	<u>9,737,720</u>	<u>17,760,636</u>
Total Funding Sources	<u>5,678,130</u>	<u>9,737,720</u>	<u>17,760,636</u>
APPROPRIATIONS:			
Salary and Wages	0	0	0
Benefits	52,608	0	0
Advertising	104,894	5,000	5,000
Audit and Legal	234,609	94,730	94,730
Dues and Subscriptions	142,300	150,400	149,800
Maintenance Charges	2,602	0	0
Supplies	14,550	5,500	5,500
Professional Services	1,937,899	2,064,000	1,463,745
Utilities	1,008,161	1,167,420	1,003,420
Travel & Training	0	0	0
Minor Equipment and Improvements	13,310	0	0
Capital Outlay	83,838	0	4,190,000
Other	58,980	53,703	53,856
Other Financing Sources	2,000,000	5,407,471	9,435,302
Debt Service	22,100	0	0
Grants	2,280	5,000	3,000
Other	0	784,496	600,000
Budget Improvement Request	0	0	756,283
Total Appropriations	<u>5,678,130</u>	<u>9,737,720</u>	<u>17,760,636</u>





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.

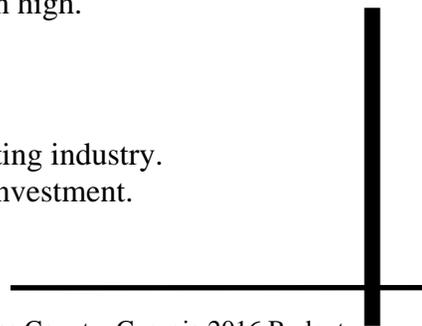
Maximum usage of all county owned property.

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

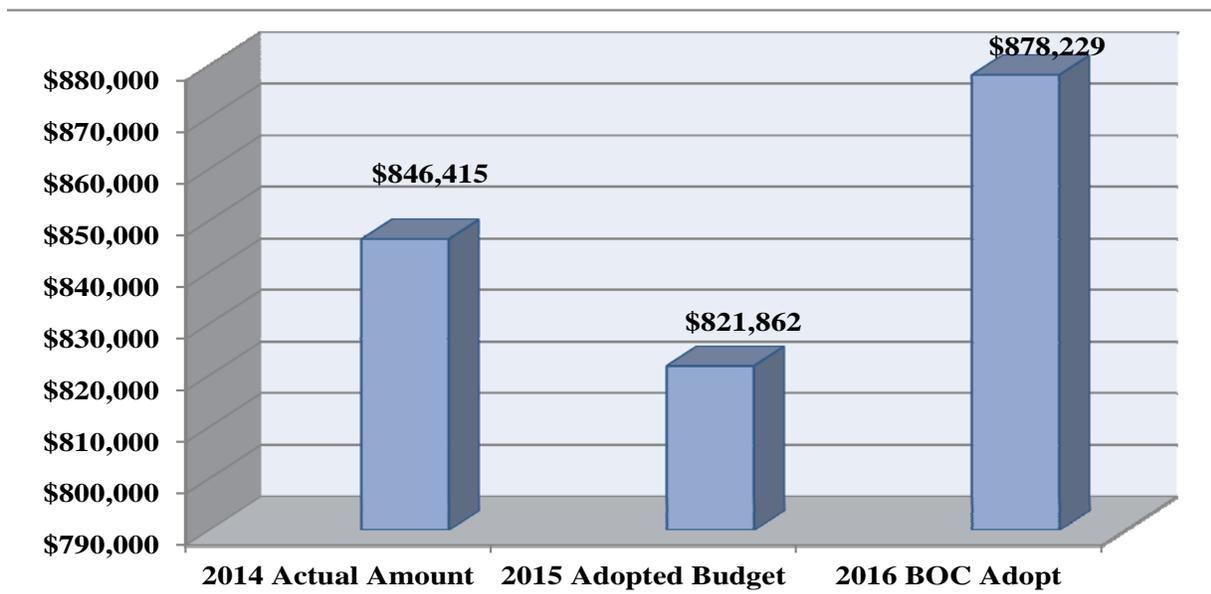
- Support the Development Authority.
 - Provide business friendly incentive programs for job creating industry.
- Develop a business environment to encourage new business investment.

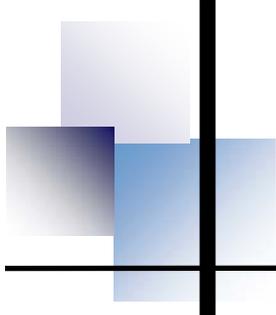


Board of Commissioners

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	846,415	821,862	878,229
Total Funding Sources	846,415	821,862	878,229
APPROPRIATIONS:			
Salary and Wage	561,770	524,880	538,924
Benefits	217,763	206,126	214,314
Advertising	9,250	13,060	12,300
Vehicle Expense	2,613	6,800	6,800
Dues and Subscriptions	4,153	14,912	15,984
Maintenance Charges	480	800	800
Supplies	9,750	12,850	13,650
Professional Services	8,071	10,000	11,000
Utilities	2,780	4,000	4,000
Travel & Training	29,054	12,000	37,000
Minor Equipment and Improvements	729	0	0
Capital Outlay	0	0	0
Budget Improvement Request	0	16,434	23,457
Total Appropriations	846,415	821,862	878,229





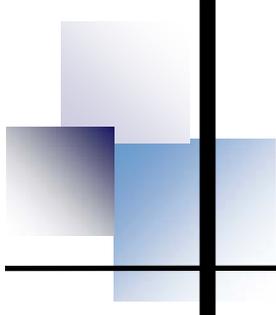
Board of Commissioners

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>20145 PROJ</u>	<u>2016 PROJ</u>
ZONING MEETINGS	4	4	4
WORK SESSIONS	24	24	24
PUBLIC HEARINGS	8	6	10
SPECIAL MEETINGS	5	6	6
COMMISSION MEETINGS	24	24	24

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 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
Asst to County Administrator	UNC	1	0	0
Executive Secretary	22	1	1	1
Senior Secretary	19	1	1	1
Administrative Assistant	24	1	1	1
Bailiff	PT	2	2	2
TOTAL FULL TIME		6	5	6
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
- Create initiatives and events to bring employees together, bring neighborhoods together, and to increase spirit and pride in the County
- Provide program support to other County Departments
- Participate in other sponsored activities to increase County awareness among citizens and the business community

GOALS

To bring citizens together and to increase spirit and pride in Douglas County through the use of such public events as 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.

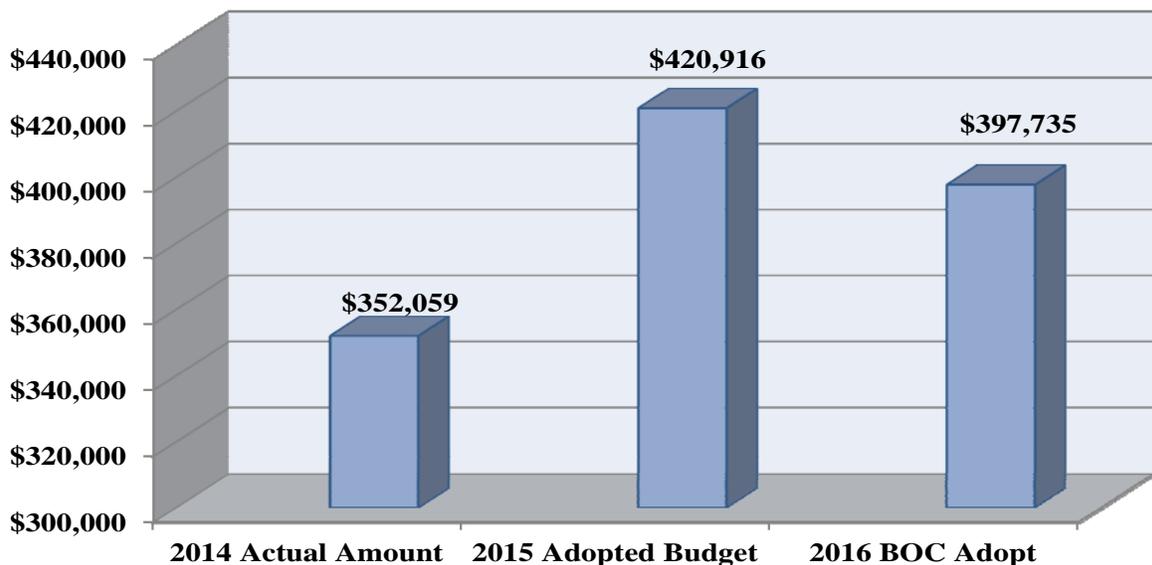
Participation in non-County-sponsored activities to increase County awareness among citizens and the business community.

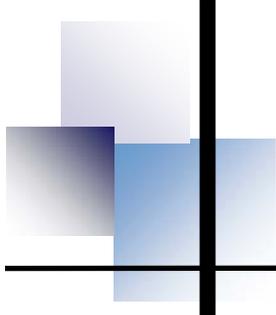


Communications

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	352,059	420,916	397,735
Total Funding Sources	352,059	420,916	397,735
APPROPRIATIONS:			
Salary and Wage	187,694	222,409	198,211
Benefits	57,442	92,120	62,766
Advertising	15,998	28,025	44,450
Vehicle Expense	411	500	250
Dues and Subscriptions	3,359	4,875	4,897
Maintenance Charges	0	0	0
Supplies	21,836	26,420	26,420
Professional Services	52,149	40,725	44,020
Utilities	1,723	1,842	1,728
Travel & Training	86	0	0
Minor Equipment and Improvements	9,502	0	0
Capital Outlay	0	0	0
Other	1,858	4,000	4,000
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	0	10,993
Total Appropriations	352,059	420,916	397,735





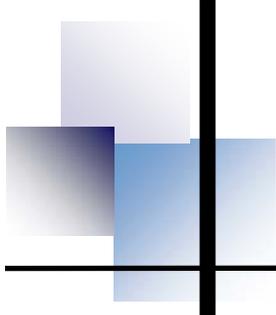
Communications

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014</u> <u>ACT</u>	<u>2015</u> <u>PROJ</u>	<u>2016</u> <u>PROJ</u>
COMMUNITY INITIATIVES & EVENTS	71	73	73
GROWTH IN SUBSCRIPTIONS TO HAPPENINGS	9,000	9,500	9,600
GROWTH IN WEBSITE TRAFFIC	94,029	116,878	120,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>APPROVED</u>
Director	37	1	1	1
Assistant Director	25	1	1	1
Asst Tech Director	24	1	1	1
Production Assistant	UNC	1	1	0
Production Assistant	PT	1	1	1
TOTAL FULL TIME		<u>4</u>	<u>4</u>	<u>3</u>
TOTAL PART TIME		<u>1</u>	<u>1</u>	<u>1</u>



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
- Utilize comprehensive preventative maintenance program, Angus Anywhere to schedule and perform maintenance and maintain cost 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

GOALS

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

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

To reduce the number of cleaning complaints by:

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

Keeping utility cost at a minimum by:

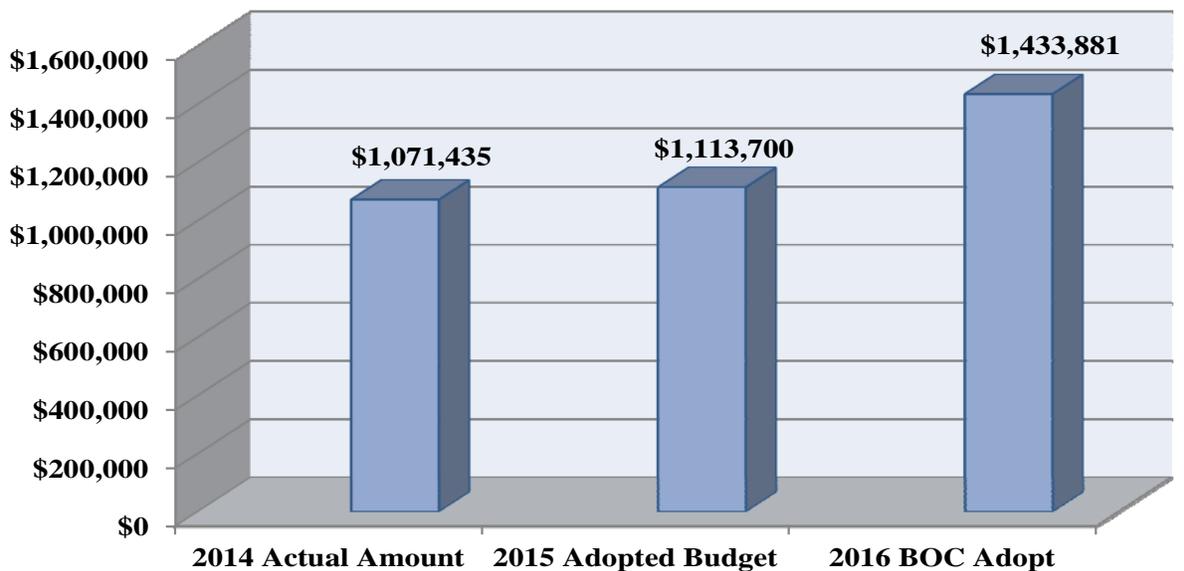
- Monitoring HVAC schedules with tighter after hours restrictions
- Preventive maintenance on restroom sand plumbing fixtures to reduce unnecessary water usage
- Thermal testing of all electrical starters and breakers for extensive heat loss
- Testing electrical switchgear components for proper function

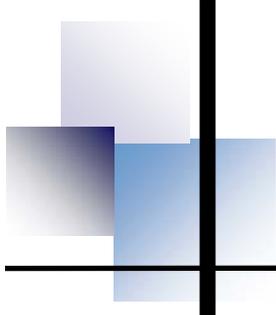


Courthouse Maintenance

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,071,435	1,113,700	1,433,881
Total Funding Sources	1,071,435	1,113,700	1,433,881
APPROPRIATIONS:			
Salary and Wage	22,699	21,376	256,836
Benefits	10,692	10,887	128,577
Advertising	190	0	0
Vehicle Expense	0	600	600
Maintenance Charges	73,996	76,735	76,735
Supplies	28,090	30,397	31,832
Professional Services	500,896	500,000	195,000
Utilities	241,709	254,920	263,341
Minor Equipment and Improvements	0	0	0
Capital Outlay	191,417	0	0
Uniforms and Clothing	1,747	2,200	2,200
Budget Improvement Request	0	216,585	478,760
Total Appropriations	1,071,435	1,113,700	1,433,881





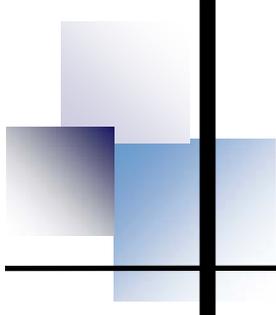
Courthouse Maintenance

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
SPECIAL PROJECTS	9	11	14
PREVENTATIVE MAINTENANCE SERVICES	416	416	416
SERVICE CALL RESPONSES WITHIN 8 HOURS	1,342	1,348	1,355
SERVICE WORK ORDERS	1,342	1,348	1,355

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Building Maintenance Director	UNC	0	1	1
Assistant Facilities Manager	24	0	1	1
Lead Engineer	30	0	1	1
Custodian	11	1	4	4
TOTAL FULL TIME		1	7	7



Election Board

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 March 1 Presidential Preference Primary, May 24 General Primary, July 26 and November 8 General Election

Conduct any Special Elections or run-offs as requested/required

Create and conduct training for designated poll managers and workers in all phases of elections including any changes to Election laws, Provisional Balloting and Express Poll processes.

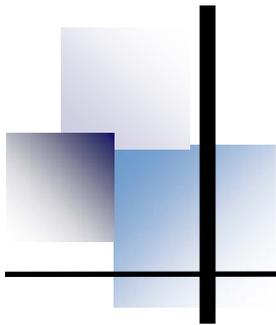
Update Poll Manager and Poll Worker manuals in response to changes in forms, procedures and other programs initiated by the office of the Secretary of State.

Maintain Elections equipment and inventory.

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

Continue visibility in the Douglas County community.

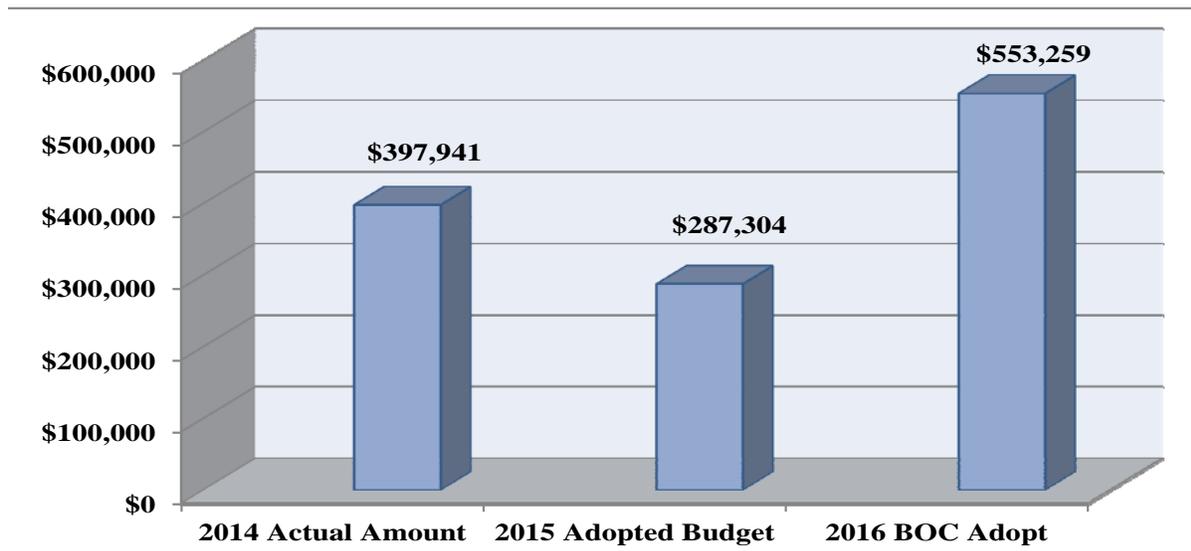


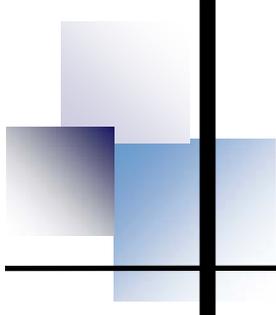


Election Board

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>397,941</u>	<u>287,304</u>	<u>553,259</u>
Total Funding Sources	<u>397,941</u>	<u>287,304</u>	<u>553,259</u>
APPROPRIATIONS:			
Salary and Wage	305,405	177,127	412,887
Benefits	60,627	56,718	84,854
Advertising	2,820	500	2,500
Vehicle Expense	236	250	500
Dues and Subscriptions	146	320	200
Equipment Rental	482	200	1,000
Maintenance Charges	2,790	31,000	3,500
Supplies	16,694	15,500	29,200
Professional Services	95	0	1,000
Utilities	0	0	0
Travel & Training	2,279	300	1,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	6,368	0	0
Budget Improvement Request	<u>0</u>	<u>5,389</u>	<u>16,618</u>
Total Appropriations	<u>397,941</u>	<u>287,304</u>	<u>553,259</u>





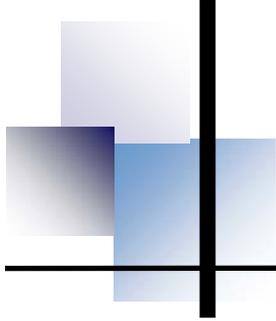
Election Board

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
VOTES CAST (0's)	563	100	15,910
REGISTERED VOTERS (000's)	790	800	720

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Supervisor	UNC	1	1	1
Voter Registration Coordinator	21	1	1	1
Voter Registration/Election Associate	19	1	1	1
Deputy Elections Supervisor	UNC	1	1	1
Board Member	UNC PT	5	5	5
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		5	5	5



MISSION

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

FUNCTIONS

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

GOALS

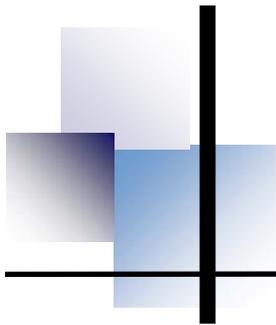
Continue to submit our Budget Document and Financial Statements to the Government Finance Officers Association award programs

Continue the Certified Public Finance Officer Program

Continue monitoring revenues and expenditures and issue quarterly reports

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

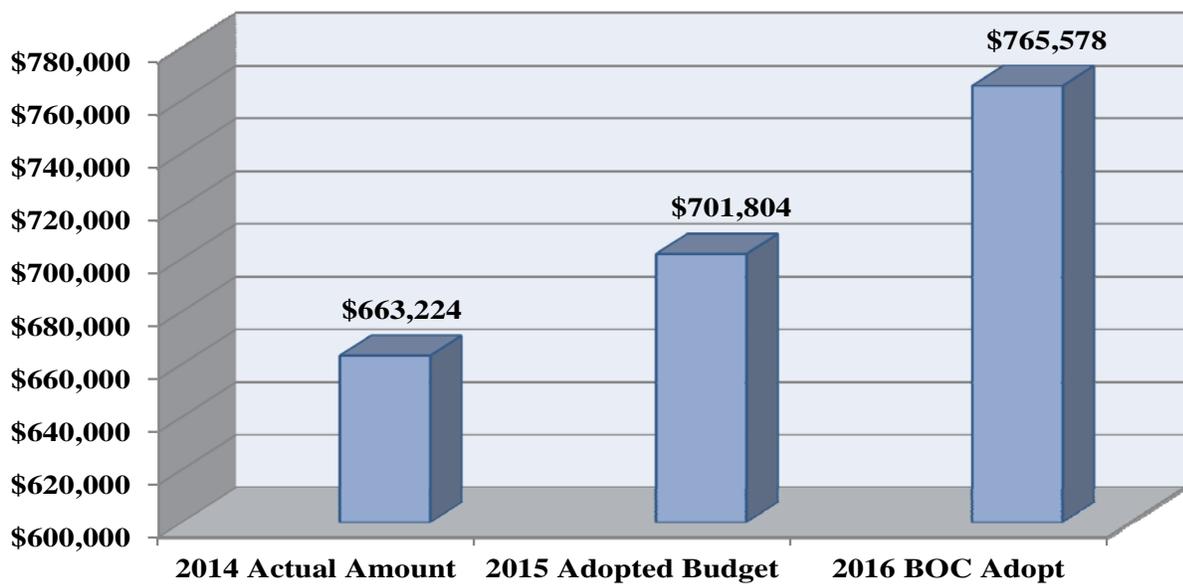


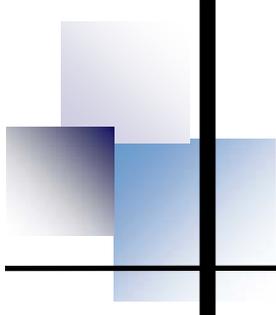


Finance

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	663,224	701,804	765,578
Total Funding Sources	663,224	701,804	765,578
APPROPRIATIONS:			
Salary and Wage	471,680	473,479	515,130
Benefits	170,376	183,191	195,780
Dues and Subscriptions	1,020	1,001	1,565
Maintenance Charges	775	780	780
Supplies	17,092	19,960	19,840
Professional Services	105	5,000	5,000
Utilities	0	0	0
Travel & Training	1,367	0	3,150
Minor Equipment and Improvements	809	0	0
Budget Improvement Request	0	18,393	24,333
Total Appropriations	663,224	701,804	765,578





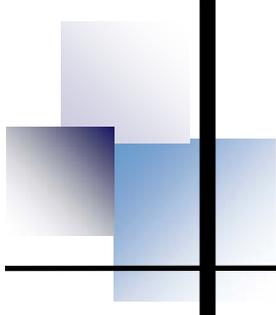
Finance

WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
NUMBER OF EMPLOYEES ON PAYROLL	1,461	1,335	1,400
A/P TRANSACTION	25,449	26,810	27,000
ACCRUALS	97	98	100 9,000
CASH RECEIPTS	6,241	8,516	

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	UNC	1	1	1
Financial Analyst	32	1	1	1
Senior Accountant	30	1	1	1
Accounting Supervisor	26	1	1	1
Payroll Administrator	25	1	1	1
Payroll Assistant	24	1	0	0
Accounting Assistant II	23	3	4	5
Accounting Assistant I	21	1	1	0
TOTAL FULL TIME		10	10	10



Human Resources

GENERAL GOVERNMENT

MISSION

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

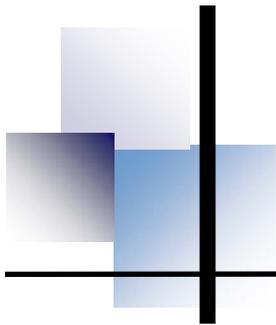
FUNCTIONS

- Manage the county’s employee recruitment and retention program.
- Manage and oversee the county’s pay and classification system.
- Support the Office of Risk & Safety as needed.
- Assist in resolving personnel related issues, grievances and complaints.
- Facilitate and oversee the county grievance & appeals process.
- In conjunction with and in support of the county Finance Department, assist in administering the payroll system for all county employees.
- Manage the county’s benefits & GEBCorp retirement program.
- Enforce the county’s Merit System Handbook.
- Serve as a resource for county department heads on a variety of management issues.

GOALS

- Full implementation of the professional services agreement with MSI Benefits Group, Inc. and timely 2015 Open enrollment execution.
- Continue education of employees regarding county benefits and their proper use by communicating relevant information through the HR web page, the county’s “Water Cooler” website as well as periodic mass emails.
- Hire one additional FT & PT Employee to increase departmental efficiencies, effectiveness and realize all 2016 departmental goals.
- Compliance with all Affordable Care Act reporting requirements for 2016.
- Partner with Local Government Risk Management Services (LGRMS) and Local Government University to provide a variety of mandatory online training classes for county employees. Courses include topics such as health promotion & wellness, employee safety, sexual harassment, diversity, and customer service
- Complete “HR Manual” for departmental support.
- Review of 2014 DC Salary Study for continued implementation
- HR Departmental reorganization including cross training employees, updating job descriptions, titles and primary functions in expectancy of reduced discrepancies in NWS data input, county position control, insurance premium transactions.

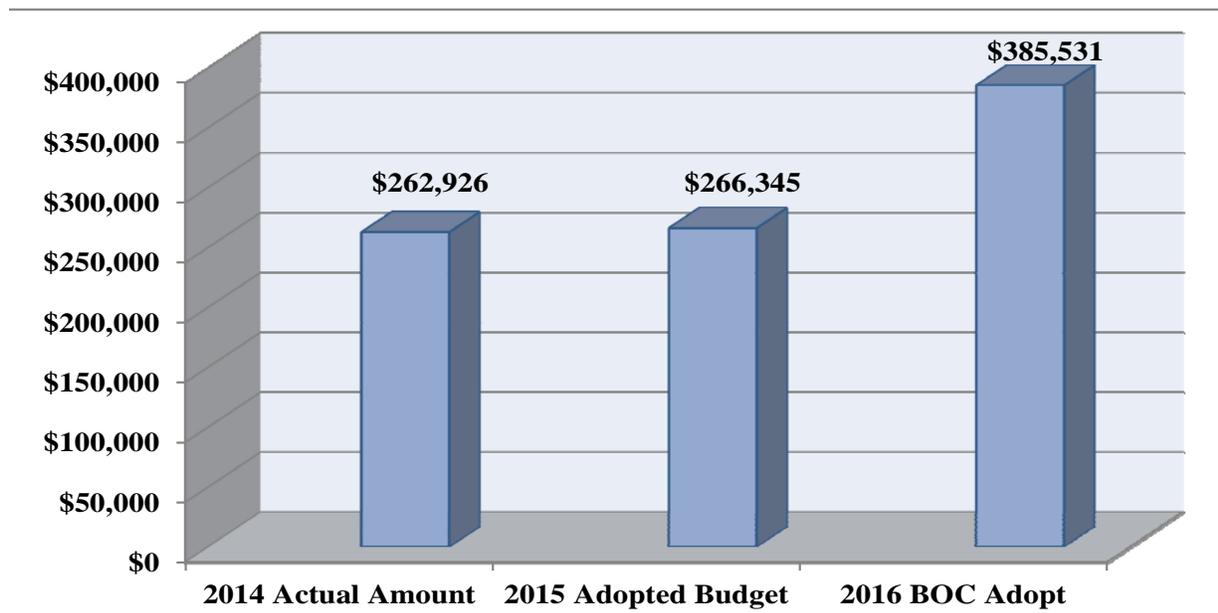


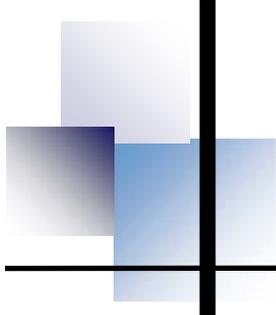


Human Resources

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>262,926</u>	<u>266,345</u>	<u>385,531</u>
Total Funding Sources	<u>262,926</u>	<u>266,345</u>	<u>385,531</u>
APPROPRIATIONS:			
Salary and Wage	181,652	177,843	189,016
Benefits	70,961	73,566	77,273
Advertising	6,451	6,533	9,058
Dues and Subscriptions	156	300	600
Maintenance Charges	960	500	480
Supplies	2,682	1,960	3,750
Professional Services	65	0	6,500
Utilities	0	0	0
Travel & Training	0	0	2,000
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>5,643</u>	<u>96,854</u>
Total Appropriations	<u>262,926</u>	<u>266,345</u>	<u>385,531</u>





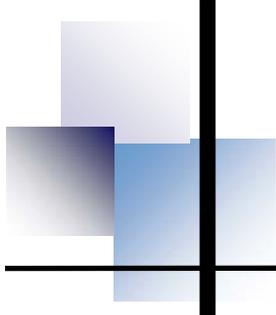
Human Resources

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
TURNOVER RATE	9.65%	15.29%	18.11%
NEW HIRES	168	179	190
JOB ADVERTISEMENTS PLACED	149	244	324
PHYSICALS SCHEDULED	138	136	146
APPLICATIONS RECEIVED	2,786	2,636	2,711

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 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.

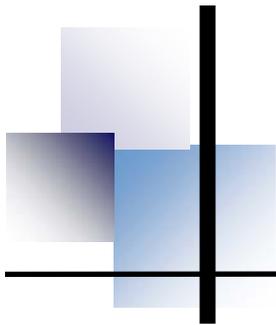
FUNCTIONS

- 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

GOALS

- Provide 99.9% uptime across all business impacting applications and technology services provided by the Information Systems Department while reducing operational expenses by 5%. Begin providing statistics to Technology Committee.
- Build standardization and process flows into IS department for hardware requisitioning, support requests, and inventory. Enhance compliance with Open Record legislation regarding electronic records focusing on email retention and tracking of open records requests.
- Expand disaster readiness, disaster recovery processes and recovery documentation. Expand security as a measure of disaster prevention. Understand required MTTR and RPOs for priority application and services.
- Enhance the usage of technology throughout the various county departments to build efficiency. Expand and enhance mobility options of county employees. Focusing on both internal courthouse options as well as options for departments that perform services outside the courthouse

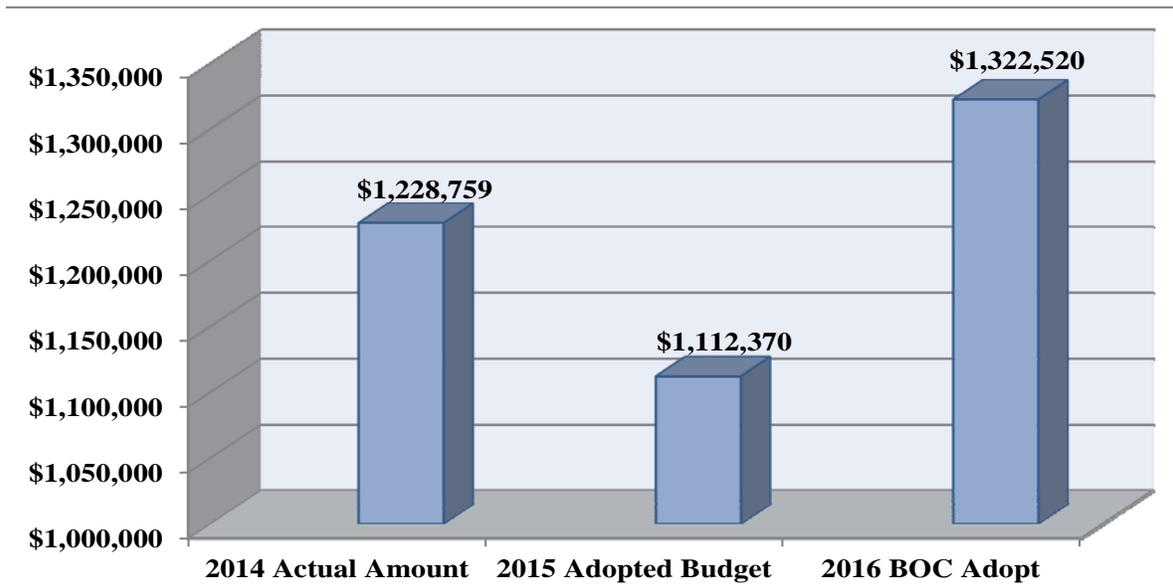


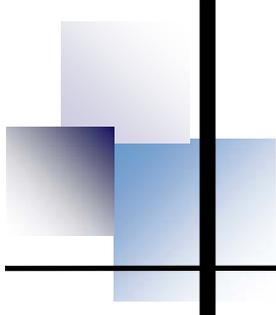


Information Services

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,228,759</u>	<u>1,112,370</u>	<u>1,322,520</u>
Total Funding Sources	<u>1,228,759</u>	<u>1,112,370</u>	<u>1,322,520</u>
APPROPRIATIONS:			
Salary and Wage	477,301	473,358	549,824
Benefits	137,088	142,471	173,697
Advertising	0	500	250
Vehicle Expense	613	1,750	1,750
Dues and Subscriptions	150	300	300
Maintenance Charges	193,534	260,000	260,000
Supplies	4,678	3,050	4,050
Professional Services	530	30,000	30,000
Utilities	69,128	69,300	0
Travel & Training	3,985	0	5,000
Minor Equipment and Improvements	96,723	0	0
Capital Outlay	245,029	0	0
Debt Service	0	0	6,749
Budget Improvement Request	<u>0</u>	<u>131,641</u>	<u>290,900</u>
Total Appropriations	<u>1,228,759</u>	<u>1,112,370</u>	<u>1,322,520</u>





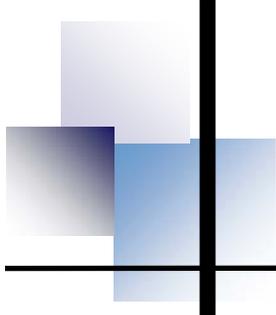
Information Services

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
SERVER AVAILABILITY	99%	99%	99%
TOTAL NUMBER OF IS SERVICE REQ.	2,020	1,638	1,500
HELP DESK CALLS	728	655	650
TOTAL NUMBER OF CALLS	14,878	15,912	15,000
INTERNET / NETWORK AVAILABILITY	98%	97%	99%
AVG. ISSUE/ RESOLUTION TIME	3 HR & 16 MIN.	1.5 HR	1.25 HR

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	UNC	1	1	1
Deputy Director	34	0	1	0
Senior System Administrator	34	1	1	1
Network Administrator	34	0	1	1
Senior Program Analyst	32	2	0	1
Senior Security Administrator	34	1	0	0
System Administrator	32	1	1	1
Senior System Network Administrator	34	0	1	1
PC Support Specialist	25	2	3	3
Communications Technician	22	1	1	1
TOTAL FULL TIME		9	10	10



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

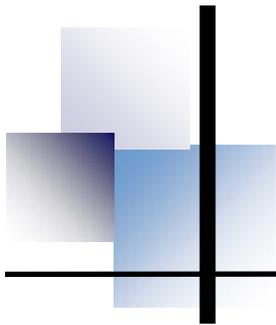
To proactively address legal issues before they become problems

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

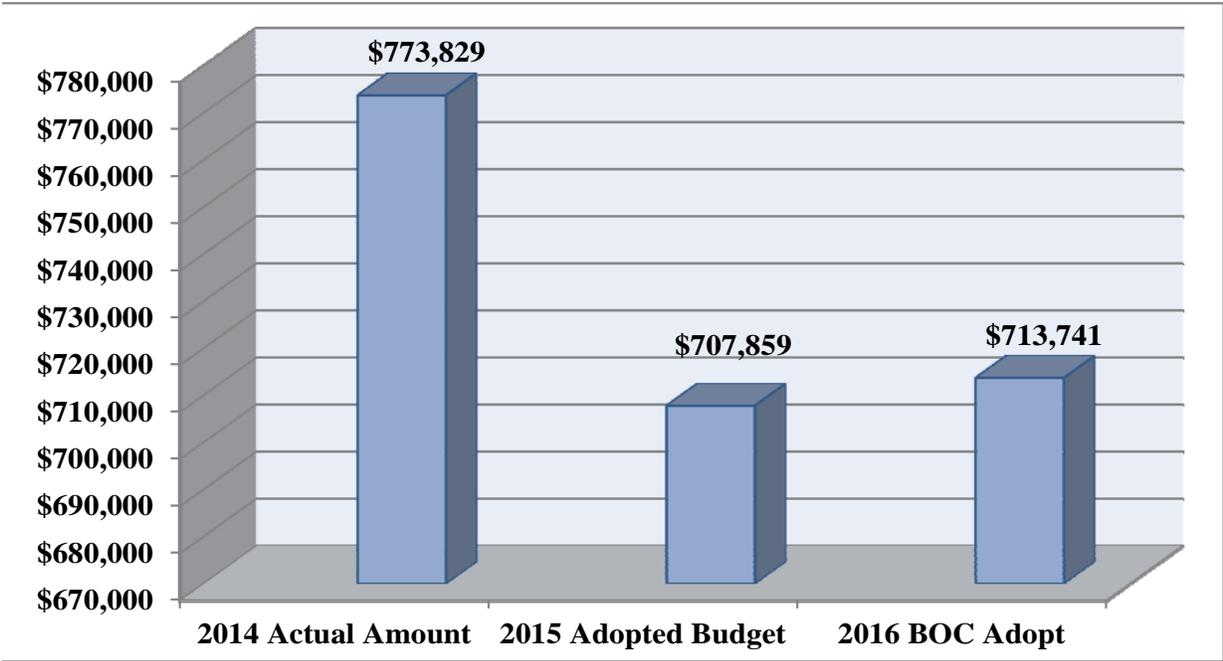
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Paralegal	21	1	1	1
TOTAL FULL TIME		1	1	1

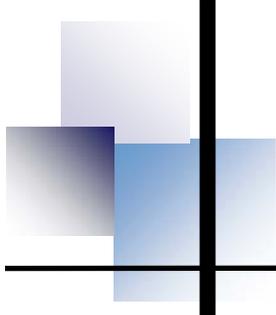


Legal Services

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	773,829	707,859	713,741
Total Funding Sources	773,829	707,859	713,741
APPROPRIATIONS:			
Salary and Wage	52,858	52,613	56,216
Benefits	24,051	25,542	27,919
Audit and Legal	427,711	384,970	384,970
Dues and Subscriptions	6,724	7,039	7,039
Supplies	689	788	788
Professional Services	260,328	234,513	234,513
Utilities	603	611	611
Travel & Training	867	100	100
Budget Improvement Request	0	1,683	1,585
Total Appropriations	773,829	707,859	713,741





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

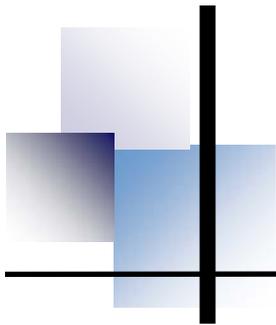
Determine usage needs through accurate record keeping and reporting for the purpose of determining that demand requirements are met

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, by holding users accountable for reporting mileage, fueling and clean up of vehicle after use.

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

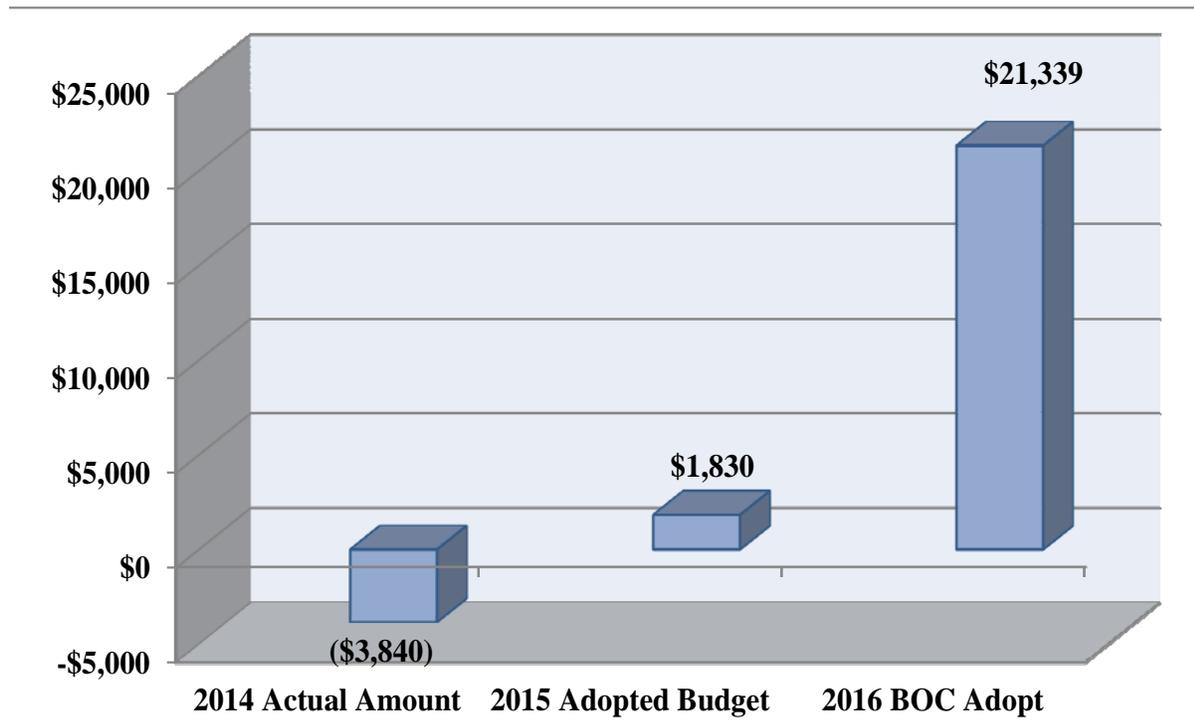


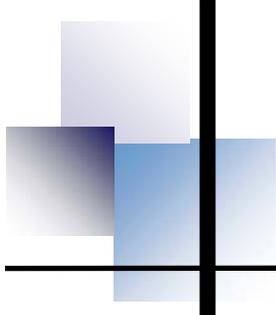


Motor Pool

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	(3,840)	1,830	21,339
Total Funding Sources	(3,840)	1,830	21,339
APPROPRIATIONS:			
Vehicle Expense	(3,894)	1,580	1,580
Supplies	54	250	250
Capital Outlay	0	0	0
Budget Improvement Request	0	0	19,509
Total Appropriations	(3,840)	1,830	21,339





Motor Pool

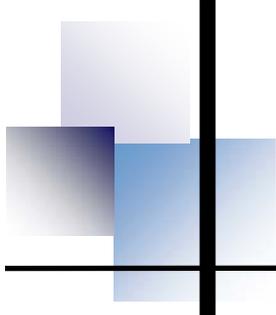
WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
DEPARTMENT REQUESTS	141	158	150
MILES UTILIZED	11,913	18,255	18,000
REVENUE GENERATED	\$6,898	\$8,635	\$8,000

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

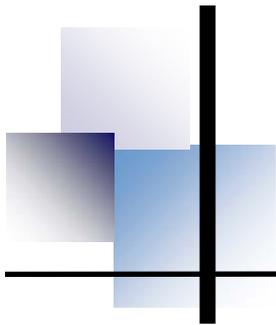
Continue to provide quality printed materials delivered in a timely manner through the use of acquired technology for greater productivity

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

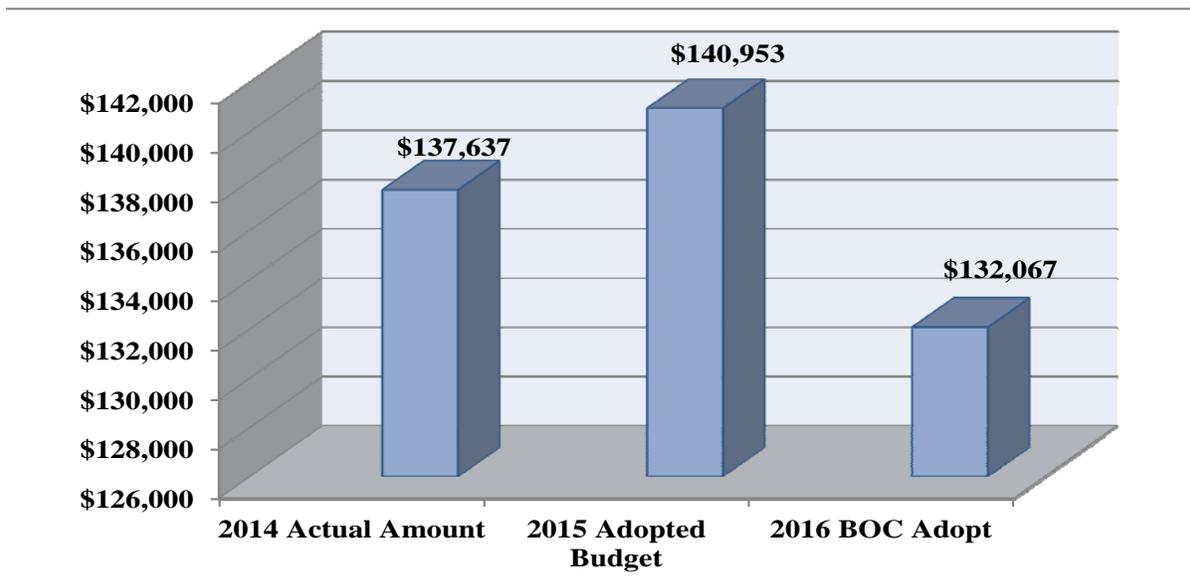


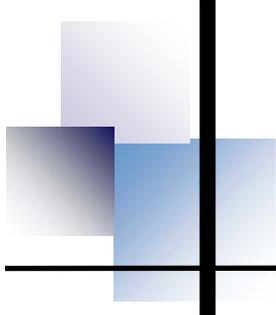


Printing & Mail

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>137,637</u>	<u>140,953</u>	<u>132,067</u>
Total Funding Sources	<u>137,637</u>	<u>140,953</u>	<u>132,067</u>
APPROPRIATIONS:			
Salary and Wage	79,066	78,763	82,105
Benefits	38,964	39,053	31,758
Advertising	0	0	0
Vehicle Expense	717	1,359	1,149
Equipment Rental	1,020	1,020	1,020
Maintenance Charges	6,601	14,625	10,225
Supplies	11,012	3,314	3,494
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	256	300	0
Budget Improvement Request	<u>0</u>	<u>2,519</u>	<u>2,316</u>
Total Appropriations	<u>137,637</u>	<u>140,953</u>	<u>132,067</u>





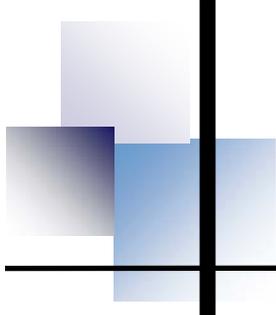
Printing & Mail

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
PIECES OF MAIL PROCESSED	184,000	165,000	170,000
PAPER REQUEST TOTAL SHEETS	5,942,000	5,500,000	5,000,000
PRINTING IMPRESSIONS	654,000	630,000	600,000
PAPER REQUESTS	233	225	220
WORK ORDER	213	215	210

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Supervisor	22	1	1	1
Mail Clerk	20	1	1	1
TOTAL FULL TIME		2	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

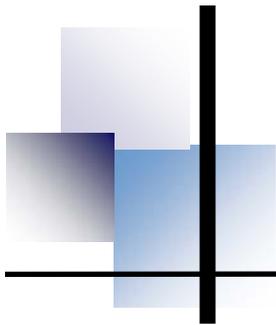
GOALS

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.

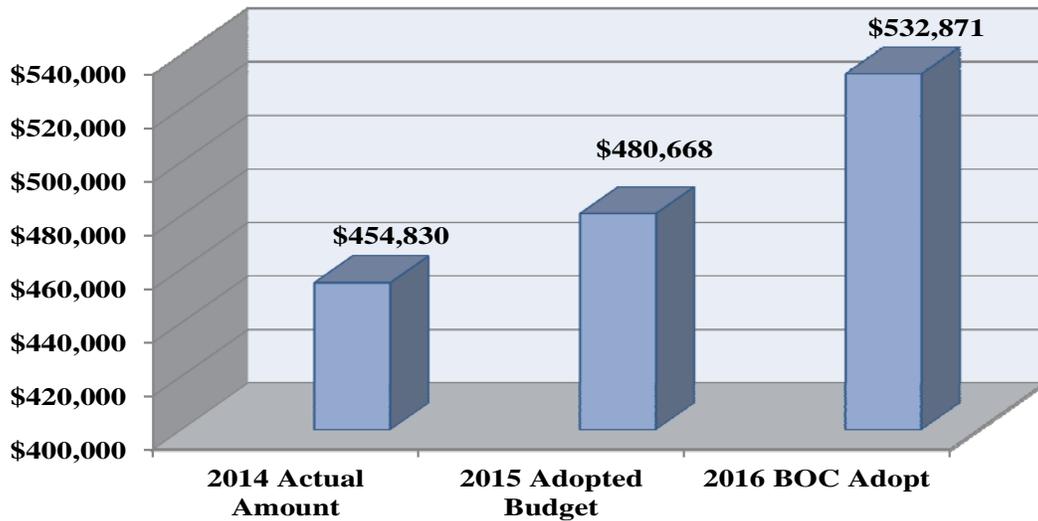


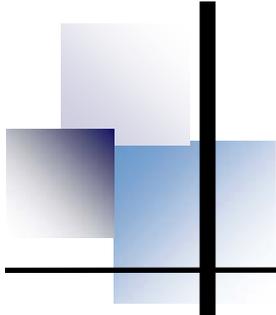


Property Management

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	454,830	480,668	532,871
Total Funding Sources	454,830	480,668	532,871
APPROPRIATIONS:			
Salary and Wage	244,863	212,335	238,125
Benefits	90,437	90,761	97,886
Vehicle Expense	14,597	0	17,596
Dues and Subscriptions	635	26,570	1,000
Equipment Rental	216	650	816
Maintenance Charges	55,210	816	60,750
Supplies	861	85,750	3,048
Professional Services	2,348	2,048	8,500
Utilities	38,198	8,200	39,557
Travel & Training	330	44,246	2,000
Minor Equipment and Improvements	3,995	0	0
Capital Outlay	1,894	0	0
Uniforms and Clothing	1,245	2,500	2,500
Budget Improvement Request	0	6,792	61,093
Total Appropriations	454,830	480,668	532,871





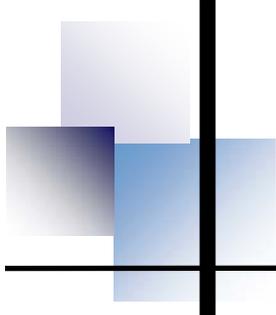
Property Management

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
HOURS ON NEW PROJECTS	3,600	5,000	5,000
CONSTRUCTION PROJECTS	15	20	20
MAINTENANCE SQ. FT.	673,278	637,278	673,278
WORK ORDERS	6,500	6,800	7,000
HOURS SPENT ON MAINTENANCE	13,040	14,800	15,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Assistant Maintenance Super.	24	1	1	1
Electrician	23	1	1	1
HVAC Technician	23	1	1	1
Maintenance Technician I	18	2	2	3
Project Coordinator	21	1	1	1
TOTAL FULL TIME		6	6	7



Purchasing

GENERAL GOVERNMENT

MISSION

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

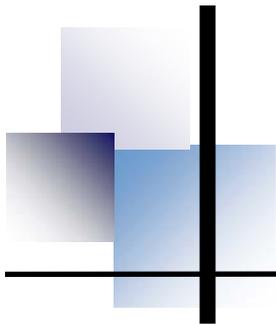
FUNCTIONS

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

GOALS

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

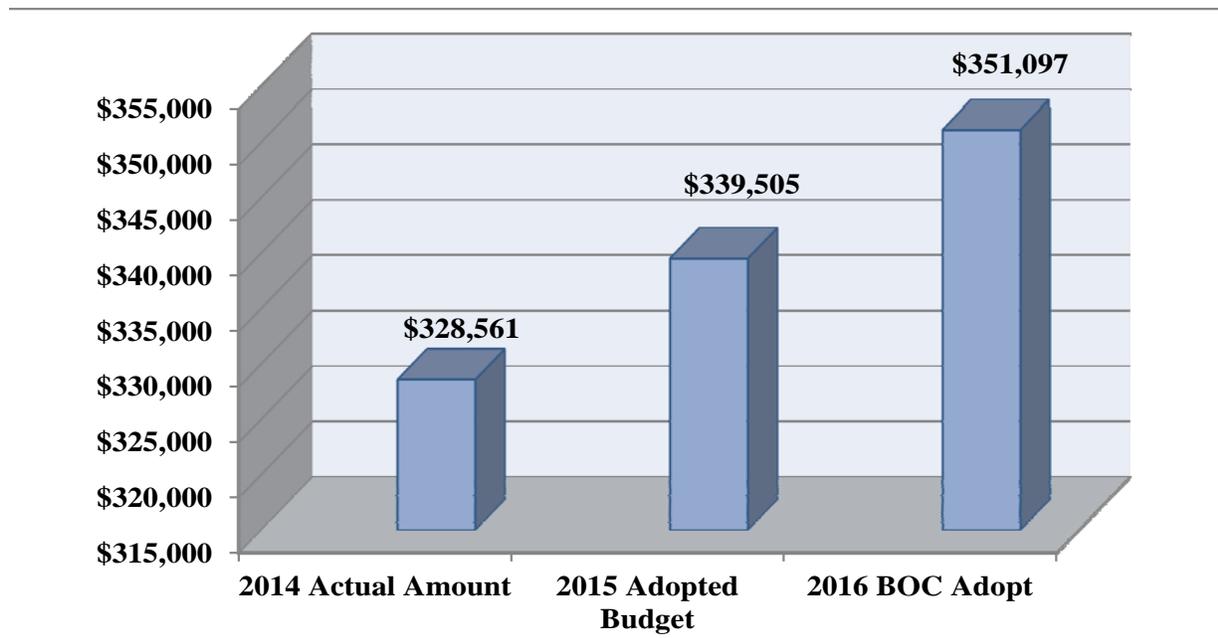


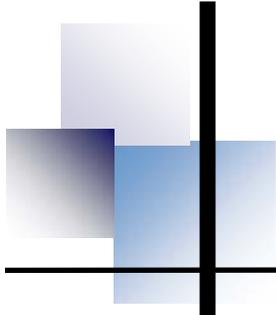


Purchasing

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	328,561	339,505	351,097
Total Funding Sources	328,561	339,505	351,097
APPROPRIATIONS:			
Salary and Wage	218,990	218,148	227,385
Benefits	100,832	105,041	104,833
Advertising	0	300	300
Dues and Subscriptions	1,140	1,425	1,425
Maintenance Charges	962	680	680
Supplies	6,042	5,500	7,121
Professional Services	0	750	750
Utilities	595	684	686
Travel & Training	0	0	1,500
Budget Improvement Request	0	6,977	6,417
Total Appropriations	328,561	339,505	351,097





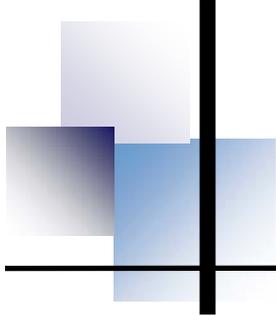
Purchasing

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
TOTAL PURCHASE PRDERS	9,944	10,109	11,160
REQUISITIONS PROCESSED	9,051	10,380	12,000
STANDARD PURCHASE ORDERS	9,296	9,285	10,200
BLANKET PURCHASE ORDERS	594	780	900
STANDARD SPLOST PURCHASE ORDERS	48	40	50
BLANKET SPLOST PURCHASE ORDERS	4	2	0
GRTA PURCHASE ORDERS	2	2	10

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	UNC	1	1	1
Deputy Purchasing Director	30	1	1	1
Contract Analyst	19	1	1	1
Buyer I / Purchasing Asst.	22	1	1	1
Assistant Manager - Contracts	30	1	1	1
TOTAL FULL TIME		5	5	5



Records Retention

GENERAL GOVERNMENT

MISSION

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

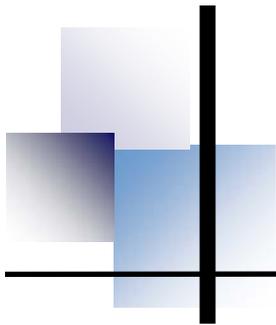
FUNCTIONS

- 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

- **Conduct a Cost-Benefits Analysis for Software to Increase Efficiency in Open Records Workflow and Tracking.**
Determine feasibility of software to help manage, track, and streamline workflow for Douglas County’s compliance with the Georgia Open Records Act.
- **Assess Barcode Technology for Potential Process Improvements in Tracking Case Files**
Access database to track over 500,000 case files. Review technology solutions to increase efficiency.
- **Conduct a Facility Management Overview**
Identify target improvements necessary for the security and proper maintenance of the Records Center.

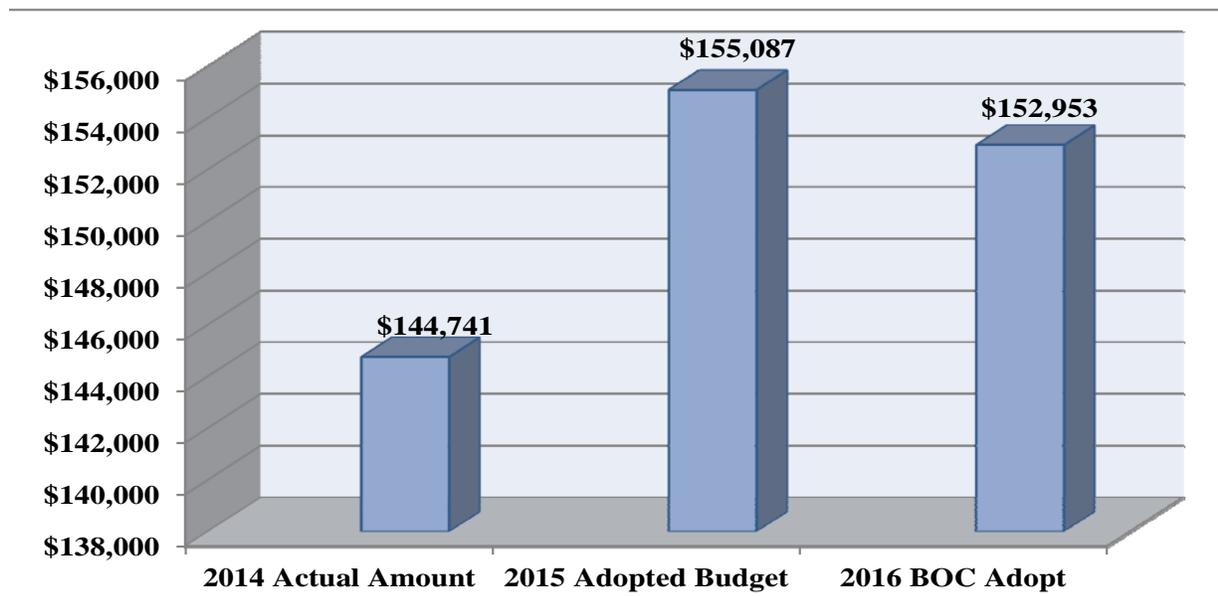


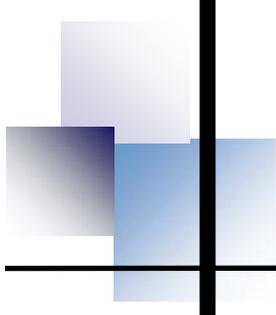


Records Retention

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>144,741</u>	<u>155,087</u>	<u>152,953</u>
Total Funding Sources	<u>144,741</u>	<u>155,087</u>	<u>152,953</u>
APPROPRIATIONS:			
Salary and Wage	73,224	72,835	73,951
Benefits	27,939	28,908	23,562
Vehicle Expense	368	1,880	2,220
Dues and Subscriptions	160	500	500
Maintenance Charges	0	0	0
Supplies	4,273	5,650	5,650
Professional Services	6,355	7,500	7,500
Utilities	32,422	35,484	35,484
Travel & Training	0	0	2,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>2,330</u>	<u>2,086</u>
Total Appropriations	<u>144,741</u>	<u>155,087</u>	<u>152,953</u>





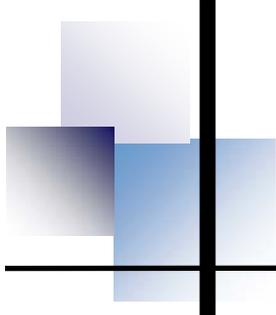
Records Retention

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
DOCUMENTS FILED	3,556	2,569	3,400
CUBIC FEET DESTROYED	430	480	425
CUBIC FEET TRANSMITTED	1,012	1,197	1,298
OPEN RECORDS REQUESTED	535	699	815
<u>DOCUMENTS SCANNED & INDEXED</u>	<u>10,000</u>	<u>66,964</u>	<u>75,000</u>

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Administrator	UNC	1	1	1
Electronic Records Information Coordinator	17	1	1	1
TOTAL FULL TIME		<u>2</u>	<u>2</u>	<u>2</u>



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

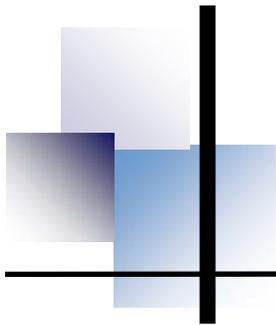
FUNCTIONS

- 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
- Continue building and promoting safety initiative for the Rideshare Public Transit System
- Increase support to Fleet Management with their new location and facility
- Publish Safety & Loss Prevention Manual updates
- Complete 2015 CDL Training
- Conduct safety inspections of all facilities and parks
- Reduce motor vehicle accidents
- Decrease workplace injury rate
- Integrate Safety Board into organizational environment

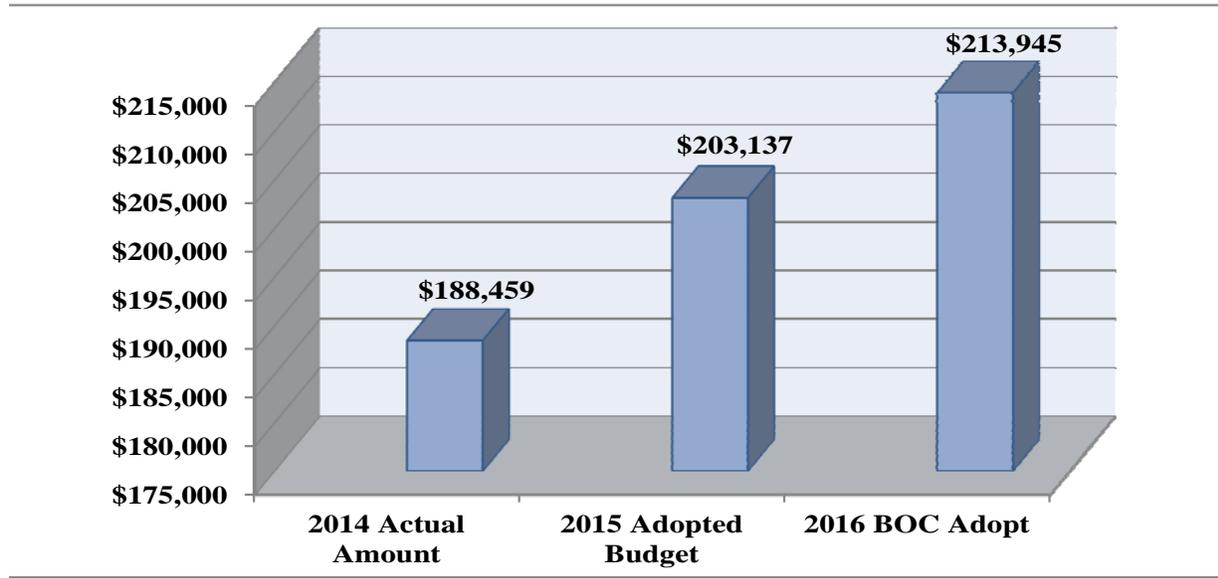


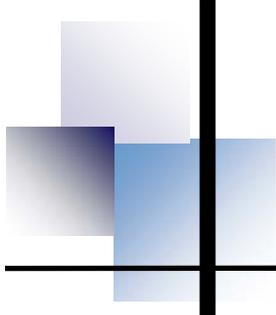


Risk & Safety

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>188,459</u>	<u>203,137</u>	<u>213,945</u>
Total Funding Sources	<u>188,459</u>	<u>203,137</u>	<u>213,945</u>
APPROPRIATIONS:			
Salary and Wage	136,290	135,015	142,371
Benefits	34,686	51,505	54,262
Advertising	0	0	0
Vehicle Expense	2,235	3,890	2,690
Dues and Subscriptions	1,451	1,701	1,701
Maintenance Charges	0	480	480
Supplies	7,771	4,700	4,700
Professional Services	5	0	0
Utilities	1,048	600	600
Travel & Training	600	0	3,000
Minor Equipment and Improvements	4,241	0	0
Uniforms and Clothing	132	150	180
Budget Improvement Request	<u>0</u>	<u>5,096</u>	<u>3,961</u>
Total Appropriations	<u>188,459</u>	<u>203,137</u>	<u>213,945</u>





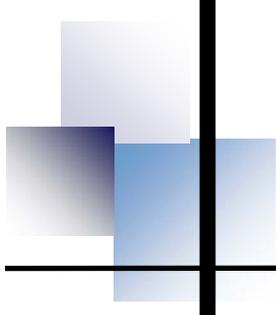
Risk & Safety

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
MOTOR VEHICLE ACCIDENT CLAIMS	110	128	125
ON-THE-JOB INJURY CLAIMS	105	123	125
SAFETY COURSES CONDUCTED	21	26	31
SAFETY INSPECTIONS	44	22	40
NON-EMPLOYEE INJURY REPORTS	74	90	80

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Manager	UNC	1	1	1
Workers' Comp Safety Coordinator	22	1	1	1
Claims Administrator	20	1	1	1
TOTAL FULL TIME		3	3	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

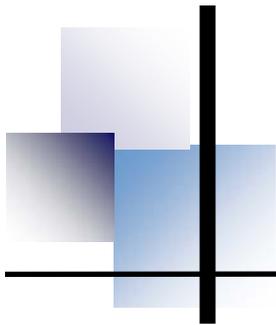
Continue to earn greater trust of citizens and employees

Ensure customer service is always a priority

Maintain employee education to ensure professionalism

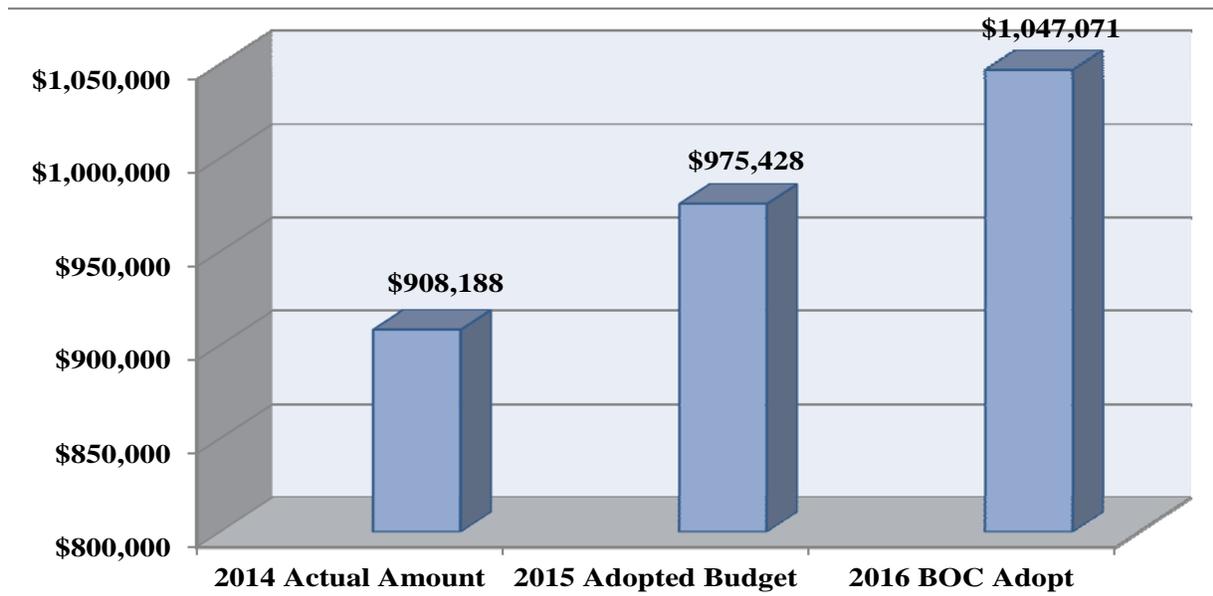
Implement Income Approach Valuation Program per Georgia Law (HB 346)

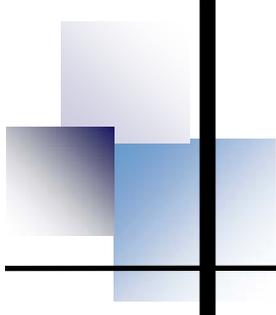




Tax Appraisal

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>908,188</u>	<u>975,428</u>	<u>1,047,071</u>
Total Funding Sources	<u>908,188</u>	<u>975,428</u>	<u>1,047,071</u>
APPROPRIATIONS:			
Salary and Wage	622,464	645,379	659,581
Benefits	264,136	281,122	268,854
Advertising	0	250	250
Vehicle Expense	4,663	8,700	5,200
Dues and Subscriptions	3,466	4,006	4,006
Maintenance Charges	0	0	0
Supplies	8,434	13,500	13,500
Professional Services	201	195	195
Utilities	0	500	500
Travel & Training	1,472	0	4,000
Minor Equipment and Improvements	3,283	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	69	2,000	2,000
Budget Improvement Request	<u>0</u>	<u>19,776</u>	<u>88,985</u>
Total Appropriations	<u>908,188</u>	<u>975,428</u>	<u>1,047,071</u>





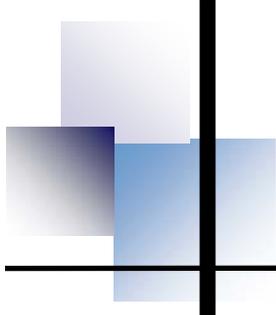
Tax Appraisal

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
TOTAL # OF PARCELS	53,776	53,845	53,899
PERSONAL PROPERTY ACCOUNTS	9,291	9,126	8,876
# OF PREBILL MOBILE HOMES	2,024	2,024	2,022

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Chief Appraiser	UNC	1	1	1
Appraisal Supervisor	28	2	2	2
Appraiser IV	27	1	1	1
Appraiser III	24	2	2	2
Appraiser II	22	2	2	2
Appraiser I	20	3	5	5
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		14	16	16
TOTAL PART TIME		1	1	1



Tax Assessors

GENERAL GOVERNMENT

MISSION

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

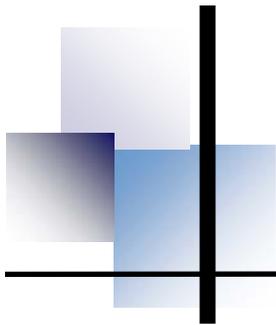
FUNCTIONS

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

GOALS

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

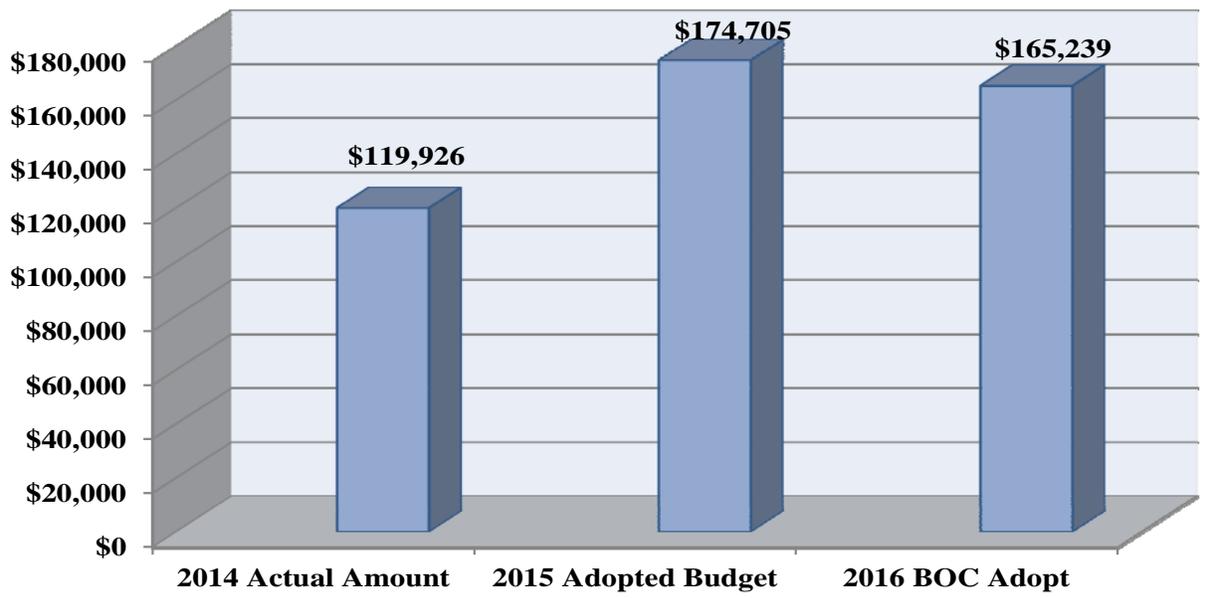


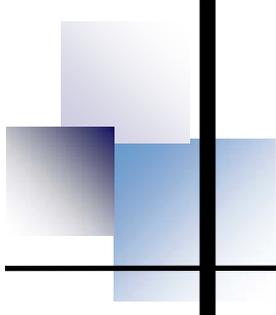


Tax Assessors

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	119,926	174,705	165,239
Total Funding Sources	119,926	174,705	165,239
APPROPRIATIONS:			
Salary and Wage	19,060	40,800	23,460
Benefits	1,568	3,232	1,857
Advertising	0	250	250
Audit and Legal	50,000	50,000	50,000
Dues and Subscriptions	6,475	6,475	6,475
Maintenance Charges	604	391	391
Supplies	27,560	40,810	42,485
Professional Services	12,659	32,000	7,000
Utilities	0	0	0
Travel & Training	2,001	0	6,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	747	26,821
Total Appropriations	119,926	174,705	165,239





Tax Assessors

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
NUMBER OF PARCELS	53,776	53,845	53,899
GROSS TAX DIGEST (IN BILLIONS)	9	9.5	9.5
APPEALS TO BOARD OF EQUALIZATION	2,168	1,902	1,500
APPEALS TO ASSESSORS	3,496	2,445	1,710

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Assessor Chairman	PT	1	1	1
Assessor	PT	4	4	4
TOTAL PART TIME		<u>5</u>	<u>5</u>	<u>5</u>

Tax Commissioner

MISSION

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

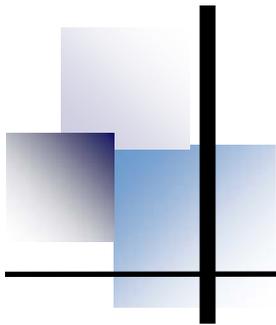
FUNCTIONS

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

GOALS

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

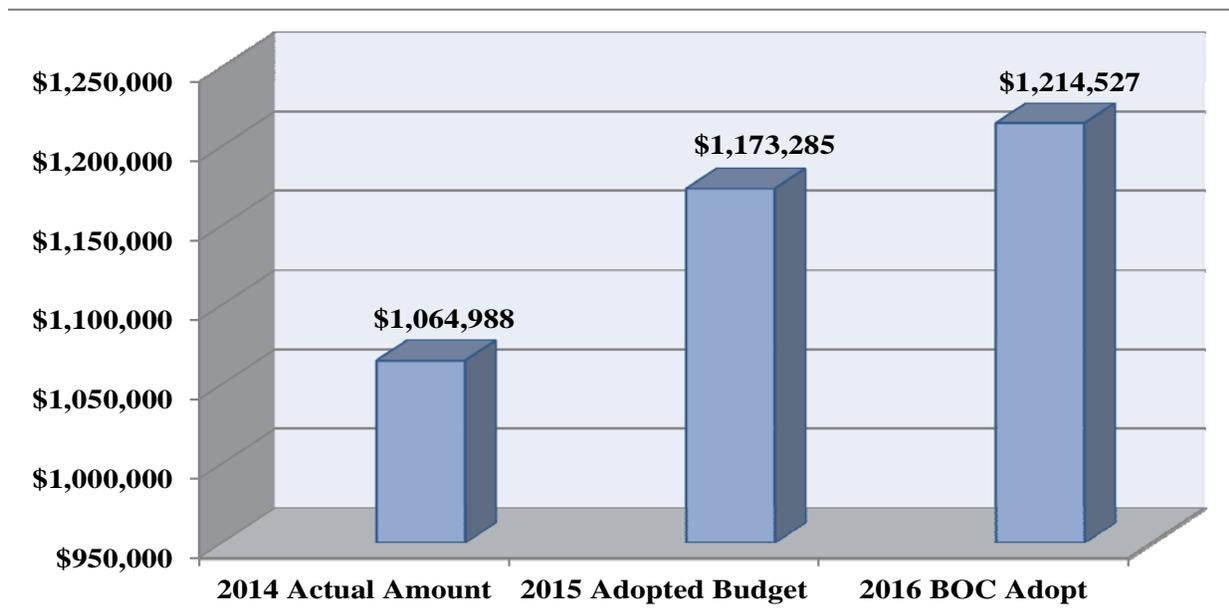


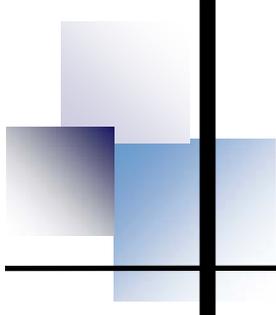


Tax Commissioner

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,064,988</u>	<u>1,173,285</u>	<u>1,214,527</u>
Total Funding Sources	<u><u>1,064,988</u></u>	<u><u>1,173,285</u></u>	<u><u>1,214,527</u></u>
APPROPRIATIONS:			
Salary and Wage	693,407	726,038	728,933
Benefits	208,194	237,846	251,294
Advertising	13,480	18,000	16,300
Dues and Subscriptions	1,738	2,500	1,720
Maintenance Charges	1,615	1,800	1,835
Supplies	71,519	86,149	94,905
Professional Services	63,474	65,000	65,000
Utilities	5,559	6,300	6,780
Travel & Training	4,830	2,000	8,000
Minor Equipment and Improvements	1,172	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>27,652</u>	<u>39,760</u>
Total Appropriations	<u><u>1,064,988</u></u>	<u><u>1,173,285</u></u>	<u><u>1,214,527</u></u>





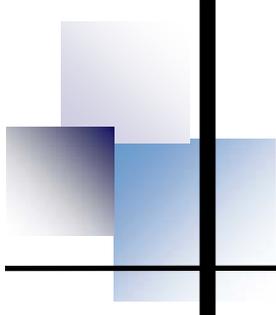
Tax Commissioner

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
VEHICLE TAGS SOLD	122,100	124,000	126,000
TITLES PROCESSED	22,200	21,000	20,000
TAG TRANSFERS	2,090	1,900	1,800
PROPERTY TAX BILLS	56,600	56,600	56,700
FIFAS ISSUED	2,765	3,000	3,000
INTERNET TRANSACTIONS	9,902	10,000	10,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 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	1	1	1
Assistant Tag Supervisor	21	1	2	2
Assistant Tax Bookkeeper	19	1	1	1
Senior Tax/Tag Agents	19	6	7	7
Tax/Tag Agent	16	3	2	2
Tax Manager	24	1	1	1
Tag Agent	PT	7	6	6
TOTAL FULL TIME		16	17	17
TOTAL PART TIME		7	6	6



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

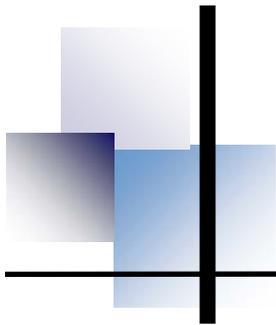
GOALS

- 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.

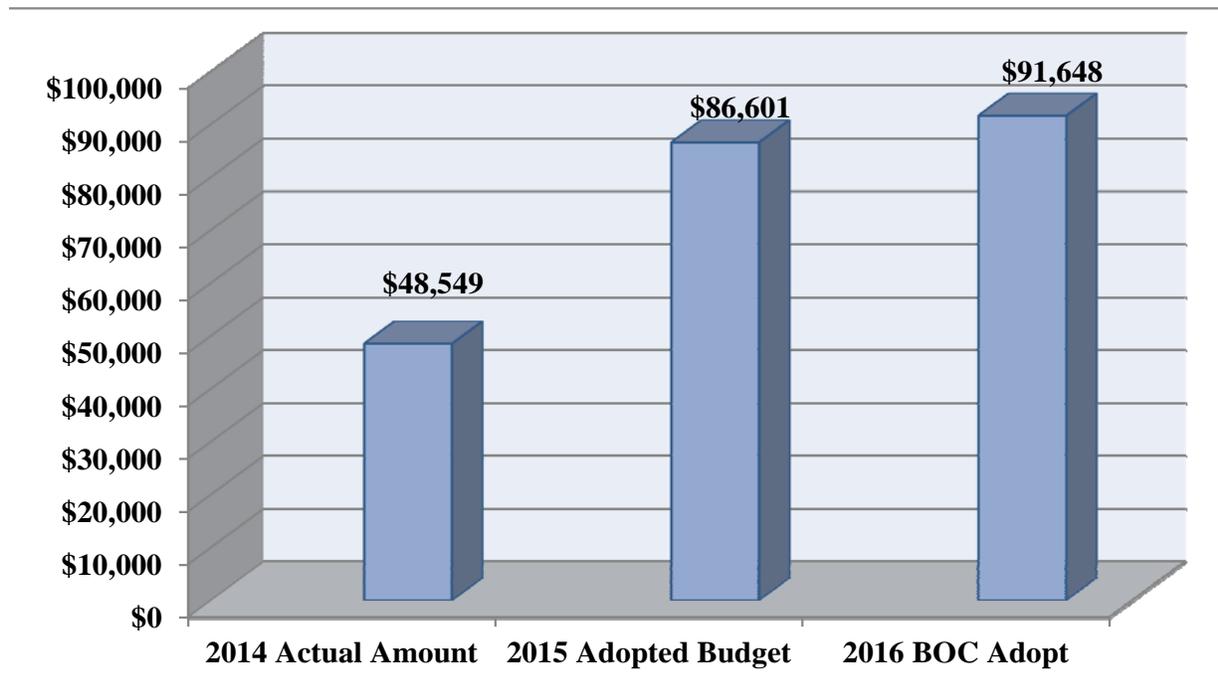


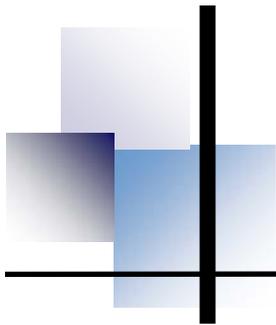


Tax Equalization Board

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	48,549	86,601	91,648
Total Funding Sources	48,549	86,601	91,648
APPROPRIATIONS:			
Salary and Wage	39,961	69,076	69,076
Benefits	3,078	5,481	5,481
Advertising	90	180	180
Supplies	4,750	10,600	4,000
Professional Services	0	0	0
Travel & Training	670	0	2,680
Budget Improvement Request	0	1,264	10,231
Total Appropriations	48,549	86,601	91,648





Judicial System

DIRECTORY

State DUI Court 134

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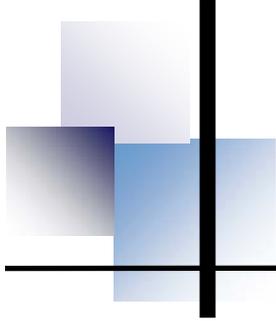
State Court—Judges 158

State Court—Solicitor 161

Superior Court Judges & Operations 164

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State DUI Court

JUDICIAL SYSTEM

MISSION

To provide a treatment program for repeat impaired driving offenders, in order to enhance public safety, reduce recidivism, save tax dollars, and obtain sobriety through individualized treatment, with judicial oversight, participant accountability and intensive supervision.

FUNCTIONS

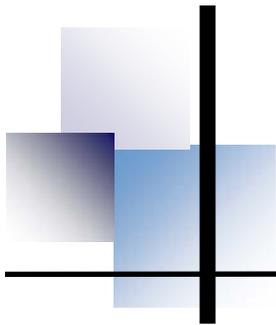
- Determine applicable candidates
- Provide necessary counseling and education
- Administer checks with the help of assigned Sheriff's deputies

GOALS

Continue to receive grant funding to help fund this accountability court

Have 60-70 participants in the 2015 year

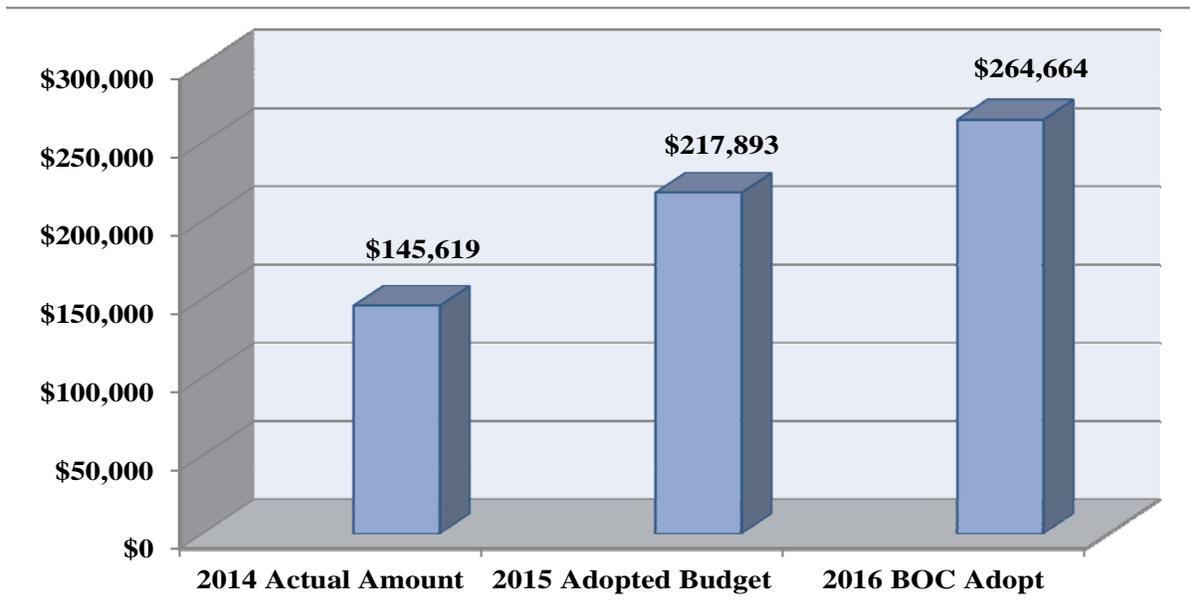


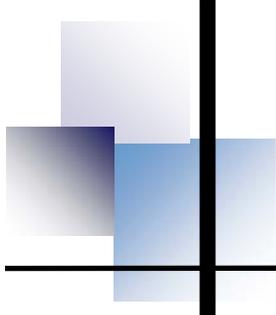


State DUI Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	145,619	217,893	264,664
Total Funding Sources	145,619	217,893	264,664
APPROPRIATIONS:			
Salary and Wage	76,128	75,873	112,369
Benefits	27,830	46,236	37,248
Dues and Subscriptions	0	500	0
Maintenance Charges	160	1,380	1,980
Supplies	10,675	5,000	7,850
Professional Services	18,737	80,000	95,848
Utilities	4,178	3,294	4,200
Travel & Training	2,520	0	2,000
Minor Equipment and Improvements	4,984	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	406	500	0
Budget Improvement Request	0	5,110	3,169
Total Appropriations	145,619	217,893	264,664





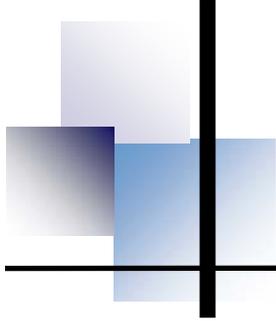
State DUI Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
PARTICIPANTS	58	55	60
DRUG TEST	2,100	2,600	4,000
SURVEILLANCE VISITS	1,044	660	1,400
TREATMENT HOURS	3,250	3,200	4,800

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
DUI Court Director	UNC	1	1	1
Administrative Asst / Probation Officer	24	1	1	1
Senior Secretary	19	0	1	1
TOTAL FULL TIME		<u>2</u>	<u>3</u>	<u>3</u>



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

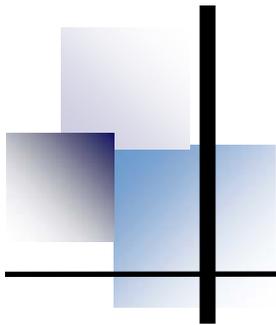
GOALS

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

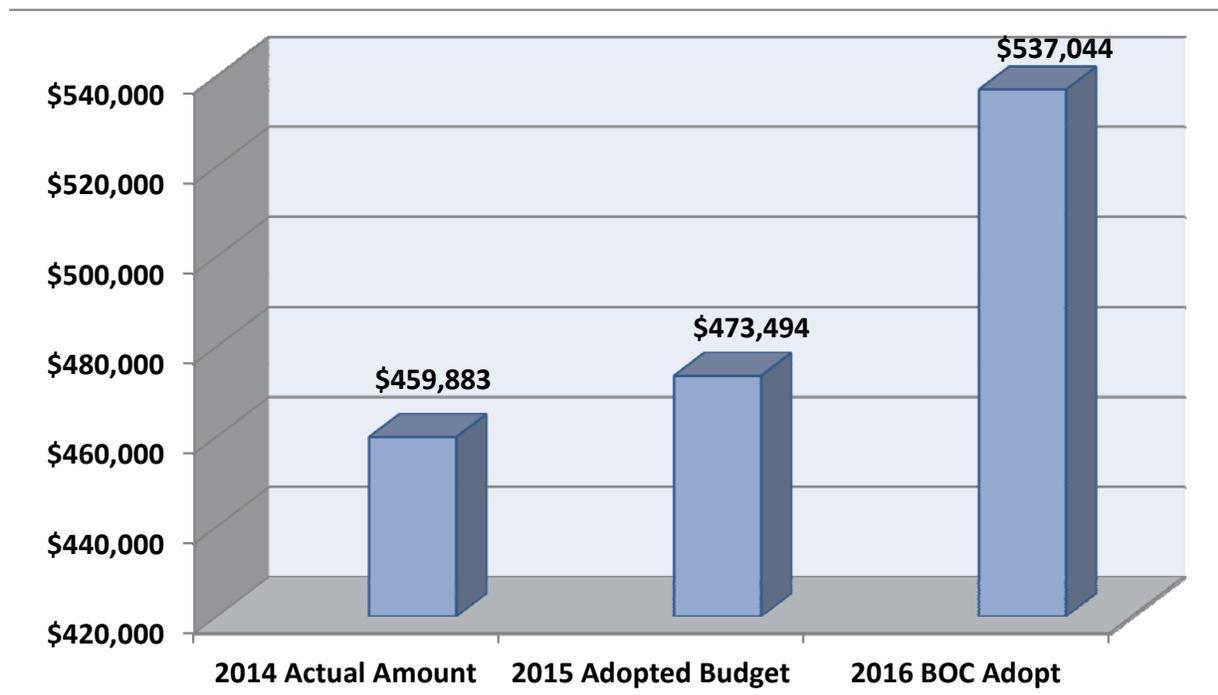


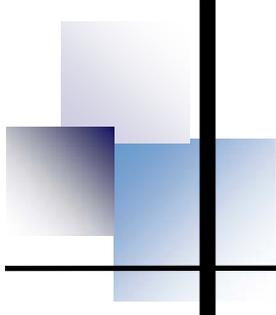


Clerk of State Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>459,883</u>	<u>473,494</u>	<u>537,044</u>
Total Funding Sources	<u>459,883</u>	<u>473,494</u>	<u>537,044</u>
APPROPRIATIONS:			
Salary and Wage	283,830	283,507	319,515
Benefits	152,708	159,319	182,676
Maintenance Charges	560	1,200	1,200
Supplies	13,820	20,400	20,682
Professional Services	0	0	0
Minor Equipment and Improvements	8,965	0	0
Budget Improvement Request	<u>0</u>	<u>9,068</u>	<u>12,971</u>
Total Appropriations	<u>459,883</u>	<u>473,494</u>	<u>537,044</u>





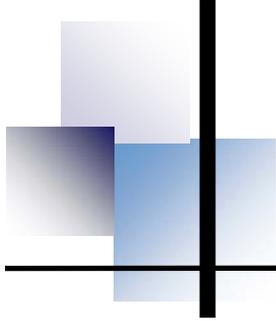
Clerk of State Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
TRAFFIC SITATIONS	11,693	11,700	11,750
CRIMINAL MISDEAMEANOR	1,604	1,650	1,700
WARRANTS FILED	2,156	2,200	2,200
CIVIL CASES FILED	570	580	585

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Deputy Court Clerk	19	9	9	8
Office Manager	23	0	0	1
Secretary	16	0	0	1
TOTAL FULL TIME		9	9	10



Clerk of Superior Court

JUDICIAL SYSTEM

MISSION

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

FUNCTIONS

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

GOALS

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

Electronically file civil cases and/or documents

Electronically link the Index to the Image

Electronically index and capture real estate images from 1871-1981

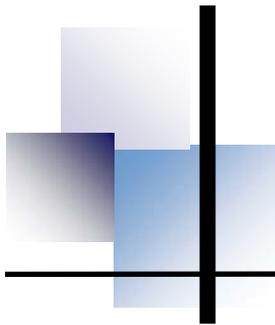
Scan all documents to be recorded in the Minute Book using PDF eliminating the need to purchase hardback books

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)

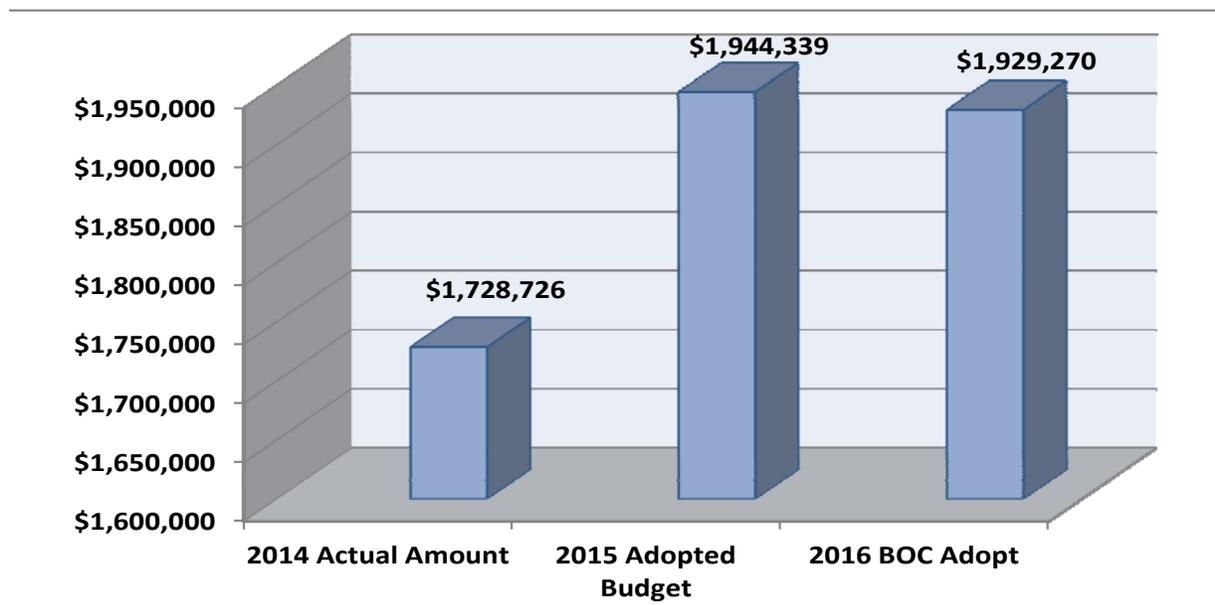


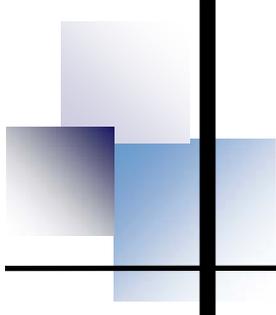


Clerk of Superior Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,728,726</u>	<u>1,944,339</u>	<u>1,929,270</u>
Total Funding Sources	<u>1,728,726</u>	<u>1,944,339</u>	<u>1,929,270</u>
APPROPRIATIONS:			
Salary and Wage	974,197	964,974	978,618
Benefits	423,981	373,298	419,509
Advertising	340	400	400
Dues and Subscriptions	1,194	1,008	1,308
Maintenance Charges	31,707	32,632	41,812
Supplies	40,893	60,000	60,000
Professional Services	257,929	476,868	351,738
Utilities	0	0	0
Travel & Training	2,059	0	2,345
Minor Equipment and Improvements	7,162	0	0
Capital Outlay	(10,738)	0	0
Budget Improvement Request	<u>0</u>	<u>35,159</u>	<u>73,540</u>
Total Appropriations	<u>1,728,726</u>	<u>1,944,339</u>	<u>1,929,270</u>





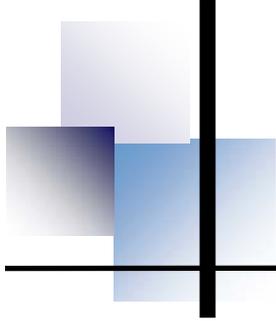
Clerk of Superior Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
CIVIL CASES FILED	570	500	550
CRIMINAL CASES FILED	1,604	1,504	1,550
WARRANTS	2,156	1,837	1,900
TRAFFIC	11,693	11,997	12,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Clerk of Superior Court	UNC	1	1	1
Chief Deputy Clerk	29	1	1	1
Deputy Court Clerk	19	6	7	7
Senior Secretary	19	4	4	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	24	1	1	1
Microfilm Technician Asst.	16	1	0	0
Secretary	PT	2	2	2
Data Entry Operator	PT	1	1	1
TOTAL FULL TIME		<u>32</u>	<u>31</u>	<u>31</u>
TOTAL PART TIME		<u>3</u>	<u>3</u>	<u>3</u>



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

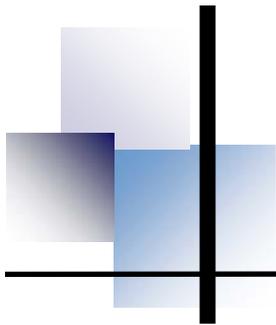
Ensure that all victims of crimes receive restitution for property damages, medical bills and other expenses for which they are entitled

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

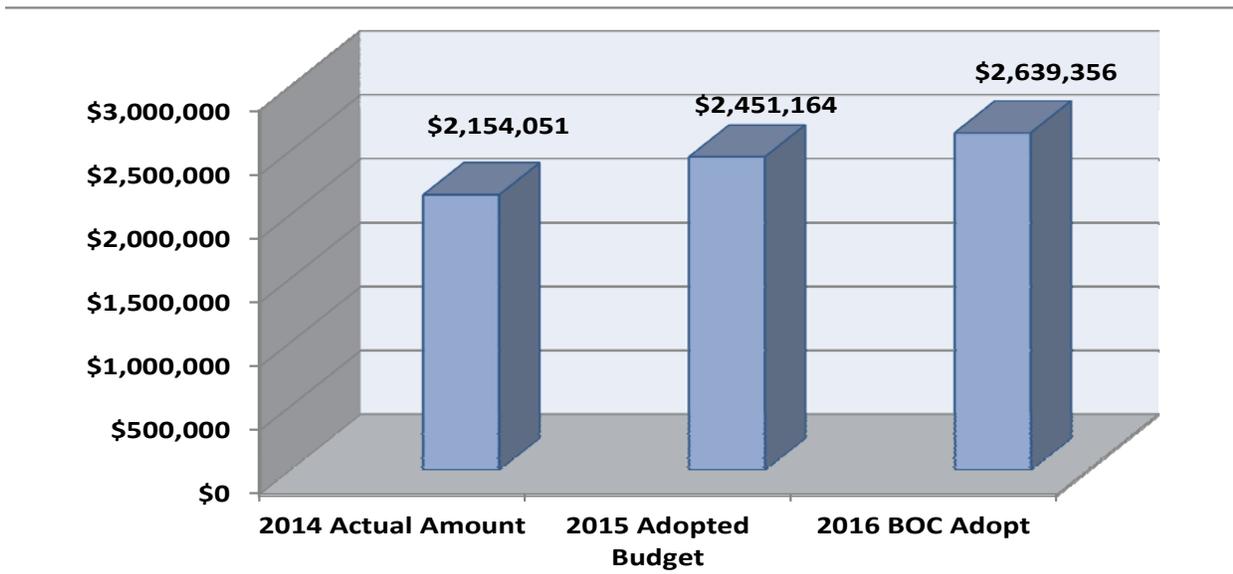




District Attorney

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>2,154,051</u>	<u>2,451,164</u>	<u>2,639,356</u>
Total Funding Sources	<u>2,154,051</u>	<u>2,451,164</u>	<u>2,639,356</u>
APPROPRIATIONS:			
Salary and Wage	1,512,350	1,638,545	1,794,289
Benefits	498,121	474,483	545,639
Advertising	1,145	1,500	1,500
Vehicle Expense	12,759	19,000	22,000
Dues and Subscriptions	9,644	12,000	22,000
Equipment Rental	0	0	0
Maintenance Charges	2,926	4,000	4,000
Supplies	40,703	44,000	59,000
Professional Services	30,656	45,000	50,000
Utilities	5,930	6,000	9,500
Travel & Training	8,589	1,500	10,000
Minor Equipment and Improvements	20,006	0	0
Capital Outlay	11,223	0	0
Uniforms and Clothing	0	0	1,000
Budget Improvement Request	<u>0</u>	<u>205,136</u>	<u>120,428</u>
Total Appropriations	<u>2,154,051</u>	<u>2,451,164</u>	<u>2,639,356</u>



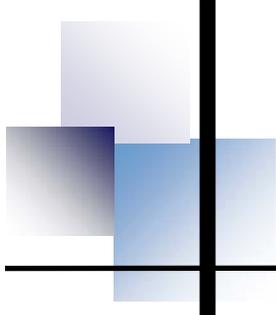
District Attorney

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
CASES RECEIVED	2,087	3,479	3,578
CASES FILED	998	2,467	2,508
JURY TRIALS	23	34	35
CASES ON APPEAL	111	100	112
CASES CLOSED	1,898	2,214	2,295
PRELIMINARY HEARINGS	635	422	502
FORFEITURES FILED	42	26	48

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 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	2	2	2
Secretary	ST UNC	1	0	0
Chief Assistant District Attorney	UNC	1	1	1
Administrative Fiscal Svc. Mgr.	UNC	1	1	1
Assistant District Attorney	UNC	1	1	1
Juvenile Prosecutor	UNC	0	1	1
Assistant District Attorney	32	6	6	9
System Administrator	32	1	1	1
Victim Advocate	28	4	4	5
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Data Management Coordinator	21	1	1	1
Legal Staff Assistant	21	8	9	9
Legal Staff Assistant	PT	0	1	1
Victim Assistance Secretary	PT	1	1	1
TOTAL FULL TIME		36	37	41
TOTAL PART TIME		1	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

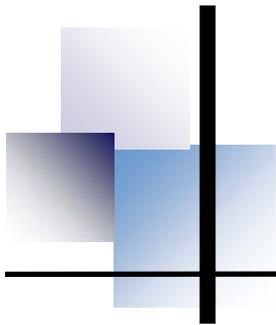
FUNCTIONS

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

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

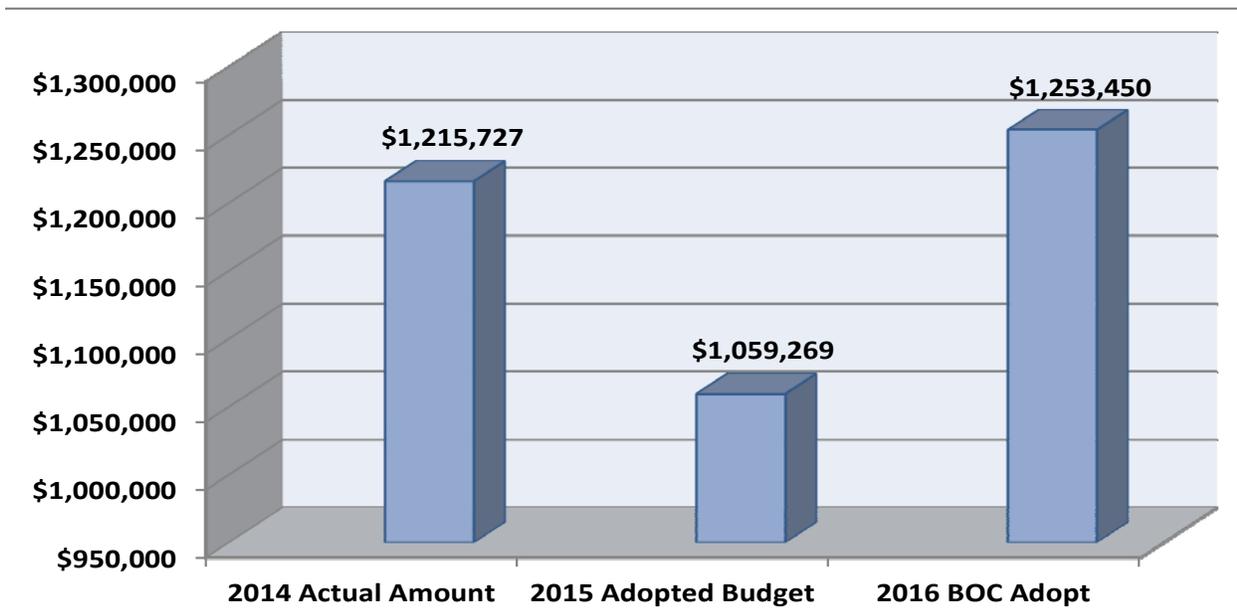


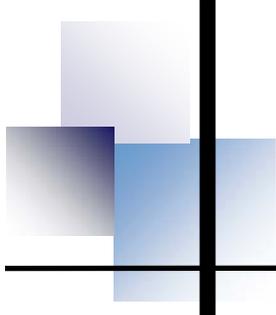


Juvenile Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,215,727</u>	<u>1,059,269</u>	<u>1,253,450</u>
Total Funding Sources	<u>1,215,727</u>	<u>1,059,269</u>	<u>1,253,450</u>
APPROPRIATIONS:			
Salary and Wage	344,403	345,223	363,860
Benefits	107,780	111,345	115,822
Advertising	0	200	360
Audit and Legal	659,094	515,212	561,000
Dues and Subscriptions	1,568	1,531	1,531
Maintenance Charges	2,958	3,358	2,878
Supplies	5,229	5,600	9,400
Professional Services	80,732	76,200	86,500
Utilities	0	0	0
Travel & Training	4,762	600	5,200
Minor Equipment and Improvements	9,201	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>106,899</u>
Total Appropriations	<u>1,215,727</u>	<u>1,059,269</u>	<u>1,253,450</u>





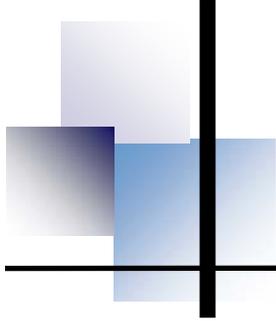
Juvenile Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
DELINQUENT CHARGES	608	672	680
UNGOVERNABLE CHARGES	247	370	380
TERMINATION CHARGES	12	14	20
DEPRIVATION CHARGES	292	265	300
TRAFFIC CHARGES	81	105	110
SPECIAL CHARGES	73	130	140
SUPERIOR COURT CASES	8	10	115

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Judge	UNC	1	1	1
Associate Judge	UNC	1	1	1
Chief Clerk	29	1	1	1
Zero to Three Court Child Coordinator	23	0	0	1
Principal Secretary	21	1	1	1
Senior Court Clerk / Delinquent	20	1	1	1
Deputy Court Clerk	19	2	2	2
TOTAL FULL TIME		<u>7</u>	<u>7</u>	<u>8</u>



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, dispossessory, and garnishments

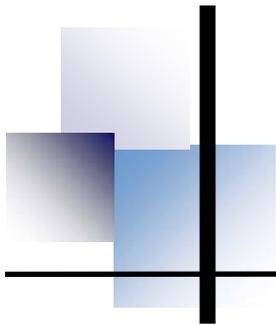
Continue to operate court efficiently with the increased number of civil cases filed by the public

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

Continue to operate ordinance court proceedings efficiently

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

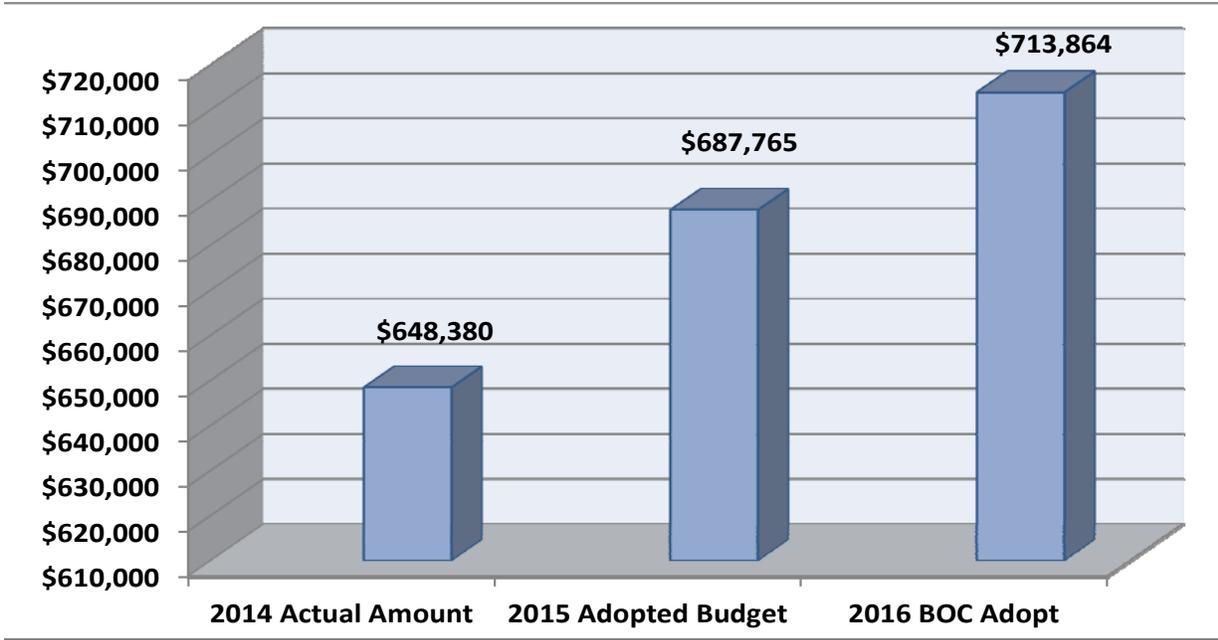


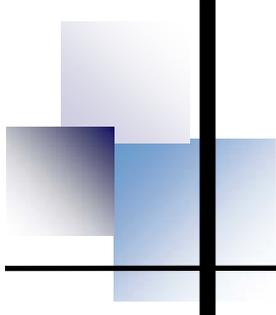


Magistrate Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	648,380	687,765	713,864
Total Funding Sources	648,380	687,765	713,864
APPROPRIATIONS:			
Salary and Wage	477,798	491,914	503,695
Benefits	141,497	156,098	168,174
Dues and Subscriptions	1,022	1,625	1,625
Maintenance Charges	1,292	2,000	2,000
Supplies	17,369	16,651	17,800
Professional Services	660	2,000	2,000
Utilities	2	0	0
Travel & Training	3,120	0	3,960
Minor Equipment and Improvements	5,621	0	0
Budget Improvement Request	0	17,477	14,610
Total Appropriations	648,380	687,765	713,864





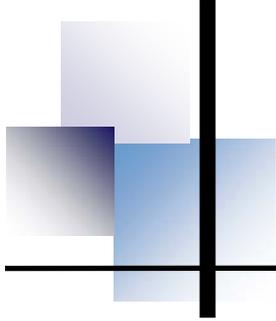
Magistrate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
SMALL CLAIMS	8,999	8,200	8,300
BOND/1ST APPEARANCE	4,706	4,400	4,500
CRIMINAL WARRANTS ISSUED	6,239	6,200	6,300
CRIMINAL PRELIM. HEARINGS	1,031	720	750
PRE-ARREST WARRANT HEARINGS	88	70	75
ORDINANCE	265	170	175
SEARCH WARRANTS	114	175	180
FIFA'S	679	450	460
BENCH WARRANTS	40	100	100

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Judge	UNC	1	1	1
Judge	UNC	1	1	1
Chief Magistrate Clerk	29	1	1	1
Legal Staff Assistant	21	2	2	2
Deputy Court Clerk	19	4	4	4
Appointed Judge	UNC	1	1	1
Appointed Judge	PT	1	0	0
P.T. Deputy Court Clerk	PT	2	2	2
TOTAL FULL TIME		10	10	10
TOTAL PART TIME		3	2	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

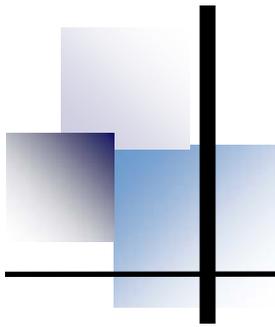
FUNCTIONS

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

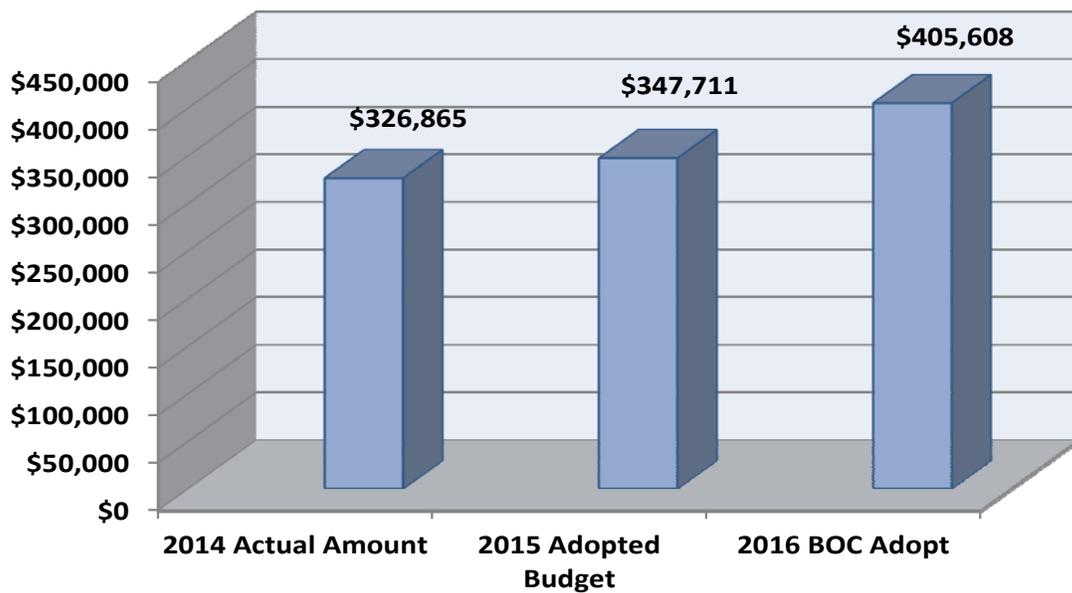


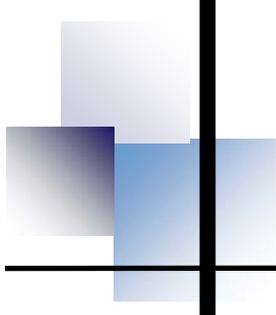


Probate Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	326,865	347,711	405,608
Total Funding Sources	326,865	347,711	405,608
APPROPRIATIONS:			
Salary and Wage	240,345	238,290	245,475
Benefits	73,583	89,589	99,739
Advertising	0	250	250
Audit and Legal	0	660	660
Dues and Subscriptions	552	1,200	1,200
Maintenance Charges	1,440	1,800	1,800
Supplies	8,368	8,100	8,040
Professional Services	95	200	200
Utilities	0	0	0
Travel & Training	1,653	0	1,650
Minor Equipment and Improvements	828	0	0
Budget Improvement Request	0	7,622	46,594
Total Appropriations	326,865	347,711	405,608





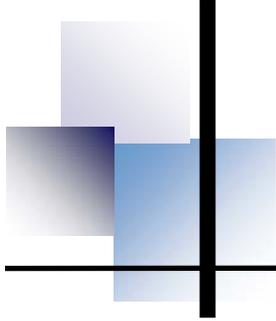
Probate Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
DEATH CERTIFICATES FILED	525	600	700
BIRTH CERTIFICATES FILED	375	450	450
FIREARMS PERMITS ISSUED	2,700	3,000	3,000
ESTATE FILES	490	560	600
MARRIAGE LICENSES ISSUED	1,180	1,200	1,300

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 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	3
Senior Secretary	19	1	1	1
TOTAL FULL TIME		6	6	7



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:

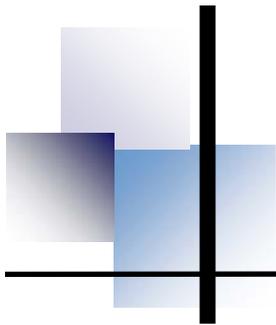
- Initiating early contact with our clients as required by state guidelines
- Investigating all legal defenses
- Preparing for all court appearances
- Keeping abreast of changes in the law
- Keeping clients informed of the status of their cases
- Receiving appropriate continuing education and training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

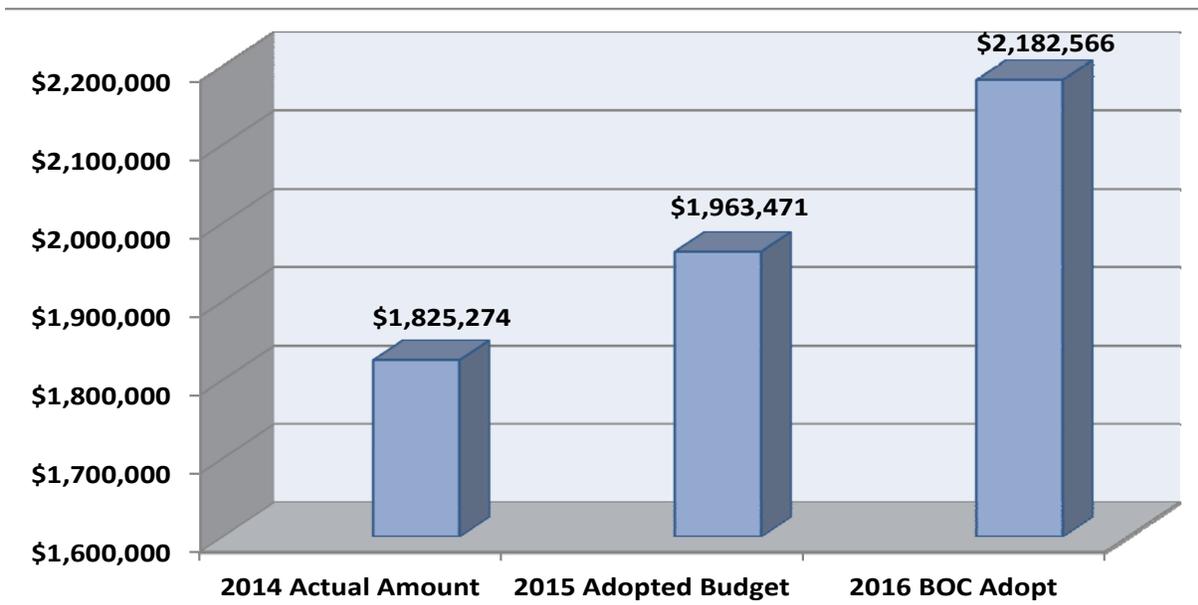
Search for alternative placements and programs rather than incarceration for lower level felony offenders for purposes of rehabilitation and cost savings

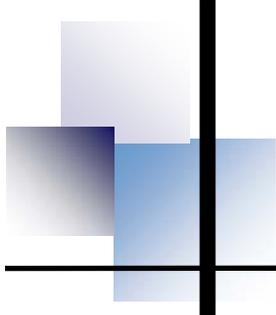




Public Defender

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,825,274</u>	<u>1,963,471</u>	<u>2,182,566</u>
Total Funding Sources	<u>1,825,274</u>	<u>1,963,471</u>	<u>2,182,566</u>
APPROPRIATIONS:			
Salary and Wage	1,124,206	1,130,645	1,190,705
Benefits	337,513	364,486	394,543
Audit and Legal	292,343	342,000	375,000
Vehicle Expense	498	3,600	5,300
Dues and Subscriptions	15,168	17,904	20,169
Maintenance Charges	1,518	2,000	2,000
Supplies	10,647	12,500	16,400
Professional Services	25,160	35,000	40,000
Utilities	4,035	4,300	6,200
Travel & Training	10,370	2,000	10,000
Minor Equipment and Improvements	3,817	0	0
Capital Outlay	0	0	0
Budget Improvement Request	<u>0</u>	<u>49,036</u>	<u>122,249</u>
Total Appropriations	<u>1,825,274</u>	<u>1,963,471</u>	<u>2,182,566</u>





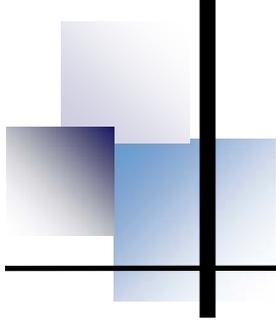
Public Defender

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
FELONY CASES OPENED	1,030	1,030	1,040
APPEALS OPENED	19	22	22
VIOLATION OF PROBATION OPENED	664	600	650
OTHER CASES OPENED	19	17	19
CLOSED CASES	1,503	1,650	1,650
APPEALS CLOSED	9	14	14
OTHER CASES CLOSED	3	9	9
CONFLICTS OPENED	377	340	350
CONFLICTS CLOSED	305	415	415

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Public Defender	UNC	1	1	1
Chief Assistant Public Defender	UNC	1	1	1
Assistant Public Defender	UNC	9	10	11
Investigator	27	3	3	3
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	4	4	4
Office Manager	23	1	1	1
TOTAL FULL TIME		20	21	22



State Court—Judges

JUDICIAL SYSTEM

MISSION

To resolve all State Court and traffic cases presented to it

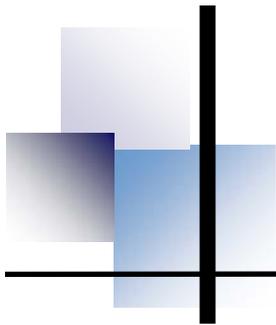
FUNCTIONS

- 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

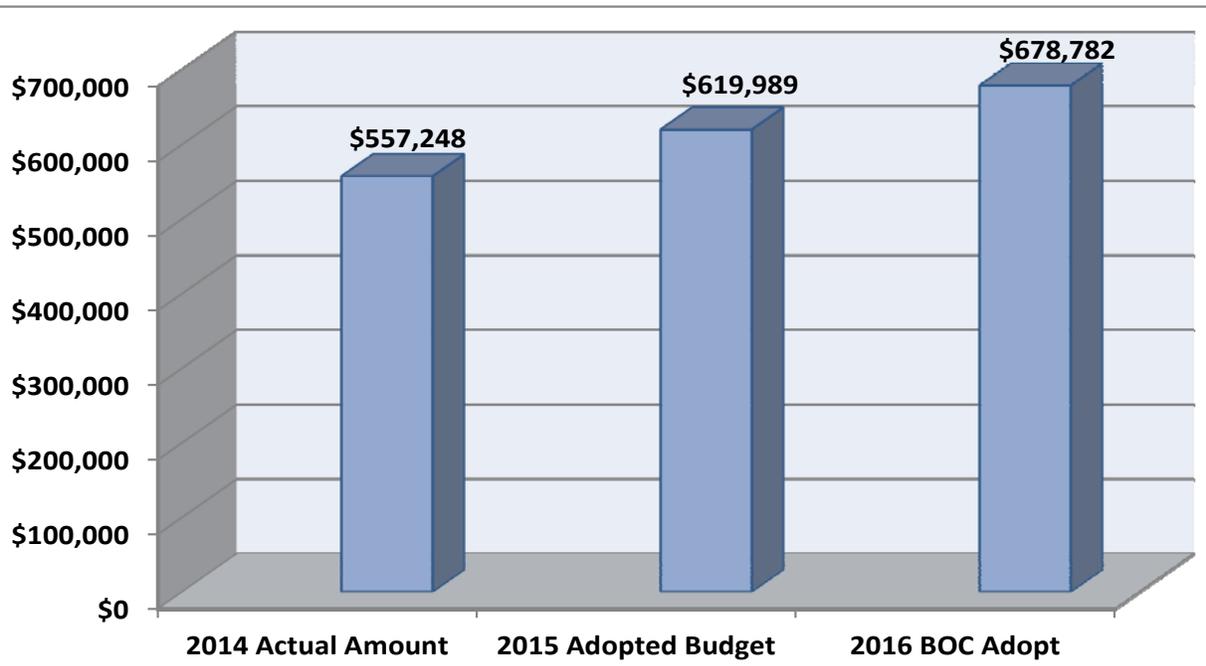


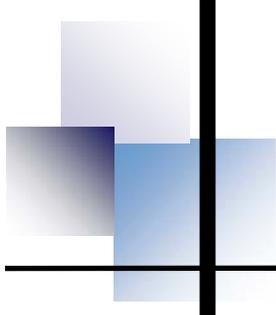


State Court-Judges

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	557,248	619,989	678,782
Total Funding Sources	557,248	619,989	678,782
APPROPRIATIONS:			
Salary and Wage	374,186	378,204	399,789
Benefits	107,126	108,986	134,145
Dues and Subscriptions	1,316	1,331	1,371
Maintenance Charges	960	960	960
Supplies	3,946	5,383	5,733
Professional Services	68,529	92,000	111,000
Utilities	49	0	0
Travel & Training	1,137	500	2,500
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	32,625	23,284
Total Appropriations	557,248	619,989	678,782





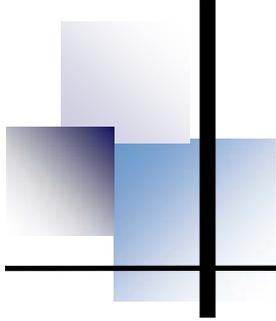
State Court-Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
CIVIL CASES FILED	570	494	494
PROBATION REVOCATION	5,334	6,573	8,084
CRIMINAL MISDEMEANOR CASES	1,604	1,766	1,942
TRAFFIC CITATIONS	11,693	14,257	17,394

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
State Court Judge	UNC	2	2	2
Principal Secretary	21	2	2	2
Legal Staff Assistant	UNC	0	1	1
Legal Staff Assistant	PT	1	0	0
TOTAL FULL TIME		4	5	5
TOTAL PART TIME		1	0	0



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

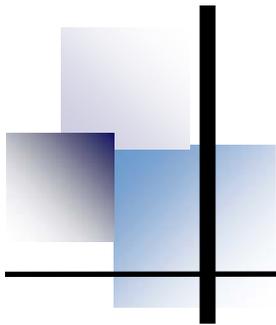
Ensure that all victims of crimes receive restitution for property damages, medical bills, and other expenses to which they are entitled

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

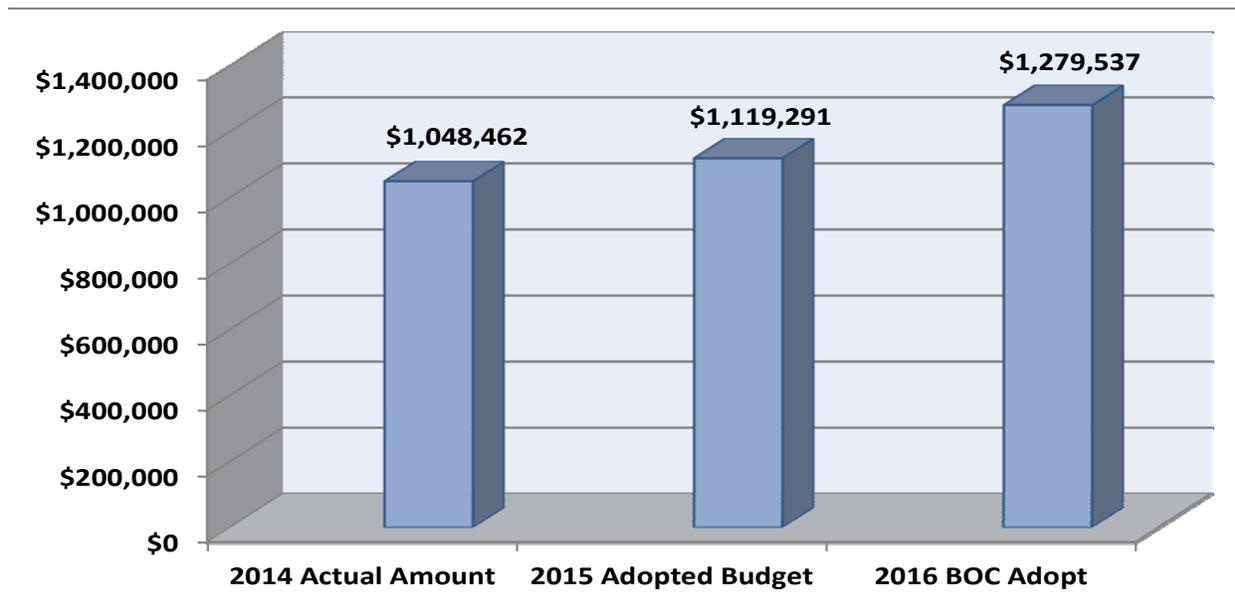


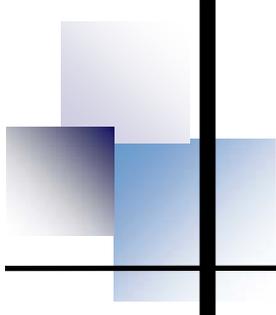


State Court-Solicitor

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,048,462</u>	<u>1,119,291</u>	<u>1,279,537</u>
Total Funding Sources	<u>1,048,462</u>	<u>1,119,291</u>	<u>1,279,537</u>
APPROPRIATIONS:			
Salary and Wage	779,763	778,527	819,625
Benefits	232,951	247,734	269,081
Advertising	180	1,300	2,100
Vehicle Expense	3,524	9,000	14,665
Dues and Subscriptions	9,255	12,000	14,000
Maintenance Charges	1,111	2,700	2,700
Supplies	14,920	20,600	27,200
Professional Services	1,037	2,500	4,500
Utilities	0	3,840	3,840
Travel & Training	2,353	0	5,000
Minor Equipment and Improvements	3,137	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	230	1,500	1,500
Budget Improvement Request	<u>0</u>	<u>39,590</u>	<u>115,326</u>
Total Appropriations	<u>1,048,462</u>	<u>1,119,291</u>	<u>1,279,537</u>





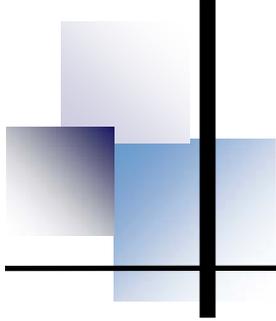
State Court-Solicitor

WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
CRIMINAL MISDEMEANORS	1,581	1,866	2,013
MUST APPEAR TRAFFIC CASES	4,036	4,696	5,095
NON MA TRAFFIC CASES	8,073	9,391	10,189
CASES INVESTIGATED AND DISMISSED	561	168	200
CASES HANDLED THROUGH PTD	349	425	475
ACCOUNTIBILITY COURT CASES	58	65	80

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Appointed Solicitor General	UNC	1	1	1
Chief Assistant Solicitor	34	1	1	1
Assistant Solicitor	32	3	3	3
Assistant Solicitor Domestic Violence	32	0	1	1
Victim Advocate	28	1	1	2
Investigator	27	2	2	2
Administrative Assistant	24	1	1	1
Legal Staff Assistant	21	3	4	4
Senior Secretary	19	1	0	0
Director of Victim Services	30	1	1	1
Secretary	19	1	1	1
TOTAL FULL TIME		15	16	17



Superior Court Judges

JUDICIAL SYSTEM

MISSION

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

FUNCTIONS

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

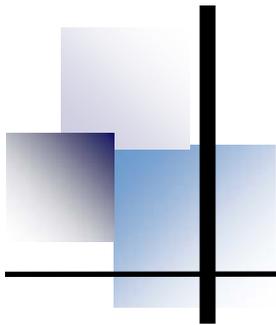
GOALS

Continue to reduce pending caseload.

Complete implementation of the new Icon CMS including data exchanges with other local agencies.

Continue operation of the Felony Accountability Court

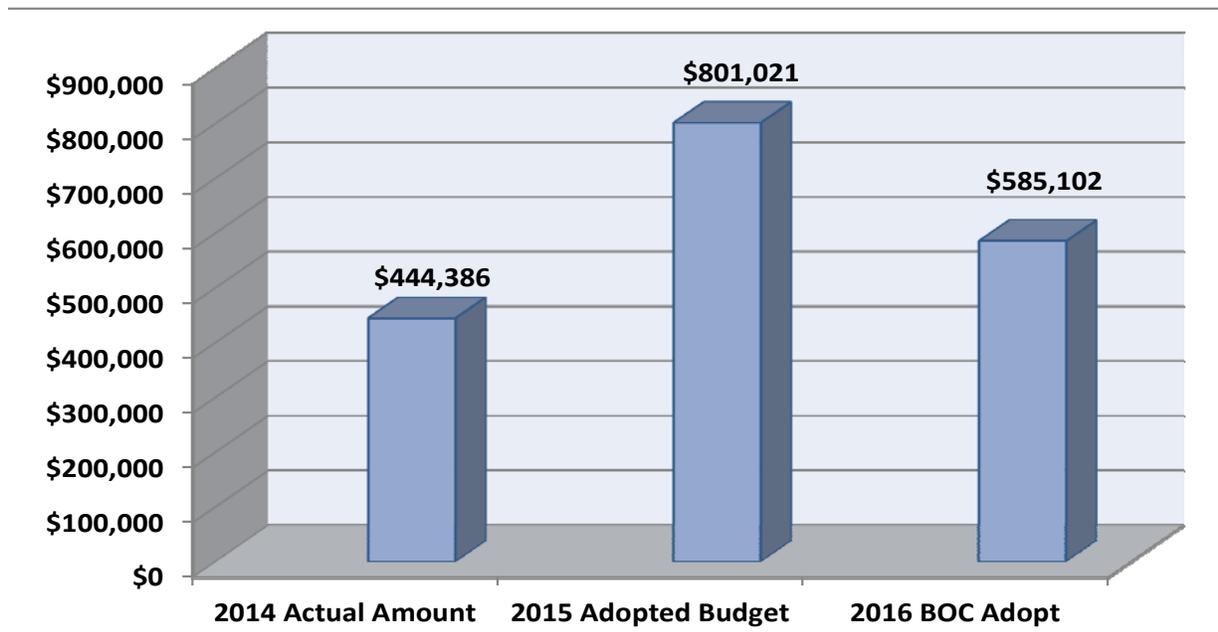




Superior Court Judges

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	444,386	801,021	585,102
Total Funding Sources	444,386	801,021	585,102
APPROPRIATIONS:			
Salary and Wage	175,140	182,340	185,826
Benefits	27,409	26,923	29,085
Dues and Subscriptions	2,456	1,905	2,159
Maintenance Charges	1,240	1,440	50,940
Supplies	6,280	7,581	6,850
Professional Services	231,861	325,000	305,000
Utilities	0	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	255,832	5,242
Budget Improvement Request	0	0	0
Total Appropriations	444,386	801,021	585,102



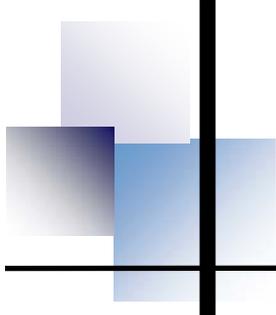
Superior Court Judges

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
CIVIL FILINGS (INCLUDING ADOPTIONS)	4,019	3,512	3,261
CRIMINAL CASES	1,858	1,480	1,598

PERSONNEL SUMMARY

	<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Judges		ST UNC	3	3	3
Secretary		ST UNC	3	3	3
Law Clerk		ST UNC	1	1	1
TOTAL FULL TIME			7	7	7



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

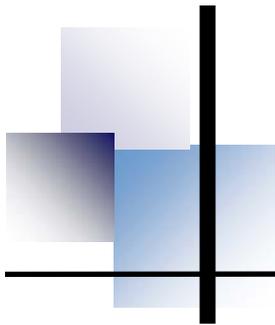
Continue to provide diversion alternatives for first-time offenders

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

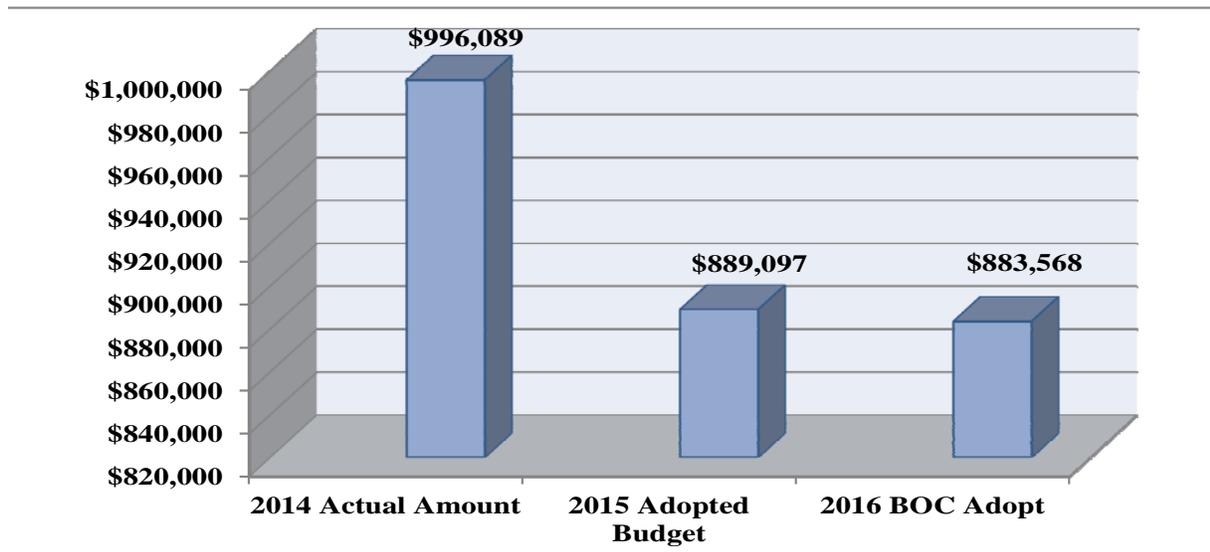


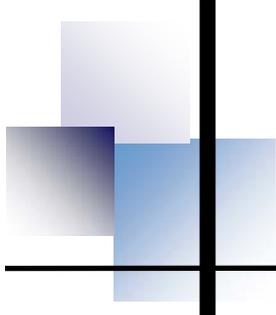


Juvenile Programs Administration

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>996,089</u>	<u>889,097</u>	<u>883,568</u>
Total Funding Sources	<u>996,089</u>	<u>889,097</u>	<u>883,568</u>
APPROPRIATIONS:			
Salary and Wage	558,852	570,899	596,892
Benefits	163,052	197,525	204,259
Advertising	0	0	0
Audit and Legal	0	0	0
Dues and Subscriptions	0	175	0
Equipment Rental	0	0	0
Maintenance Charges	1,220	1,380	1,380
Supplies	13,091	21,398	21,398
Professional Services	20,435	25,996	25,996
Utilities	4,347	4,062	4,062
Travel & Training	9,701	9,001	10,501
Minor Equipment and Improvements	970	0	0
Other	948	0	0
Grants	223,472	40,443	0
Budget Improvement Request	<u>0</u>	<u>18,218</u>	<u>19,080</u>
Total Appropriations	<u>996,089</u>	<u>889,097</u>	<u>883,568</u>





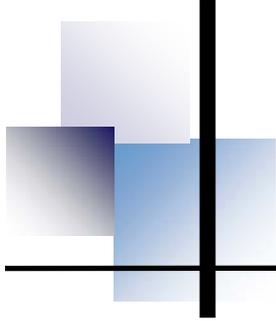
Juvenile Programs Administration

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
FEE ACCOUNTS MAINTAINED	225	328	300
STMTS RECEIVED & RECONCILED	12	12	12
GRANTS RECEIVED	7	6	7
YOUTH SERVED	504	449	530
FAMILIES SERVED	308	321	300
STAFF MEETINGS	12	12	12

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	UNC	1	1	1
Assistant Director	UNC	1	1	1
Intervention Officer	UNC	1	1	1
Family Connection Coordinator	UNC	1	1	1
Community Outreach Case Manager I	UNC	2	2	2
Peer Support Specialist	UNC	0	1	1
Case Manager	UNC	2	2	2
Guardian Ad Litem	UNC	3	3	3
Office Manager	23	1	1	1
Prevent Child Abuse Coordinator	PT	0	1	0
TOTAL FULL TIME		12	13	13
TOTAL PART TIME		0	1	0



Superior Felony Drug Court

JUDICIAL SYSTEM

MISSION

To transform the community by reducing crimes caused by substance abuse

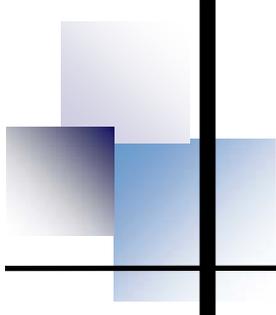
FUNCTIONS

To locally implement a national problem solving court model to reduce recidivism for all participants

GOALS

- To facilitate community partnerships that enrich our participants and the residents of Douglas County
- To blend treatment requirements with judicial oversight and uniform case management
- To address and reduce the effect of need factors on our participants
- To reduce the level of re-arrest of our participants





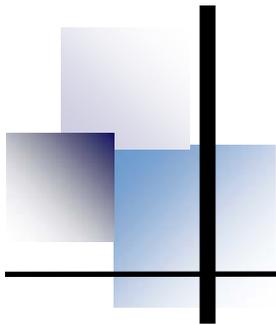
Superior Felony Drug Court

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
TREATMENT GROUPS PER WEEK	N/A	3	3
CONTINUING EDUCATION CLASSES PER WEEK	N/A	2	2
LIFE SKILLS COURSE PER WEEK	N/A	1	1
COURT CENSUS LEVEL	N/A	12	12

PERSONNEL SUMMARY

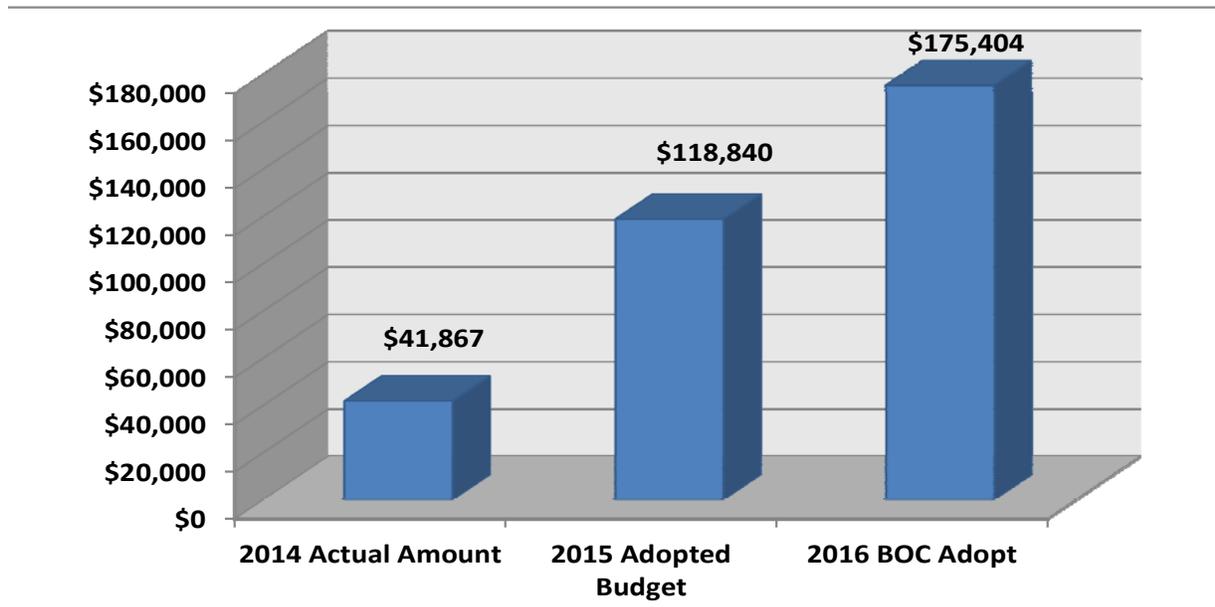
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Felony Drug Court Administrator	UNC	1	1	1
TOTAL FULL TIME		1	1	1

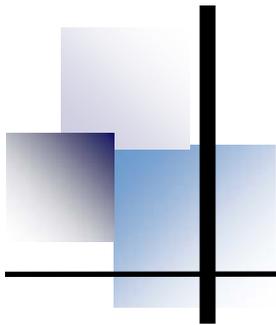


Superior Court Felony Drug Court

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	41,867	118,840	175,404
Total Funding Sources	41,867	118,840	175,404
APPROPRIATIONS:			
Salary and Wage	16,731	0	50,000
Benefits	18,268	0	26,893
Audit and Legal	0	0	0
Dues and Subscriptions	0	0	0
Supplies	2,604	0	20,458
Professional Services	825	117,241	72,697
Utilities	608	0	3,681
Travel and Training	101	0	0
Minor Equipment and Improvemnets	2,730	0	0
Uniform and Clothing	0	0	264
Budget Improvement Request	0	1,599	1,411
Total Appropriations	41,867	118,840	175,404





Public Safety

Animal Control..... 174

Coroner 175

Emergency Management..... 177

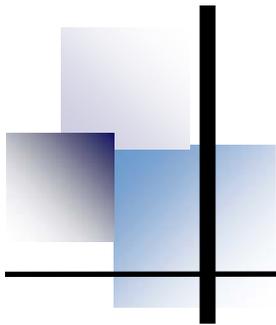
Fire and Emergency Service 180

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DIRECTORY

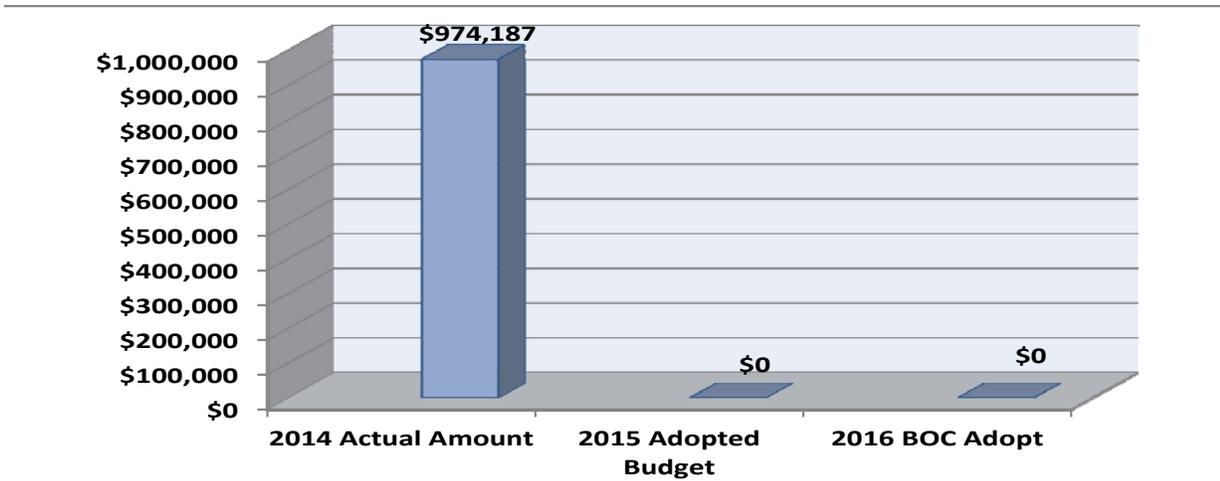




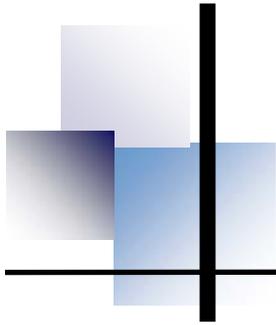
Animal Control

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	974,187	0	0
Total Funding Sources	974,187	0	0
APPROPRIATIONS:			
Salary and Wage	513,422	0	0
Benefits	192,828	0	0
Advertising	358	0	0
Vehicle Expense	24,714	0	0
Dues and Subscriptions	452	0	0
Maintenance Charges	1,315	0	0
Supplies	94,208	0	0
Professional Services	26,272	0	0
Utilities	53,134	0	0
Travel & Training	12	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	59,803	0	0
Uniforms and Clothing	7,669	0	0
Budget Improvement Request	0	0	0
Total Appropriations	974,187	0	0



**Due to Service Delivery Agreement this department is now located under a Special Revenue Fund.*



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

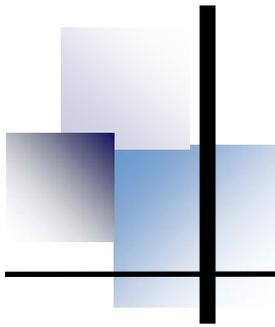
- Respond to all calls in a timely manner
- Investigate the scene of a death in an unobtrusive manner
- Properly determine cause of death
- Issue death certificates upon completion of investigation

PERSONNEL

PERSONNEL SUMMARY

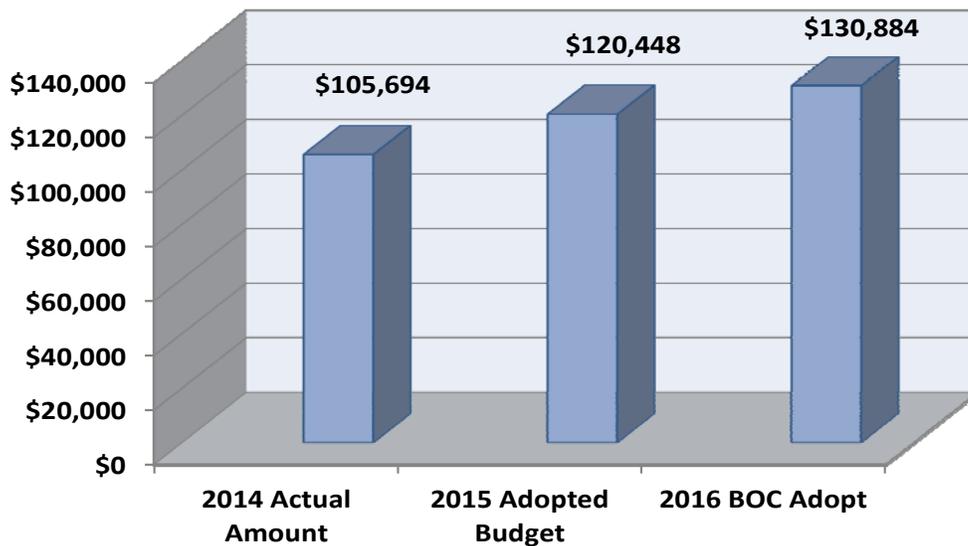
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Coroner	UNC	1	1	1
Deputy Coroner	PT	0	1	1
TOTAL FULL TIME		1	1	1
TOTAL PART TIME		0	1	1

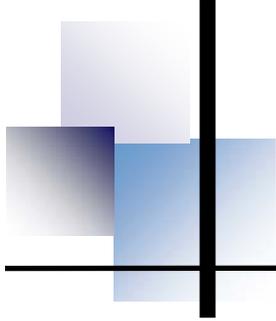




Coroner

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>105,694</u>	<u>120,448</u>	<u>130,884</u>
Total Funding Sources	<u>105,694</u>	<u>120,448</u>	<u>130,884</u>
APPROPRIATIONS:			
Salary and Wage	35,234	43,114	43,643
Benefits	22,053	23,644	22,094
Vehicle Expense	2,994	5,500	5,500
Dues and Subscriptions	150	200	200
Supplies	3,173	1,755	2,535
Professional Services	19,181	18,750	25,000
Utilities	1,578	1,250	2,500
Travel & Training	1,602	0	3,000
Minor Equipment and Improvements	0	0	0
Other	19,730	24,920	25,000
Uniforms and Clothing	0	100	100
Budget Improvement Request	<u>0</u>	<u>1,215</u>	<u>1,312</u>
Total Appropriations	<u>105,694</u>	<u>120,448</u>	<u>130,884</u>





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

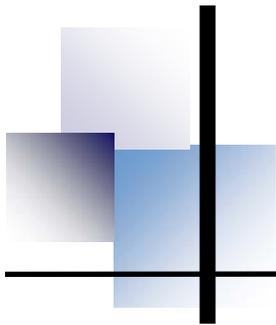
Lead County recovery efforts from any disaster that impacts Douglas County

Coordinate Douglas County hazard mitigation (Local Mitigation Strategy) program

Update Hazard Mitigation Plan

PUBLIC SAFETY

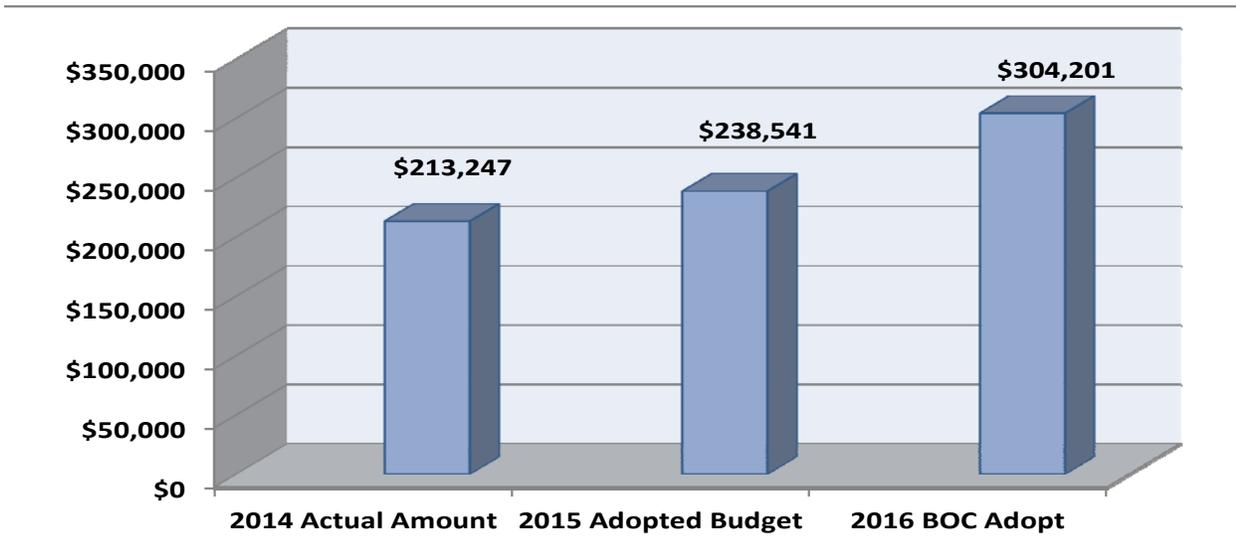


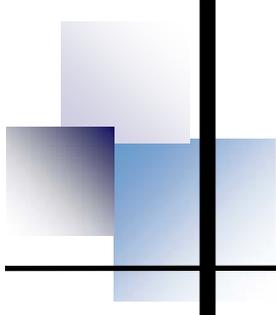


Emergency Management

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>213,247</u>	<u>238,541</u>	<u>304,201</u>
Total Funding Sources	<u>213,247</u>	<u>238,541</u>	<u>304,201</u>
APPROPRIATIONS:			
Salary and Wage	88,797	89,456	109,381
Benefits	40,849	42,382	44,067
Advertising	972	1,000	1,000
Vehicle Expense	3,739	5,200	5,600
Dues and Subscriptions	65	250	250
Equipment Rental	0	0	0
Maintenance Charges	90	2,400	4,400
Supplies	2,571	3,125	3,125
Professional Services	47,482	61,125	62,322
Utilities	14,046	14,000	14,000
Travel & Training	887	500	1,700
Minor Equipment and Improvements	0	0	0
Capital Outlay	13,750	0	0
Uniforms and Clothing	0	300	300
Budget Improvement Request	<u>0</u>	<u>18,803</u>	<u>58,056</u>
Total Appropriations	<u>213,247</u>	<u>238,541</u>	<u>304,201</u>





Emergency Management

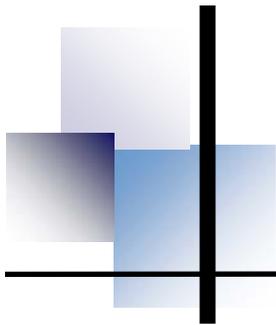
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**EMERGENCY MANAGEMENT
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
DRILLS CONDUCTED	3	3	3
GRANT APPLICATIONS INITIATED	2	1	3
PLANS REVIEWED & UPDATED	2	2	1
SCHOOLS ATTENDED / HOSTED	5	4	5

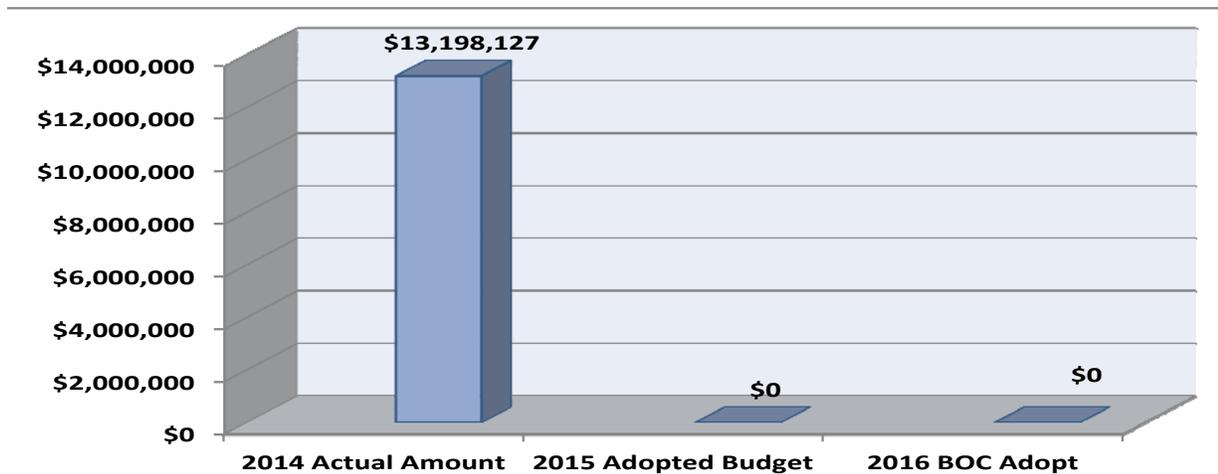
PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Director	UNC	1	1	1
Principal Secretary	21	1	1	1
TOTAL FULL TIME		<u>2</u>	<u>2</u>	<u>2</u>

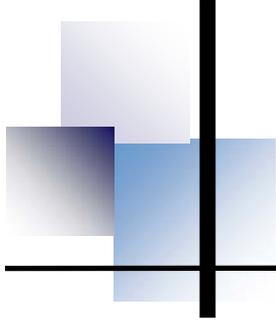


Fire & EMS

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	13,198,127	0	0
Total Funding Sources	13,198,127	0	0
APPROPRIATIONS:			
Salary and Wage	8,080,669	0	0
Benefits	3,077,490	0	0
Advertising	7,682	0	0
Vehicle Expense	460,076	0	0
Dues and Subscriptions	3,252	0	0
Equipment Rental	18,900	0	0
Maintenance Charges	33,036	0	0
Supplies	292,902	0	0
Professional Services	207,635	0	0
Utilities	304,829	0	0
Travel & Training	9,361	0	0
Minor Equipment and Improvements	23,015	0	0
Capital Outlay	38,263	0	0
Other Financing Sources	505,543	0	0
Debt Service	74,061	0	0
Uniforms and Clothing	61,413	0	0
Budget Improvement Request	0	0	0
Total Appropriations	13,198,127	0	0



**Due to Service Delivery Agreement this department is now located under a Special Revenue Fund*



Sheriff Detention

MISSION

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

FUNCTIONS

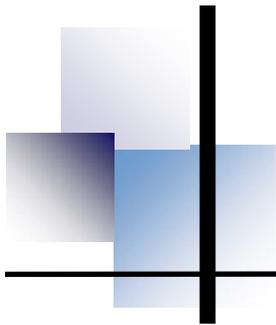
- Process all persons arrested in Douglas County through the jail and Court System as required
- Maintain a safe, secure and hygienic for arrestees, inmates and staff
- Serve all orders, processes, summons, etc. as directed by the Courts
- Execute criminal arrest warrants
- Provide safe and secure transportation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

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

PUBLIC SAFETY

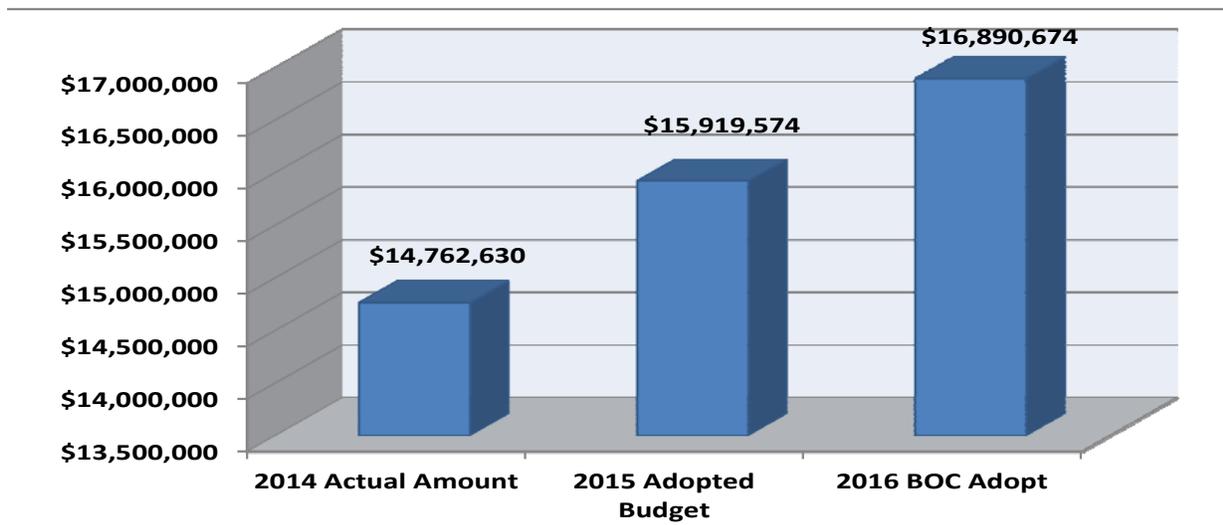


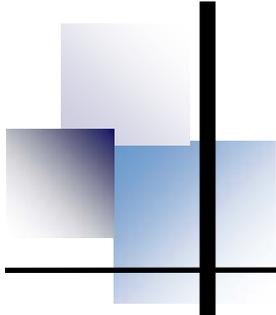


Sheriff Detention

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>14,762,630</u>	<u>15,919,574</u>	<u>16,890,674</u>
Total Funding Sources	<u>14,762,630</u>	<u>15,919,574</u>	<u>16,890,674</u>
APPROPRIATIONS:			
Salary and Wage	7,455,379	7,532,344	8,252,388
Benefits	2,720,118	2,896,425	3,067,772
Advertising	5,383	5,750	5,750
Vehicle Expense	76,480	77,085	82,395
Dues and Subscriptions	659	3,185	3,185
Equipment Rental	0	0	0
Rentals	0	0	0
Maintenance Charges	500,090	477,420	501,216
Supplies	2,958,195	3,315,360	3,413,707
Professional Services	95,951	74,675	74,675
Utilities	844,862	796,620	985,220
Travel & Training	23,351	0	29,070
Minor Equipment and Improvements	9,210	0	0
Capital Outlay	11,820	0	0
Other	0	0	0
Debt Service	0	0	0
Uniforms and Clothing	45,021	92,790	100,290
Grants	16,112	12,895	13,412
Budget Improvement Request	<u>0</u>	<u>635,025</u>	<u>361,594</u>
Total Appropriations	<u>14,762,630</u>	<u>15,919,574</u>	<u>16,890,674</u>



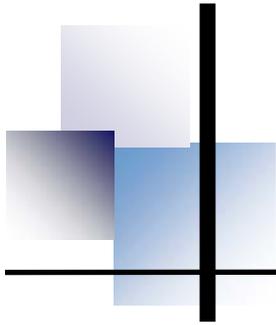


Sheriff Detention

PERSONNEL SUMMARY

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Chief Deputy	37	1	1	1
Major	35	1	1	1
Captain	32	4	4	3
Lieutenant	30	14	14	14
Sergeant	27	12	13	14
Maintenance/Security Foreman	27	3	4	4
Corporals	25	3	2	1
Deputy Sheriff	24	51	57	64
Administrative Assistant	24	3	3	3
Records Coordinator	23	1	1	1
Communications Officer I	23	0	1	1
Communications Officer II	23	1	0	0
Senior Records Clerk	21	1	1	1
Jailer II	21	37	51	57
Jailer I	20	10	9	8
Communications Officer Trainee	20	0	0	0
Records Clerk	19	6	6	10
Records Clerk	PT	1	1	1
Deputy Sheriff	PT	0	1	1
Jailer	PT	0	1	2
Bailiff	PT	22	19	23
TOTAL FULL TIME		148	168	183
TOTAL PART TIME		23	22	27



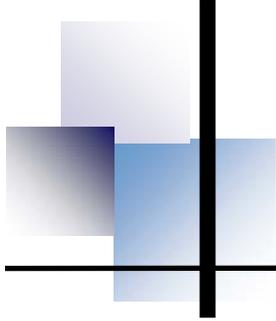
Sheriff Detention

WORKLOAD INDICATORS

**SHERIFF DETENTION
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INMATE TRANSPORTS	4,377	5,236	4,807
INMATES RECEIVED	5,629	5,598	5,934
CIVIL PAPERS SERVED	22,359	21,816	22,088
WARRANTS (ON HAND)	682	586	609





Sheriff Enforcement

MISSION

To serve and protect while honoring the rights of all persons

FUNCTIONS

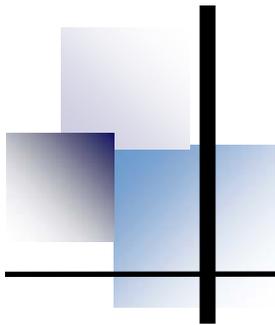
- Enforce criminal laws / Maintain public order / Respond to call for service / Apprehend law violators
- Assist with proper traffic flow and enforce traffic laws
- Investigate criminal activity occurring in Douglas County
- Develop and maintain criminal intelligence information
- Provide necessary support 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
- Increase recruitment activities for Law Enforcement staff and streamline application and hiring process
- Decrease traffic fatalities and injuries through enhanced traffic safety initiatives
- Address crime “hot spots” through improvement in technology and targeted patrol
- Complete and implement updated policies and procedures
- Increase advanced level training for Investigators and Command staff
- Improve efficiency and accuracy in communications involving telecommunications and data entry

PUBLIC SAFETY

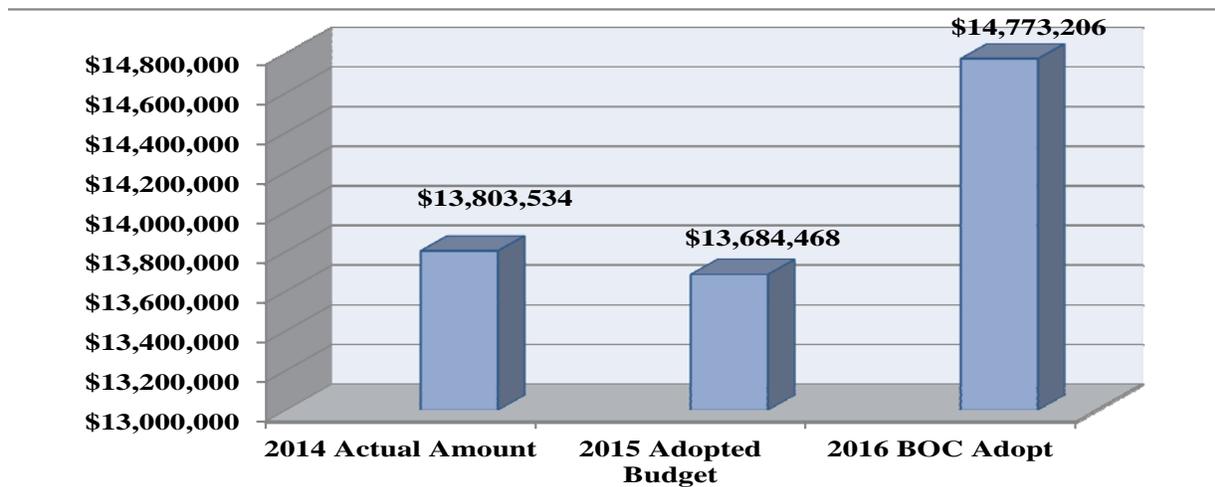


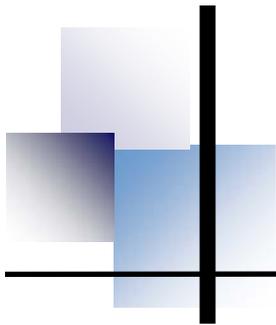


Sheriff Enforcement

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	13,803,534	13,684,468	14,773,206
Total Funding Sources	13,803,534	13,684,468	14,773,206
APPROPRIATIONS:			
Salary and Wage	7,754,778	7,820,465	8,452,668
Benefits	3,181,825	3,237,184	3,448,867
Advertising	12,780	7,555	7,755
Vehicle Expense	914,281	913,855	834,298
Dues and Subscriptions	5,089	4,225	4,295
Equipment Rental	0	0	0
Rentals	21,499	19,845	19,845
Maintenance Charges	87,255	58,144	106,164
Supplies	139,152	131,635	135,755
Professional Services	110,721	151,270	123,914
Utilities	105,988	101,610	101,730
Travel & Training	53,643	3,998	49,164
Minor Equipment and Improvements	10,203	0	0
Capital Outlay	1,260,639	0	0
Other	10,600	11,900	11,900
Debt Service	0	37,544	37,544
Uniforms and Clothing	97,479	104,785	109,050
Grants	37,602	57,945	43,000
Budget Improvement Request	0	1,022,508	1,287,257
Total Appropriations	13,803,534	13,684,468	14,773,206



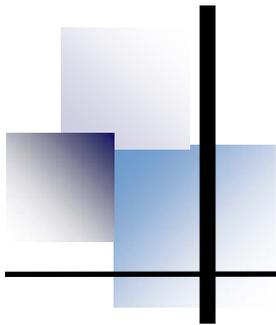


Sheriff Enforcement

PERSONNEL SUMMARY

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Sheriff	UNC	1	1	1
Colonel	36	1	1	1
Captain	32	3	3	3
System Administrator	32	1	1	1
Lieutenant Investigator	31	2	2	3
Lieutenant	30	6	6	8
Sergeant Investigator	28	5	6	5
Sergeant	27	12	12	10
Investigator	27	26	28	27
Corporal	25	1	1	1
PC Support	25	2	2	2
PC Support Specialist	25	0	0	1
Deputy Sheriff	24	83	80	94
Administrative Assistant	24	2	2	2
Forensic Latent Print Examiner	25	1	1	1
Communications Officer II	22	11	11	9
Communications Officer I	21	2	3	5
Communications Officer Trainee	20	4	1	0
Certification Manager	32	1	1	1
Senior Secretary	PT	1	0	0
PC Support Specialist	PT	1	1	0
Mail Clerk	PT	0	1	1
TOTAL FULL TIME		164	162	175
TOTAL PART TIME		2	2	1



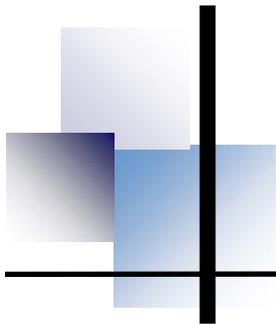
Sheriff Enforcement

WORKLOAD INDICATORS

**SHERIFF ENFORCEMENT
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
CALLS FOR SERVICE	99,240	102,000	106,500
TRAFFIC STOPS	27,540	28,900	31,000
INCIDENTS REPORTED	6,860	6,910	6,900
COMPLAINTS REPORTED	64,088	67,115	71,000
CITATIONS REPORTED	20,880	22,220	24,000
INVESTIGATIONS	3,172	3,340	3,400





Public Works

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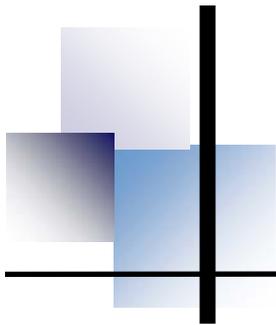
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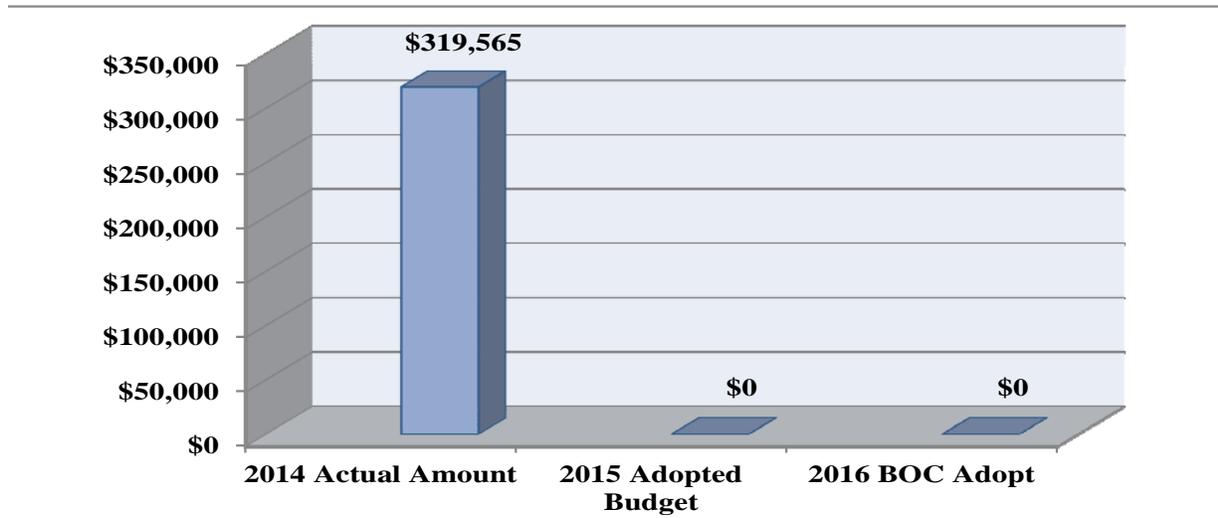
DIRECTORY



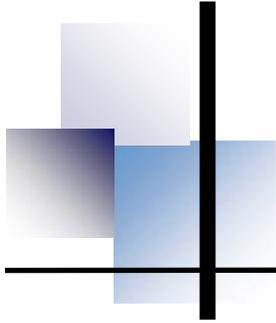


Development Control

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	<u>319,565</u>	<u>0</u>	<u>0</u>
Total Funding Sources	<u>319,565</u>	<u>0</u>	<u>0</u>
APPROPRIATIONS:			
Salary and Wage	236,260	0	0
Benefits	73,242	0	0
Advertising	0	0	0
Vehicle Expense	5,674	0	0
Dues and Subscriptions	286	0	0
Maintenance Charges	0	0	0
Supplies	2,299	0	0
Professional Services	0	0	0
Utilities	1,153	0	0
Travel & Training	0	0	0
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	651	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>319,565</u>	<u>0</u>	<u>0</u>



**Due to Service Delivery Agreement this department is now located under a Special Revenue*



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

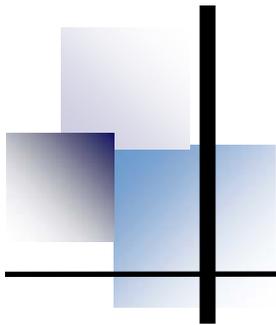
GOALS

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

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

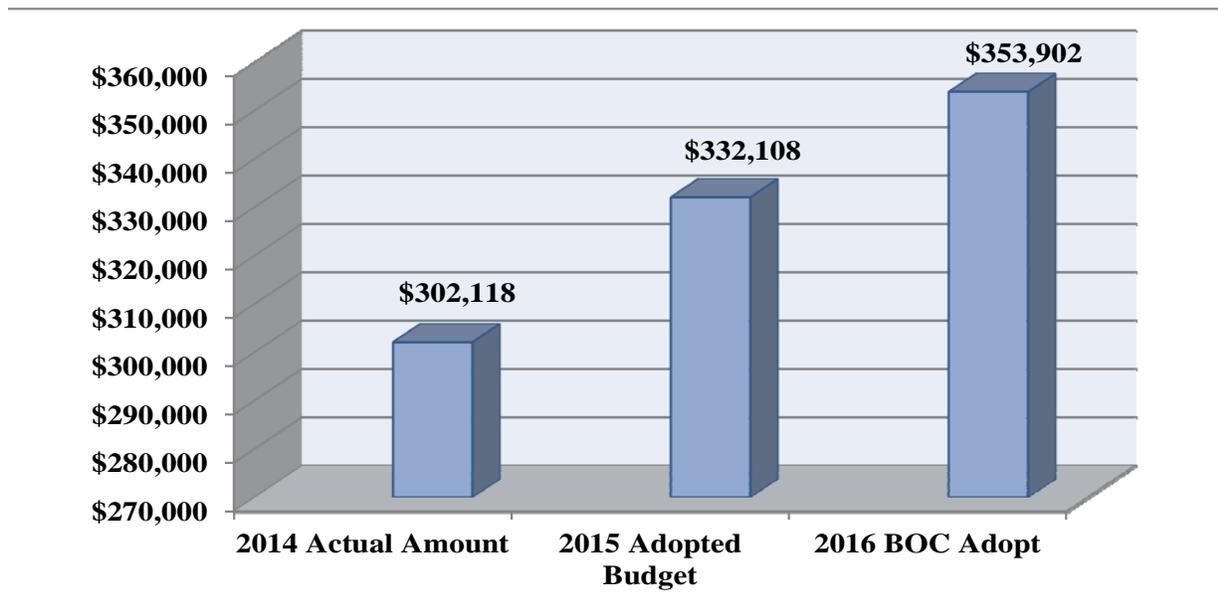
As we begin to fill vacant positions, succession planning, cross training and employee selection are top priorities.

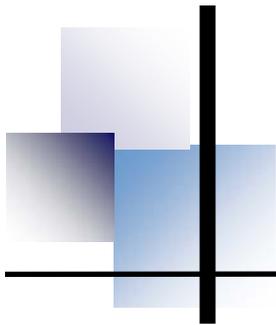




D.O.T. Administration

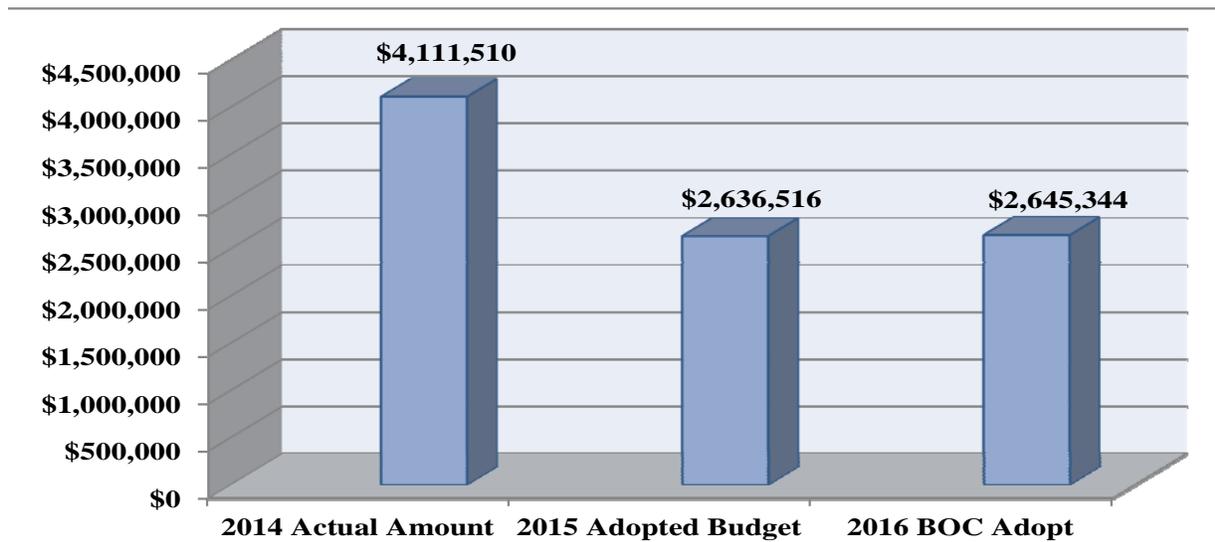
	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	302,118	332,108	353,902
Total Funding Sources	302,118	332,108	353,902
APPROPRIATIONS:			
Salary and Wage	215,771	215,071	223,862
Benefits	50,582	64,378	70,239
Advertising	360	1,500	1,500
Vehicle Expense	1,355	8,300	4,450
Dues and Subscriptions	11,494	9,330	13,020
Maintenance Charges	320	800	1,500
Supplies	6,992	6,500	6,500
Professional Services	4,306	18,000	18,000
Utilities	597	600	600
Travel & Training	2,841	750	3,250
Minor Equipment and Improvements	0	0	0
Capital Outlay	7,500	0	0
Budget Improvement Request	0	6,879	10,981
Total Appropriations	302,118	332,108	353,902

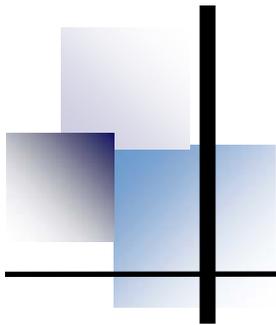




D.O.T. Maintenance & Construction

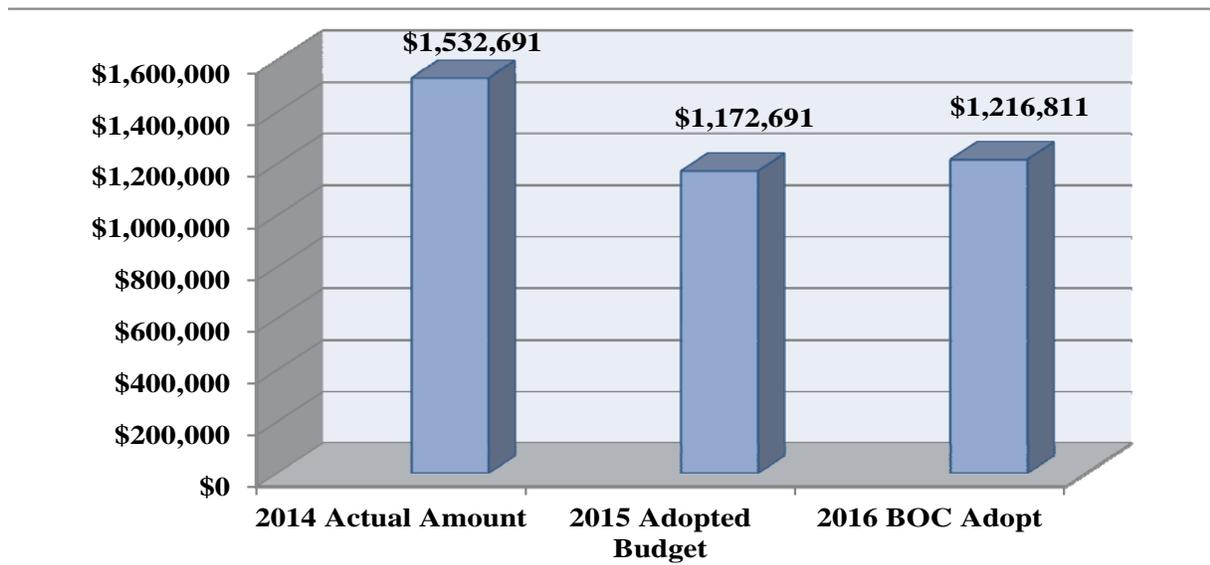
	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>4,111,510</u>	<u>2,636,516</u>	<u>2,645,344</u>
Total Funding Sources	<u>4,111,510</u>	<u>2,636,516</u>	<u>2,645,344</u>
APPROPRIATIONS:			
Salary and Wage	1,010,743	968,796	964,447
Benefits	442,392	473,692	483,166
Advertising	290	500	500
Vehicle Expense	181,312	235,000	210,000
Dues and Subscriptions	249	3,630	660
Equipment Rental	789	3,000	3,000
Maintenance Charges	1,660	2,480	2,480
Supplies	13,901	37,715	45,715
Professional Services	172,699	50,500	50,500
Utilities	89,116	118,600	108,600
Travel & Training	0	0	2,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	252,402	345,000	345,000
Other Financing Sources	1,871,999	0	0
Debt Service	89,509	89,616	89,510
Uniforms and Clothing	4,414	7,000	4,000
Road Maintenance	(19,964)	0	0
Budget Improvement Request	<u>0</u>	<u>300,987</u>	<u>335,766</u>
Total Appropriations	<u>4,111,510</u>	<u>2,636,516</u>	<u>2,645,344</u>

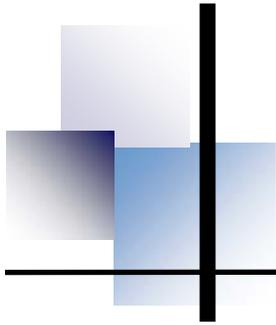




D.O.T. Traffic Operations

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,532,691</u>	<u>1,172,691</u>	<u>1,216,811</u>
Total Funding Sources	<u>1,532,691</u>	<u>1,172,691</u>	<u>1,216,811</u>
APPROPRIATIONS:			
Salary and Wage	498,746	487,121	498,295
Benefits	229,938	235,406	242,133
Advertising	0	0	700
Vehicle Expense	29,674	36,000	30,500
Dues and Subscriptions	10,142	7,600	7,600
Maintenance Charges	0	500	550
Supplies	19,551	18,000	18,000
Professional Services	5,671	35,000	35,000
Utilities	35,698	40,000	40,000
Travel & Training	2,542	500	2,500
Minor Equipment and Improvements	2,602	0	0
Capital Outlay	588,578	120,000	140,000
Uniforms and Clothing	646	2,000	2,000
Road Maintenance	108,903	175,000	150,000
Budget Improvement Request	<u>0</u>	<u>15,564</u>	<u>49,533</u>
Total Appropriations	<u>1,532,691</u>	<u>1,172,691</u>	<u>1,216,811</u>



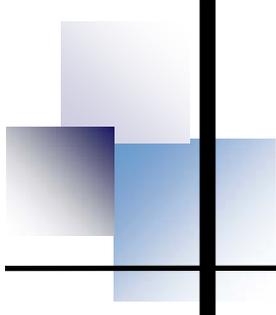


WORKLOAD INDICATORS

**DEPARTMENT OF
TRANSPORTATION
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SHOULDER MILES CUT	683.16	1,220	1,000
DEER REMOVAL	93	71	100
POTHoles REPAIRED	722	900	900
GUARDRAILS REPAIRED	500	750	600
BRIDGE JOINT REPAIRS	0	25	50
TREE REMOVALS	43	100	100





Fleet Management

PUBLIC WORKS

MISSION

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

FUNCTIONS

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

GOALS

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

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

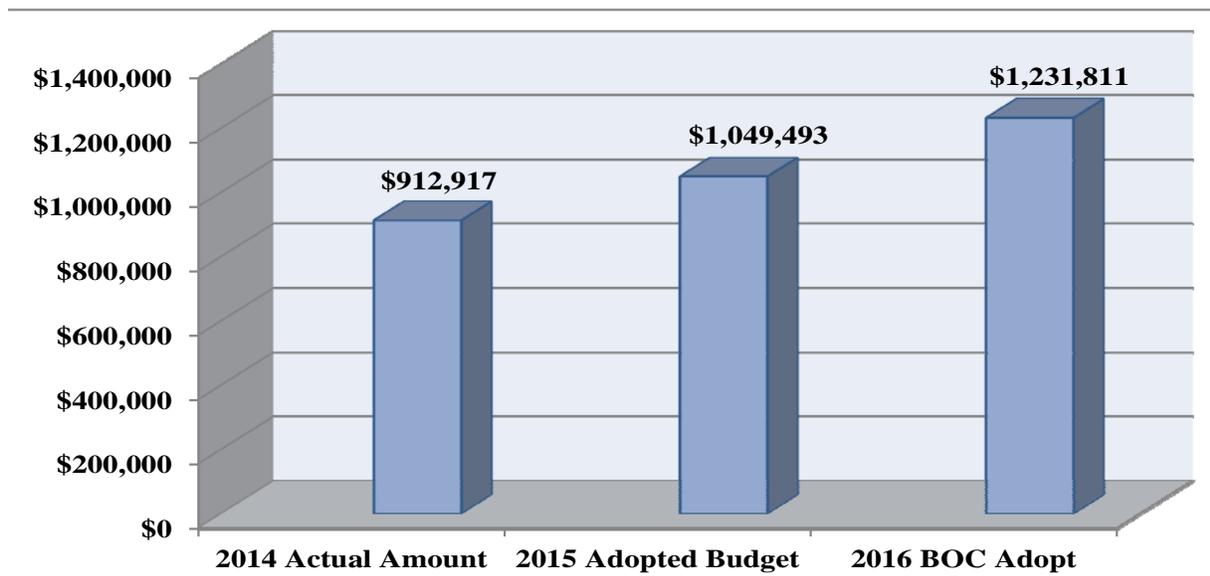
Improve Fleet Managements Field Service

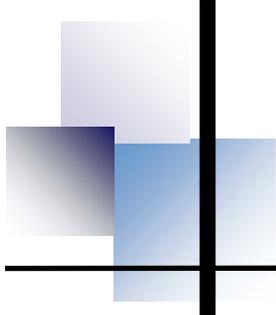
- Fund and expand Field service
- Add 2 Mechanic III positions, dedicated Fire & EMS
- Upgrade Fuel truck to Field Fuel Service truck
- Upgrade and equip field service shop
- Keep all feasible repairs in-house
- Schedule in normal wear items
- Recycle used parts from salvage equipment
- Work with departments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



Fleet Management

	2014 Actual Amount	BUDGET SUMMARY 2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	912,917	1,049,493	1,231,811
Total Funding Sources	912,917	1,049,493	1,231,811
APPROPRIATIONS:			
Salary and Wage	532,959	567,807	643,504
Benefits	221,437	259,773	308,142
Advertising	0	625	625
Vehicle Expense	83,312	57,016	51,566
Dues and Subscriptions	1,578	2,000	5,459
Equipment Rental	459	1,000	3,406
Maintenance Charges	20,156	20,480	32,522
Supplies	5,868	13,020	15,120
Professional Services	677	1,380	1,380
Utilities	15,773	25,109	24,170
Travel & Training	185	300	9,700
Minor Equipment and Improvements	28,964	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,549	4,375	4,625
Budget Improvement Request	0	96,608	131,592
Total Appropriations	912,917	1,049,493	1,231,811





Fleet Management

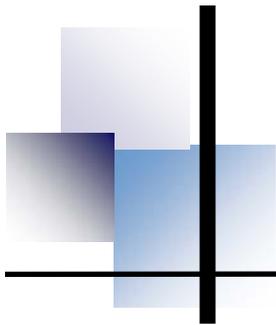
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**FLEET MANAGEMENT
COMPARISON—YEARS**

	<u>2014</u> <u>ACT</u>	<u>2015</u> <u>PROJ</u>	<u>2016</u> <u>PROJ</u>
REPAIR ORDERS PROCESSED	3,369	3,500	3,400
PREVENTATIVE MAINT. SERVICES	1,077	1,000	1,050
FUEL DELIVERED	600	500	500
ROAD CALLS COMPLETE	149	125	150
% OF REPAIRS WITHIN 24 HOURS	94	95	95
% OF REPEAT REPAIRS	0.70	1	1
% OF SHERIFF FLEET AVAILABLE	94	95	95
% OF FIRE / EMS FLEET AVAILABLE	94	93	93
% OF OVERALL FLEET AVIALABLE	94	94	94

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>APPROVED</u>
Manager	UNC	1	1	1
Field Services Superintendent	25	1	1	1
Shop Superintendent	25	0	1	1
Fleet Mgt Superintendent	25	1	0	0
Admin. Division Manager	25	0	1	1
Service Writer / Parts Manager	23	0	1	1
Parts Manager	23	1	0	0
Mechanic III	23	4	5	8
Mechanic II	20	1	2	1
Mechanic I	18	1	1	1
Parts and Inventory Clerk	16	1	1	2
Secretary	16	1	1	1
Parts and Inventory Clerk	PT	0	1	0
Mechanic Trainee	PT	1	0	0
TOTAL FULL TIME		12	15	18
TOTAL PART TIME		1	1	0



Health and Welfare

Board of Health..... 200

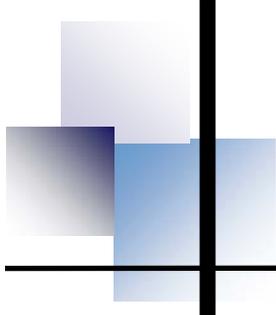
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DIRECTORY





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

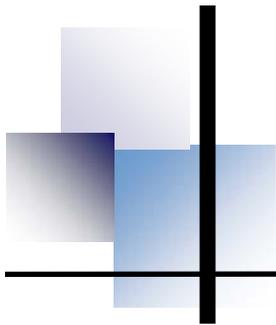
Fully assess organizational capability, implement a Balanced Scorecard management system and begin critical initiatives in the areas of: service delivery, internal communication and collaboration, technology, employee well-being and revenue enhancement

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.

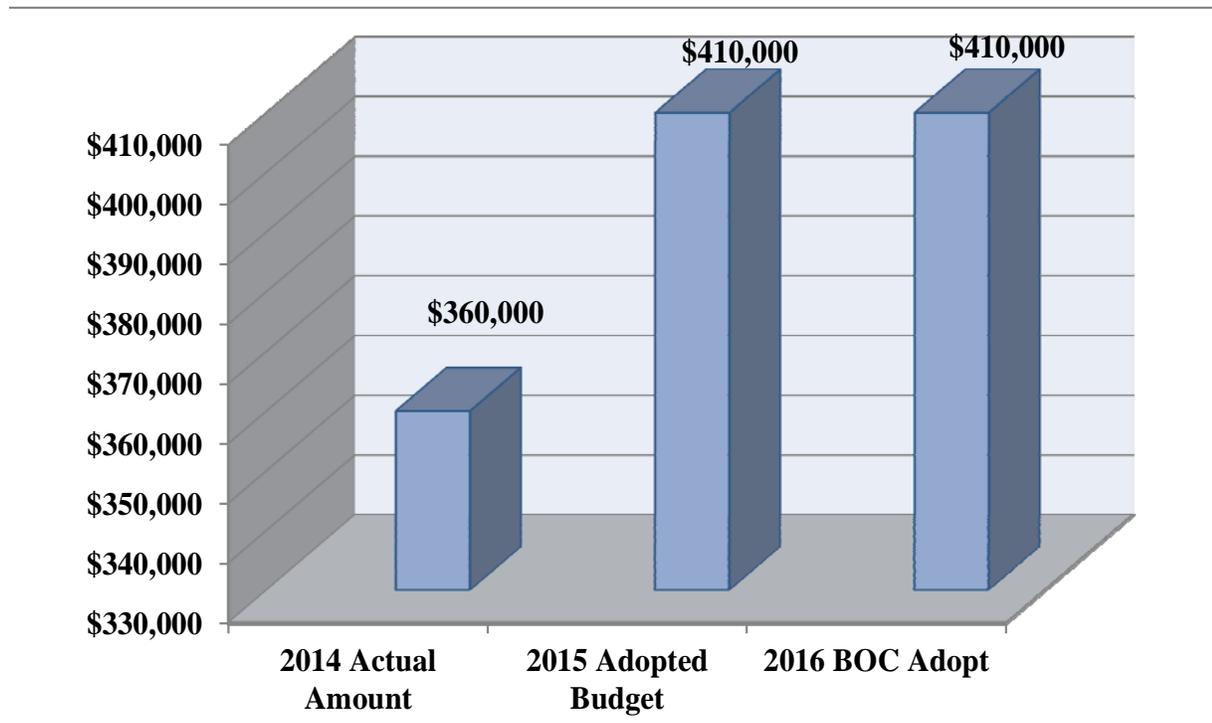


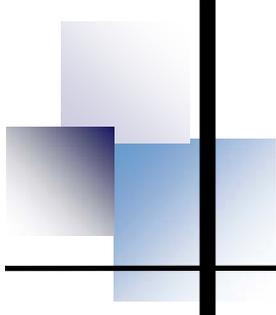


Board of Health

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>360,000</u>	<u>410,000</u>	<u>410,000</u>
Total Funding Sources	<u>360,000</u>	<u>410,000</u>	<u>410,000</u>
APPROPRIATIONS:			
Professional Services	360,000	410,000	410,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>360,000</u>	<u>410,000</u>	<u>410,000</u>





Community Services Board

HEALTH AND WELFARE

MISSION

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

FUNCTIONS

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

GOALS

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

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

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

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

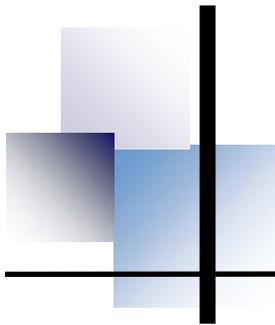
Facilitate full access to integrated services regardless of disability

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

PERSONNEL

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

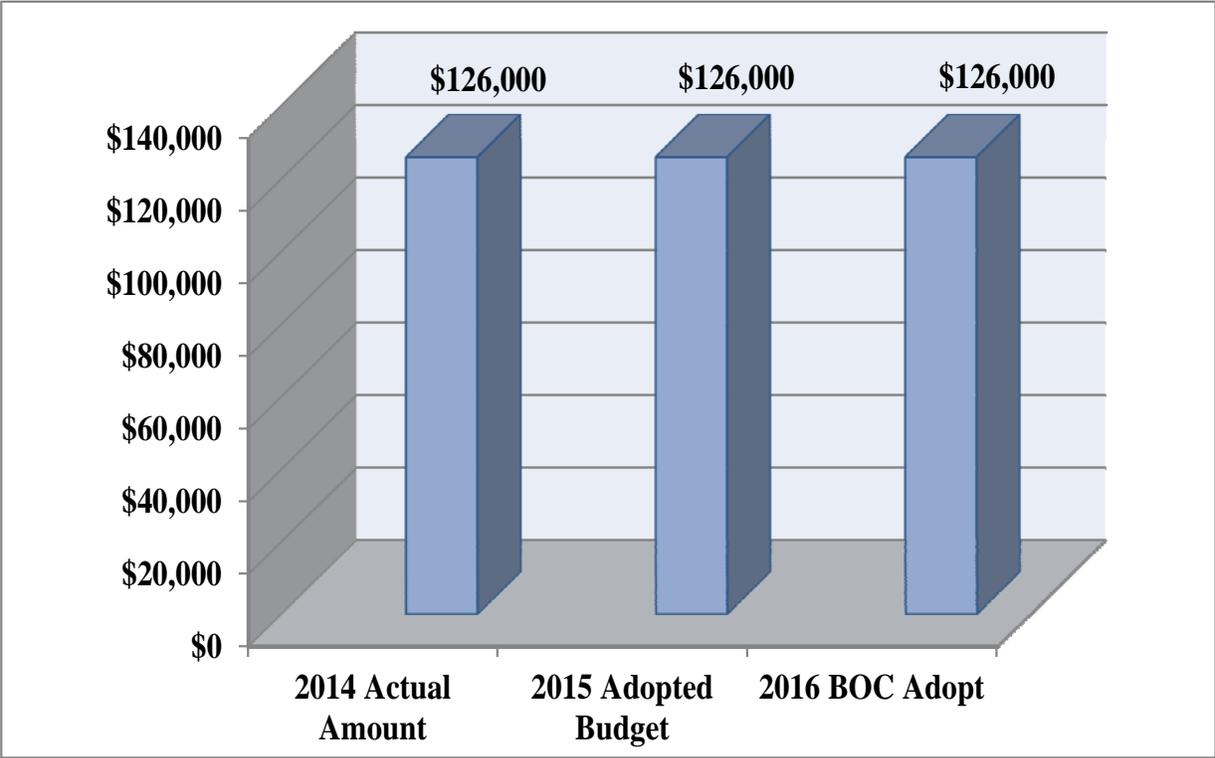


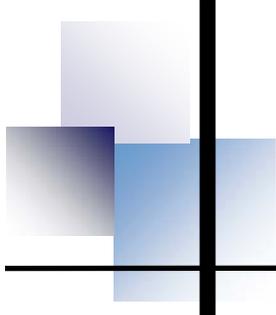


Community Services Board

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>126,000</u>	<u>126,000</u>	<u>126,000</u>
Total Funding Sources	<u>126,000</u>	<u>126,000</u>	<u>126,000</u>
APPROPRIATIONS:			
Professional Services	126,000	126,000	126,000
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>126,000</u>	<u>126,000</u>	<u>126,000</u>





Family & Children Services

HEALTH AND WELFARE

MISSION

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

FUNCTIONS

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

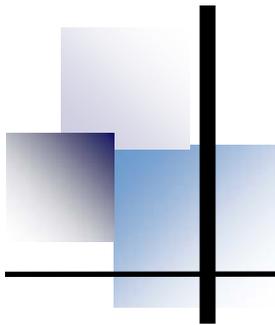
GOALS

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

PERSONNEL

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

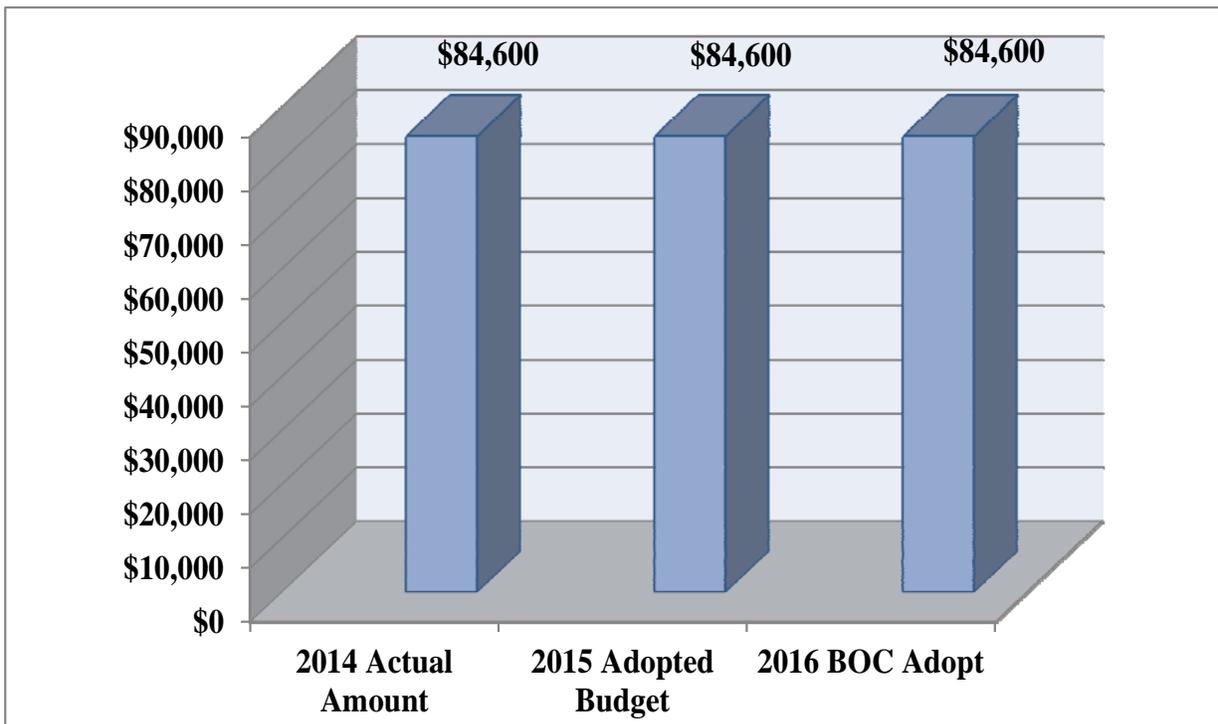


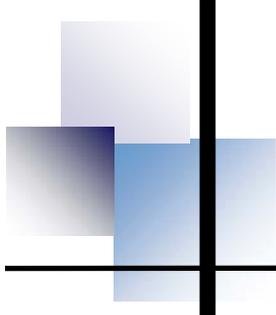


Family & Children Services

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>84,600</u>	<u>84,600</u>	<u>84,600</u>
Total Funding Sources	<u><u>84,600</u></u>	<u><u>84,600</u></u>	<u><u>84,600</u></u>
APPROPRIATIONS:			
Other	84,600	84,600	84,600
Other Financing Sources	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u><u>84,600</u></u>	<u><u>84,600</u></u>	<u><u>84,600</u></u>





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

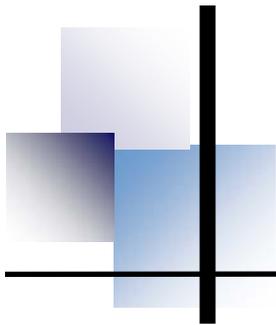
Implement two year strategic plan for aging services in Douglas County to cover SFY 2017-2018.

Develop at least one measurable goal for each area of service delivery.

Continue to evaluate current vehicle routing procedures / volunteer meal routing and explore software options to assist.

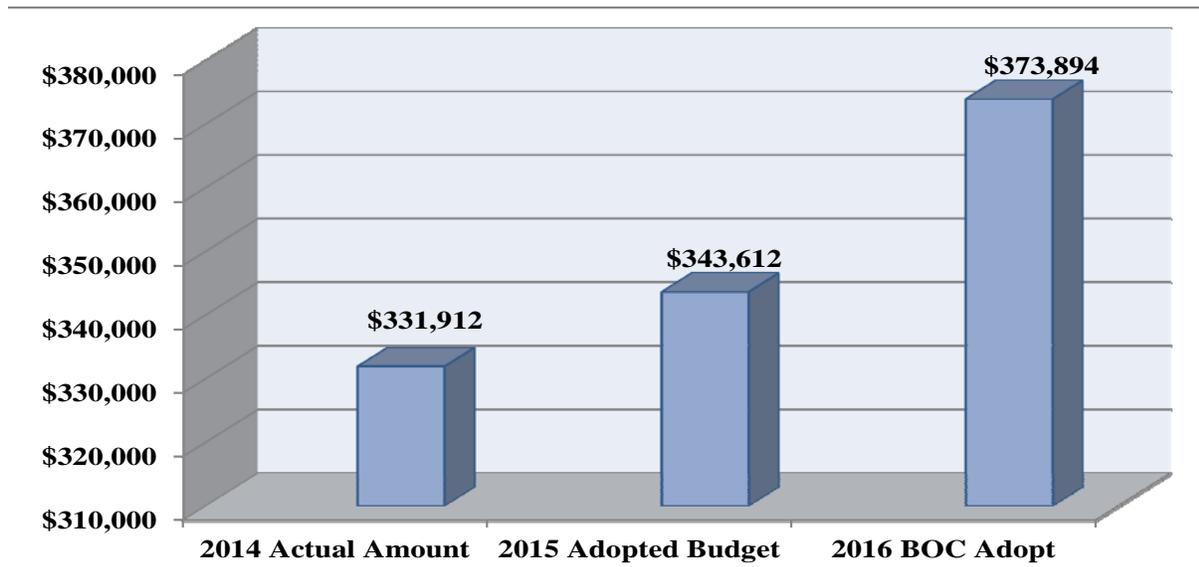
Work with ARC Aging Division staff to develop and design centralized intake and screening station.

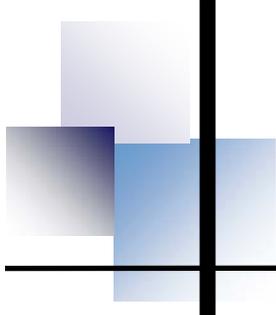




Senior Services

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	331,912	343,612	373,894
Total Funding Sources	331,912	343,612	373,894
APPROPRIATIONS:			
Salary and Wage	111,482	113,475	118,287
Benefits	46,295	52,307	56,514
Advertising	600	800	1,400
Vehicle Expense	644	2,500	2,500
Dues and Subscriptions	644	650	1,050
Equipment Rental	0	200	500
Maintenance Charges	33,546	35,700	37,500
Supplies	11,382	11,350	14,000
Professional Services	90,120	88,000	100,000
Utilities	34,702	34,500	38,106
Travel & Training	214	300	500
Minor Equipment and Improvements	2,220	0	0
Uniforms and Clothing	63	200	200
Budget Improvement Request	0	3,630	3,337
Total Appropriations	331,912	343,612	373,894





Senior Services

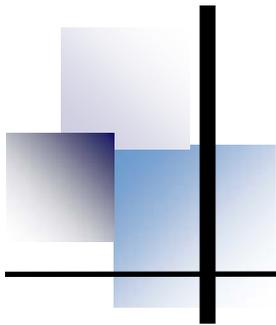
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**SENIOR SERVICES
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
SENIORS AND HANDICAPPED SERVED	553	553	520
HOME-DELIVERED MEALS	36,256	34,428	36,300
CONGREGATE MEALS	16,193	16,377	16,250
HOMEMAKER SERVICES	2,953	1,912	2,000
RESPIRE SERVICES	2,148	2,148	2,150
INFORMATION SERVICES	3,434	3,524	3,500
CASE MANAGEMENT	2,944	2,944	2,944
TRANSPORTATION	24,515	24,422	24,500

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	UNC	1	1	1
Program Manager	26	1	1	1
Information and Assistant Specialist	22	1	1	1
Wellness Coordinator	22	0	1	1
Program Assistant	19	1	2	2
Food Services Worker II	17	0	1	1
Driver	15	2	2	2
Meals Program Assistant	13	2	1	1
Aide	12	2	2	2
Meals Program Assistant	PT	1	1	0
Program Aide	PT	1	1	1
Secretary	PT	1	1	1
Wellness Coordinator	PT	1	0	0
Program Assistant	PT	1	1	1
Driver	PT	0	2	2
Food Services Worker I	PT	0	2	2
TOTAL FULL TIME		<u>10</u>	<u>12</u>	<u>12</u>
TOTAL PART TIME		<u>5</u>	<u>8</u>	<u>7</u>



Parks, Recreation & Culture

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Cultural Arts Council..... 211

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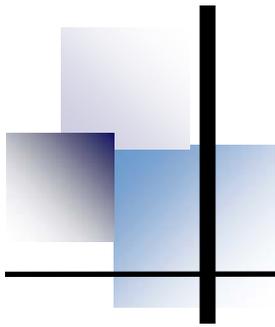
Parks and Recreation 215

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DIRECTORY





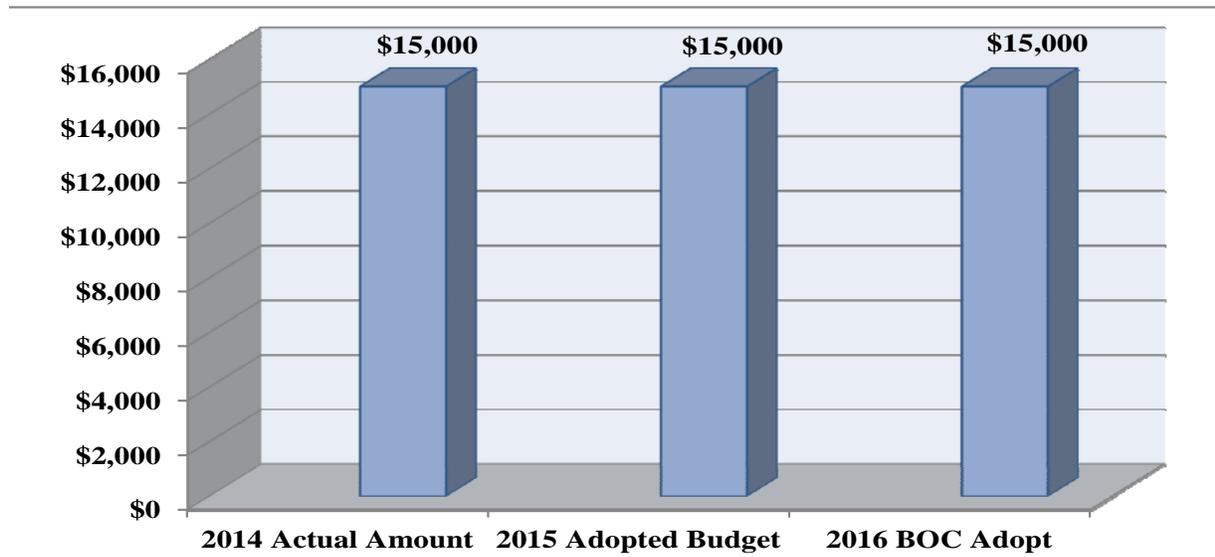
Boys & Girls Club

MISSION

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

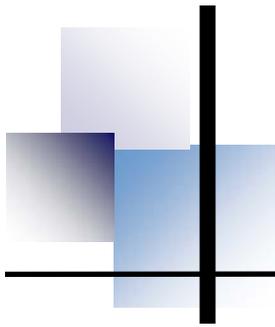
BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Funding Sources	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
APPROPRIATIONS:			
Professional Services	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>
Total Appropriations	<u>15,000</u>	<u>15,000</u>	<u>15,000</u>



PERSONNEL

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

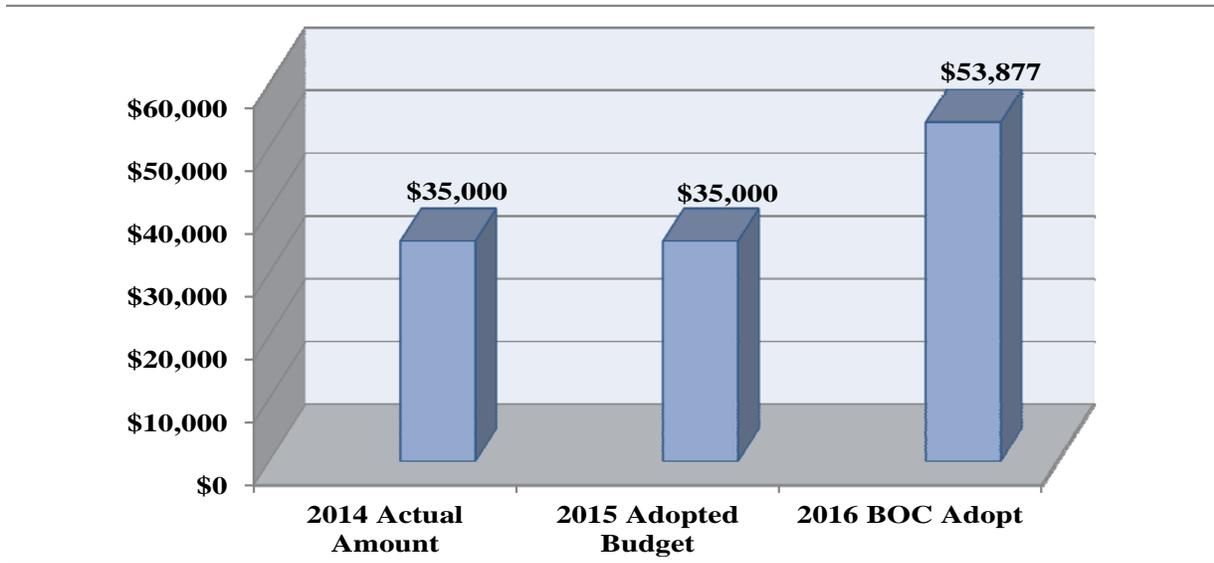


Cultural Arts Council

MISSION

To provide quality care programs to the citizens of Douglas County

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>35,000</u>	<u>35,000</u>	<u>53,877</u>
Total Funding Sources	<u>35,000</u>	<u>35,000</u>	<u>53,877</u>
APPROPRIATIONS:			
Other	<u>35,000</u>	<u>35,000</u>	<u>53,877</u>
Total Appropriations	<u>35,000</u>	<u>35,000</u>	<u>53,877</u>



PERSONNEL

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

MISSION

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

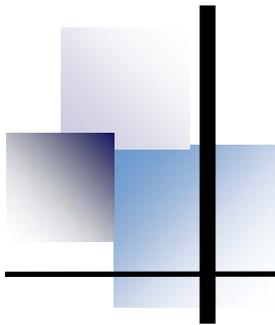
FUNCTIONS

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

GOALS

- To improve the appearance and functionality of the Douglas County and Lithia Springs facilities with several minor renovation projects in order to more effectively serve the citizens of Douglas County by updating areas that show significant wear and tear.
- Increase the amount of public computers at the Douglas County Library
- Increase the amount of mandatory staff training and professional development courses with the goals of further promoting excellence in library and customer services.
- To maintain a positive standing in the community by offering additional services, such as book clubs, computer classes, and other community courses both in-house and throughout the community.
- To further the goals set forth by the West Georgia Regional Library System, forging the unity between branches to better serve our citizens by enacting the WGRL Strategic Plan 2013-2018.

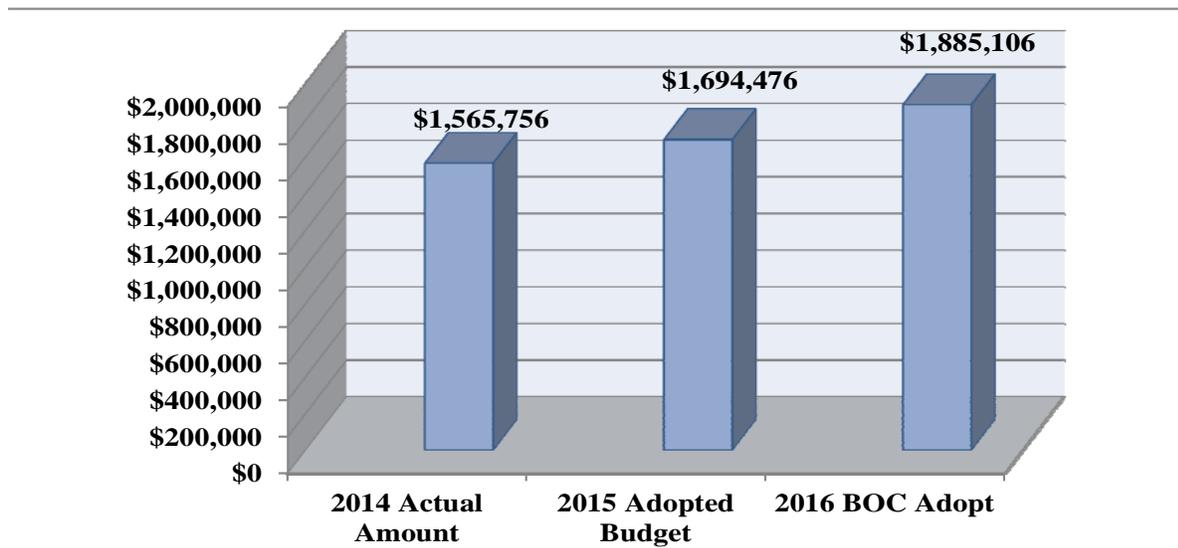


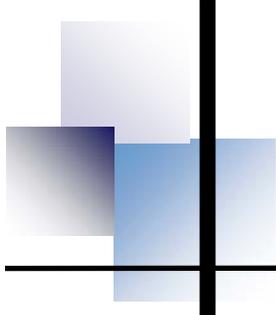


Douglas County Libraries

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>1,565,756</u>	<u>1,694,476</u>	<u>1,885,106</u>
Total Funding Sources	<u>1,565,756</u>	<u>1,694,476</u>	<u>1,885,106</u>
APPROPRIATIONS:			
Salary and Wage	757,380	774,483	846,067
Benefits	265,570	296,462	307,689
Advertising	6,591	10,000	18,175
Dues and Subscriptions	255	339	359
Equipment Rental	95	125	195
Maintenance Charges	17,375	27,300	28,900
Supplies	373,722	375,045	385,060
Professional Services	24,963	12,195	14,895
Utilities	118,083	126,012	116,152
Travel & Training	1,626	1,000	3,000
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	96	840	1,000
Budget Improvement Request	<u>0</u>	<u>70,675</u>	<u>163,614</u>
Total Appropriations	<u>1,565,756</u>	<u>1,694,476</u>	<u>1,885,106</u>





Douglas County Libraries

PERSONNEL SUMMARY & WORKLOAD INDICATORS

**DOUGLAS COUNTY LIBRARIES
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
REFERENCE TRANSACTIONS	13,893	16,856	17,193
LIBRARY CARD REGISTRATIONS	4,952	4,307	4,395
PATRON COUNT	376,604	347,310	354,256
CIRCULATION	527,586	536,771	547,506
PC USAGE AND WIFI PASSES	63,236	55,741	56,855
PROGRAMS CONDUCTED	545	583	595

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
County Librarian	30	1	1	1
Librarian	28	1	1	1
Library Manager	25	1	2	2
Reference Associate	21	1	1	1
Library Associate	19	6	6	5
Senior Secretary	19	1	1	1
Library Assistant II	16	11	11	12
Circulation Assistant	PT	1	1	1
Library Assistant II	PT	1	1	2
Library Assistant I	PT	7	8	8
Custodian	PT	2	3	3
TOTAL FULL TIME		22	23	23
TOTAL PART TIME		11	13	14

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 system with online access by DCPR professional staff and limited access by citizens. Use this database to produce useful reports such as trend analysis, financial analysis, and program evaluations.

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

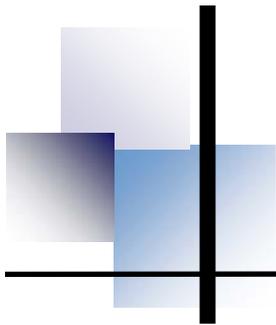
Improve the public image of the department through improved media coverage, signage, quality publications, and improved communication via internet and webpage access. Increase the use of the Department webpage for information dissemination to participants.

Improve staff morale by improved internal communications, to include more staff training and team building activities.

Increase cooperative programs, events, and projects with local businesses and civic groups through sponsorships, donations, and etc.

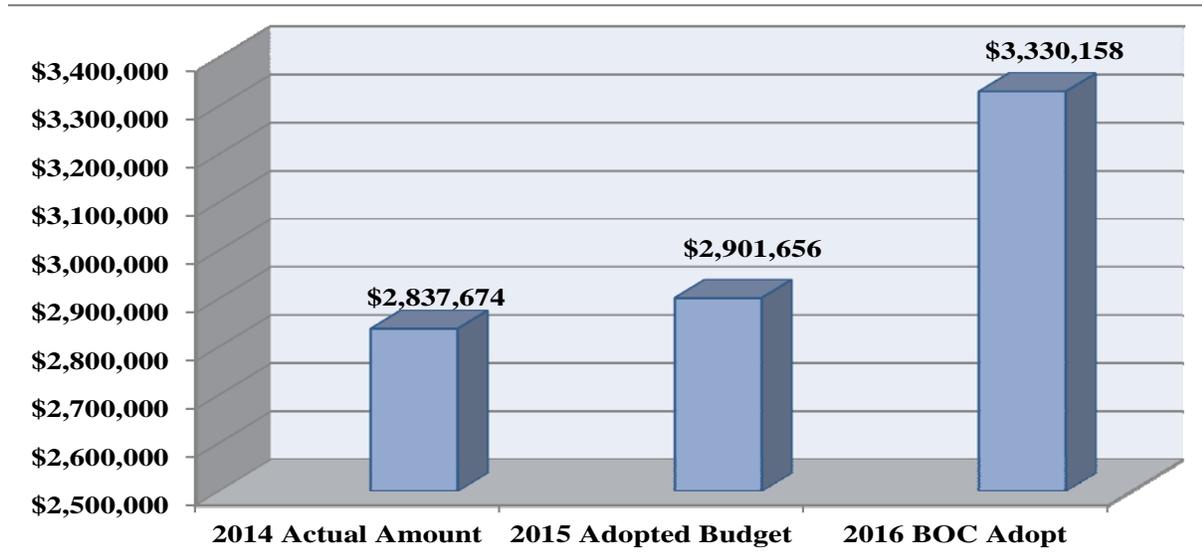
Establish a procedure for receiving and documenting donations to a designated function, task, program, or facility and provide a mechanism to track and acknowledge the donation.

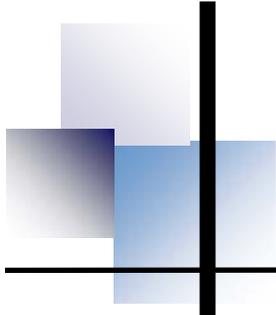




Parks & Recreation

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	2,837,674	2,901,656	3,330,158
Total Funding Sources	2,837,674	2,901,656	3,330,158
APPROPRIATIONS:			
Salary and Wage	1,180,035	1,226,975	1,300,470
Benefits	481,033	522,804	510,924
Advertising	18,200	21,950	22,941
Vehicle Expense	101,896	120,000	112,000
Dues and Subscriptions	1,697	2,219	2,267
Equipment Rental	747	2,500	2,500
Maintenance Charges	117,447	119,000	121,500
Supplies	51,840	90,300	101,700
Professional Services	131,872	156,435	156,435
Utilities	418,590	398,278	378,000
Travel & Training	4,377	4,500	5,000
Minor Equipment and Improvements	90,624	0	0
Capital Outlay	235,177	0	0
Other Financing Sources	0	0	0
Debt Service	0	24,312	23,374
Uniforms and Clothing	4,140	5,000	5,000
Budget Improvement Request	0	207,383	588,047
Total Appropriations	2,837,674	2,901,656	3,330,158



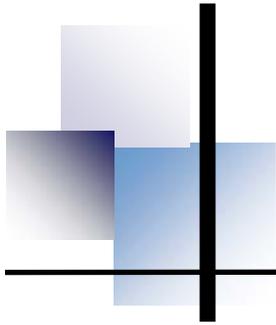


Parks & Recreation

PERSONNEL SUMMARY

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	33	1	1	1
Manager BW Park	27	1	1	1
Recreation Superintendent	27	2	2	2
Office Manager	23	1	1	1
Program Coordinator	22	3	3	3
Foreman I	22	2	2	2
Maintenance Tech II	21	4	4	4
Maintenance Tech I	18	0	1	1
Park Security Coordinator	20	1	1	1
Program Assistant	19	1	1	1
Parks Beautification Coordinator	23	1	1	1
Park Security Lead Officer	20	0	1	1
Park Security Officer	18	2	2	3
Equipment Operator II	18	5	5	5
Equipment Operator I	17	1	1	1
Program Aide Guest Services	16	0	1	1
Laborer III	16	1	2	2
Laborer I	14	1	1	1
Secretary	12	1	1	0
Security Officer	PT	0	1	2
Program Aides	PT	21	20	12
Program Aide Guest Services	PT	0	1	2
Secretary	PT	1	2	2
Laborer I	PT	0	1	1
Laborer III	PT	0	1	1
TOTAL FULL TIME		28	32	32
TOTAL PART TIME		22	26	20
<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	11	0	1	1
Supervisor	PT	9	7	7
Water Safety Instructors	PT	1	1	1
Maintenance Worker	PT	1	1	1
Lifeguards	PT	18	25	28
TOTAL FULL TIME		4	5	5
TOTAL PART TIME		29	34	37
<u>SENIOR CENTER</u>				
Program Coordinator	UNC	1	1	1
Program Assistant	19	1	1	1
Senior Secretary	19	1	1	1
Secretary	16	0	1	1
TOTAL FULL TIME		3	4	4



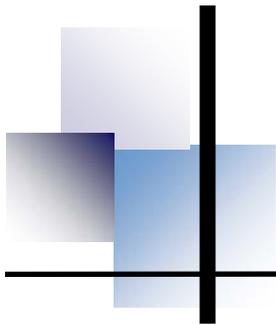
Parks & Recreation

WORKLOAD INDICATORS

**PARKS & RECREATION
COMPARISON—YEARS**

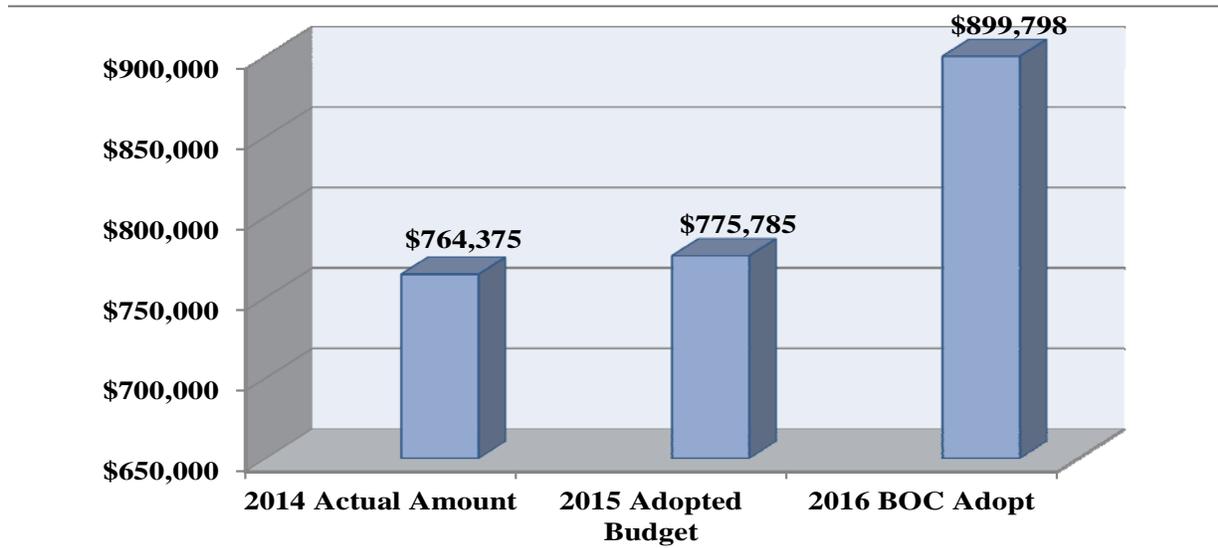
	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
THERAPEUTIC PARTICIPANTS	5,620	5,650	5,650
ADULT RECREATION PARTICIPANTS	4,000	4,050	4,050
YOUTH RECREATION PARTICIPANTS	5,650	5,650	5,650

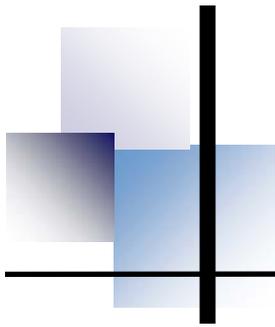




Parks & Recreation Aquatic Center

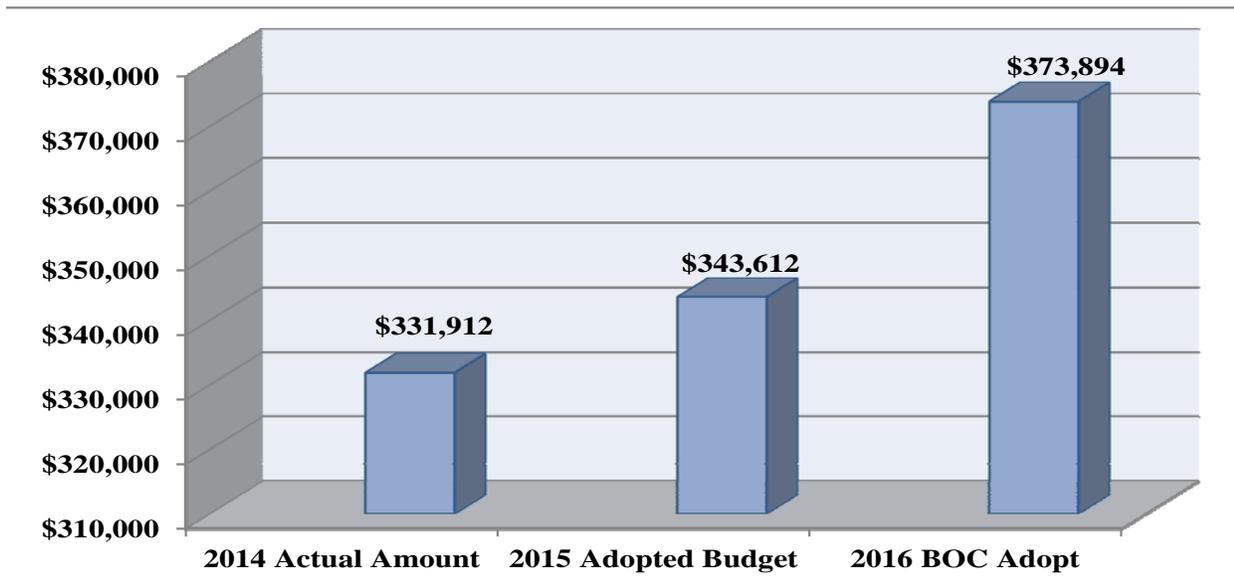
	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>764,375</u>	<u>775,785</u>	<u>899,798</u>
Total Funding Sources	<u><u>764,375</u></u>	<u><u>775,785</u></u>	<u><u>899,798</u></u>
APPROPRIATIONS:			
Salary and Wage	403,584	401,127	413,009
Benefits	87,829	86,346	82,760
Advertising	0	600	600
Vehicle Expense	0	2,800	8,140
Dues and Subscriptions	186	130	130
Maintenance Charges	54,795	70,700	76,500
Supplies	17,657	20,500	27,100
Professional Services	26,538	31,825	33,500
Utilities	172,173	149,980	162,200
Travel & Training	0	100	1,450
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	1,613	2,500	2,850
Budget Improvement Request	<u>0</u>	<u>9,177</u>	<u>91,559</u>
Total Appropriations	<u><u>764,375</u></u>	<u><u>775,785</u></u>	<u><u>899,798</u></u>

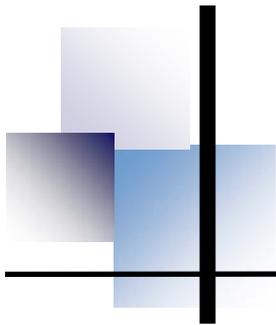




Parks & Recreation Senior Center

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>331,912</u>	<u>343,612</u>	<u>373,894</u>
Total Funding Sources	<u>331,912</u>	<u>343,612</u>	<u>373,894</u>
APPROPRIATIONS:			
Salary and Wage	111,482	113,475	118,287
Benefits	46,295	52,307	56,514
Advertising	600	800	1,400
Vehicle Expense	644	2,500	2,500
Dues and Subscriptions	644	650	1,050
Equipment Rental	0	200	500
Maintenance Charges	33,546	35,700	37,500
Supplies	11,382	11,350	14,000
Professional Services	90,120	88,000	100,000
Utilities	34,702	34,500	38,106
Travel & Training	214	300	500
Minor Equipment and Improvements	2,220	0	0
Uniforms and Clothing	63	200	200
Budget Improvement Request	<u>0</u>	<u>3,630</u>	<u>3,337</u>
Total Appropriations	<u>331,912</u>	<u>343,612</u>	<u>373,894</u>





Planning and Community Development

DIRECTORY

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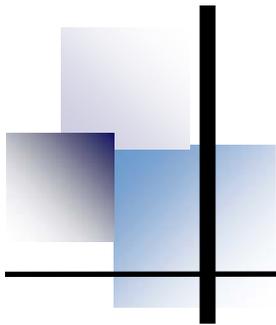
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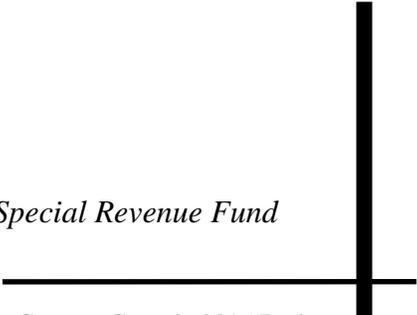


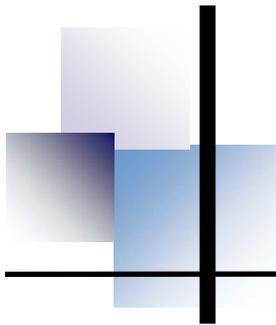
Building Inspection

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>265,332</u>	<u>0</u>	<u>0</u>
Total Funding Sources	<u>265,332</u>	<u>0</u>	<u>0</u>
APPROPRIATIONS:			
Salary and Wage	170,147	0	0
Benefits	75,304	0	0
Advertising	0	0	0
Vehicle Expense	8,628	0	0
Dues and Subscriptions	270	0	0
Maintenance Charges	480	0	0
Supplies	890	0	0
Professional Services	6,854	0	0
Utilities	2,062	0	0
Travel & Training	622	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	75	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>265,332</u>	<u>0</u>	<u>0</u>



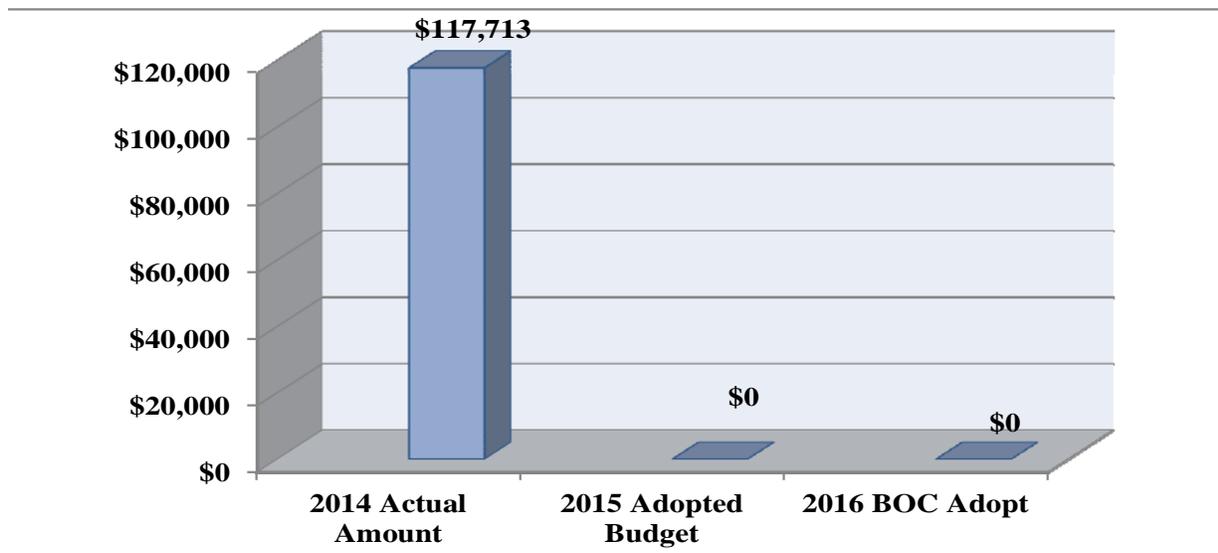
**Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*



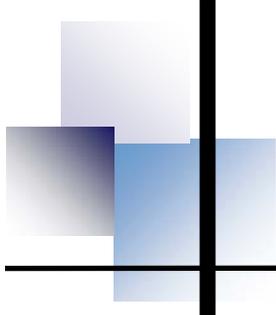


Code Enforcement

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	117,713	0	0
Total Funding Sources	117,713	0	0
APPROPRIATIONS:			
Salary and Wage	72,000	0	0
Benefits	39,165	0	0
Vehicle Expense	3,526	0	0
Dues and Subscriptions	0	0	0
Supplies	980	0	0
Professional Services	95	0	0
Utilities	1,372	0	0
Travel & Training	0	0	0
Uniforms and Clothing	575	0	0
Budget Improvement Request	0	0	0
Total Appropriations	117,713	0	0



**Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*



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

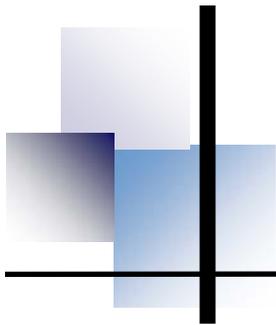
FUNCTIONS

- 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

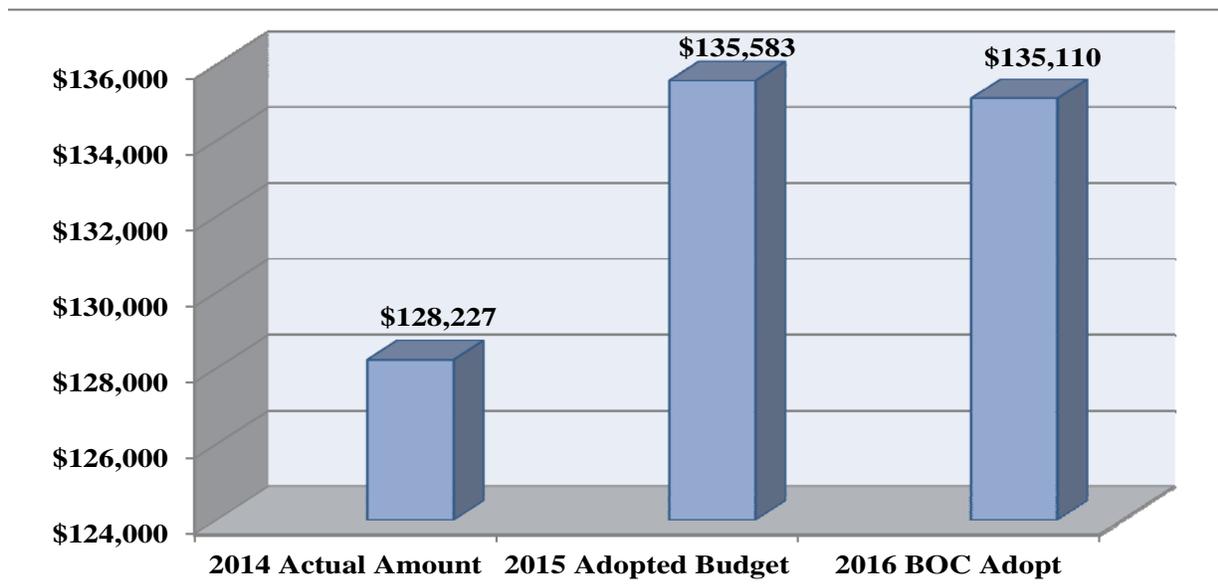
1. Educate citizens on Water Conservation and Home Gardening. Offer water testing and interpretation of results to citizens. Continue collaboration with Water Sewer Authority, Master Gardener Extension Volunteers, Jr. Master Gardeners and other county organizations to promote responsible environmental conservation habits.
 - * Promote responsible septic tank usage.
 - * Promote value of Douglas county home gardening with potential to generate small vegetable / fruit growers to supply metro-Atlanta locally grown food movement.
2. Coordinate Walk Georgia Physical Activity program for county employees and citizens -- beginning January 2016. Also offer various programs such as Freezer Meals for Busy Families and Gluten Free Living to county employees. Coordinate activities with County Employees Wellness Committee.
3. Educate youth on prevention of overweight and obesity, public speaking, citizenship and leadership, alcohol and drug prevention, stress reduction and healthy decision making.
4. Recruit, Train and Keep volunteers to extend our impact on Douglas County citizens.
5. Market Extension by Collaborating with county departments and agencies such as parks and recreation, senior services, animal control and community relations. Market all Extension program areas (Agriculture/Horticulture, 4-H Youth, and Family and Consumer Sciences) to county agencies, county government departments and citizens.

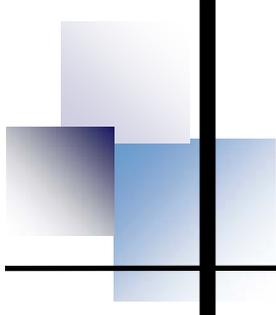




Cooperative Extension

	2014 Actual Amount	BUDGET SUMMARY 2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	128,227	135,583	135,110
Total Funding Sources	128,227	135,583	135,110
APPROPRIATIONS:			
Salary and Wage	92,838	92,286	92,873
Benefits	7,161	7,094	7,138
Advertising	0	100	100
Vehicle Expense	1,510	1,850	1,750
Dues and Subscriptions	680	500	500
Equipment Rental	0	0	0
Maintenance Charges	1,512	1,900	1,200
Supplies	3,984	3,400	4,800
Professional Services	0	0	0
Utilities	18,451	17,630	18,100
Travel & Training	2,091	300	2,400
Minor Equipment and Improvements	0	0	0
Uniforms and Clothing	0	245	0
Budget Improvement Request	0	10,278	6,249
Total Appropriations	128,227	135,583	135,110





Cooperative Extension

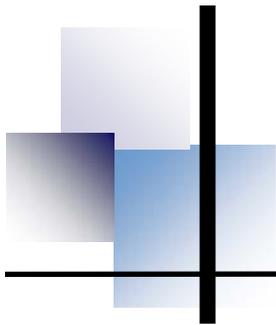
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**COOPERATIVE EXTENSION
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
4-H SUMMER PARTICIPANTS	850	876	875
4-H'ers IN COMPETITION	170	125	135
VOLUNTEER HOURS	6,500	6,700	6,500
4-H PROGRAMS	255	260	300
4-H MEMBERS	2,450	2,450	2,500
MATERIALS REQUESTED	40,000	45,000	47,000
CLIENT CONTACTS	140,000	150,000	154,500

PERSONNEL SUMMARY

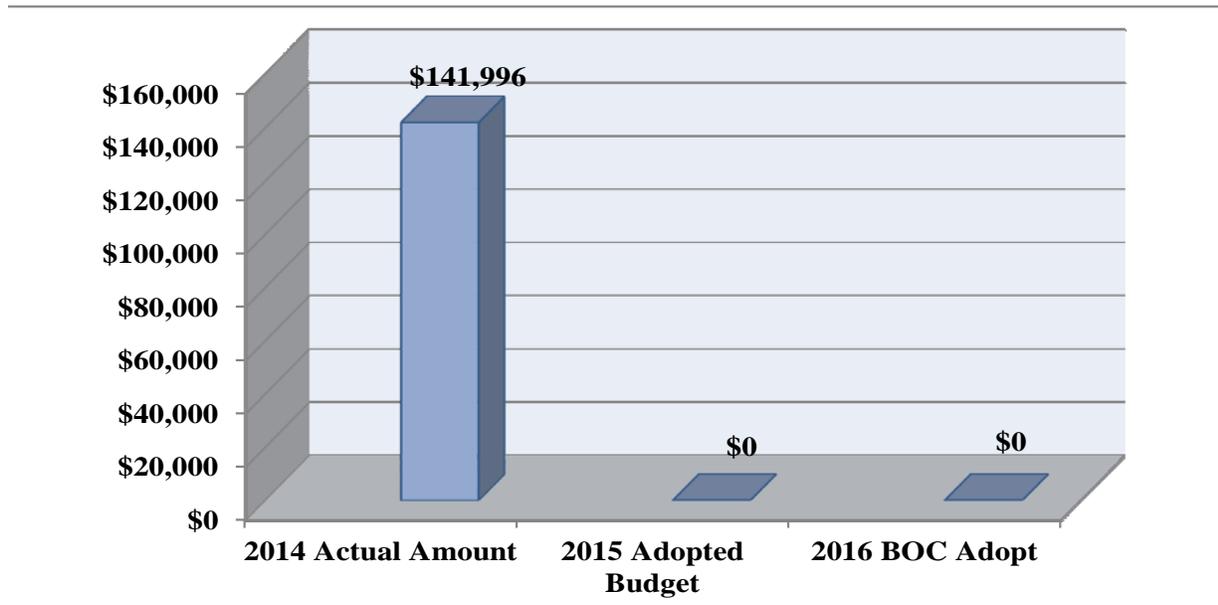
<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Agency Director	ST UNC	1	1	1
Agent	ST UNC	3	3	3
Cooperative Secretary	ST UNC	1	1	1
Program Assistant	PT	1	1	1
TOTAL FULL TIME		5	5	5
TOTAL PART TIME		1	1	1



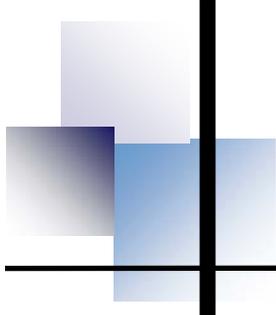
Development Services Administration

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	141,996	0	0
Total Funding Sources	141,996	0	0
APPROPRIATIONS:			
Salary and Wage	112,669	0	0
Benefits	26,964	0	0
Vehicle Expense	136	0	0
Dues and Subscriptions	540	0	0
Supplies	0	0	0
Professional Services	60	0	0
Travel & Training	1,626	0	0
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	141,996	0	0



**Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*



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

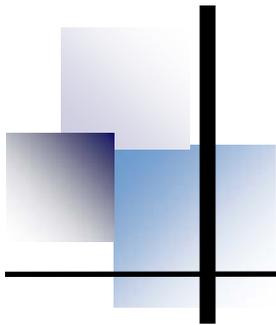
Create a strong reputation as a cooperative and appreciative place to invest/conduct business by:

- 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

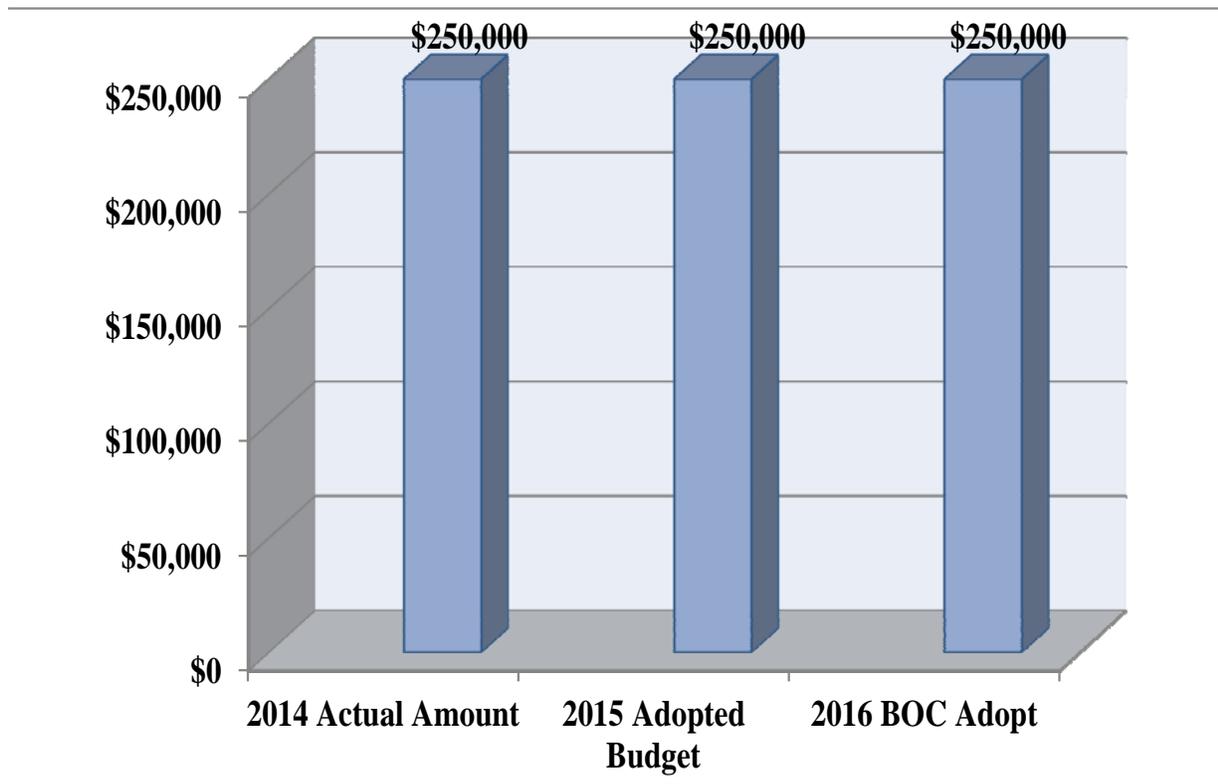


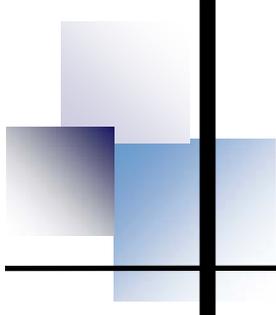


Economic Development Authority

BUDGET SUMMARY

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
Total Funding Sources	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
APPROPRIATIONS:			
Professional Services	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>
Total Appropriations	<u>250,000</u>	<u>250,000</u>	<u>250,000</u>





GIS / Mapping

GENERAL GOVERNMENT

MISSION

Support all County Departments in the development of geographic data

FUNCTIONS

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

GOALS

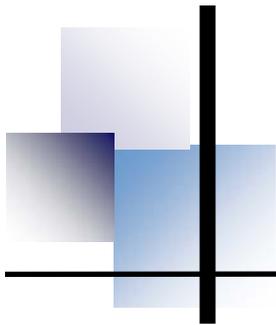
Upgrade Property Information Website to allow for cross platform access through smartphone, tablet, and desktop .

Purchase a Server to create a high availability environment that will reduce interruptions with web applications.

Create Additional Web Applications by replacing ArcReader with a web mapping application

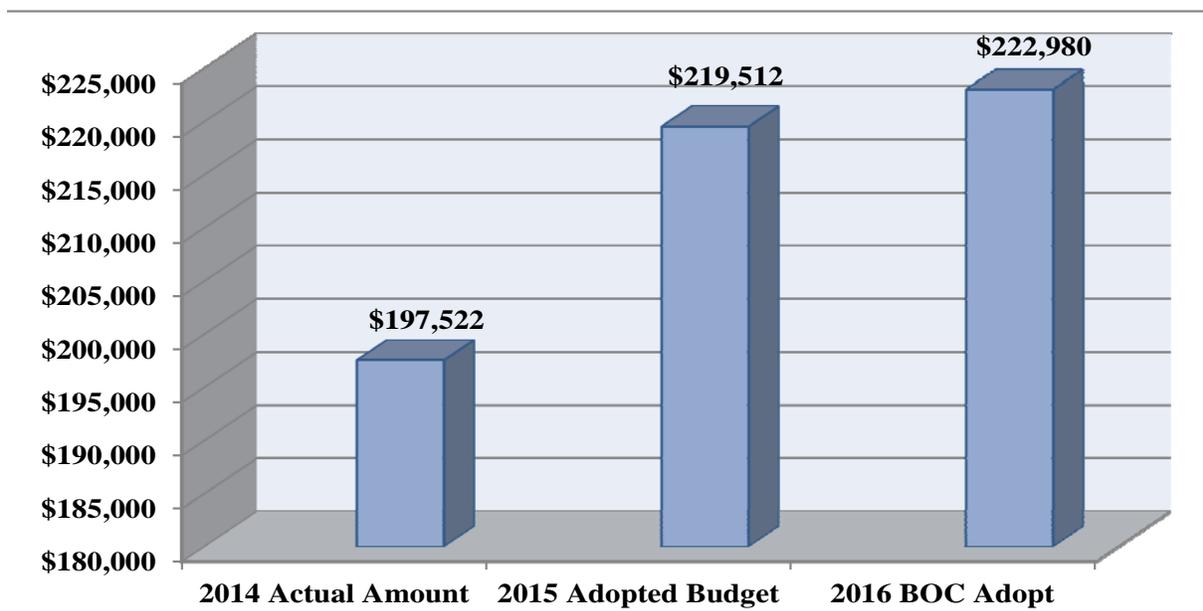
Develop mapping applications to assist various county departments with collecting/tracking assets, aid in decision making, and increase productivity.

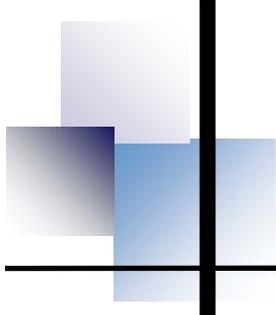




GIS / Mapping

	BUDGET SUMMARY		
	2014 Actual	2015 Adopted	2016 BOC
	Amount	Budget	Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>197,522</u>	<u>219,512</u>	<u>222,980</u>
Total Funding Sources	<u>197,522</u>	<u>219,512</u>	<u>222,980</u>
APPROPRIATIONS:			
Salary and Wage	126,984	138,560	127,127
Benefits	49,429	51,905	38,520
Advertising	0	0	0
Dues and Subscriptions	0	0	120
Maintenance Charges	19,100	17,017	17,017
Supplies	1,913	4,690	5,040
Professional Services	95	0	0
Utilities	2	0	0
Travel & Training	0	0	3,000
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>7,340</u>	<u>32,156</u>
Total Appropriations	<u>197,522</u>	<u>219,512</u>	<u>222,980</u>





GIS / Mapping

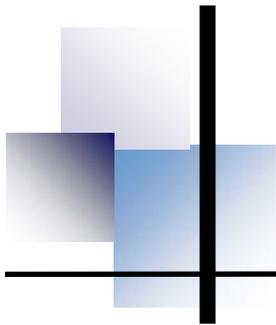
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**GIS / MAPPING
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
TOTAL PARCELS IN COUNTY	53,860	53,881	54,000
PROPERTY INFO WEBSITE VISITS	159,533	168,200	180,000
ADDRESS ASSIGNMENTS, ETC.	100	100	100
MAP AND DATA SALES	1,764	2,057	2,500
DIGITAL DATA REQUEST	30	30	30
MAPS PRODUCED	250	250	250
ARCREADER USERS	85	85	85

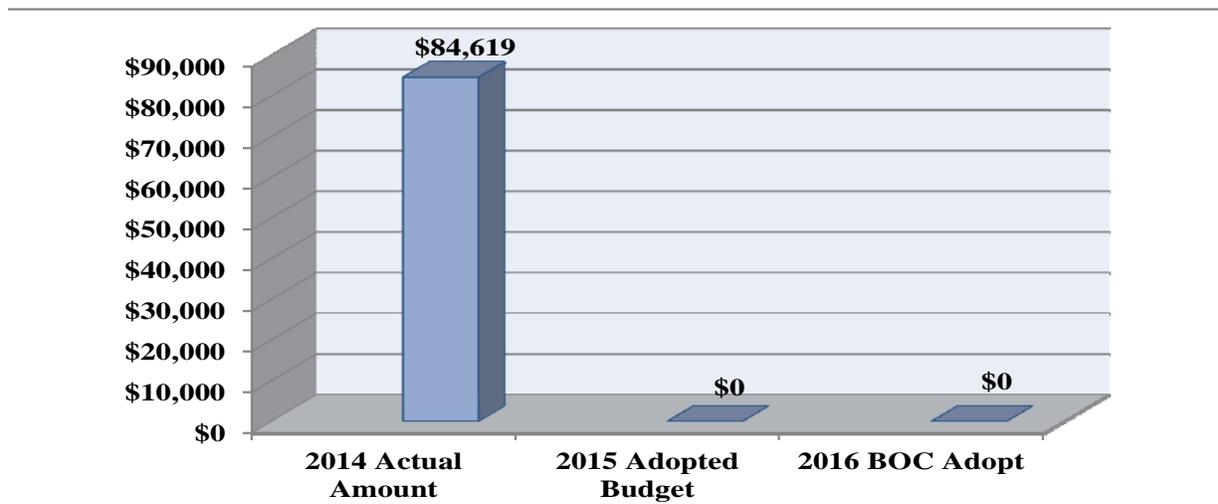
PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>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

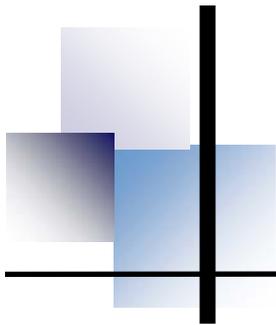


Occupational Tax

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	84,619	0	0
Total Funding Sources	84,619	0	0
APPROPRIATIONS:			
Salary and Wage	54,014	0	0
Benefits	25,070	0	0
Advertising	0	0	0
Vehicle Expense	51	0	0
Dues and Subscriptions	56	0	0
Maintenance Charges	960	0	0
Supplies	4,019	0	0
Professional Services	0	0	0
Utilities	105	0	0
Travel & Training	345	0	0
Minor Equipment and Improvements	0	0	0
Capital Outlay	0	0	0
Uniforms and Clothing	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	84,619	0	0

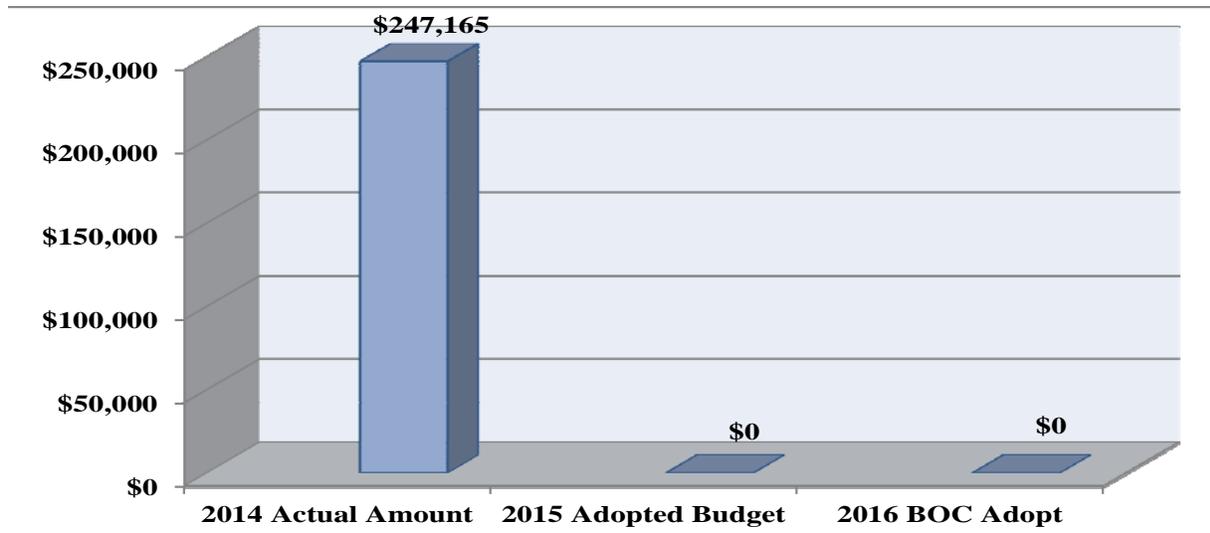


**Due to Service Delivery Agreement this department is now located under a Special Revenue Fund*

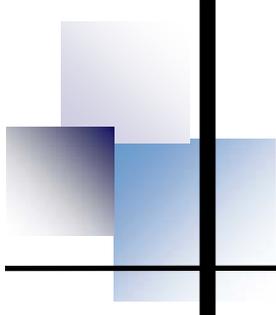


Planning and Zoning

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	247,165	0	0
Total Funding Sources	247,165	0	0
APPROPRIATIONS:			
Salary and Wage	158,779	0	0
Benefits	61,016	0	0
Advertising	730	0	0
Vehicle Expense	571	0	0
Dues and Subscriptions	500	0	0
Maintenance Charges	959	0	0
Supplies	2,104	0	0
Professional Services	19,300	0	0
Utilities	0	0	0
Travel & Training	1,736	0	0
Minor Equipment and Improvements	1,470	0	0
Other	0	0	0
Budget Improvement Request	0	0	0
Total Appropriations	247,165	0	0



**Due to Service Delivery Agreement this department is now located in a Special Revenue Fund*



Rideshare

MISSION

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

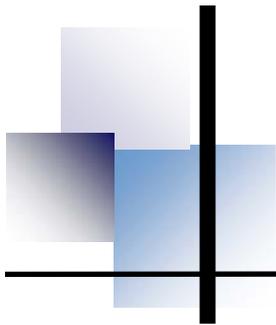
FUNCTIONS

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

GOALS

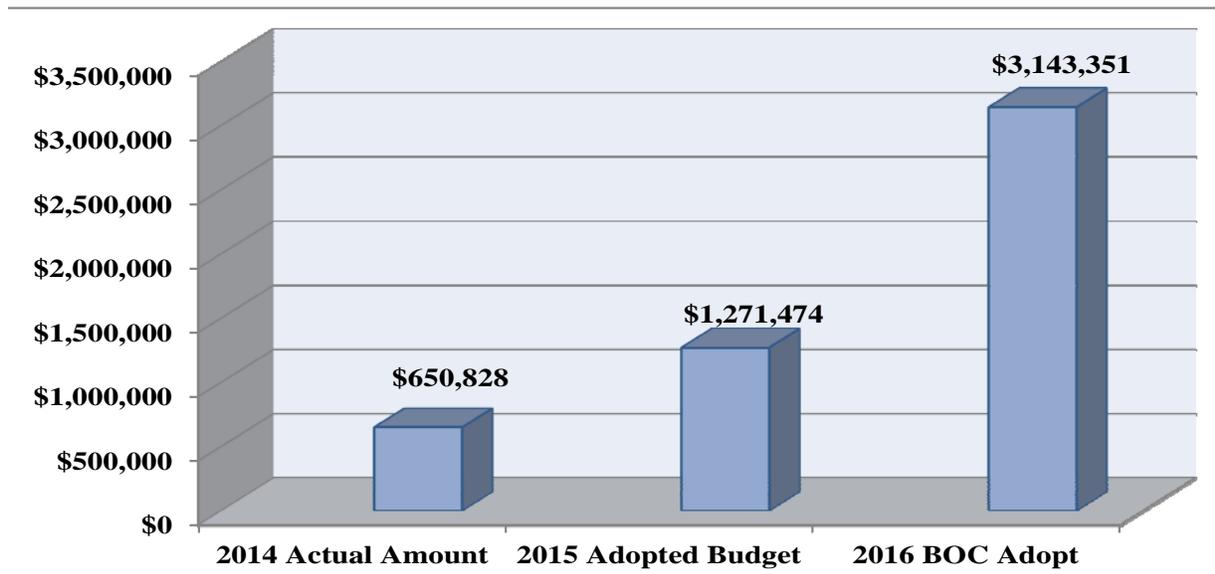
- Start six new vanpool routes
- Upgrade status of five low ridership routes as least to “standard” capacity of 8
- Design an addition to Transportation Center Administrative Building
- Resurface Lee Road and Thornton Road Park & Ride Lots
- Upgrade Security Cameras and Ride Lots and Transportation Centers
- Improve landscaping at Transportation Center
- Begin planning for new transportation services identified in Transportation Service Study
- Secure third round of Federal Funding for Transportation Voucher Program.
- Add real time data collection and cameras to rideshare vans

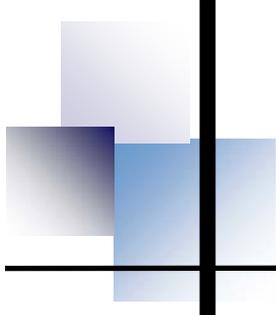




Rideshare

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	650,828	1,271,474	3,143,351
Total Funding Sources	650,828	1,271,474	3,143,351
APPROPRIATIONS:			
Salary and Wage	194,658	208,794	225,491
Benefits	63,329	66,890	71,905
Advertising	1,300	2,300	3,150
Vehicle Expense	278,057	352,720	291,840
Dues and Subscriptions	694	760	600
Maintenance Charges	24,197	27,774	32,800
Supplies	7,522	6,940	9,784
Professional Services	30,789	89,220	90,620
Utilities	43,228	40,320	36,308
Travel & Training	946	100	400
Minor Equipment and Improvements	0	0	0
Capital Outlay	5,823	0	0
Uniforms and Clothing	285	200	180
Budget Improvement Request	0	475,456	2,380,273
Total Appropriations	650,828	1,271,474	3,143,351





Rideshare

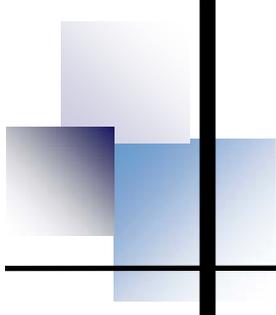
PERSONNEL SUMMARY & WORKLOAD INDICATORS

**RIDESHARE
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
VAN POOL PASSENGER'S FARES	428,241	375,000	438,800
PEAK # OF VANPOOLS OPERATING	20	60	80
PEAK # OF RIDERS	445	420	500
ONE—WAY PASSENGER TRIPS	154,770	146,000	175,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Multi-Modal Trans Service Manager	UNC	1	1	1
Rideshare Assistant	22	1	1	1
Senior Customer Service Rep.	22	1	1	1
Operations Assistant	22	1	1	1
Secretary	PT	1	1	1
Customer Service Assistant	PT	1	1	1
Mobility Coordinator	PT	1	1	1
TOTAL FULL TIME		4	4	4
TOTAL PART TIME		3	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

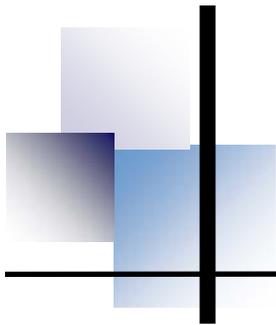
Continue support groups and services such as parenting classes and life skills classes

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

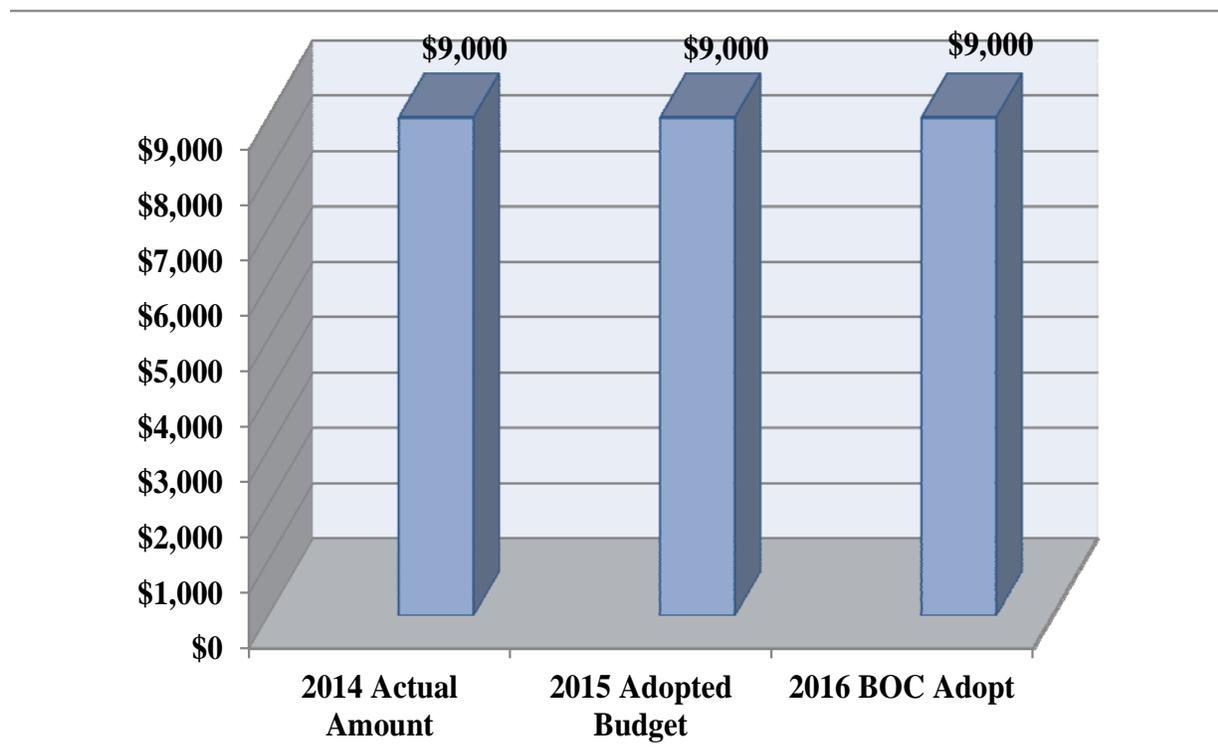
Continue the children and youth program by providing public education regarding violence and its effect on children and youth, and presentations to high school students on dating and domestic violence twice yearly at local high schools

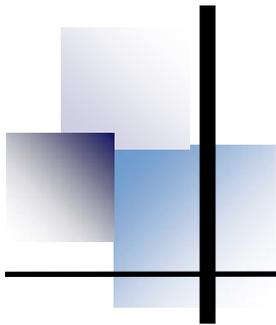




S . H . A . R . E . H o u s e

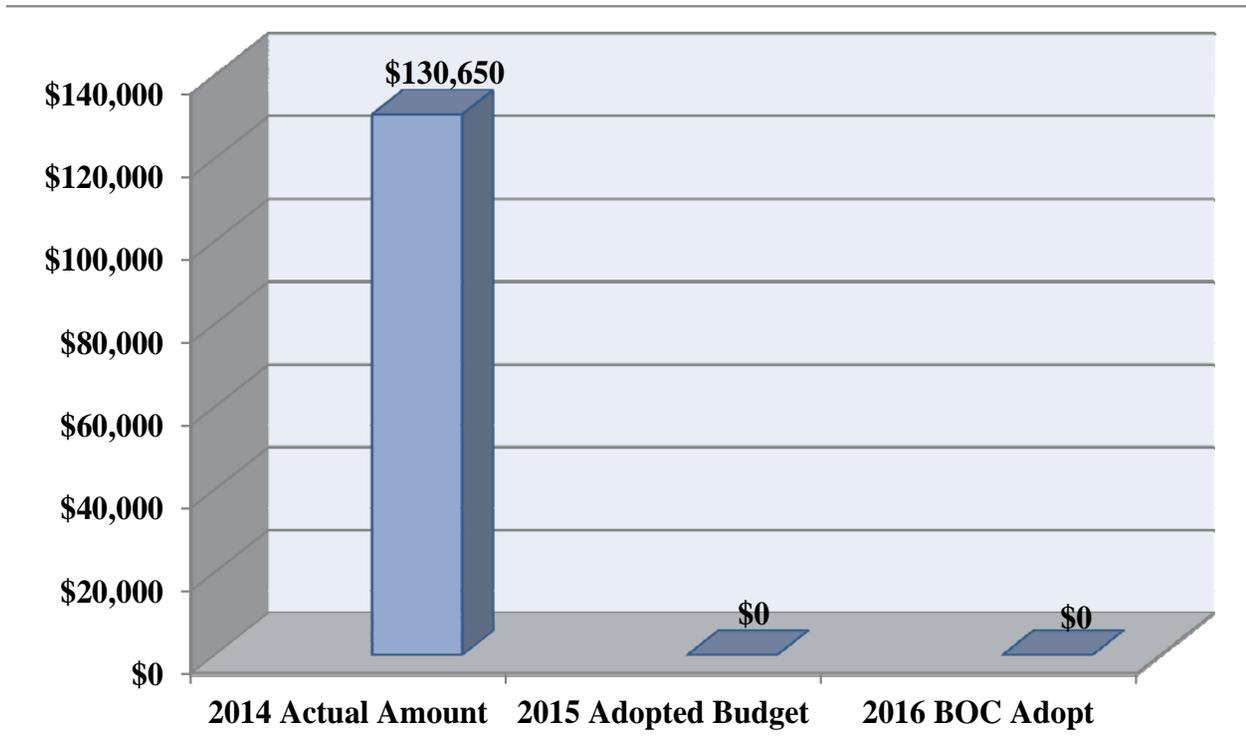
	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Total Funding Sources	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
APPROPRIATIONS:			
Professional Services	9,000	9,000	9,000
Capital Outlay	<u>0</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>



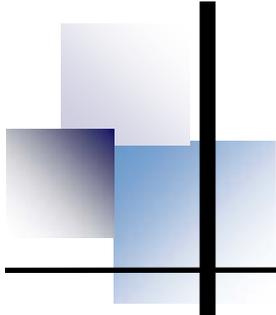


Tourism & Chamber of Commerce

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>130,650</u>	<u>0</u>	<u>0</u>
Total Funding Sources	<u>130,650</u>	<u>0</u>	<u>0</u>
APPROPRIATIONS:			
Professional Services	<u>130,650</u>	<u>0</u>	<u>0</u>
Total Appropriations	<u>130,650</u>	<u>0</u>	<u>0</u>



**Due to Service Delivery this department is now located in a Special Revenue Fund*



Special Revenue Funds

DIRECTORY

District Attorney Confiscated Funds 242

Drug Abuse Treatment Fund..... 244

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Law Library 256

Sheriff Confiscated Funds..... 258

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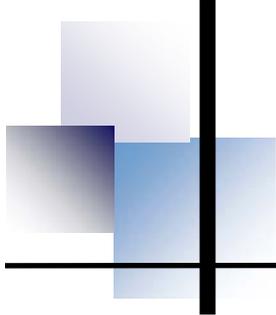
Victim Assistance Fund 268

Unincorporated Area Special District Fund..... 272

Fire Protection and EMS Fund 294

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District Attorney Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	633,294	250,210	230,210	118,415
REVENUES				
Courts and Law Enforcement	139,977	125,000	30,481	251,516
Use of Money and Property	9,276	5,000	2,915	8,986
Miscellaneous	-	-	-	-
TOTAL REVENUES	149,253	130,000	33,396	260,502
EXPENDITURES				
Operating	532,337	150,000	134,616	170,645
Capital Outlay	-	-	-	-
OTHER FINANCING SOURCES				
Transfers Out	-	-	10,575	-
TOTAL EXPENDITURES	532,337	150,000	134,616	170,645
ENDING FUND BALANCE	250,210	230,210	118,415	208,272

TRENDS FOR THE YEAR ENDED December 31, 2016

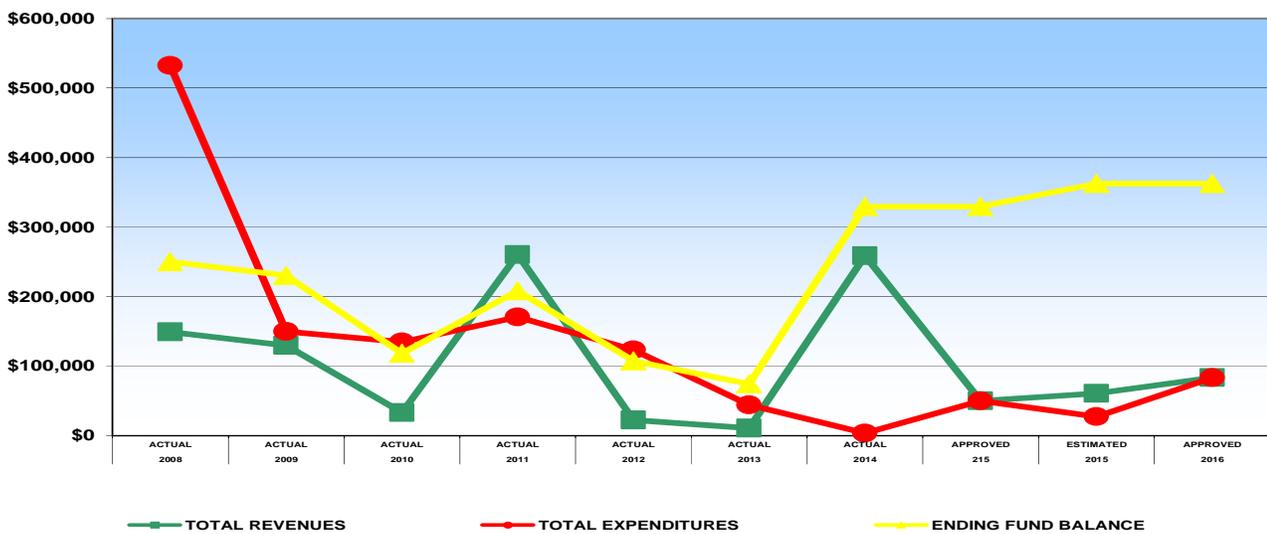
REVENUES: This fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Because of this, Revenues can be difficult to forecast. Revenue Trends have varied over the years and changes from one year to the next have fluctuated from a negative 54% change to a positive 168% change. 2016 is projected to increase \$33,522 compared to what was budgeted in 2015.

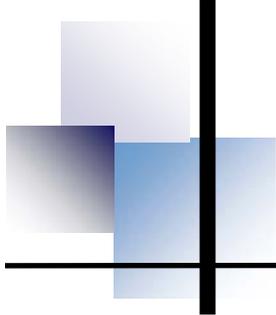
EXPENDITURES: Funds are expensed to provide payment for any and all necessary expenses for the operation of District Attorney's Office. For instance, vehicles and weapons for investigators have been expensed in this Fund. Expenditures do not fluctuate as widely as Revenues. In 2008 this fund contributed \$ 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. It is projected to see a 50% decrease from 2015 Expenditures.

FUND BALANCE: Projected 2016 Ending Fund Balance is expected to remain the same with Revenues and Expenditures being equal.

District Attorney Confiscated Funds

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>215 APPROVED</u>	<u>2015 ESTIMATED</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
<u>208,272</u>	<u>107,556</u>	<u>74,459</u>	<u>329,602</u>	<u>329,602</u>	<u>362,680</u>	<u>100%</u>
20,848	10,249	258,006	-	60,630	65,000	78%
1,714	793	969	50	38	-	0%
-	-	-	<u>49,950</u>	-	<u>18,522</u>	<u>22%</u>
<u>22,562</u>	<u>11,042</u>	<u>258,975</u>	<u>50,000</u>	<u>60,668</u>	<u>83,522</u>	<u>100%</u>
123,278	44,139	3,832	50,000	27,590	83,522	100%
-	-	-	-	-	-	0%
-	-	-	-	-	-	-
<u>123,278</u>	<u>44,139</u>	<u>3,832</u>	<u>50,000</u>	<u>27,590</u>	<u>83,522</u>	<u>100%</u>
<u>107,556</u>	<u>74,459</u>	<u>329,602</u>	<u>329,602</u>	<u>362,680</u>	<u>362,680</u>	<u>100%</u>





Drug Abuse Treatment

SPECIAL REVENUE TRENDS

	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>353,274</u>	<u>389,721</u>	<u>351,365</u>	<u>322,789</u>
REVENUES				
Courts and Law Enforcement	136,215	65,470	71,536	104,454
Interest	6,044	1,491	787	452
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL REVENUES	142,259	66,961	72,323	104,906
EXPENDITURES				
Other Professional Services	98,880	98,880	90,937	106,374
Supplies	6,932	6,437	7,942	-
Training	-	-	2,020	-
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	105,812	105,317	100,899	106,374
ENDING FUND BALANCE	<u>389,721</u>	<u>351,365</u>	<u>322,789</u>	<u>321,321</u>

TRENDS FOR THE YEAR ENDED December 31, 2016

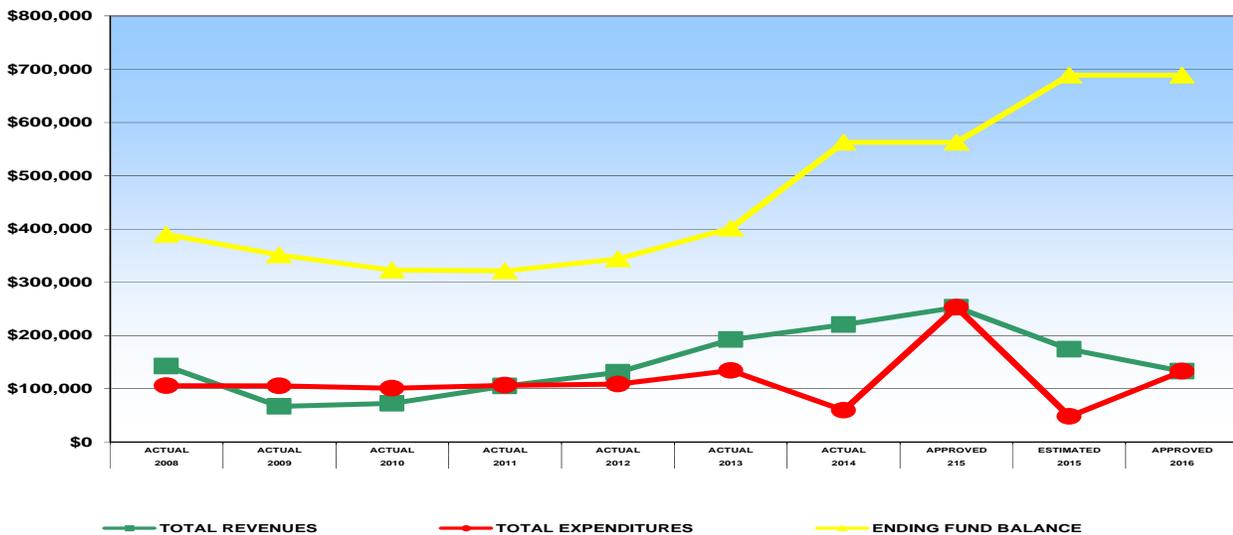
REVENUES: 1999 was the first year of existence for this source of Revenue. This Fund accounts for monies collected under Georgia law related to additional penalties on controlled substances offenses. While the trend in these types of offenses is increasing steadily each year, the Revenue from additional penalties imposed sometimes decrease. The 2016 Revenues are anticipated to decrease 48% from those of 2015. The percentage change has varied over the years from a 53% decrease to a 55% increase.

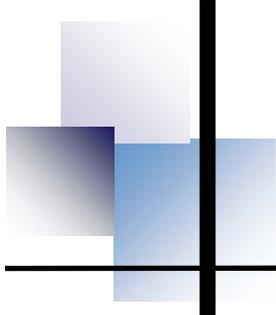
EXPENDITURES: Monies in this Fund are restricted for drug abuse treatment and education programs relating to controlled substances and marijuana. Variations in Expenditures have been widespread. On one end of the spectrum Expenditures have decreased 5% and on the other have increased 112%. In 2016 expenditures are expected to decrease \$120,366 from that of 2015.

FUND BALANCE: Projected 2016 Ending Fund Balance is expected to be \$688,926. An increase of \$126,053 from that budgeted in 2015.

Drug Abuse Treatment

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGETED</u>	<u>2015 ESTIMATED</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
321,321	343,833	401,806	562,873	562,873	688,926	100%
130,796	192,096	220,301	253,027	173,891	226,800	171%
234	199	236	-	154	235	0%
-	-	-	-	-	(94,374)	-71%
131,030	192,295	220,537	253,027	174,045	132,661	171%
108,518	134,322	57,720	238,027	41,742	132,661	100%
-	-	1,750	15,000	6,250	-	0%
-	-	-	-	-	-	0%
-	-	-	-	-	-	0%
108,518	134,322	59,470	253,027	47,992	132,661	100%
<u>343,833</u>	<u>401,806</u>	<u>562,873</u>	<u>562,873</u>	<u>688,926</u>	<u>688,926</u>	<u>100%</u>





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 dispatcher position in order to meet the increased call volume and demand for service.

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

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

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

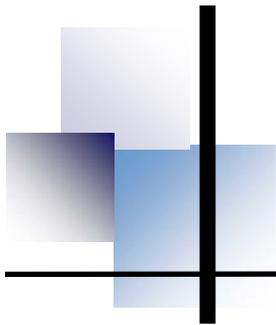


E-911 and Wireless

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
CALLS TURNED OVER TO SHERIFF	229	242	236
FIRE/EMS CALLS DISPATCHED	15,259	16,638	15,949
EMERGENCY MEDICAL DISPATCHED PERFORMED	11,985	11,652	11,819
CALLS TURNED OVER TO STATE PATROL	134	143	139
POLICE CASE NUMBERS ISSUED	14,354	16,900	15,627
911 CALLS RECEIVED	110,601	114,304	112,453
ALL CALLS	246,497	247,140	246,819

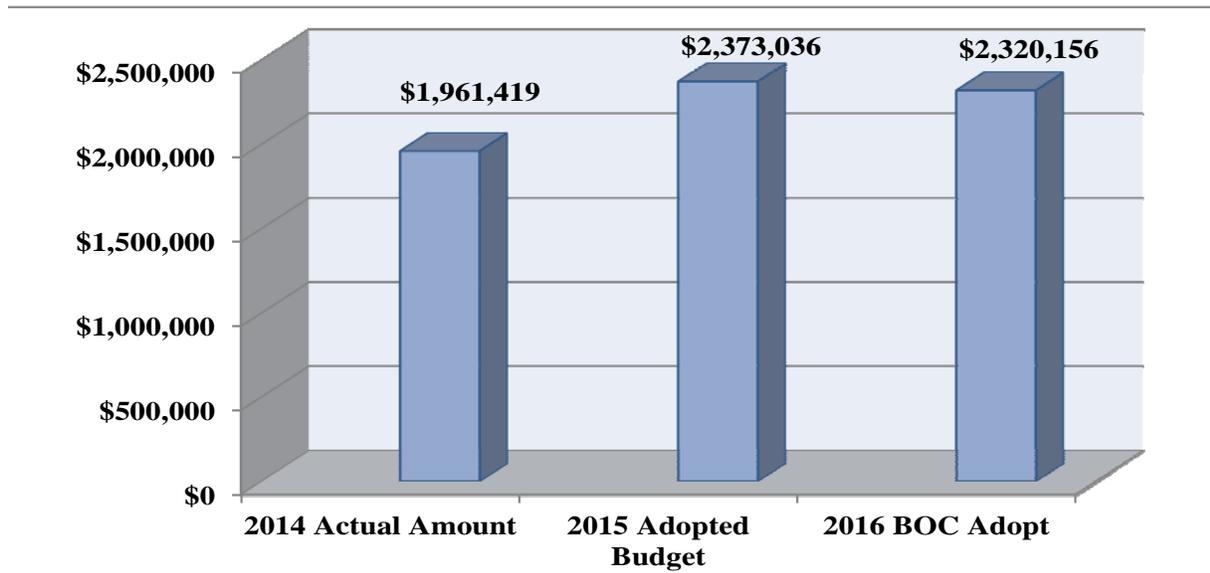
PERSONNEL SUMMARY

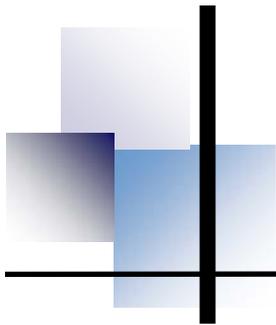
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Director	33	1	1	1
Database Coordinator	27	1	1	1
Training Coordinator	27	1	1	1
Supervisor	25	4	5	5
Operator II	22	9	10	13
Operator I	21	2	3	2
Operator Trainee	20	5	3	3
Operator I	PT	1	1	1
TOTAL FULL TIME		23	24	26
TOTAL PART TIME		1	1	1



E-911 Wireline

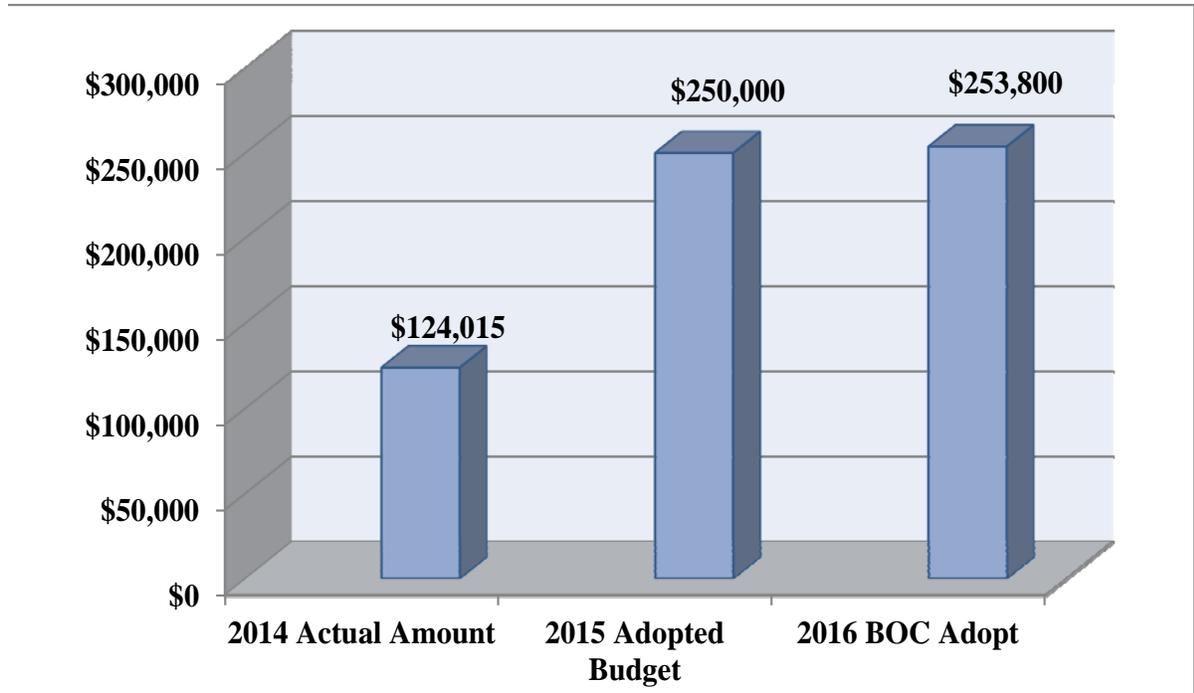
	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	1,961,419	2,373,036	2,320,156
Total Funding Sources	1,961,419	2,373,036	2,320,156
APPROPRIATIONS:			
Salary and Wage	1,079,603	1,148,477	1,215,302
Benefits	386,896	392,471	387,472
Advertising	477	700	700
Vehicle Expense	2,915	900	3,400
Dues and Subscriptions	1,262	1,600	1,600
Equipment Rental	0	150	150
Maintenance Charges	24,378	48,000	48,900
Supplies	7,344	8,000	8,000
Professional Services	58,063	95,608	99,678
Utilities	376,715	354,000	324,060
Travel & Training	2,948	150	4,000
Minor Equipment and Improvements	5,890	0	0
Capital Outlay	13,750	0	0
Other Financing Sources	0	0	0
Uniforms and Clothing	1,178	4,000	3,000
Budget Improvement Request	0	318,980	223,894
Total Appropriations	1,961,419	2,373,036	2,320,156

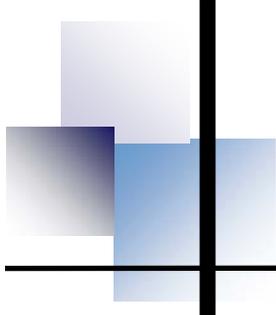




E-911 Wireless

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>124,015</u>	<u>250,000</u>	<u>253,800</u>
Total Funding Sources	<u>124,015</u>	<u>250,000</u>	<u>253,800</u>
APPROPRIATIONS:			
Professional Services	<u>124,015</u>	<u>250,000</u>	<u>253,800</u>
Total Appropriations	<u>124,015</u>	<u>250,000</u>	<u>253,800</u>





E-911 and Wireless

SPECIAL REVENUE TRENDS

	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>4,223,286</u>	<u>4,856,541</u>	<u>5,164,990</u>	<u>3,076,337</u>
REVENUES				
Wireless Charges	1,601,962	1,510,534	1,650,620	2,340,543
User Fees	896,053	952,994	828,286	-
Intergovernmental	-	-	-	93,592
Investment Earnings	-	-	-	3,748
Miscellaneous	<u>75,553</u>	<u>19,695</u>	<u>11,967</u>	<u>1,087</u>
TOTAL REVENUES	2,573,568	2,483,223	2,490,873	2,438,970
EXPENDITURES				
Salaries and Related Costs	1,286,240	1,288,056	1,319,813	1,283,830
Other Expenses	473,857	422,683	432,599	1,106,832
Capital Outlay	<u>180,216</u>	<u>464,035</u>	<u>2,827,114</u>	<u>1,084,853</u>
OTHER FINANCING SOURCES				
Transfers Out	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	1,940,313	2,174,774	4,579,526	3,475,515
ENDING FUND BALANCE	<u>4,856,541</u>	<u>5,164,990</u>	<u>3,076,337</u>	<u>2,039,792</u>

TRENDS FOR THE YEAR ENDED December 31, 2016

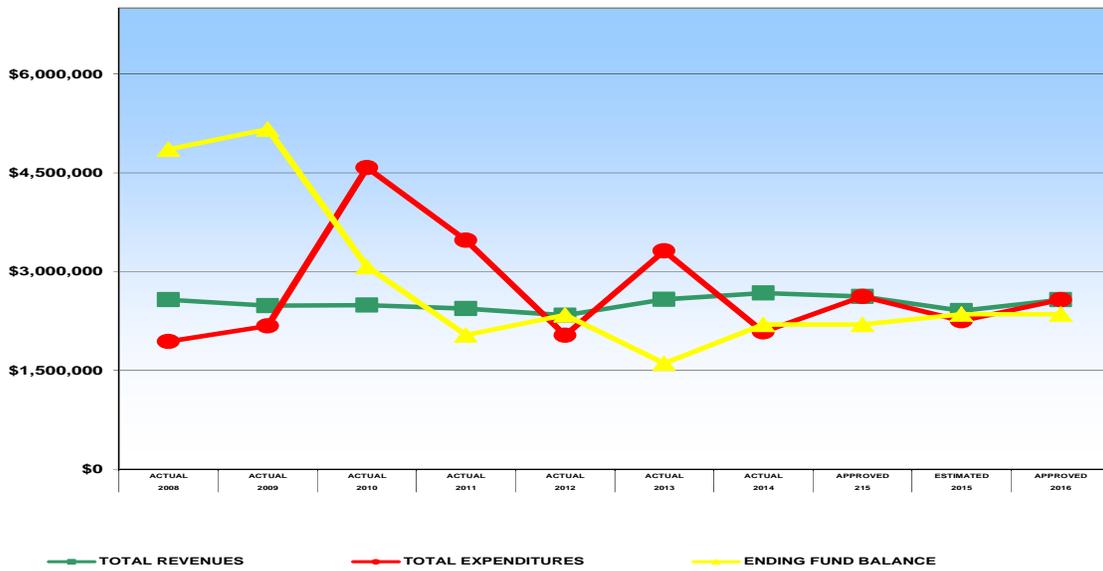
REVENUES: Wireless fees and wireline fees have become increasingly difficult to track. It is no longer mandated by law for these revenues to be separated out when submitted to the County. However, it appears that wireless charges will continue to increase as does the popularity of cell phones versus home phones increases. Revenues are projected to decrease by 2% as compared to what was budgeted for 2015.

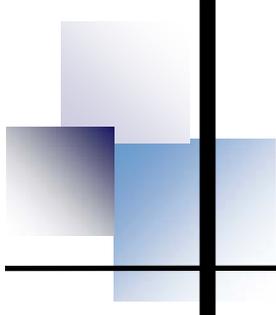
EXPENDITURES: Expenditures are projected to be \$49,080 less than that of 2015.

FUND BALANCE: The 2016 Fund Balance is projected to increase by \$155,427 from that budgeted in 2015, leaving a Fund Balance of \$2,353,557.

E-911 and Wireless

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 BUDGET</u>	<u>2016 PERCENT OF TOTAL</u>
<u>2,039,792</u>	<u>2,343,147</u>	<u>1,608,300</u>	<u>2,198,130</u>	<u>2,198,130</u>	<u>2,353,557</u>	<u>100%</u>
1,369,674	2,578,882	2,673,377	1,500,000	1,393,615	1,500,000	58%
965,444	-	-	1,080,000	1,011,402	1,100,000	43%
-	-	-	-	-	-	0%
1,378	568	826	500	543	500	
<u>796</u>	<u>991</u>	<u>1,062</u>	<u>42,536</u>	<u>1,083</u>	<u>(26,544)</u>	<u>-1%</u>
<u>2,337,292</u>	<u>2,580,441</u>	<u>2,675,265</u>	<u>2,623,036</u>	<u>2,406,644</u>	<u>2,573,956</u>	<u>100%</u>
1,986,010	2,091,913	2,085,435	1,540,948	1,540,959	1,602,774	62%
47,927	-	-	1,082,088	505,734	971,182	38%
-	-	-	-	204,523	-	0%
-	<u>1,223,375</u>	-	-	-	-	
<u>2,033,937</u>	<u>3,315,288</u>	<u>2,085,435</u>	<u>2,623,036</u>	<u>2,251,217</u>	<u>2,573,956</u>	<u>100%</u>
<u>2,343,147</u>	<u>1,608,300</u>	<u>2,198,130</u>	<u>2,198,130</u>	<u>2,353,557</u>	<u>2,353,557</u>	<u>100%</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 members services, economic development, business growth, government affairs, community development, and Shop Douglas First programs

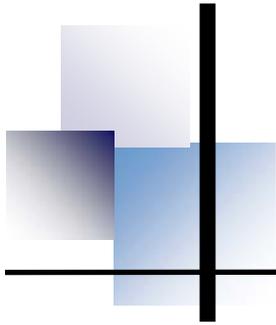
ENTITIES

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

- Chamber of Commerce
- Tourism & History Commission

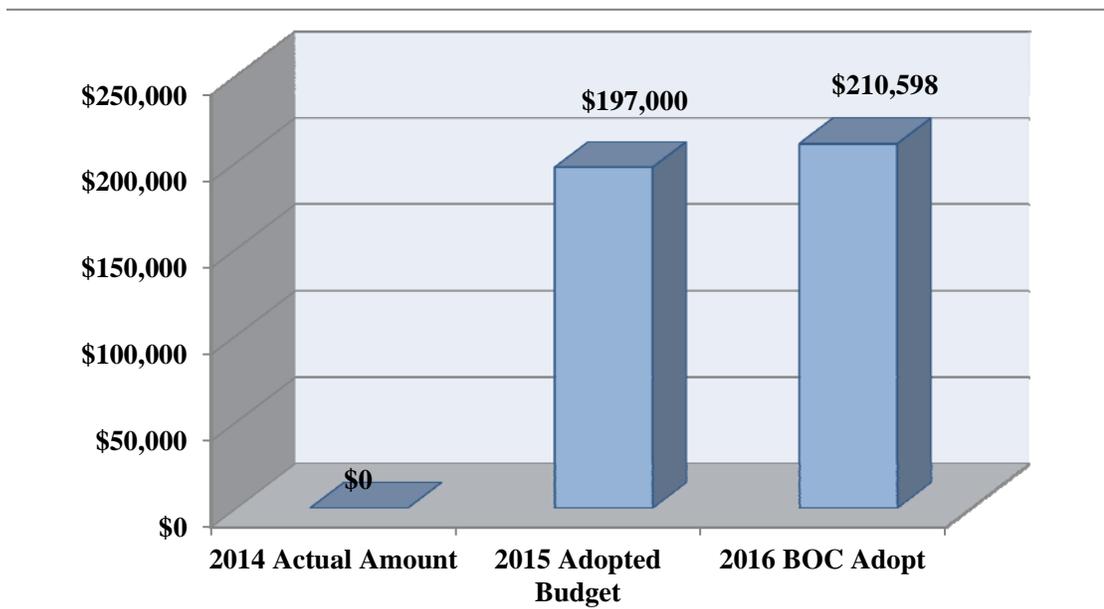
PERSONNEL SUMMARY

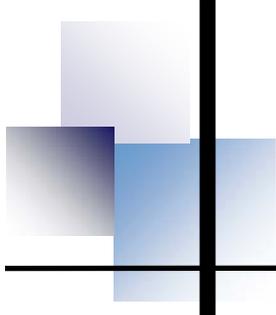
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Events Director	UNC	0	1	1
Welcome Center & Tourism Director	UNC	0	1	1
Museum Director	UNC	0	1	1
Museum Associate	UNC	0	1	1
TOTAL PART TIME		0	4	4



Tourism & Chamber of Commerce

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>197,000</u>	<u>210,598</u>
Total Funding Sources	<u>0</u>	<u>197,000</u>	<u>210,598</u>
APPROPRIATIONS:			
Salary and Wages	0	0	72,800
Benefits	0	0	5,768
Advertising	0	0	10,419
Dues and Subscriptions	0	0	5,265
Maintenance Charges	0	0	0
Supplies	0	0	9,300
Professional Services	0	197,000	69,850
Utilities	0	0	100
Travel & Training	0	0	2,100
Minor Equipment and Improvements	0	0	0
Budget Improvement Request	<u>0</u>	<u>0</u>	<u>34,996</u>
Total Appropriations	<u>0</u>	<u>197,000</u>	<u>210,598</u>





Hotel/Motel Tax Fund

SPECIAL REVENUE TRENDS

FUNCTIONS

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

	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Hotel-Motel Taxes	18,119	38,077	140,265	153,481
TOTAL REVENUES	18,119	38,077	140,265	153,481
EXPENDITURES				
Salaries and Related Cost	-	-	-	-
Other Expenses	-	-	-	-
Transfers Out	18,119	38,077	140,265	153,481
TOTAL EXPENDITURES	18,119	38,077	140,265	153,481
ENDING FUND BALANCE	-	-	-	-

TRENDS FOR THE YEAR ENDED December 31, 2016

REVENUES: The Hotel/Motel Tax Fund was established in 2004 in compliance with the Uniform Chart Of Accounts as required by the Georgia Department of Community Affairs. The Hotel/Motel Tax Revenues have fluctuated over this ten year period. This is due to the number of hotels in the area. In 2015 the large jump in revenues is attributed to the tax going from 5% to 8%. Total projected revenues for 2016 are \$390,598.

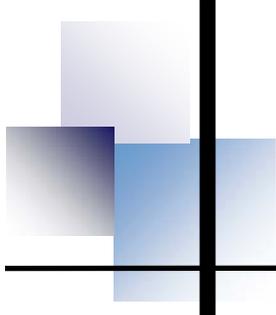
EXPENDITURES: Expenditures for the Hotel/Motel Fund are budgeted each year to be the same as the Revenue. Funds are transferred out to the Uninc. Fund and remitted to agencies that promote tourism within the County. The Professional Services expenditures goes to the Chamber of Commerce and Tourism. Due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

FUND BALANCE: The 2016 Ending Fund Balance is projected to end at \$177,053. 2015 and 2016 are the first years this fund has experienced a fund balance due to the departments being moved into this fund out of the General Fund.

Hotel/Motel Tax Fund

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
-	-	-	-	-	177,053	0%
167,810	196,999	326,625	315,200	489,610	390,598	100%
167,810	196,999	326,625	315,200	489,610	390,598	100%
-	-	-	-	68,902	78,568	
-	-	-	197,000	60,052	132,030	
167,810	196,999	326,625	118,200	183,604	180,000	46%
167,810	196,999	326,625	315,200	312,557	390,598	46%
-	-	-	-	177,053	177,053	0%





Law Library

SPECIAL REVENUE TRENDS

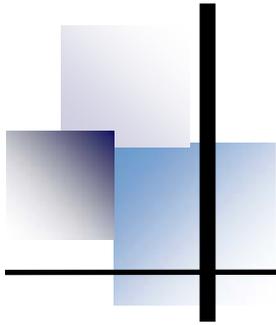
	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>317,321</u>	<u>400,141</u>	<u>406,564</u>	<u>453,461</u>
REVENUES				
Courts and Law Enforcement	169,896	91,623	119,813	123,330
Use of Money and Property	<u>1,896</u>	<u>800</u>	<u>1,718</u>	<u>1,177</u>
TOTAL REVENUES	171,792	92,423	121,531	124,507
EXPENDITURES				
Operating	88,972	86,000	74,634	95,756
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	88,972	86,000	74,634	95,756
ENDING FUND BALANCE	<u><u>400,141</u></u>	<u><u>406,564</u></u>	<u><u>453,461</u></u>	<u><u>482,212</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2015

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 2015 Revenues are expected to increase by \$10,000.

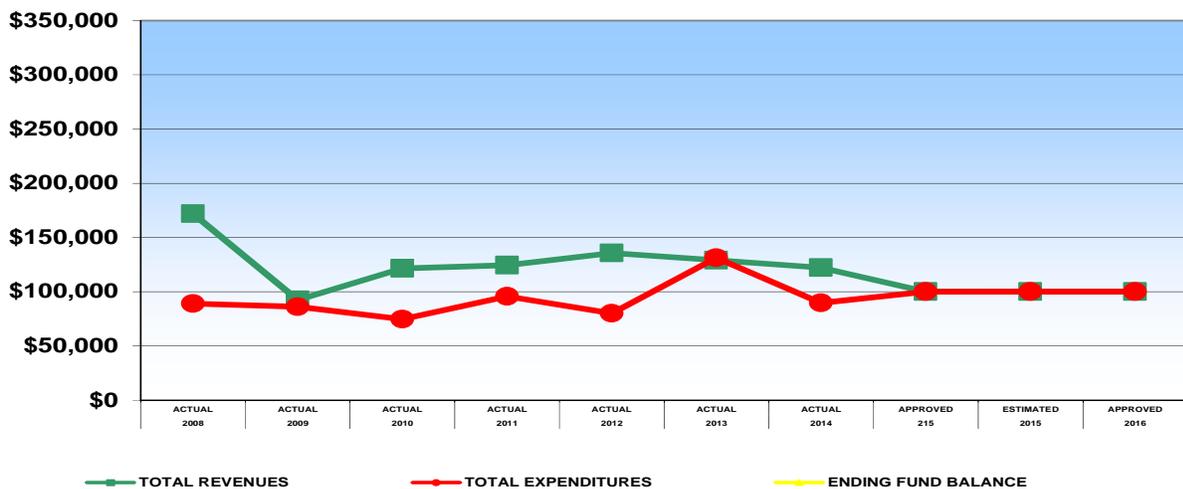
EXPENDITURES: Expenditures are to finance the Library's operations and reference materials. Expenditures have fluctuated from a negative 12% change to a positive 33% change over the years.

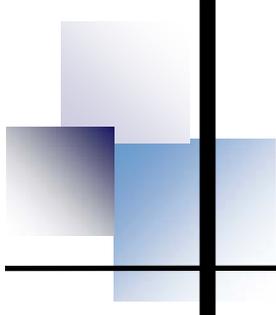
FUND BALANCE: Revenues have exceeded Expenditures in most years; therefore, Fund Balance continues to increase. In 2015 Revenues are anticipated to equal expenditures. Therefore, the Fund Balance will remain the same. This fund is budgeted to have a 2015 Ending Fund Balance of \$535,544.



Law Library

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATED</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
482,212	537,724	535,544	567,999	567,999	567,999	100%
133,564	127,292	120,941	100,000	100,000	100,000	100%
2,101	1,798	1,219	-	-	-	0%
135,665	129,090	122,160	100,000	100,000	100,000	100%
80,153	131,270	89,705	100,000	100,000	100,000	100%
-	-	-	-	-	-	0%
80,153	131,270	89,705	100,000	100,000	100,000	100%
537,724	535,544	567,999	567,999	567,999	567,999	100%





Sheriff Confiscated Funds

SPECIAL REVENUE TRENDS

	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>5,241,706</u>	<u>4,999,593</u>	<u>4,436,593</u>	<u>4,651,048</u>
REVENUES				
Fines and Forfeitures	380,651	160,000	373,657	943,986
Investment Earnings	<u>171,166</u>	<u>88,000</u>	<u>107,714</u>	<u>39,885</u>
TOTAL REVENUES	551,817	248,000	481,371	983,871
EXPENDITURES				
Operating	793,930	11,000	266,916	719,344
Capital Outlay	<u>-</u>	<u>800,000</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	793,930	811,000	266,916	719,344
ENDING FUND BALANCE	<u><u>4,999,593</u></u>	<u><u>4,436,593</u></u>	<u><u>4,651,048</u></u>	<u><u>4,915,575</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2016

REVENUES: This Fund generates Revenue from monies forfeited under O.C.G.A. 16-13-49. Revenues can be difficult to forecast. For 2016 revenues are projected to be the highest increase this fund has seen at a 733% increase at \$1,500,000. The trend for the rate of change in this Fund has drastically fluctuated in recent years and has seen increases as high at 733% in the current year.

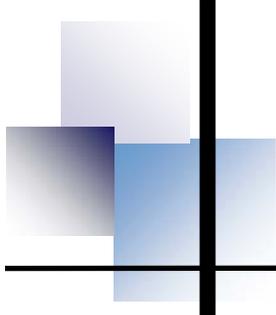
EXPENDITURES: Funds are restricted to defray the cost of complex investigations and to purchase equipment relating to said investigations. 2016 Expenditures are budgeted to be \$1,500,000.

FUND BALANCE: The Ending Fund Balance for 2016 is projected at \$1,765,674. The Fund Balance in this fund has fluctuated each year. This year it is projected to stay the same compared to the 2015 Estimated Ending Fund Balance. The Fund Balance still remains strong and stable.

Sheriff Confiscated Funds

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 APPROVED</u>	<u>2015 ESTIMATED</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
<u>4,915,575</u>	<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,765,674</u>	<u>1,765,674</u>	<u>100%</u>
<u>149,357</u>	<u>496,091</u>	<u>288,943</u>	<u>180,000</u>	<u>180,000</u>	<u>1,500,000</u>	<u>100%</u>
<u>26,246</u>	<u>14,049</u>	<u>7,601</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>175,603</u>	<u>510,140</u>	<u>296,544</u>	<u>180,000</u>	<u>180,000</u>	<u>1,500,000</u>	<u>100%</u>
<u>1,055,875</u>	<u>1,620,685</u>	<u>1,455,628</u>	<u>180,000</u>	<u>180,000</u>	<u>1,500,000</u>	<u>100%</u>
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
<u>1,055,875</u>	<u>1,620,685</u>	<u>1,455,628</u>	<u>180,000</u>	<u>180,000</u>	<u>1,500,000</u>	<u>100%</u>
<u>4,035,303</u>	<u>2,924,758</u>	<u>1,765,674</u>	<u>1,765,674</u>	<u>1,765,674</u>	<u>1,765,674</u>	<u>100%</u>





Sheriff Inmate Commissary

SPECIAL REVENUE TRENDS

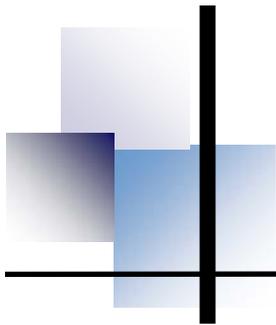
	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	407,353	392,648	261,948	310,888
REVENUES				
Intergovernmental	-	-	-	-
Use of Money and Property	1,249	300	-	-
Miscellaneous	242,891	36,000	60,834	105,236
TOTAL REVENUES	244,140	36,300	60,834	105,236
EXPENDITURES				
Operating	258,845	167,000	11,894	118,809
Capital Outlay	-	-	-	-
TOTAL EXPENDITURES	258,845	167,000	11,894	118,809
ENDING FUND BALANCE	392,648	261,948	310,888	297,315

TRENDS FOR THE YEAR ENDED December 31, 2016

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. 2016 Revenues are projected to increase significantly as compared to 2015'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.

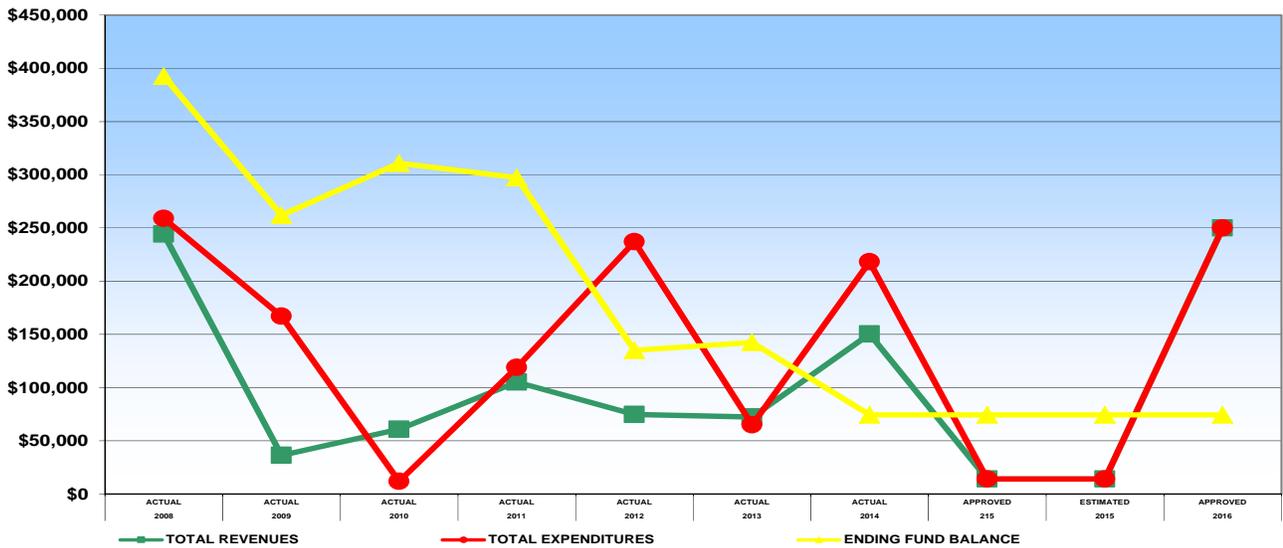
EXPENDITURES: 2016 Expenditures are a staggering \$236,000 more than estimated Expenditures for 2015. Expenditures from this Fund typically include such things to enhance religious, legal, recreational, and food service for the inmate population. \$250,000 for 2016 is budgeted for Operating Expenditures, while there are no planned Capital purchases planned in these areas.

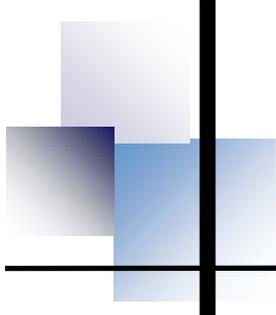
FUND BALANCE: Expenditures as well as Revenues have increased. The Expenditures are budgeted to be the same as the Revenues resulting in no change in the Ending Fund Balance \$74,398 from 2015 to 2016.



Sheriff Inmate Commissary

2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ESTIMATE	2016 APPROVED	2016 PERCENT OF TOTAL
<u>297,315</u>	<u>135,047</u>	<u>142,364</u>	<u>74,398</u>	<u>74,398</u>	<u>74,398</u>	<u>100%</u>
-	-	-	-	-	-	0%
-	-	-	-	-	-	0%
<u>74,738</u>	<u>72,253</u>	<u>150,242</u>	<u>14,000</u>	<u>14,000</u>	<u>250,000</u>	<u>100%</u>
74,738	72,253	150,242	14,000	14,000	250,000	100%
<u>237,006</u>	<u>64,936</u>	<u>218,208</u>	<u>14,000</u>	<u>14,000</u>	<u>250,000</u>	<u>100%</u>
-	-	-	-	-	-	<u>0%</u>
237,006	64,936	218,208	14,000	14,000	250,000	100%
<u>135,047</u>	<u>142,364</u>	<u>74,398</u>	<u>74,398</u>	<u>74,398</u>	<u>74,398</u>	<u>100%</u>





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

SPECIAL REVENUE TRENDS

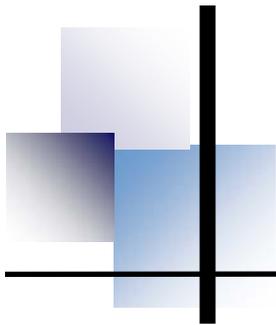
	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>30,421</u>	<u>64,879</u>	<u>70,379</u>	<u>71,820</u>
REVENUES				
Charges for Service	78,761	-	34	11
Miscellaneous	<u>122</u>	<u>15,000</u>	<u>32,744</u>	<u>58,334</u>
TOTAL REVENUES	78,883	15,000	32,778	58,345
EXPENDITURES				
Operating	44,425	9,500	31,337	51,691
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	44,425	9,500	31,337	51,691
ENDING FUND BALANCE	<u><u>64,879</u></u>	<u><u>70,379</u></u>	<u><u>71,820</u></u>	<u><u>78,474</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2016

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 2016 are estimated to be \$65,000. This is a large increase of \$13,200 from the 2015 Estimated Revenues. Revenues in this Fund have fluctuated in recent years and in 2008 they were the highest they’ve ever been.

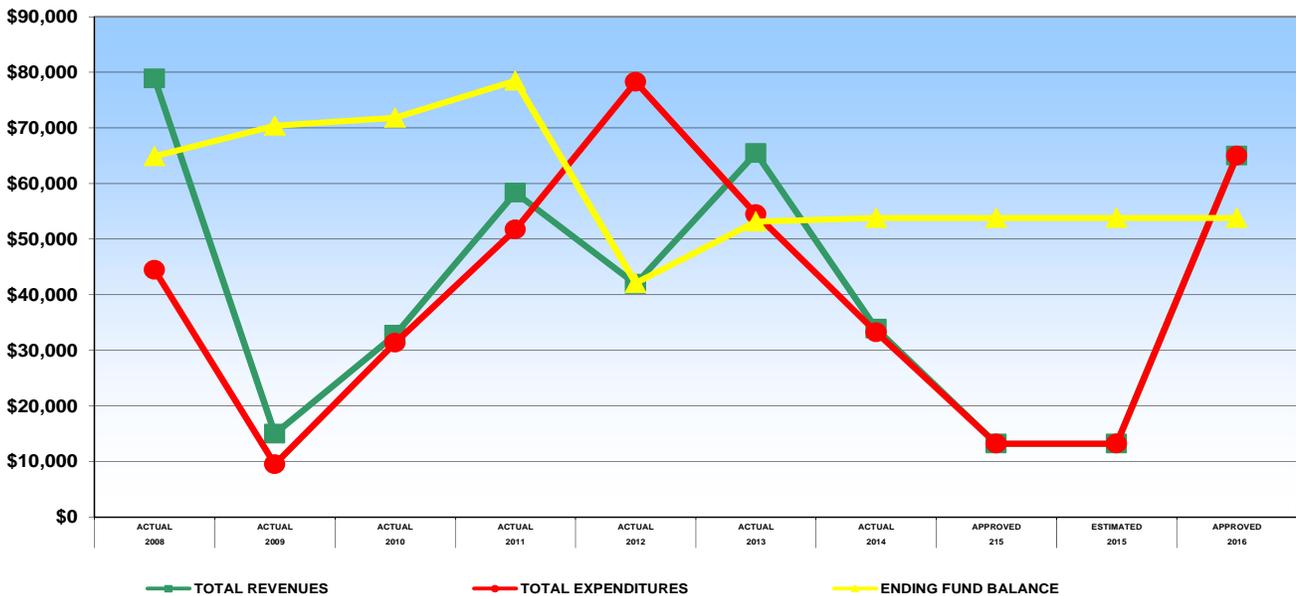
EXPENDITURES: Funds are used to operate the programs, such as training supplies, advertisements, booklets, T-shirts, and other public relation materials. Expenditures have fluctuated between the years. 2014 is the lowest budgeted expenditures in the ten year period presented.

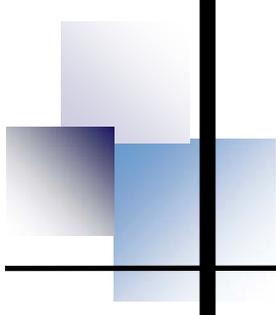
FUND BALANCE: Fund Balance took a huge drop in 2012 of almost 50%. Since 2012 it has slowly increased, however in 2016 it is expected to remain the same at \$53,779 with revenues equaling expenditures.



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

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
<u>78,474</u>	<u>42,105</u>	<u>53,150</u>	<u>53,779</u>	<u>53,779</u>	<u>53,779</u>	<u>100%</u>
11	13	14	-	-	-	0%
<u>41,892</u>	<u>65,465</u>	<u>33,856</u>	<u>13,200</u>	<u>13,200</u>	<u>65,000</u>	<u>100%</u>
41,903	65,478	33,870	13,200	13,200	65,000	100%
78,272	54,433	33,241	13,200	13,200	65,000	100%
-	-	-	-	-	-	0%
78,272	54,433	33,241	13,200	13,200	65,000	100%
<u>42,105</u>	<u>53,150</u>	<u>53,779</u>	<u>53,779</u>	<u>53,779</u>	<u>53,779</u>	<u>100%</u>





Sidewalk Fund

SPECIAL REVENUE TRENDS

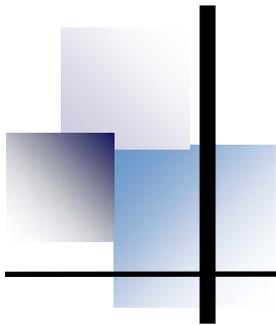
	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>27,582</u>	<u>28,053</u>	<u>28,258</u>	<u>33,349</u>
REVENUES				
Fees	-	7,550	5,000	162,900
Use of Property & Money	<u>471</u>	<u>205</u>	<u>91</u>	<u>174</u>
TOTAL REVENUES	471	7,755	5,091	163,074
EXPENDITURES				
Operating	-	-	-	-
Capital Outlay	-	7,550	-	27,216
Miscellaneous	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	-	7,550	-	27,216
ENDING FUND BALANCE	<u><u>28,053</u></u>	<u><u>28,258</u></u>	<u><u>33,349</u></u>	<u><u>169,207</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2016

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 2016.

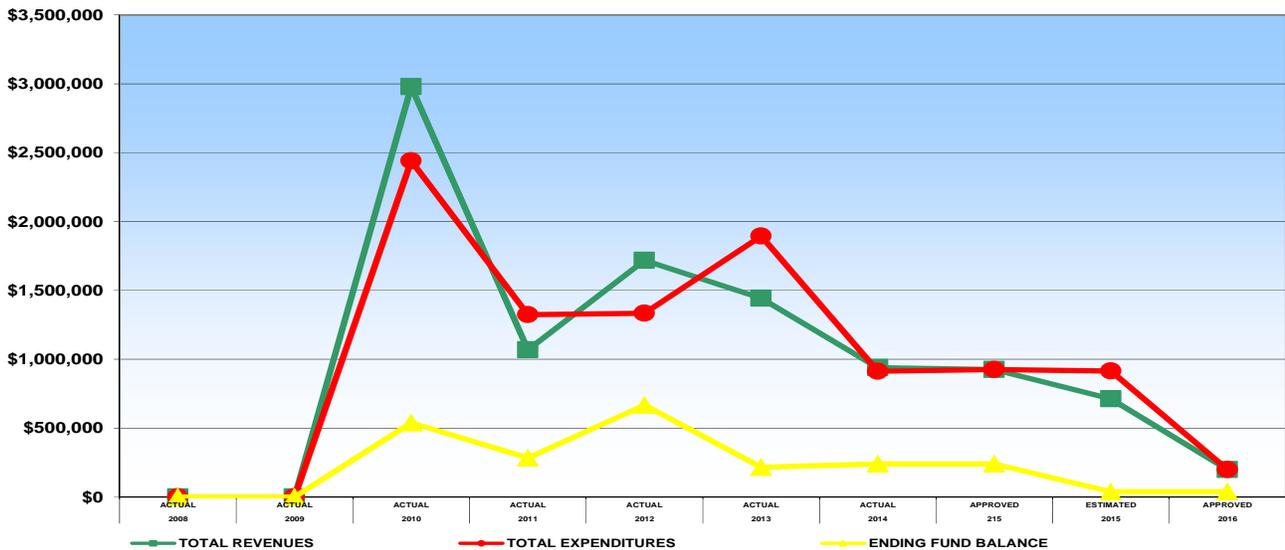
EXPENDITURES: Only \$50 of expenditures was budgeted for 2016. However, if a greater need is presented for a sidewalk, a budget amendment will be completed to increase Revenues and Expenditures.

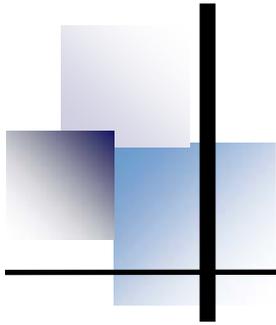
FUND BALANCE: Fund Balance increased to its highest point in 2011 of \$169,207. This is due to several unexpected subdivisions that required sidewalks for the year. For 2016 the fund balance is projected to remain at its second lowest for the ten year period at \$13,361. This is due to work on sidewalks being completed in 2012 and depleting the fund balance.



Sidewalk Fund

2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ESTIMATE	2016 APPROVED	2016 PERCENT OF TOTAL
169,207	13,346	13,354	13,361	13,361	13,361	100%
-	-	-	-	-	-	0%
74	8	7	50	50	50	100%
74	8	7	50	50	50	100%
-	-	-	-	-	-	0%
155,935	-	-	50	50	50	100%
-	-	-	-	-	-	0%
155,935	-	-	50	50	50	100%
13,346	13,354	13,361	13,361	13,361	13,361	100%





Neighborhood Stabilization Program

SPECIAL REVENUE TRENDS

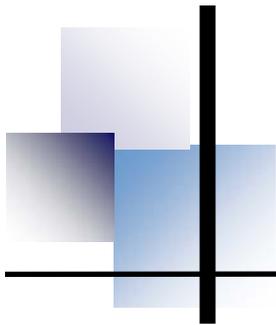
	<u>2007 ACTUAL</u>	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-	539,224
REVENUES					
Intergovernmental	-	-	-	2,441,518	1,069,622
Investment Earnings	-	-	-	-	-
Other	-	-	-	539,224	-
TOTAL REVENUES	-	-	-	2,980,742	1,069,622
EXPENDITURES					
Other Professional Services	-	-	-	2,441,518	1,300,238
Transfers Out	-	-	-	-	23,872
TOTAL EXPENDITURES	-	-	-	2,441,518	1,324,110

TRENDS FOR THE YEAR ENDED December 31, 2015

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 2015 have decreased 43% compared to 2014. This is due to receiving less grant money in 2015.

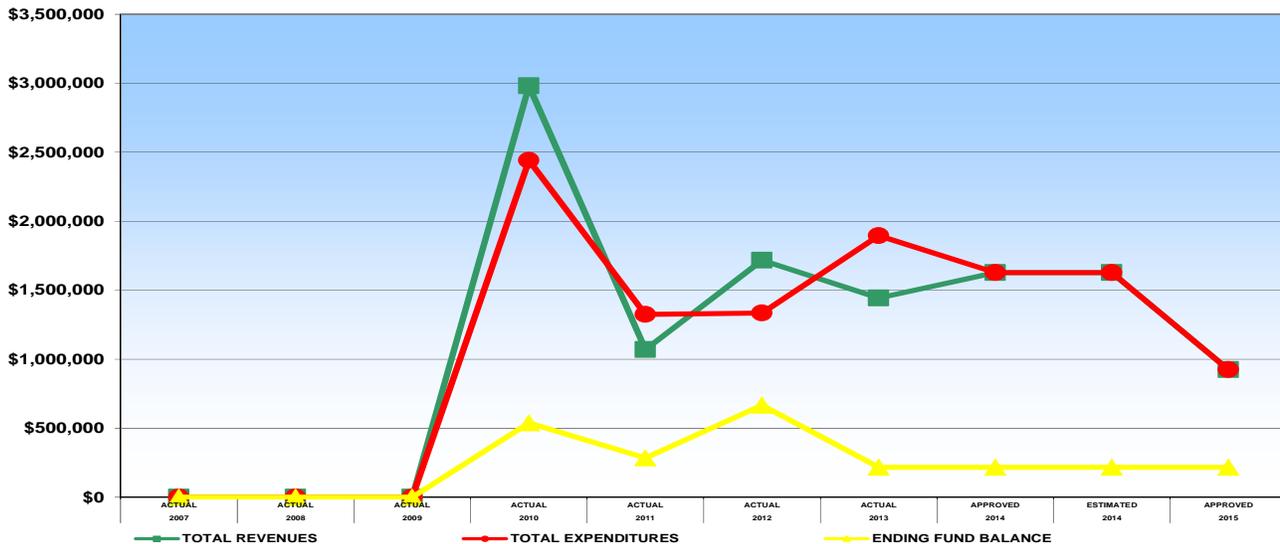
EXPENDITURES: With the decrease of grant money the expenditures have decreased as well. The 2015 Projected Expenditures are \$925,000.

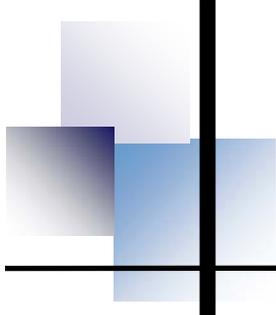
FUND BALANCE: Fund Balance remains the same as that for 2014. The General Fund will provide the match for this grant. This fund will continue to receive grant fund reimbursements causing the Projected Ending Fund Balance to fluctuate from year to year.



Neighborhood Stabilization Program

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 BUDGET</u>	<u>2014 ESTIMATE</u>	<u>2015 APPROVED</u>	<u>2015 PERCENT OF TOTAL</u>
<u>284,736</u>	<u>667,263</u>	<u>216,493</u>	<u>216,493</u>	<u>216,493</u>	<u>100%</u>
324,386	292,924	927,224	927,224	575,000	0%
-	179	100	100	-	
<u>1,393,021</u>	<u>1,150,703</u>	<u>700,000</u>	<u>700,000</u>	<u>350,000</u>	<u>0%</u>
1,717,407	1,443,806	1,627,324	1,627,324	925,000	0%
1,334,880	1,843,221	1,627,324	1,627,324	925,000	0%
-	51,355	-	-	-	0%
1,334,880	1,894,576	1,627,324	1,627,324	925,000	0%
<u>667,263</u>	<u>216,493</u>	<u>216,493</u>	<u>216,493</u>	<u>216,493</u>	<u>100%</u>





Victim Assistance

SPECIAL REVENUE FUND

MISSION

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

FUNCTIONS

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

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

GOALS

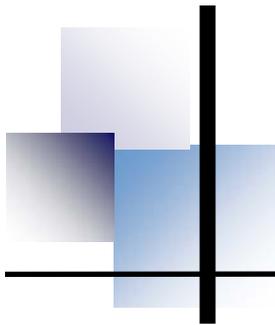
To continue to provide all victims of crime professional service and assistance by providing the following:

- An understanding of victims' rights
- The encouragement to exercise all the rights provided by law
- Access for eligible victims to apply for and receive victims' compensation
- Full support for any victim who participates in the criminal justice process
- Continued comfort to victims of crime in a professional and caring manner
-

WORKLOAD INDICATORS

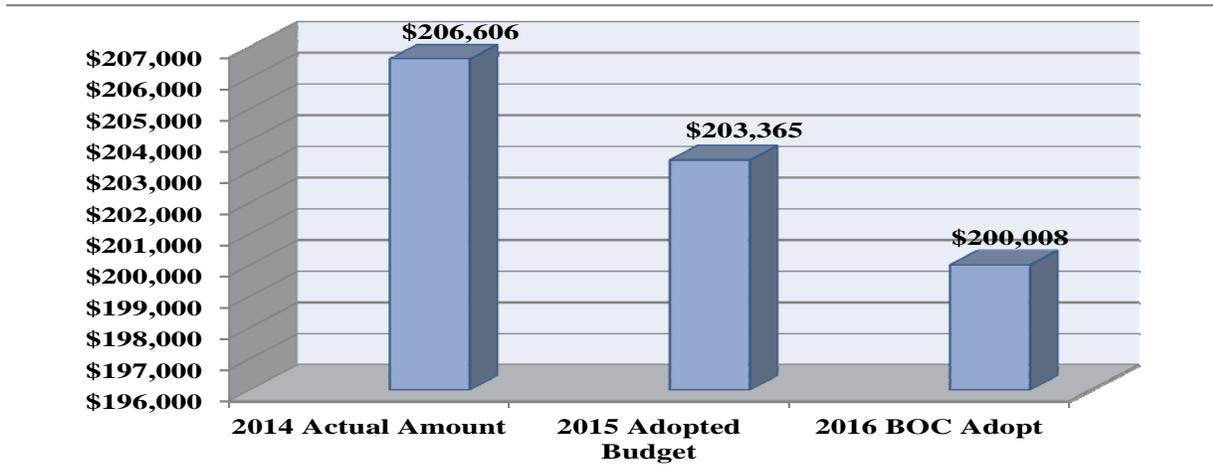
They are included in the District Attorney's workload indicators.





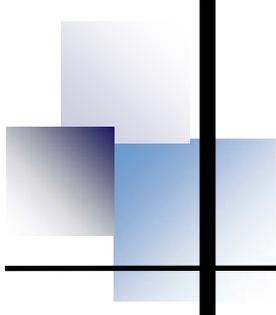
Victim Assistance

	2014 Actual Amount	BUDGET SUMMARY 2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	206,606	203,365	200,008
Total Funding Sources	206,606	203,365	200,008
APPROPRIATIONS:			
Salary and Wage	130,040	114,725	113,703
Benefits	53,637	54,596	52,428
Advertising	0	100	100
Supplies	0	1,200	1,200
Professional Services	65	5,000	5,000
Utilities	0	1,000	1,000
Travel & Training	0	0	0
Capital Outlay	0	0	0
Other Financing Sources	22,864	23,098	23,834
Budget Improvement Request	0	3,646	2,743
Total Appropriations	206,606	203,365	200,008



PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
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

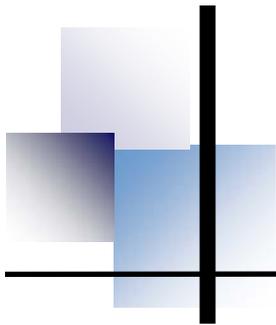
	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	<u>283,806</u>	<u>297,362</u>	<u>290,796</u>	<u>261,897</u>
REVENUES				
Victim Assistance Fines	233,699	184,900	174,421	169,651
Investment Earnings	-	-	-	-
Miscellaneous	<u>4,662</u>	<u>1,110</u>	<u>583</u>	<u>358</u>
TOTAL REVENUES	238,361	186,010	175,004	170,009
EXPENDITURES				
Salaries and Related Costs	154,003	159,930	140,306	112,759
Other Expenses	36,000	65	20,952	3,000
Transfers Out	34,802	32,581	42,645	24,283
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL EXPENDITURES	224,805	192,576	203,903	140,042
ENDING FUND BALANCE	<u><u>297,362</u></u>	<u><u>290,796</u></u>	<u><u>261,897</u></u>	<u><u>291,863</u></u>

TRENDS FOR THE YEAR ENDED December 31, 2016

REVENUES: 2016 Revenues in this fund are projected to only change slightly with a 4% decrease compared to 2015'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.

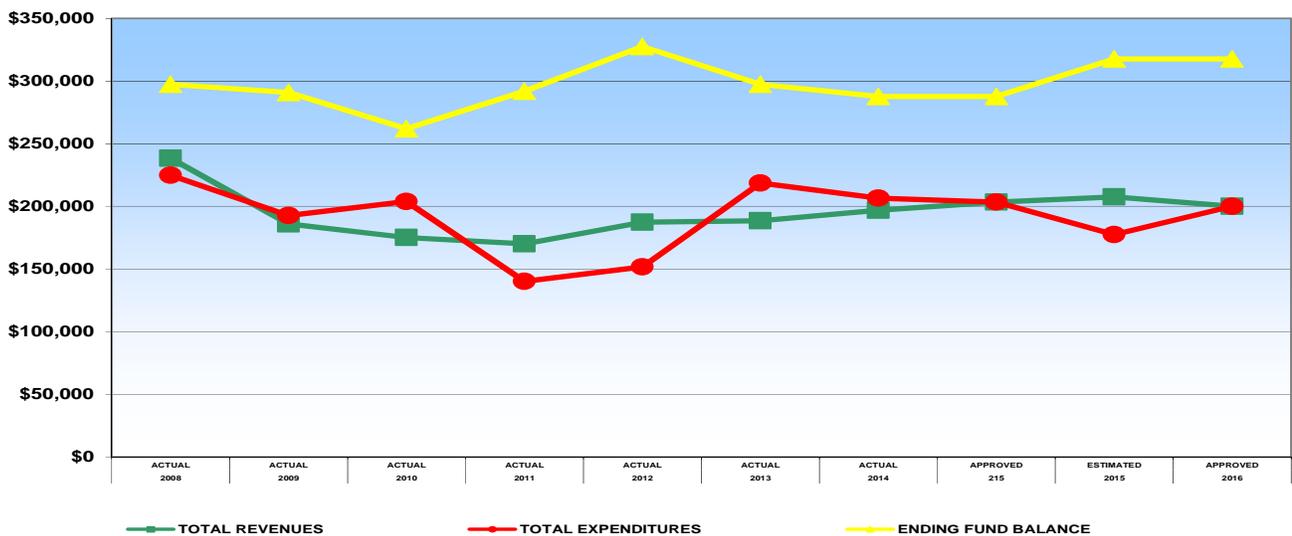
EXPENDITURES: Expenditures for 2016 are expected to increase \$22,516 compared to 2015's Estimated Expenditures. Expenditures in this Fund vary from year to year. Salary and Related Costs have increased steadily most years. Other Expenses for 2016 increase slightly as well. Operating transfers occur 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.

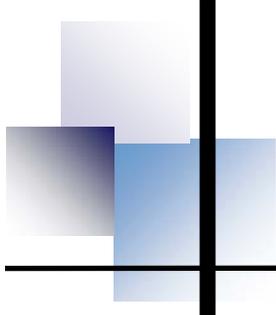
FUND BALANCE: Projected 2013 ending Fund Balance reflects an increase of \$29,982 from that of the 2015 Budget.



Victim Assistance

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
<u>291,863</u>	<u>327,512</u>	<u>297,372</u>	<u>287,589</u>	<u>287,589</u>	<u>317,571</u>	<u>100%</u>
187,111	188,267	196,686	165,000	207,402	190,000	95%
-	-	137	150	72	120	
<u>205</u>	<u>155</u>	<u>-</u>	<u>38,215</u>	<u>-</u>	<u>9,888</u>	<u>5%</u>
187,316	188,422	196,823	203,365	207,474	200,008	100%
128,981	195,500	183,742	169,321	153,659	166,131	83%
-	-	-	10,946	-	10,043	5%
22,686	23,062	22,864	23,098	23,833	23,834	12%
<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0%</u>
151,667	218,562	206,606	203,365	177,492	200,008	100%
<u>327,512</u>	<u>297,372</u>	<u>287,589</u>	<u>287,589</u>	<u>317,571</u>	<u>317,571</u>	<u>100%</u>





Building Inspections

SPECIAL REVENUE FUND

MISSION

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

FUNCTIONS

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

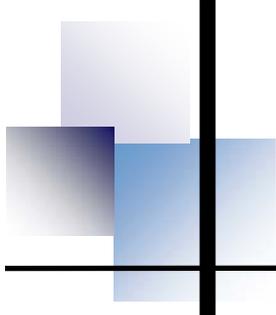
GOALS

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

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

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





Building Inspections

PERSONNEL SUMMARY & WORKLOAD INDICATORS

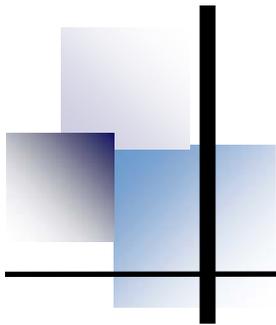
**BUILDING INSPECTIONS
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
BUILDING PERMITS	157	186	220
PLUMBING PERMITS	349	537	826
ELECTRICAL PERMITS	502	548	598
HVAC PERMITS	280	394	554
TOTAL INSPECTIONS	4,990	6,991	9,794

PERSONNEL SUMMARY

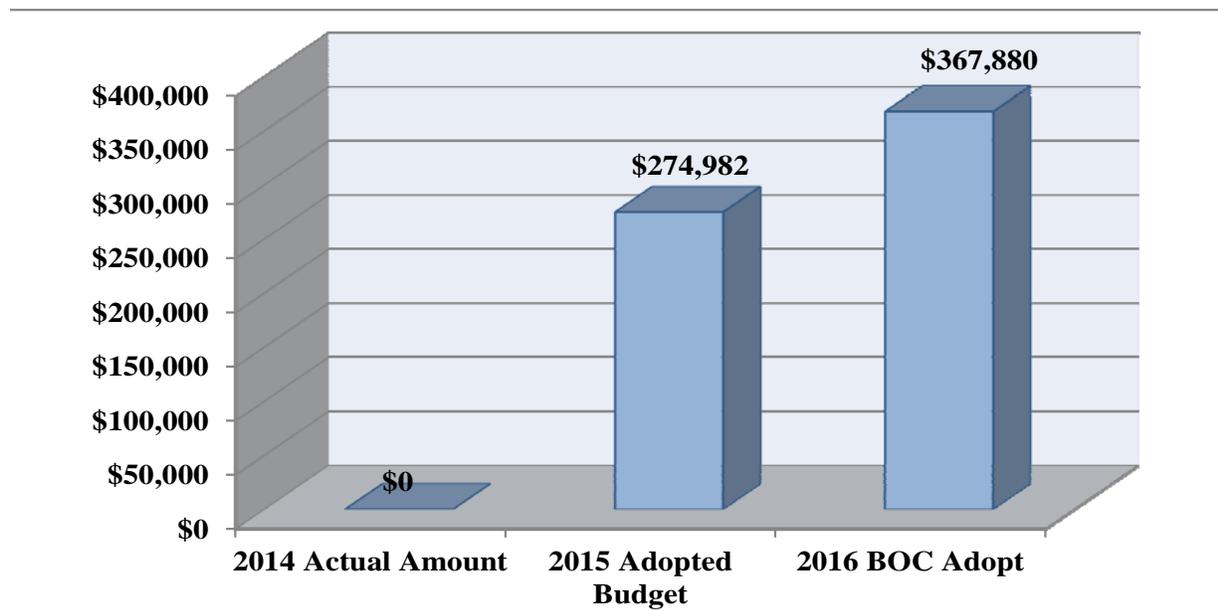
***Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
General Inspector	23	1	1	1
Heat and Air Inspector	23	1	1	2
Plumbing Inspector	23	1	1	1
Electrical Inspector	23	0	1	1
Permit Clerk	19	1	1	1
Senior Secretary	19	1	1	1
TOTAL FULL TIME		<u>5</u>	<u>6</u>	<u>7</u>



Building Inspections

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	0	274,982	367,880
Total Funding Sources	0	274,982	367,880
APPROPRIATIONS:			
Salary and Wage	0	169,387	176,575
Benefits	0	78,019	72,998
Vehicle Expense	0	11,239	13,239
Dues and Subscriptions	0	675	735
Maintenance Charges	0	480	480
Supplies	0	1,100	4,420
Professional Services	0	5,900	5,900
Utilities	0	2,064	2,100
Travel & Training	0	0	1,500
Uniforms and Clothing	0	700	750
Budget Improvement Request	0	5,418	89,183
Total Appropriations	0	274,982	367,880



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:

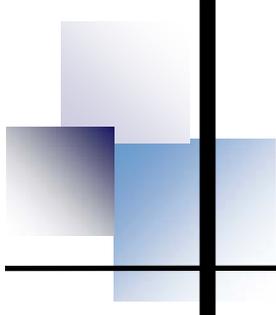
- Continue to process citizen concerns/complaints within one business day
- Ensuring that all applicants and citizens are treated fairly and equally by all parties involved

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.





Development Control

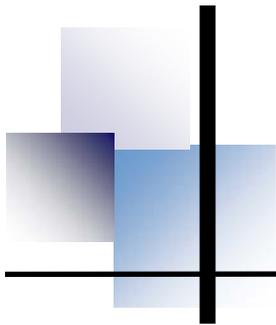
**DEVELOPMENT CONTROL
COMPARISON—YEARS**

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
LAND DISTURBANCE PERMITS	20	37	68
RESIDENTIAL GRADING PERMITS	184	255	353
EROSION AND SEDIMENT CONTROL PLANS	41	26	30

PERSONNEL SUMMARY

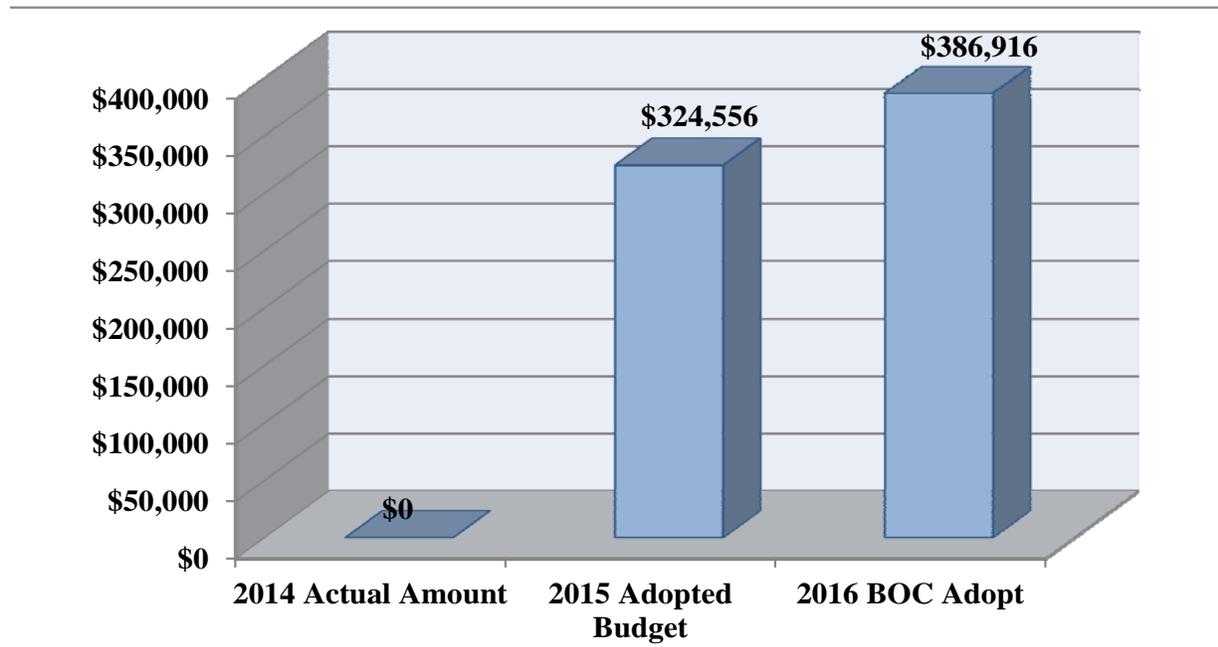
***Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

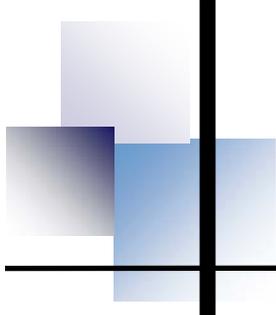
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Assistant County Engineer	36	1	1	1
Construction Monitoring Eng.	29	1	1	1
Engineer Inspector	26	1	1	1
Permit Clerk	19	1	1	1
Arborist	PT	1	1	1
TOTAL FULL TIME		<u>4</u>	<u>4</u>	<u>4</u>
TOTAL PART TIME		<u>1</u>	<u>1</u>	<u>1</u>



Development Control

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>324,556</u>	<u>386,916</u>
Total Funding Sources	<u>0</u>	<u>324,556</u>	<u>386,916</u>
APPROPRIATIONS:			
Salary and Wage	0	234,532	252,007
Benefits	0	69,682	86,369
Vehicle Expense	0	7,855	8,500
Dues and Subscriptions	0	195	165
Supplies	0	2,934	2,933
Utilities	0	1,320	600
Travel & Training	0	0	1,500
Uniforms and Clothing	0	1,100	1,025
Budget Improvement Request	<u>0</u>	<u>6,938</u>	<u>33,817</u>
Total Appropriations	<u>0</u>	<u>324,556</u>	<u>386,916</u>





Planning and Zoning

SPECIAL REVENUE FUND

MISSION

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

FUNCTIONS

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

GOALS

Establish a higher level of customer service by:

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

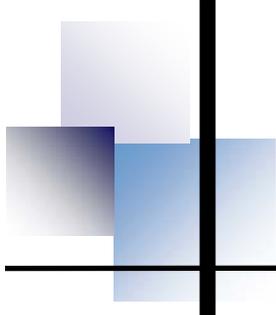
Increase the involvement of the Planning & Zoning Board in planning for Douglas County by:

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

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

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





Planning and Zoning

PERSONNEL SUMMARY & WORKLOAD INDICATORS

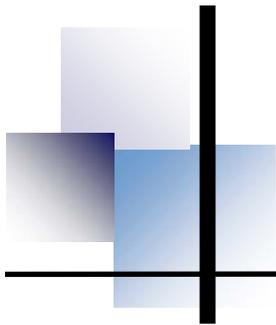
**PLANNING AND ZONING
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
PLAN REVIEW PROCESSED	26	48	91
ZONING APPLICATIONS	5	5	5
VARIANCE APPLICATIONS	4	2	10
ADMINISTRATIVE VARIANCES	4	8	4
SPECIAL LAND USE PERMIT APPLICATIONS	3	13	19
PRELIMINARY PLATS	1	7	6
FINAL PLATS	5	3	47
ZONING VERIFICATIONS	20	53	48

PERSONNEL SUMMARY

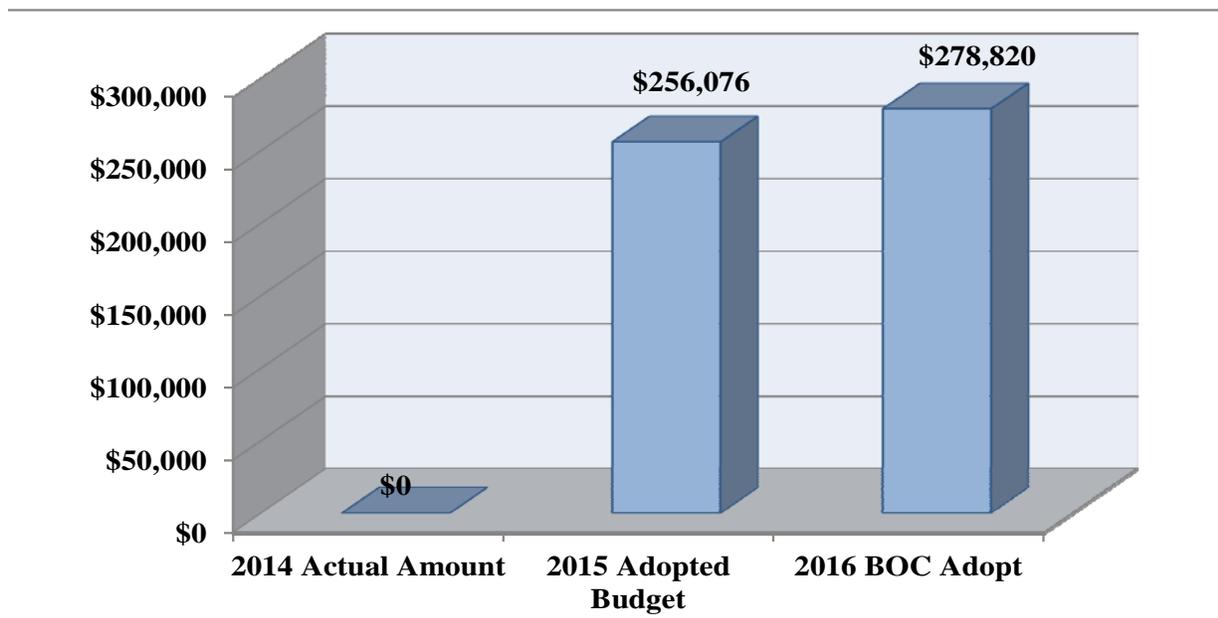
***Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

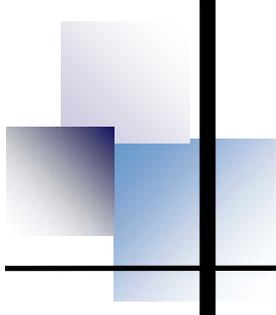
<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Planning & Zoning Director	UNC	0	1	1
Planner	26	1	1	1
Clerk Planning Com	23	1	1	1
Secretary	19	1	1	1
Planning & Zoning Board	PT	6	7	7
TOTAL FULL TIME		<u>3</u>	<u>4</u>	<u>4</u>
TOTAL PART TIME		<u>6</u>	<u>7</u>	<u>7</u>



Planning and Zoning

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	0	256,076	278,820
Total Funding Sources	0	256,076	278,820
APPROPRIATIONS:			
Salary and Wage	0	185,535	200,678
Benefits	0	53,464	57,113
Advertising	0	2,500	2,000
Vehicle Expense	0	1,800	1,800
Dues and Subscriptions	0	1,005	905
Maintenance Charges	0	1,200	1,200
Supplies	0	3,000	5,338
Professional Services	0	0	0
Utilities	0	540	0
Travel & Training	0	1,176	2,764
Budget Improvement Request	0	5,856	7,022
Total Appropriations	0	256,076	278,820





Development Services Administration

SPECIAL REVENUE FUND

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

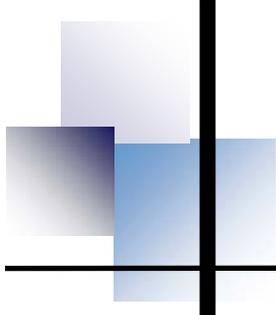
GOALS

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

PERSONNEL SUMMARY & WORKLOAD INDICATORS

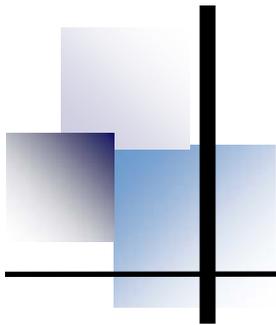
**DEVELOPMENT SERVICES ADMIN.
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
PUBLIC MEETINGS ATTENDED	45	45	56
DEPT MEETINGS HELD	64	60	60
PROF. ASSOC. MEETINGS HELD	6	6	6
STATISTICAL DATA REPORTS ISSUED	12	12	12

PERSONNEL SUMMARY

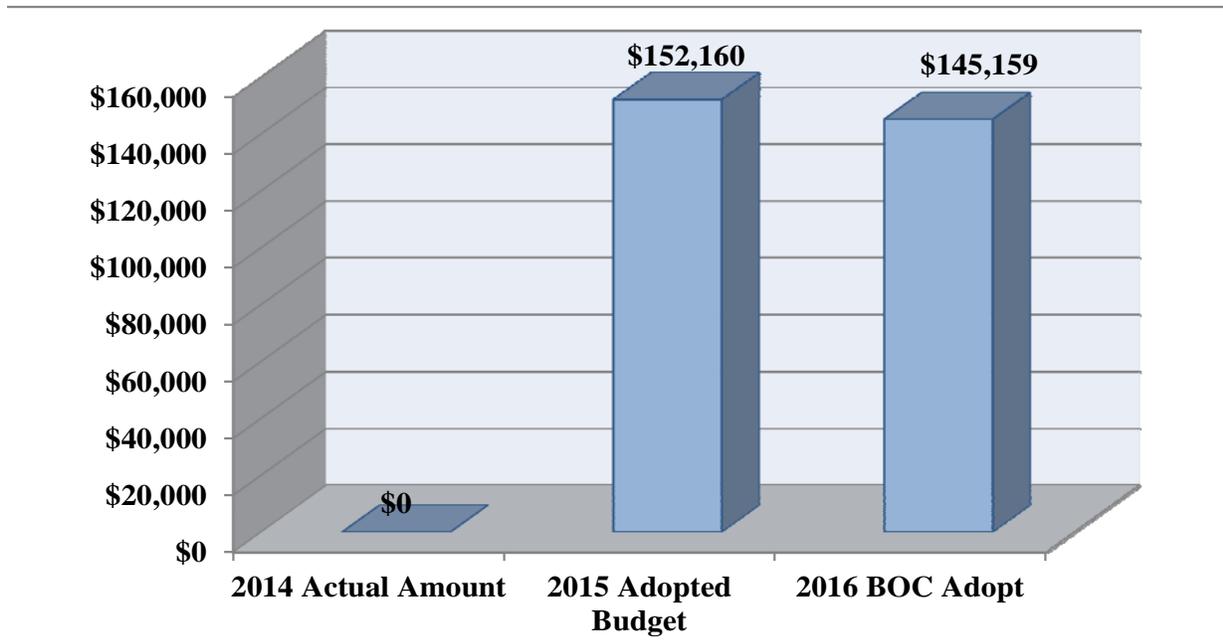
***Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

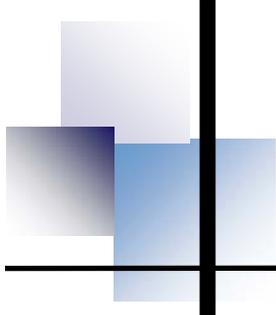
<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Director Development Services	UNC	1	1	1
TOTAL FULL TIME		<u>1</u>	<u>1</u>	<u>1</u>



Development Services Administration

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>152,160</u>	<u>145,159</u>
Total Funding Sources	<u>0</u>	<u>152,160</u>	<u>145,159</u>
APPROPRIATIONS:			
Salary and Wage	0	112,134	93,450
Benefits	0	35,385	33,322
Vehicle Expense	0	0	0
Dues and Subscriptions	0	420	150
Supplies	0	94	230
Professional Services	0	0	0
Utilities	0	540	0
Travel & Training	0	0	1,600
Budget Improvement Request	<u>0</u>	<u>3,587</u>	<u>16,407</u>
Total Appropriations	<u>0</u>	<u>152,160</u>	<u>145,159</u>





Occupational Taxes

SPECIAL REVENUE FUND

MISSION

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

FUNCTIONS

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

GOALS

Improve customer service by:

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

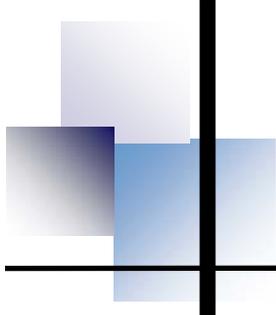
Maintain low delinquent occupational tax collections by:

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

Improve the payment procedure for Occupational Tax by:

- Acquire the Business License Module for New World Systems





Occupational Tax

PERSONNEL SUMMARY & WORKLOAD INDICATORS

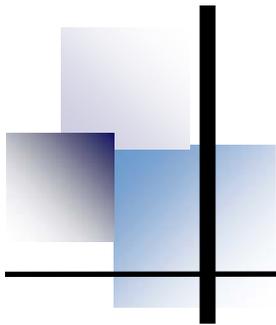
**OCCUPATIONAL TAX
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
RENEWALS	2,739	2,662	2,331
NEW BUSINESS LICENSE	411	410	348

PERSONNEL SUMMARY

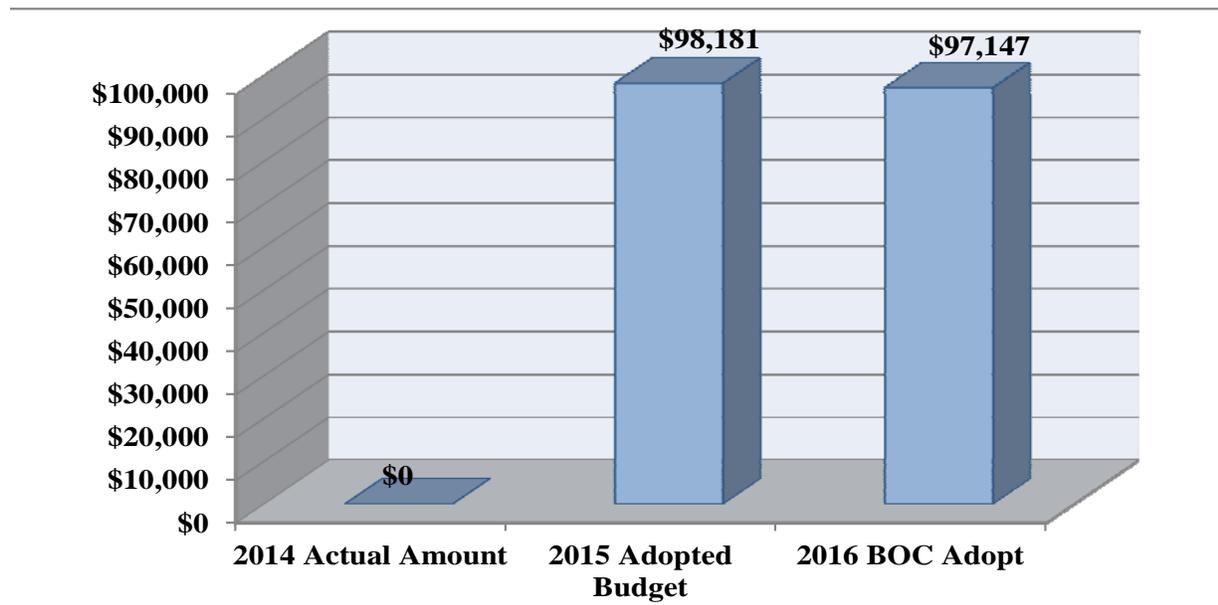
***Note: Personnel for this Department was recorded in the General Fund for 2013 and 2014

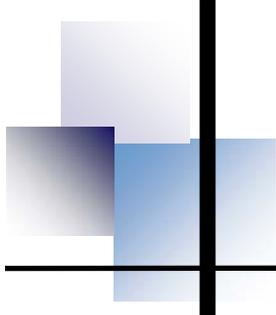
<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Compliance Officer	19	0	1	1
Senior Secretary	19	1	0	0
TOTAL FULL TIME		1	1	1



Occupational Tax

BUDGET SUMMARY			
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>98,181</u>	<u>97,147</u>
Total Funding Sources	<u>0</u>	<u>98,181</u>	<u>97,147</u>
APPROPRIATIONS:			
Salary and Wage	0	57,973	60,396
Benefits	0	26,453	23,194
Vehicle Expense	0	1,404	1,604
Dues and Subscriptions	0	267	300
Maintenance Charges	0	960	1,200
Supplies	0	5,670	6,500
Professional Services	0	2,240	0
Utilities	0	240	840
Travel & Training	0	0	1,000
Capital Outlay	0	0	0
Uniforms and Clothing	0	120	0
Budget Improvement Request	<u>0</u>	<u>2,854</u>	<u>2,113</u>
Total Appropriations	<u>0</u>	<u>98,181</u>	<u>97,147</u>





Code Enforcement Officers

SPECIAL REVENUE FUND

MISSION

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

FUNCTIONS

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

GOALS

Investigate cases within forty-eight hours of complaint by:

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

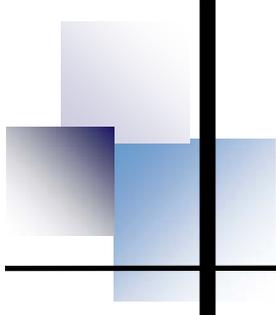
Continue the clean up of abandoned and/or derelict properties by:

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

Target zone areas and special project code compliance by:

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





Code Enforcement

PERSONNEL SUMMARY & WORKLOAD INDICATORS

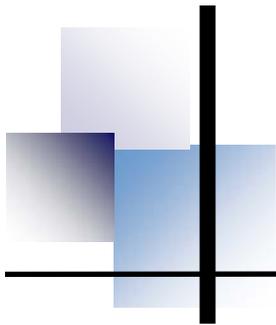
**CODE ENFORCEMENT
COMPARISON—YEARS**

	2014	2015	2016
	<u>ACT</u>	<u>PROJ</u>	<u>PROJ</u>
INVESTIGATIONS	1,200	1,065	1,308
COURT CASES	60	59	57

PERSONNEL SUMMARY

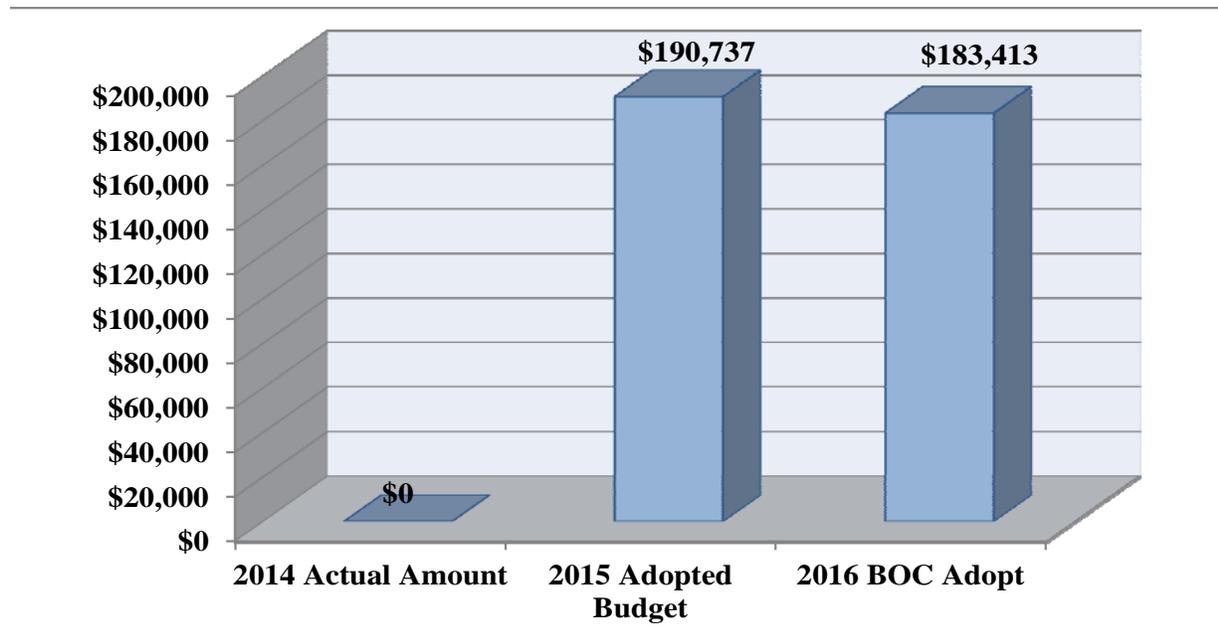
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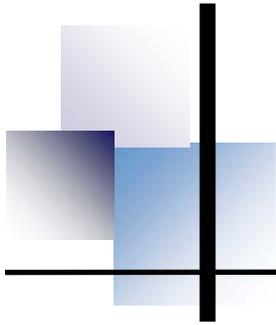
<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Chief Code Enforcement Officer	24	1	1	1
Code Enforcement Officer	22	1	2	2
TOTAL FULL TIME		2	3	3



Code Enforcement

	BUDGET SUMMARY		
	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
FUNDING SOURCES:			
General Fund Contribution	<u>0</u>	<u>190,737</u>	<u>183,413</u>
Total Funding Sources	<u>0</u>	<u>190,737</u>	<u>183,413</u>
APPROPRIATIONS:			
Salary and Wage	0	74,122	111,769
Benefits	0	47,280	53,024
Vehicle Expense	0	5,447	7,215
Dues and Subscriptions	0	800	0
Supplies	0	1,425	1,975
Professional Services	0	0	0
Utilities	0	240	2,640
Travel & Training	0	0	1,500
Uniforms and Clothing	0	925	1,380
Budget Improvement Request	<u>0</u>	<u>60,498</u>	<u>3,910</u>
Total Appropriations	<u>0</u>	<u>190,737</u>	<u>183,413</u>

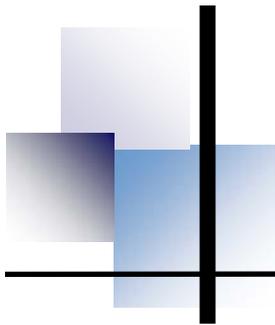




Unic. Area Special District

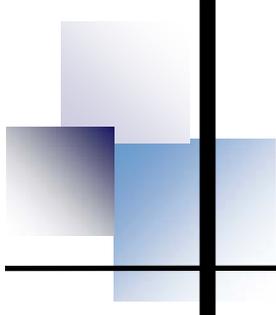
SPECIAL REVENUE TRENDS

	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
TOTAL REVENUES	-	-	-	-
EXPENDITURES				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment and Improv	-	-	-	-
Capital Outlay	-	-	-	-
Other Financing Sources	-	-	-	-
Uniforms and Clothing	-	-	-	-
Budget Improvement Request	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-
ENDING FUND BALANCE	-	-	-	-



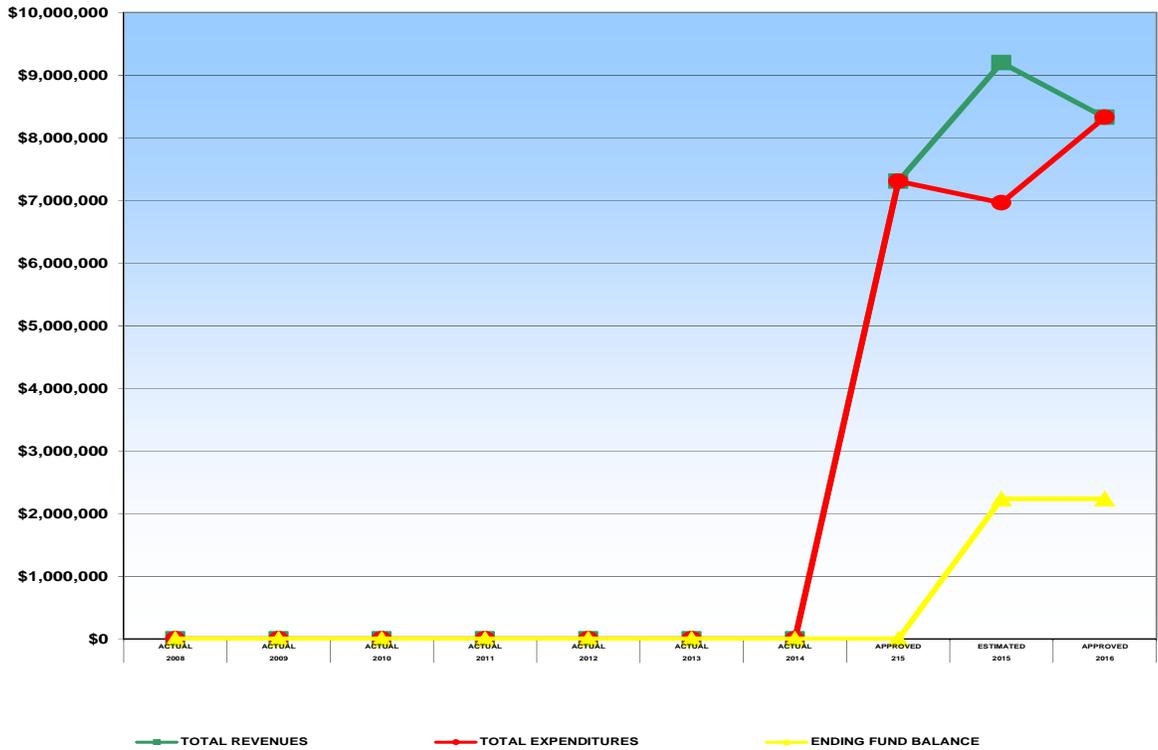
Unic. Area Special District

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
-	-	-	-	-	2,235,962	100%
-	-	-	6,876,200	6,813,394	7,718,000	92.68%
-	-	-	1,006,000	1,810,297	1,117,000	13.41%
-	-	-	28,500	347,640	28,500	0.34%
-	-	-	(724,193)	81	(716,019)	-8.60%
-	-	-	118,200	227,717	180,000	2.16%
-	-	-	7,304,707	9,199,128	8,327,481	100.00%
-	-	-	833,683	820,343	894,875	10.75%
-	-	-	310,283	320,190	326,020	3.91%
-	-	-	2,500	1,390	2,000	0.02%
-	-	-	27,745	19,290	32,358	0.39%
-	-	-	3,362	1,332	2,255	0.03%
-	-	-	2,640	2,300	2,880	0.03%
-	-	-	14,223	22,158	21,396	0.26%
-	-	-	8,140	9,998	5,900	0.07%
-	-	-	4,944	4,498	6,180	0.07%
-	-	-	1,176	3,799	9,864	0.12%
-	-	-	-	15,432	-	-
-	-	-	-	11,051	-	0.00%
-	-	-	6,008,015	5,729,388	6,868,146	82.48%
-	-	-	2,845	1,997	3,155	0.04%
-	-	-	85,151	-	152,452	1.83%
-	-	-	7,304,707	6,963,166	8,327,481	100.00%
-	-	-	-	2,235,962	2,235,962	100%



Unic. Area Special District

SPECIAL REVENUE FUND



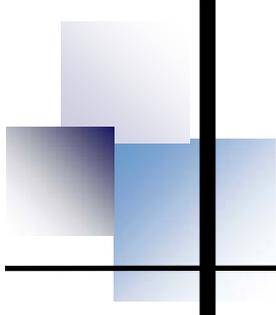
TRENDS FOR THE YEAR ENDED December 31, 2016

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

EXPENDITURES: Expenses of this fund include normal expenses to operate within the departments as well as transfers out to help fund the Fire Protection Services & EMS fund as well as the Animal Control Services fund. For 2016 \$6,868,146 is budgeted to be transferred out to these funds.

FUND BALANCE: With Revenues equaling expenditures fund balance is expected to remain the same at \$2,235,962 for 2016.

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Fire & EMS

SPECIAL REVENUE FUND

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

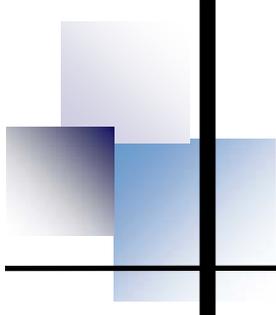
FUNCTIONS

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

GOALS

- Replacement of Self-contained Breathing Apparatus (SCBA)
- Replacement of two (2) ambulances and one (1) fire engine
- Purchase final 1/3 pf Protective Turnout Gear
- Add one (1) additional Fire Safety Inspector / Life Safety Educator to Fire Marshal's Staff
- Place an additional ambulance in service to help reduce response times and to reduce the operational expenses of current units.
- Add additional personnel to Ladder Trucks—Five (5) Firefighters
- Add two (2) Fire Department mechanics
- Replace outdated and unusable thermal imaging cameras
- Divide county into Battalions—add three (3) additional Division Chiefs
- Establish a support technician to operate the Air/Light Truck and perform all maintenance and preventative maintenance and / or repair of SCBA equipment and other duties as needed.





Fire & EMS

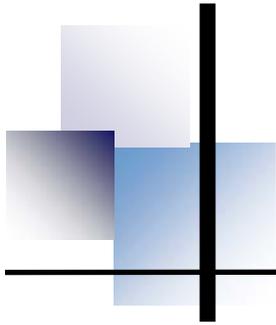
**FIRE & EMS
COMPARISON—YEARS**

	2014 <u>ACT</u>	2015 <u>PROJ</u>	2016 <u>PROJ</u>
CALLS FOR SERVICE	15,779	16,252	16,740
TOTAL FIRES	434	447	460
OTHER CALLS	4,030	4,151	4,276
EMS CALLS	11,315	11,654	12,004
EMS TRANSPORTS	8,305	8,554	8,811
INSPECTION & PLAN REVISIONS	2,190	2,256	2,324

PERSONNEL SUMMARY

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

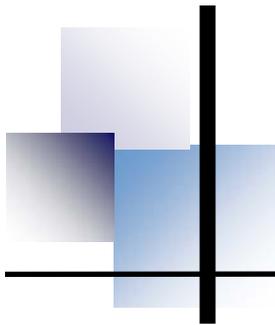
<u>POSITION</u>	<u>GRADE</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2016 <u>APPROVED</u>
Fire Chief	UNC	1	1	1
Deputy Fire Chief	UNC	1	1	1
Division Chief Fire & EMS	34	3	3	3
Fire Marshal	33	1	1	1
Chief Investigator	33	1	1	1
Station Captain	32	6	6	6
Fire Captain Admin	32	1	1	1
Fire Lieutenant/Paramedic	31	7	8	11
Fire Lieutenant/Cardiac Tech.	30	1	0	0
Fire Investigator	30	1	1	1
Fire Lieutenant/EMT	29	19	16	18
Vehicle Logistical Manager	29	1	1	1
Logistical Administrator	28	1	1	1
Fire Lieutenant	28	2	2	2
Fire Fighter III/Paramedic	28	7	5	4
Fire Fighter II/Paramedic	26	16	16	19
Fire Safety Inspector	26	2	2	2
Fire Fighter III/EMT	26	23	18	27
Fire Fighter III	25	6	4	4
Fire Fighter II/Cardiac Tech	25	2	0	0
Paramedic	25	0	0	4
Fire Fighter II/EMT	24	35	31	26
Administrative Assistant	24	1	1	1
Emergency Medical Technician (EMT)	23	3	5	11
Fire Fighter II	23	1	1	1
EMS Records Coordinator	23	1	1	1
Department Secretary	16	1	1	1
Paramedic	PT	11	9	11
EMT	PT	8	8	8
Equipment Manager	PT	1	0	0
Defensive Driving Instructor	PT	1	0	0
TOTAL FULL TIME		144	128	149
TOTAL PART TIME		21	17	19



Fire Protection Services & EMS

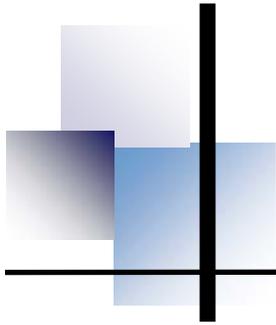
SPECIAL REVENUE TRENDS

	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
TOTAL REVENUES	-	-	-	-
EXPENDITURES				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Equipment Rental	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment & Impr.	-	-	-	-
Capital Outlay	-	-	-	-
Debt Service	-	-	-	-
Uniforms and Clothing	-	-	-	-
Other	-	-	-	-
Budget Improvement Request	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-
ENDING FUND BALANCE	-	-	-	-



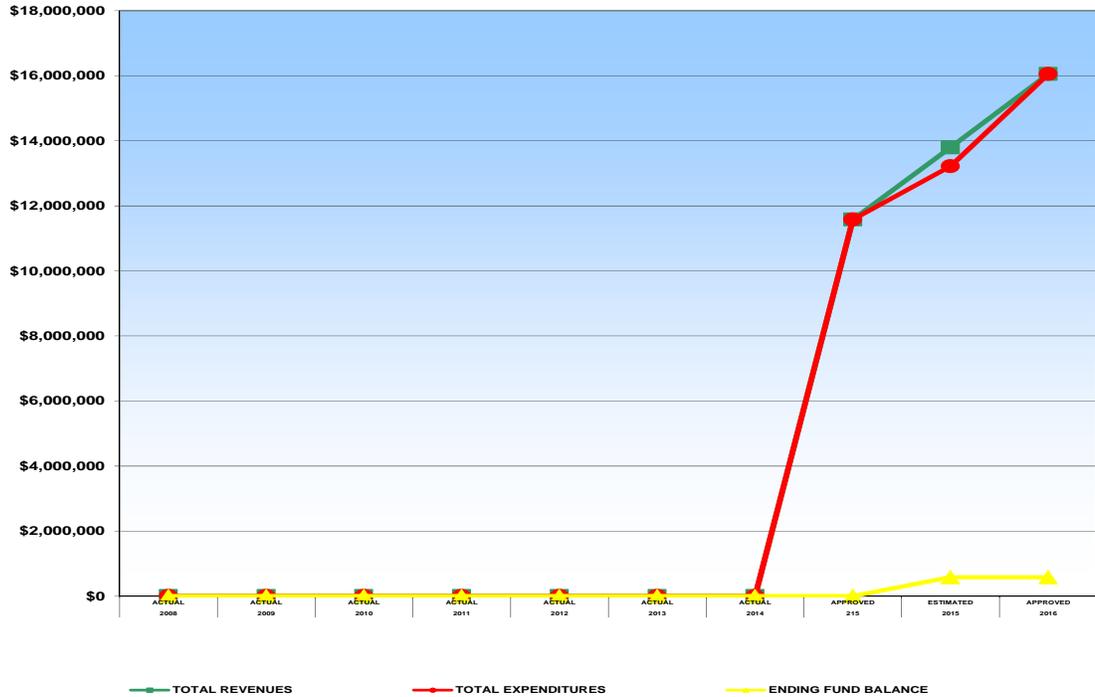
Fire Protection Services & EMS

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
-	-	-	-	-	577,946	100%
-	-	-	264,578	1,946,517	1,922,000	11.97%
-	-	-	1,525,880	1,962,902	2,040,000	12.71%
-	-	-	-	18,480	668,265	4.16%
-	-	-	9,791,407	9,868,027	11,425,910	71.16%
-	-	-	11,581,865	13,795,926	16,056,175	100.00%
-	-	-	7,018,567	8,378,230	8,563,831	53.34%
-	-	-	2,685,415	3,092,890	3,304,282	20.58%
-	-	-	7,830	7,607	7,500	0.05%
-	-	-	415,379	474,491	547,420	3.41%
-	-	-	3,425	5,505	7,570	0.05%
-	-	-	18,900	17,325	18,900	
-	-	-	38,440	71,316	110,600	0.69%
-	-	-	257,050	278,805	276,380	1.72%
-	-	-	246,790	190,189	225,730	1.41%
-	-	-	247,786	247,432	294,760	1.84%
-	-	-	-	2,462	10,000	0.06%
-	-	-	-	183,102	-	
-	-	-	-	125,078	-	0.00%
-	-	-	74,062	74,411	171,419	1.07%
-	-	-	46,998	69,137	70,000	0.44%
-	-	-	-	-	125,000	
-	-	-	521,223	-	2,322,783	14.47%
-	-	-	11,581,865	13,217,980	16,056,175	99.10%
-	-	-	-	577,946	577,946	100%



Fire Protection Services & EMS

SPECIAL REVENUE FUND



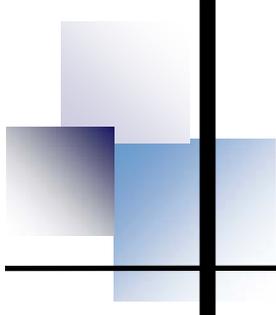
TRENDS FOR THE YEAR ENDED December 31, 2016

REVENUES: This fund was set up in 2014 as a part of a Service Delivery Agreement. This fund includes Fire Protection and Emergency Medical Service. Revenues from this fund come from grants, City of Douglasville, ambulance fees, and transfers in. Transfers in come from the General Fund as well as the Unincorporated Area Special District Fund. Total transfer in budgeted for 2016 are \$11,425,910.

EXPENDITURES: Since this is the first year this fund will be operating no trends are present for the expenditures. Total expenses for 2016 are budgeted at \$16,056,175.

FUND BALANCE: Fund Balance is projected to equal that of 2015 estimated with revenues and expenditures equaling. The projected Fund Balance is \$577,946..

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Animal Control

SPECIAL REVENUE FUND

MISSION

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

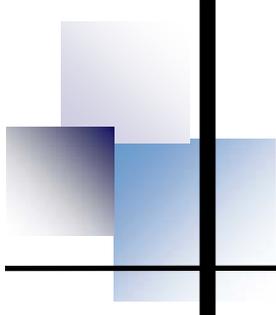
FUNCTIONS

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

GOALS

- 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





Animal

PERSONNEL SUMMARY & WORKLOAD INDICATORS

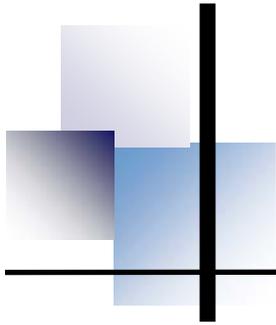
**ANIMAL CONTROL
COMPARISON—YEARS**

	<u>2014</u> <u>ACT</u>	<u>2015</u> <u>PROJ</u>	<u>2016</u> <u>PROJ</u>
RETURNED TO OWNER	385	448	540
ADOPTED	1,139	903	1,100
EUTHANIZED	614	346	415

PERSONNEL SUMMARY

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

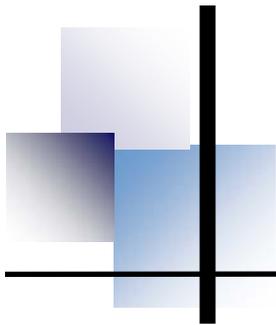
<u>POSITION</u>	<u>GRADE</u>	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>BUDGET</u>	<u>2016</u> <u>APPROVED</u>
Manager	27	0	1	1
Field Supervisor	24	1	1	1
Kennel Supervisor	24	1	1	1
Resource Officer	21	1	1	2
Control Officer	19	4	2	6
Kennel Tech	18	4	4	7
Secretary	18	1	1	1
Control Officer	PT	2	2	0
TOTAL FULL TIME		<u>12</u>	<u>11</u>	<u>19</u>
TOTAL PART TIME		<u>2</u>	<u>2</u>	<u>0</u>



Animal Control Services

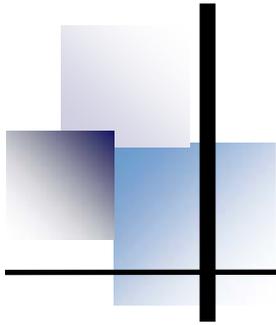
SPECIAL REVENUE TRENDS

	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	-	-	-	-
REVENUES				
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Courts and Law Enforcement	-	-	-	-
Miscellaneous	-	-	-	-
Other Financing Sources	-	-	-	-
TOTAL REVENUES	-	-	-	-
EXPENDITURES				
Salary and Wages	-	-	-	-
Benefits	-	-	-	-
Advertising	-	-	-	-
Vehicle Expense	-	-	-	-
Dues and Subscriptions	-	-	-	-
Maintenance Charges	-	-	-	-
Supplies	-	-	-	-
Professional Services	-	-	-	-
Utilities	-	-	-	-
Travel & Training	-	-	-	-
Minor Equipment & Impr.	-	-	-	-
Capital Outlay	-	-	-	-
Uniforms and Clothing	-	-	-	-
Other	-	-	-	-
Budget Improvement Request	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-
ENDING FUND BALANCE	-	-	-	-



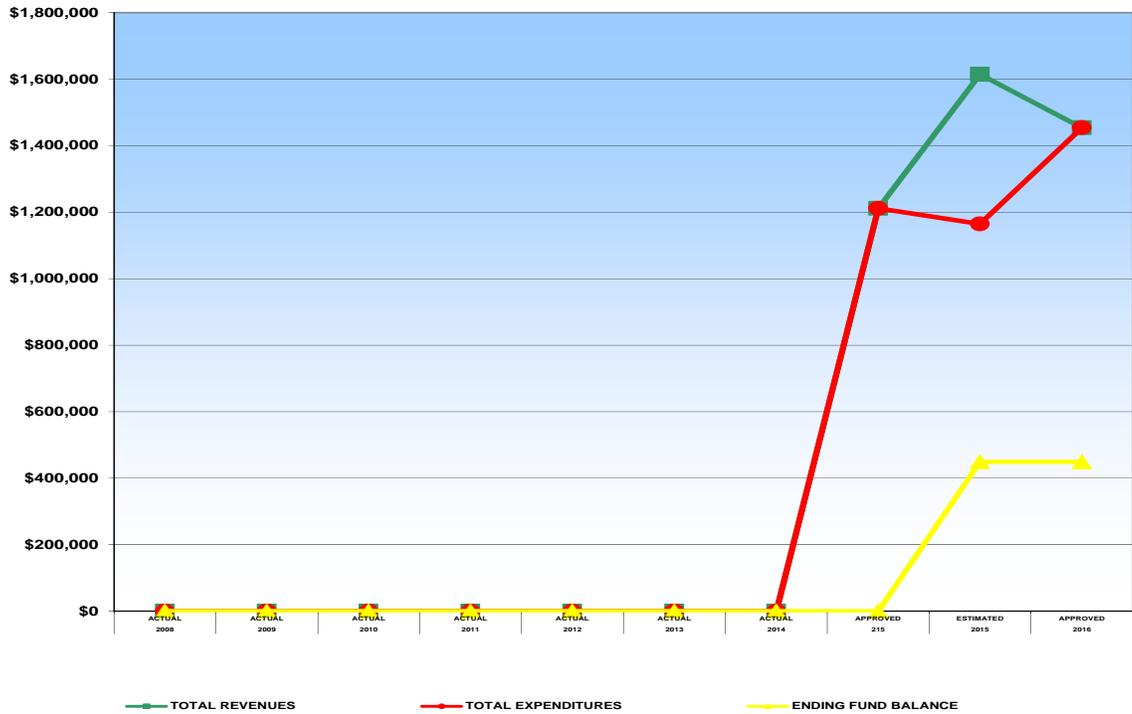
Animal Control Services

<u>2012 ACTUAL</u>	<u>2013 ACTUAL</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2015 ESTIMATE</u>	<u>2016 APPROVED</u>	<u>2016 PERCENT OF TOTAL</u>
-	-	-	-	-	449,478	100%
-	-	-	39,009	310,226	309,753	21.30%
-	-	-	47,999	46,840	48,000	3.30%
-	-	-	-	469	-	-
-	-	-	-	8,512	-	0.00%
-	-	-	1,124,079	1,248,256	1,096,191	75.39%
-	-	-	1,211,087	1,614,303	1,453,944	100.00%
-	-	-	445,865	553,635	597,621	41.10%
-	-	-	195,890	259,213	285,850	19.66%
-	-	-	2,500	1,626	2,500	0.17%
-	-	-	30,000	24,677	30,000	2.06%
-	-	-	660	400	660	0.05%
-	-	-	7,700	1,702	8,385	0.58%
-	-	-	78,355	115,219	104,500	7.19%
-	-	-	32,145	50,019	60,000	4.13%
-	-	-	52,725	45,028	62,725	4.31%
-	-	-	-	574	3,500	0.24%
-	-	-	-	5,228	-	-
-	-	-	-	104,831	-	0.00%
-	-	-	8,000	2,674	8,000	0.55%
-	-	-	-	-	125,000	-
-	-	-	357,247	-	165,203	11.36%
-	-	-	1,211,087	1,164,825	1,453,944	91.40%
-	-	-	-	449,478	449,478	100%



Animal Control Services

SPECIAL REVENUE FUND

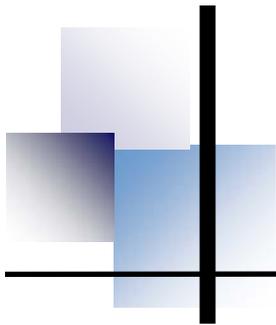


TRENDS FOR THE YEAR ENDED December 31, 2016

REVENUES: This fund was set up in 2014 as a part of a Service Delivery Agreement. Revenues from this fund come from the City of Douglasville, animal control fees, and transfers in. Transfers in come from the General Fund as well as the Unincorporated Area Special District Fund. Total transfer in budgeted for 2016 are \$1,096,191.

EXPENDITURES: Since this is only the second year this fund will be operating no trends are present for the expenditures. Total expenses for 2016 are budgeted at \$1,453,944.

FUND BALANCE: Fund Balance is projected to end at \$449,478 which is equal to that of 2015. This is due to revenues and expenditures equaling each other.

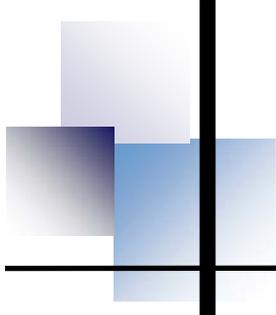


Enterprise Funds

Landfill Fund..... 306

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.

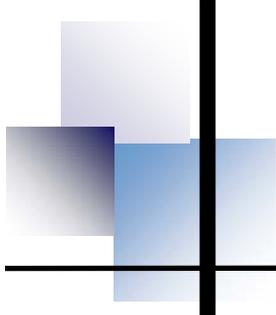
Assure compliance with the Douglas County “S. W. M. P.” by:

- 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”.





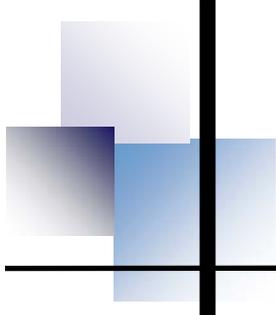
Landfill

PERSONNEL SUMMARY & WORKLOAD INDICATORS

	<u>2014 ACT</u>	<u>2015 PROJ</u>	<u>2016 PROJ</u>
TONS RECYCLED	11,102	16,140	15,000
YARD WASTE CUSTOMERS	5,060	6,585	6,650
OTHER DEPT COLLECTION TONNAGE	215	181	214
C & D TONNAGE	12,536	16,192	22,000
REFUSE TONNAGE	19,745	19,369	23,000

PERSONNEL SUMMARY

<u>POSITION</u>	<u>GRADE</u>	<u>2014 ACTUAL</u>	<u>2015 BUDGET</u>	<u>2016 APPROVED</u>
Government Services Director	UNC	1	1	1
Assistant Government Services Director	UNC	1	1	1
Administrative Assistant	24	1	1	1
Office Manager	23	0	1	1
Landfill Supervisor	22	1	1	1
Senior Equipment Operator	20	1	2	2
Equipment Operator	19	1	2	2
Attendant	17	1	2	2
Scale Operator	PT	1	1	1
Equipment Operator	PT	1	1	1
Convenience Center Attendant	PT	1	1	1
Laborer I	PT	1	1	1
TOTAL FULL TIME		<u>7</u>	<u>11</u>	<u>11</u>
TOTAL PART TIME		<u>4</u>	<u>4</u>	<u>4</u>



Landfill Fund

ENTERPRISE TRENDS

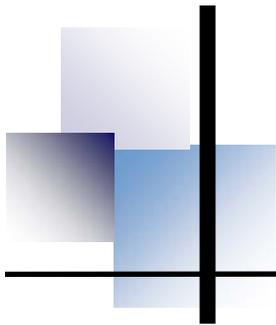
	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	668,937	491,541	512,760	736,665
REVENUES				
Transfer Fees	889,635	920,164	878,557	818,076
C & D Fees	846,296	778,862	666,159	479,108
Camp Road Transfer Fees	66,707	-	-	-
Investments	1,568	-	869	313
Insurance Claims	-	-	-	-
Recycling Sales	210,387	163,489	248,056	237,420
Charges b/w Funds	-	-	-	-
Intergovernmental	-	-	54,383	26,446
Other	1,446	-	-	6,235
TOTAL REVENUES	2,016,039	1,863,256	1,848,025	1,567,598
EXPENDITURES				
Salary and Benefits	613,544	572,045	594,268	587,558
Operating Expenses	1,449,485	1,166,060	906,142	882,744
Capital Outlay	-	-	-	-
Depreciation	130,406	126,206	123,710	119,118
TOTAL EXPENDITURES	2,193,435	1,842,037	1,624,120	1,589,420
ENDING FUND BALANCE	491,541	512,760	736,665	714,843

TRENDS FOR THE YEAR ENDED December 31, 2016

REVENUES: The trend in Revenues has ranged from a 8% decrease over the prior year to as much as a 26% increase. Revenues for 2016 are projected to experience a 17% increase over those of 2015.

EXPENDITURES: Expenditures are anticipated to increase by \$398,286 compared to 2015'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.

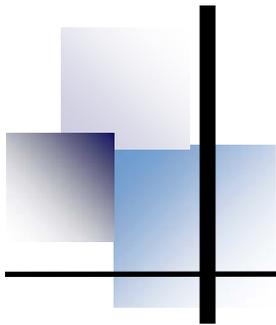
FUND BALANCE: The projected fund balance for 2016 is expected to remain the same as the 2015 estimate with Revenues and Expenditures being equal.



Landfill

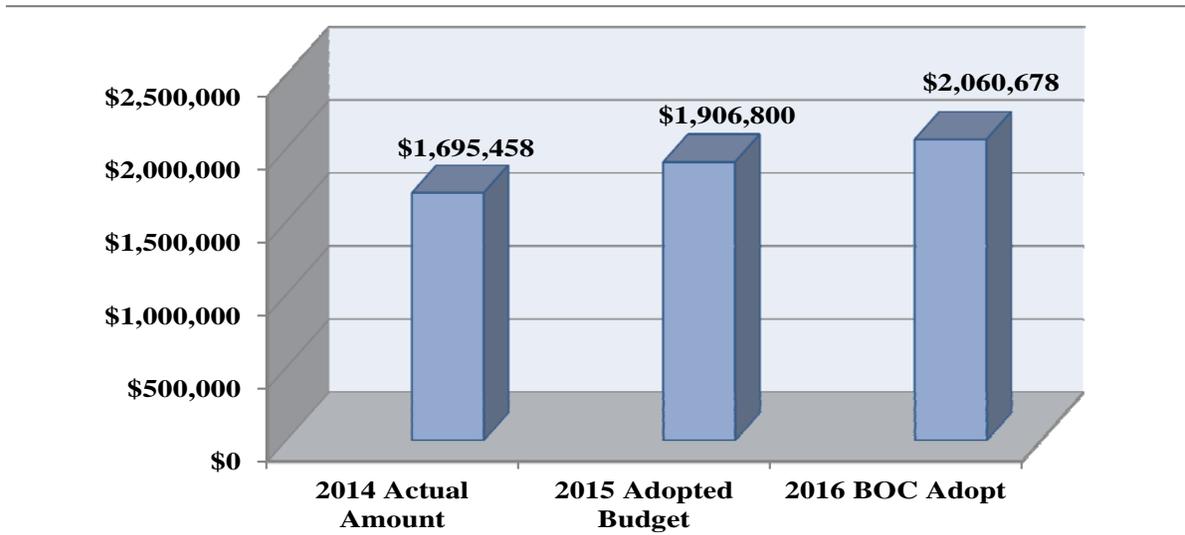
2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 BUDGET	2015 ESTIMATE	2016 APPROVED	2016 PERCENT OF TOTAL
714,843	401,047	218,267	218,745	218,745	323,432	100%
732,921	806,091	837,910	849,000	860,153	819,000	40%
398,433	499,685	434,764	454,500	633,868	700,000	34%
-	-	40,558	40,000	37,864	40,000	2%
57	30	40	30	21	-	0%
-	-	-	-	-	-	0%
177,680	196,548	213,260	228,000	235,078	242,144	12%
-	-	12,552	-	-	-	0%
-	-	-	-	-	-	0%
79	5,928	156,853	335,270	96	259,534	13%
1,309,170	1,508,282	1,695,936	1,906,800	1,767,079	2,060,678	87%
606,756	605,902	639,495	684,659	614,754	683,093	33%
900,834	973,776	950,232	1,118,757	904,368	1,277,585	62%
-	-	-	-	39,886	-	0%
115,376	111,384	105,731	103,384	103,384	100,000	5%
1,622,966	1,691,062	1,695,458	1,906,800	1,662,392	2,060,678	100%
401,047	218,267	218,745	218,745	323,432	323,432	100%

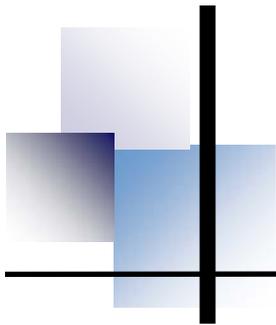




Landfill

	2014 Actual Amount	2015 Adopted Budget	2016 BOC Adopt
BUDGET SUMMARY			
FUNDING SOURCES:			
General Fund Contribution	1,695,458	1,906,800	2,060,678
Total Funding Sources	1,695,458	1,906,800	2,060,678
APPROPRIATIONS:			
Salary and Wage	475,072	506,353	507,723
Benefits	164,424	178,306	175,370
Advertising	404	1,500	1,500
Vehicle Expense	114,089	153,377	230,000
Dues and Subscriptions	1,307	1,750	1,750
Equipment Rental	1,941	7,900	4,000
Rentals	600	600	600
Maintenance Charges	29,152	56,075	56,080
Supplies	7,563	16,825	14,420
Professional Services	143,624	251,772	194,882
Utilities	589,325	566,929	665,525
Travel & Training	2,169	0	0
Minor Equipment and Improvements	3,277	0	0
Capital Outlay	0	0	0
Other	105,731	103,384	100,000
Debt Service	0	0	0
Uniforms and Clothing	1,969	3,750	3,750
Closure and Post Closure	54,408	0	55,000
Other	403	0	0
Budget Improvement Request	0	58,279	50,078
Total Appropriations	1,695,458	1,906,800	2,060,678





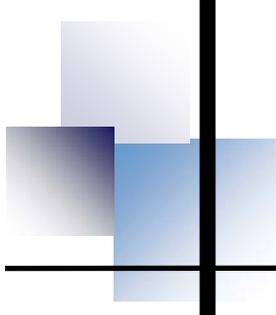
Internal Service Funds

Health and Employee Benefits..... 312

Workers' Compensation 314

DIRECTORY





Health/Employee Benefits

INTERNAL SERVICE TRENDS

	<u>2008</u> <u>ACTUAL</u>	<u>2009</u> <u>ACTUAL</u>	<u>2010</u> <u>ACTUAL</u>	<u>2011</u> <u>ACTUAL</u>
BEGINNING FUND BALANCE	(90,887)	554,356	63,806	(1,102,313)
REVENUES				
Charges for Services	8,734,947	8,239,774	8,866,088	8,738,684
Interest	1,424	364	296	130
Miscellaneous	-	-	-	-
Transfer In	-	-	-	532,149
TOTAL REVENUES	8,736,371	8,240,138	8,866,384	9,270,963
EXPENDITURES				
Claims	7,128,157	8,305,018	9,633,450	9,253,348
Administrative	962,971	425,669	399,053	413,816
TOTAL EXPENDITURES	8,091,128	8,730,688	10,032,503	9,667,164
ENDING FUND BALANCE	554,356	63,806	(1,102,313)	(1,498,514)

TRENDS FOR THE YEAR ENDED December 31, 2016

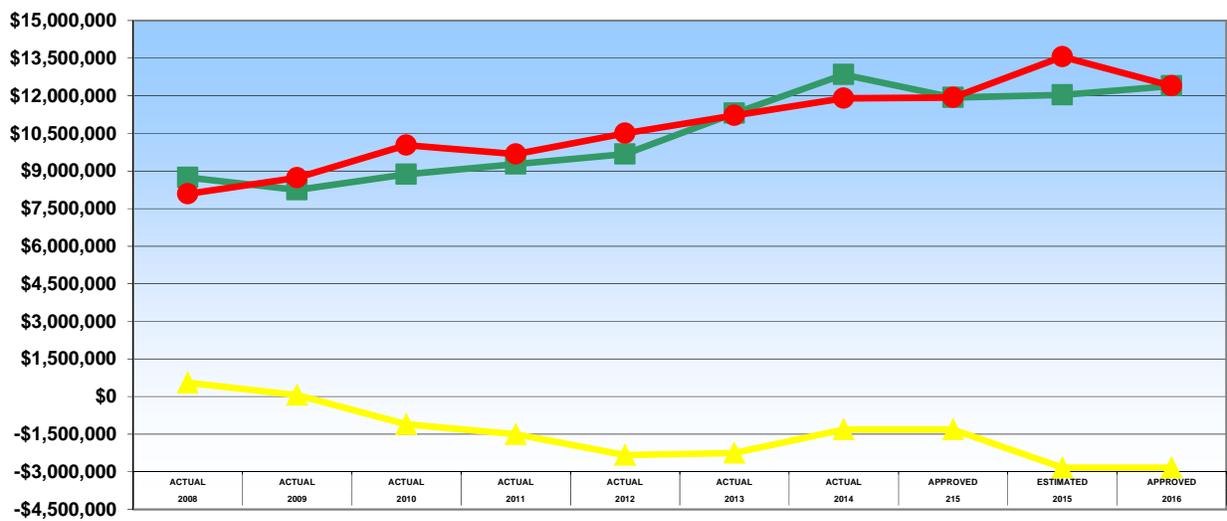
REVENUES: Revenues are anticipated to increase by \$358,668 compared to 2015's Estimated Revenue. Employees are contributing to this Fund to offset the rising cost of Healthcare claims. On occasion the General Fund will contribute to this fund to help raise the fund balance.

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

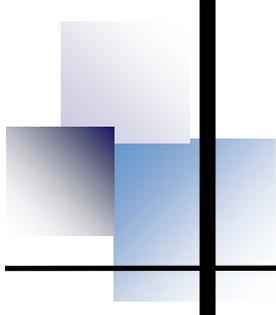
FUND BALANCE: The 2016 Estimated Ending Fund Balance is a negative \$2.8 million. 2007, 2010, 2011, 2012, 2013, 2014, and 2015 also ended with a negative Fund Balance. For 2016 the Fund Balance is not expected to change from the prior year estimate. The Fund Balance has consistently remained negative with the exception of 2008 and 2009 that followed an additional transfer in from the General Fund in 2007.

Health/Employee Benefits

2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2015 <u>ESTIMATE</u>	2016 <u>APPROVED</u>	2016 <u>PERCENT OF TOTAL</u>
<u>(1,498,514)</u>	<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(1,308,842)</u>	<u>(1,308,842)</u>	<u>(2,828,668)</u>	<u>100%</u>
9,669,967	11,297,718	11,337,352	11,930,940	12,031,090	12,389,799	100%
64	62	-	60	41	-	0%
-	-	-	-	-	-	-
-	-	1,500,000	-	-	-	0%
9,670,031	11,297,780	12,837,352	11,931,000	12,031,131	12,389,799	100%
10,056,744	10,709,087	11,371,787	10,407,000	11,531,385	10,264,110	83%
443,682	508,539	525,652	1,524,000	2,019,573	2,125,689	17%
10,500,426	11,217,626	11,897,439	11,931,000	13,550,958	12,389,799	100%
<u>(2,328,909)</u>	<u>(2,248,755)</u>	<u>(1,308,842)</u>	<u>(1,308,842)</u>	<u>(2,828,668)</u>	<u>(2,828,668)</u>	<u>0%</u>



■ TOTAL REVENUES
 ● TOTAL EXPENDITURES
 ▲ ENDING FUND BALANCE



Workers' Compensation

INTERNAL SERVICE TRENDS

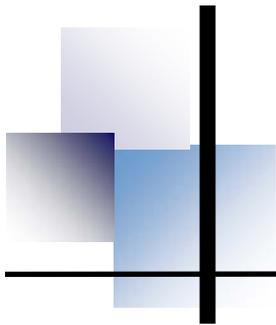
	<u>2008 ACTUAL</u>	<u>2009 ACTUAL</u>	<u>2010 ACTUAL</u>	<u>2011 ACTUAL</u>
BEGINNING FUND BALANCE	1,173,900	424,378	(621,693)	(188,656)
REVENUES				
Charges for Services	724,580	-	727,166	697,037
Interest Earned	3,856	140	127	58
Transfers In	-	-	-	-
TOTAL REVENUES	728,436	140	727,293	697,095
EXPENDITURES				
Claims	1,300,514	940,989	204,858	795,010
Administrative	177,444	105,222	89,398	69,147
Transfer Out	-	-	-	-
TOTAL EXPENDITURES	1,477,958	1,046,211	294,256	864,157
ENDING FUND BALANCE	<u>424,378</u>	<u>(621,693)</u>	<u>(188,656)</u>	<u>(355,718)</u>

TRENDS FOR THE YEAR ENDED December 31, 2016

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 2016 show a decrease of \$271,927.

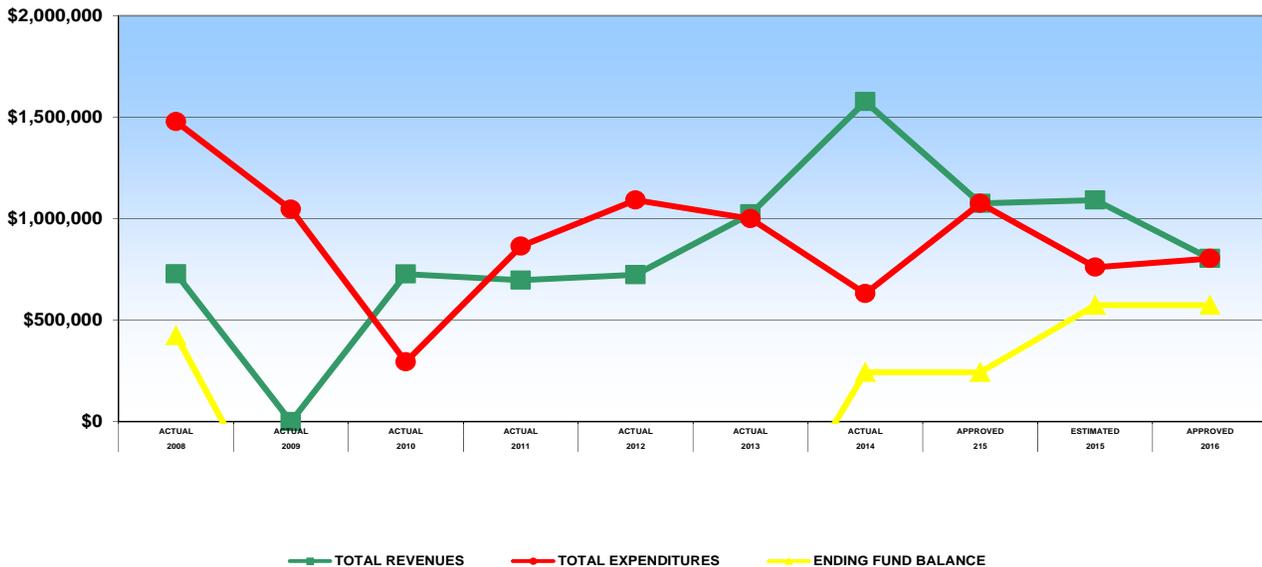
EXPENDITURES: Costs are anticipated to decrease 25% in 2016. A new administration agency is handling the funds for 2016.

FUND BALANCE: Fund Balance will increase as compared to 2015 Budgeted Ending Fund Balance. The trend of previous years, saw most years experiencing a decline in Ending Fund Balance as Expenditures outpaced Revenues. This year as well as 2014 and 2015 have reversed that trend with a steady incline of Fund Balance.

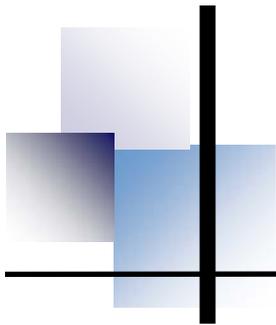


Workers' Compensation

2012 <u>ACTUAL</u>	2013 <u>ACTUAL</u>	2014 <u>ACTUAL</u>	2015 <u>BUDGET</u>	2015 <u>ESTIMATE</u>	2016 <u>APPROVED</u>	2016 <u>PERCENT OF TOTAL</u>
<u>(355,718)</u>	<u>(723,974)</u>	<u>(701,198)</u>	<u>243,523</u>	<u>243,523</u>	<u>574,419</u>	<u>100%</u>
723,563	1,022,987	1,076,174	1,075,917	1,091,798	804,000	0%
31	11	6	10	4	-	0%
-	-	500,000	-	-	-	
<u>723,594</u>	<u>1,022,998</u>	<u>1,576,180</u>	<u>1,075,927</u>	<u>1,091,802</u>	<u>804,000</u>	<u>0%</u>
1,016,854	918,442	555,745	960,927	631,207	669,000	83%
74,996	81,780	75,714	115,000	129,699	135,000	17%
-	-	-	-	-	-	0%
<u>1,091,850</u>	<u>1,000,222</u>	<u>631,459</u>	<u>1,075,927</u>	<u>760,906</u>	<u>804,000</u>	<u>100%</u>
<u>(723,974)</u>	<u>(701,198)</u>	<u>243,523</u>	<u>243,523</u>	<u>574,419</u>	<u>574,419</u>	<u>100%</u>



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Debt Service Funds

2010 Jail Special Local Option Sales Tax 318

DIRECTORY



2010 JAIL SPLOST

DEBT SERVICE TRENDS

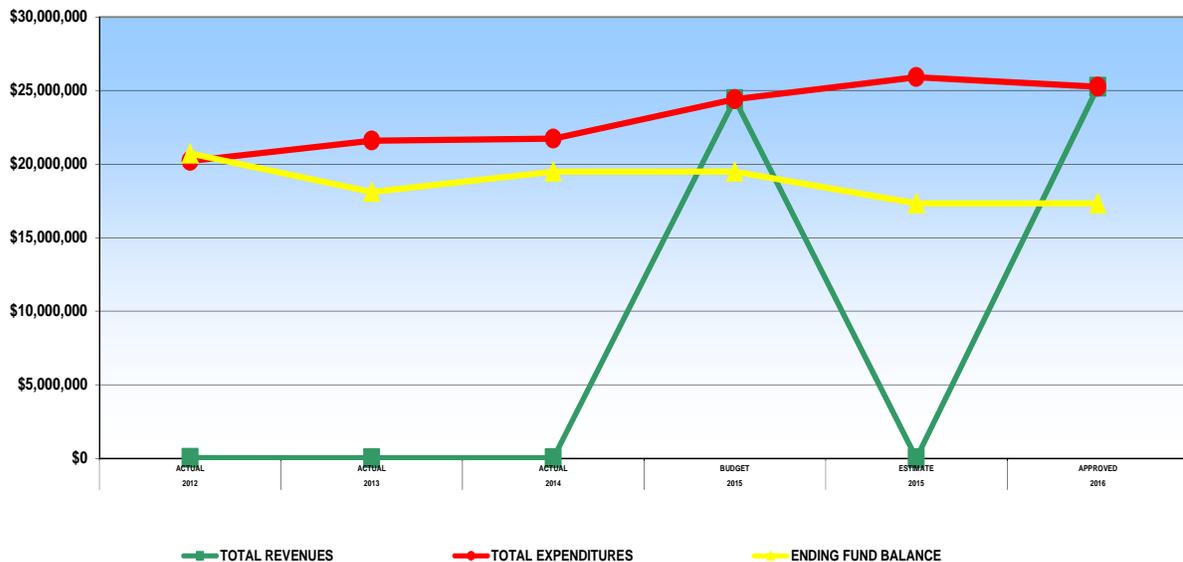
	<u>2011</u> <u>ACTUAL</u>	<u>2012</u> <u>ACTUAL</u>	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ACTUAL</u>	<u>2015</u> <u>BUDGET</u>	<u>2015</u> <u>ESTIMATE</u>	<u>2016</u> <u>APPROVED</u>	<u>2016</u> <u>PERCENT</u> <u>OF TOTAL</u>
BEGINNING FUND BALANCE	-	18,626,470	20,716,195	18,104,923	19,490,582	19,490,582	17,327,659	100%
REVENUES								
Taxes	-	-	-	-	21,910,150	-	20,344,000	81%
Miscellaneous	-	-	-	-	2,500,000	-	4,906,281	19%
Investment Earnings	13,938	13,908	10,357	9,375	-	9,173	-	0%
TOTAL REVENUES	13,938	13,908	10,357	9,375	24,410,150	9,173	25,250,281	100%
EXPENDITURES								
Other Financing Sources	-	-	-	-	2,500,000	4,000,000	4,906,281	19%
Principal	4,840,000	16,000,000	18,000,000	19,000,000	20,000,000	20,000,000	19,405,000	77%
Interest and Fees	1,985,429	4,208,950	3,588,950	2,737,950	1,910,150	1,910,150	939,000	4%
TOTAL EXPENDITURES	6,825,429	20,208,950	21,588,950	21,737,950	24,410,150	25,910,150	25,250,281	100%
OTHER FINANCING SOURCES								
OPERATING TRANSFERS IN	25,437,961	22,284,767	18,967,321	23,114,234	-	23,738,054	-	
ENDING FUND BALANCE	18,626,470	20,716,195	18,104,923	19,490,582	19,490,582	17,327,659	17,327,659	100%

TRENDS FOR THE YEAR ENDED December 31, 2016

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:

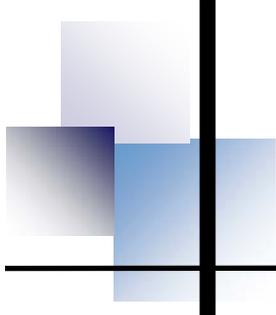
- I. The approval of the Capital Outlay and Projects is subject to the availability of funds. Capital Outlay/Expenditures are currently defined as outlays which result in the acquisition of/or addition to fixed assets. They must have a cost of over \$5,000 and a life greater than one year. Available 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 either the current year's budget or prior years that have increased the accumulated Fund Balance. Secondary sources of funds for Outlay are Federal and/or State Grant Funds. Capital Projects, however, are funded from long-term debt, such as the Special Purpose Local Option Sales Tax, General Obligation Debt or Lease Purchase Agreements. Federal and State Grants also serve as a secondary source of funds for Projects, while Fund Balances and Operating Revenues serve as the source of Project funds on a very limited basis.

- II. Once the availability of funds is determined, the remaining useful life of equipment on hand is given great consideration when prioritizing the possible uses of these funds. The condition of existing equipment, vehicles, safety equipment, etc. is assessed before Capital Outlay funds are appropriated for repairs or replacements to these assets. For Capital Projects, the present condition is also a determining factor. Present facilities and infrastructure are reviewed and are prioritized by the extent of the need for improvements or capacity expansion.

- III. Advancements in technology in areas that include but are not limited to computers and computer software may warrant Capital Outlay for upgrading of present systems. As requests arise in these areas the cost of the Outlay is carefully weighed against benefits to be derived, such as improved efficiency and output of employees, and enhanced efficiency and effectiveness in service to our taxpayers.

- IV. The quality of life of Douglas County residents is always a factor in the contemplation of how best to enter into a Capital Project or approve a Capital Outlay. Improvements in this area may include improved living conditions, improved air and water quality, or safety and recreational enhancements.





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

CAPITAL BUDGETING

General Fund GENERAL GOVERNMENT

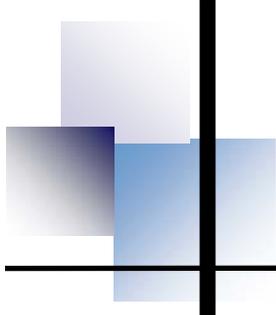
INFORMATION SERVICES	Replace Courthouse phone system Courthouse wireless expansion Courthouse wireless survey PC Refresh 2011 Interactive panel for BOC Conference Room Three New VMWare Host Licensing/Maintenance and Support Cylance Protect Anti-Virus Office Equip Maintenance and Support	\$ 50,000 45,000 8,500 65,250 11,500 24,900 9,000 17,500 34,800 <hr/> \$ 266,450
PROPERTY MAINTENANCE	2015 F150 Crew Cab Truck Backhoe Excavator	\$ 23,757 30,612 <hr/> \$ 54,369
COURTHOUSE MAINTENANCE	Card Access System Replacement Chiller Tube Sheet Re-facing Courtroom ADA Hearing Impaired Assistance System Window Leaks Paver Replacement & Treatment Window Glass & Metal Restoration Carpet Replacement Upgrade Energy Management System Supplemental HVAC	\$ 116,000 14,000 30,500 14,000 7,800 139,000 90,000 49,800 10,500 <hr/> \$ 471,600
GENERAL APPROPRIATIONS	Bleakely Bldg Renovations (Includes Deputies) Courthouse Renovations Body Cameras for Deputies	\$ 4,000,000 610,000 200,000 <hr/> \$ 4,810,000
TAX COMMISSIONER	Kiosk (Tag Renewals)	\$ 8,000
APPRAISAL	2016 Ford Escape Cloud Data (iPad, CAMA Cloud, etc.)	\$ 19,241 33,225 <hr/> \$ 52,466

General Fund PUBLIC SAFETY

SHERIFF ENFORCEMENT	Replacement Vehicles (25) New Audio/Video Camera Systems for Vehicles (15) DVD Burner for Video Evidence	\$ 646,695 84,257 33,280 <hr/> \$ 764,232
EMERGENCY MANAGEMENT	Continuity of Operations Software	\$ 55,000

General Fund PUBLIC WORKS

CAPITAL TRANSPORTATION FUNDING	Discretionary Transportation Match Funding	\$ 1,500,000
DOT MAINTENANCE & CONSTRUCTION	Milling head attachment & tandem axle dump trailer Used Single Cab 1 ton 4x4 pickup for Sand/Salt applicator Mosquito Fogger	\$ 22,500 34,000 11,000 <hr/> \$ 67,500
DOT TRAFFIC MAINTENANCE	Transit Van for Traffic Technician Mini Excavator	\$ 19,562 16,000 <hr/> \$ 35,562
FLEET MANAGEMENT	Heavy duty truck 6 post lift (Funding 1/2 General Fund, 1/2 Fire & EMS) Upgrade/replace On-call Service truck J Pro diagnostic program Concrete slab for Field Services (Funding 1/3 GF, 1/3 Fire & EMS, 1/3 Landfill) Special tools for Field Services; welder, driver (Funding 1/3 GF, 1/3 Fire & EMS, 1/3 Landfill)	\$ 31,145 31,208 8,695 3,333 2,100 <hr/> \$ 76,481
MOTOR POOL	2016 Ford Escape addition to Motor Pool fleet	\$ 19,509



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

CAPITAL BUDGETING

General Fund PARKS, RECREATION AND CULTURE

PARKS & RECREATION	New John Deere Gator ATV for Boundary Waters Park 24-Passenger Van for Recreation Division Purchase of 2 Vehicles for Security Division Playground Replacement Sets for Bill Arp and Deer Lick Four Park Entrance Signs Surveillance Camera Systems Replacement Teeth/Service for CAT Mulcher Disc Golf Course for Clinton Nature Preserve Infield Mix Three New Scoreboards for Fairplay Park Lawn Maintenance Equipment Sprinkler System for 3 Softball Fields at Deer Lick Park Turfco Torrent Blower Supplies for Boundary Waters Park-Sports Complex Mobile Restroom for Boundary Waters Park Trails at Dog River Douglas Boot Property	\$ 18,600 12,000 56,197 42,482 71,000 69,200 10,000 9,355 12,000 6,000 15,000 7,000 18,240 7,200 6,000 39,000 70,000 50,000 <hr/> \$ 519,274
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AQUATIC CENTER	Pool Pak Blower Assembly Exterior repaint LED lighting Water Treatment rebuild/Controls Circulation Pumps	\$ 18,781 16,000 24,800 5,927 9,068 <hr/> \$ 74,576
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LIBRARIES	Parking lot at Selman & Health Department	\$ 120,000
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General Fund PLANNING AND COMMUNITY DEVELOPMENT

RIDESHARE	Transportation Services Study Projects <i>\$1,386,149 80% Federal / \$346,537 20% County</i> Replacement Vans (Ten) <i>\$276,800 80% Federal / \$69,200 20% County</i> Design expansion to Transportation Center <i>\$60,000 80% Federal / \$15,000 20% County</i> Park and ride lot improvements <i>\$44,000 80% Federal / \$11,000 20% County</i> Replace Trans. Center security cameras <i>\$40,000 80% Federal / \$10,000 20% County</i>	\$ 1,732,686 - 346,000 - 75,000 - 55,000 - 50,000 - <hr/> \$ 2,258,686
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GIS - MAPPING	Additional GIS Server Update to Property Information Website	\$ 8,570 20,000 <hr/> \$ 28,570
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Fund Total: General Fund \$ 11,936,842

E-911 Fund PUBLIC SAFETY

E-911	Five Avaya Switches for 911 Emergency Medical Dispatch Q&A Software	\$ 26,000 118,338 <hr/> E-911 Grand Total \$ 144,338
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Fund Total: E-911 Fund \$ 144,338

Unincorporated Area Special Revenue Fund PUBLIC WORKS

Development Control	Replace F150 4wd to replace one of many aging vehicles	\$ 25,000
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Unincorporated Area Special Revenue Fund PLANNING AND COMMUNITY DEVELOPMENT

Building Inspections	One New F150 4wd replacement trucks including decals and toolboxes	\$ 25,000
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Fund Total: Uninc Fund \$ 50,000

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

Fire Protection Services and EMS Fund PUBLIC SAFETY

Fire Services and EMS	Replacement SCBA (100)	\$ 600,000
	Replacement ambulance	180,000
	Ambulance for 7th Crew to be established	225,000
	Replacement Fire truck	400,000
	Mobile Hotspot Capability	15,000
	Ten Replacement Thermal Imagers	75,000
	Replacement extrication tools	45,000
	Heavy duty truck 6 post lift (Funding 1/2 General Fund, 1/2 Fire & EMS)	31,145
	Concrete slab for Field Services (Funding 1/3 GF, 1/3 Fire & EMS, 1/3 Landfill)	3,333
		<u>\$ 1,574,478</u>

Fund Total: Fire Services and EMS Fund \$ 1,574,478

Animal Control Services Fund PUBLIC SAFETY

Animal Control Services	One New Animal Control Truck with Transport	\$ 45,000
	Animal Shelter Financing	100,000
		<u>Animal Control Services Grand Total \$ 145,000</u>

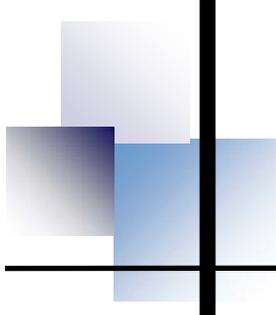
Fund Total: Animal Control Services Fund \$ 145,000

Solid Waste Enterprise Fund

Solid Waste Services	Concrete slab for Field Services (Funding 1/3 GF, 1/3 Fire & EMS, 1/3 Landfill)	\$ 3,333
	Special tools for Field Services; welder, driver (Funding 1/3 GF, 1/3 Fire & EMS, 1/3 Landfill)	2,100
		<u>Solid Waste Disposal Grand Total \$ 5,433</u>

Fund Total: Solid Waste Enterprise Fund \$ 5,433

GRAND TOTAL ALL FUND CAPITAL BUDGETING \$13,101,525



Capital Impact on Operating Budget

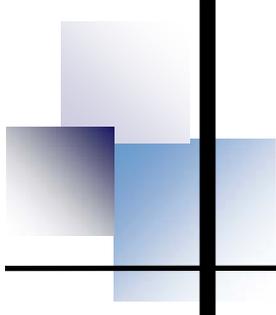
CAPITAL IMPACT ON OPERATING

The 2016 budget includes a number of capital items that will continue to help us recover from the impact the sluggish economy has had on our funding of capital assets. Deferring the replacement of needed items has put a strain on the operating budget. By replacing outdated equipment and vehicles there will be significant cost savings in operational repairs and maintenance. Addressing needs for repairs to the County facilities will also reduce the cost of continued efforts to temporarily address these needs.

Some items included in the capital budget may not have an immediately determinable measurable dollar impact on the operating budget, but indirectly through improved efficiencies gained by staff across the county, many will save on operational financing in the long run. Such projects include \$65,250 to replace outdated computers that will reduce time spent by information services staff addressing problems that arise because the hardware is failing and will keep operations flowing at individual workstations. Having a free standing kiosk in a local retail store for a maximum cost of \$8,000 for citizens to renew their tags will result in substantial savings of personnel time and supplies.

Federal funds will be leveraged to replace ten rideshare vans and add ten new vans to the fleet. The total cost is \$346,000 with the County's portion being only 20% or \$69,200. The van replacements will save on maintenance and fuel cost. These vans are replacing vans, some of which can be utilized in other areas for local travel. Other vehicles are being replaced that will also save on fuel and maintenance costs in the coming year. The Sheriff's budget includes \$646,695 for new vehicles, Animal Control Services will get a new truck for \$45,000, and Fire and EMS Services will purchase two ambulances for an estimated cost of \$405,000 and a \$400,000 fire truck. One of these will be for use by a new ambulance crew to be established in 2016. Emergency vehicles will have a cost associated with equipping them for operations. This cost will depend on how much equipment from the vehicles to be retired can continue to be used.

A number of capital items are planned that will improve safety for staff and citizens. Projects like these do have an impact on the operating budget. These budgets can be reduced as those mentioned above through operational efficiencies. The greater impact is the improved level of safety and service that can be provided. The E-911 Center will upgrade their methods for Q & A on 911 calls from a card system to a software system for a cost of \$118,338. Three funds will share the cost of equipment to better handle repairs to larger vehicles. The total cost of this equipment, lifts, tools, etc. is \$78,589. At present large equipment is being sent out. Adding additional staff in conjunction with this equipment will allow vehicles such as fire engines to be fully serviced in-house and reduce the total repair cost as well as out of service time on the vehicles.



Capital Impact on Operating Budget

CAPITAL IMPACT ON OPERATING

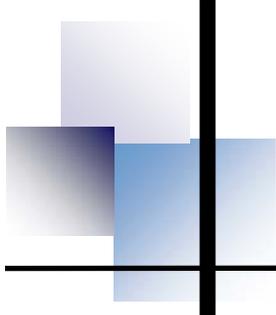
Capital improvements to our facilities will save cost of the continual minor repairs incurred with small purchases and staff time. \$471,600 in various repairs will be done to the Courthouse. \$74,576 will be spent on improvements to the Aquatic Center. This includes replacing the lighting with longer lasting more energy efficient led lighting at a cost of \$24,800.

A building in close proximity to the County’s Courthouse was purchased in 2015. Approximately \$4 million will be spent to renovate and secure this building. Departments will be moved there from both the Courthouse and Fleet, which is one of the County’s oldest facilities. Efficiency of operations will be gained in a facility with adequate room for departments and citizen parking. Following the move, an additional \$610,000 will be spent to renovate and better secure the Courthouse. At present we have judicial departments that have outgrown their allotted space. This results in personnel and files to be scattered in various places. Once renovations are complete, then entire departments can be housed in the same location, eliminating the waste that our limited space is currently causing.

Security is a priority in this budget. Operating cost will not increase with these capital additions, and some cost, such as those associated with potential legal actions, can be avoided. Body cameras for deputies will cost \$200,000, security cameras for the transportation center for \$50,000, and surveillance cameras for parks at a cost of \$10,000 are just a few of the measures being taken to better secure staff, citizens and County property.

Public safety remains a priority, and with an improved economy, the 2016 budget includes a number of capital items that will strengthen the County’s commitment to the safety of the public. In addition to equipment mentioned earlier, \$735,000 is committed for fire and EMS equipment such as breathing apparatuses and thermal imaging cameras. Operating cost will not be directly affected by these purchases, but operational efficiencies will be obtained. Emergency medical Q & A software for the E-911 center will provide better, more timely assistance to the caller and will reduce the time per call.





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.

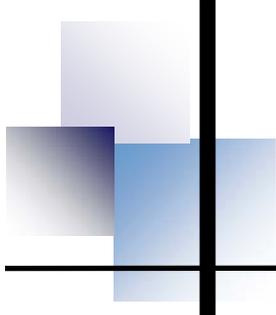
The S.P.L.O.S.T. has been used to reconstruct and pave hundreds of miles of roadways since its implementation. In addition, seven intersection improvements from 2009 to 2011 were completed. Flooding in 2009 caused a need for projects to be reprioritized. SPLOST road projects continued, but at a slower 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 2016.

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 2015 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. These funds have been depleted.

The following pages are S.P.L.O.S.T. budget summaries as well as anticipated expenditures for 2016.

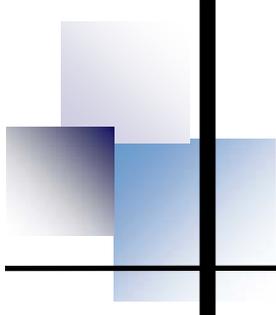




S.P.L.O.S.T. Budget by Projects

CAPITAL BUDGETING

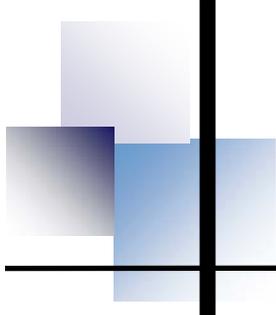
	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Parks			
Bond Issuance Cost	498,189	498,189	0
Bond Interest Cost	6,068,150	6,068,149	1
Administrative Professional Services	336,854	336,854	0
Land	8,373,864	8,373,864	0
Boundary Waters Multi Purpose Stadium	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	195,923	-
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	656,263	656,262	1
Lithia Springs Park 2010	2,247,048	2,247,048	-
TOTAL DOUGLAS COUNTY PARK PROJECTS	46,393,840.00	46,393,831.25	8.75



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

CAPITAL BUDGETING

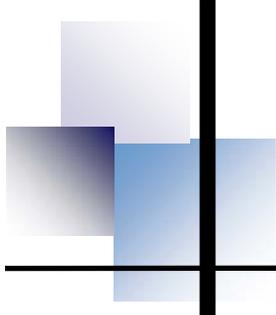
	<u>CURRENT BUDGET</u>	<u>TOTAL SPENT TO DATE</u>	<u>REMAINING BALANCE</u>
Project File Summary - Roads			
Project Manager Cost	1,511,618	1,611,219	(92,601)
Administrative/Professional Services	38,000	38,000	0
Transportation Modeling	688,771	688,771	-
Unpaved Roads	2,311,986	1,624,328	687,658
Intersection 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	3,973,904	217,619
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	125,925	742,690
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	2,720,308	80,171
Resurfaced Roads	17,949,585	19,804,385	(1,854,800)
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	640,491	-	640,491
TOTAL DOUGLAS COUNTY ROAD PROJECTS	41,350,019	39,165,315	2,184,704



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	1,867,101	1,517,101	350,000
Administrative Professional Services	11,400	11,400	-
Administrative Building	236,054	142,253	93,801
Equipment	1,956,703	1,949,961	6,742
8 Pumper Trucks	2,048,392	2,048,392	0
2 Ariel Trucks	1,167,759	1,167,755	4
8 Specialized Trucks	2,073,459	1,635,979	437,480
8 Ambulances	557,659	557,659	0
16 Administrative Units	362,253	362,253	-
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	210,243	62,456
Station 6 Riverside Renovation	92,695	92,695	-
Station 9 Eastside	245,004	245,004	-
Station 1 Lithia Springs Groovers Lake Road	1,254,195	1,254,194	1
General Renovations to Other Stations	153,468	153,468	0
Contingency from Reduced Interest Projections	43,637	(2)	43,639
	<hr/>		
TOTAL DOUGLAS COUNTY FIRE PROJECTS	13,859,998	12,865,873	994,125
	<hr/>		



G.R.T.A. Capital Project Fund

CAPITAL BUDGETING

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

- Duralee Lane Extension with a total budget of \$2,100,000 (which includes professional engineering, right-of-way and construction) and will construct a new 3 lane road from the end of Duralee Lane to Dorris Road. The project began in 2011 and was completed in early 2012.
- Lee Road/South Sweetwater Road with a total budget of \$7,284,000 (which includes professional engineering, right-of-way and construction) and will widen 2 to 4 lanes from US 78 to I-20.
- Lee Road Phase II with a total budget of \$10,335,000 (which includes professional engineering, right-of-way and construction) will widen 2 to 4 lanes from I-20 to SR 92.

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

<u>Project</u>	<u>Budget</u>	<u>Total Spent*</u>	<u>Remaining</u>
DuraLee Lane Extension	\$ 2,100,000	\$ 2,443,785	\$ (343,785)
Lee Rd/S. Sweetwater Rd Phase I	7,284,000	490,623	6,793,377
Lee Rd Phase II	10,335,000	4,635,605	5,699,395
	<u>\$ 19,719,000</u>	<u>\$ 7,570,014</u>	<u>\$ 12,148,986</u>

*Includes encumbrances

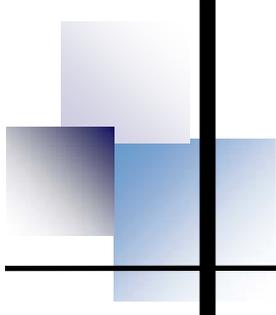


G.R.T.A. Capital Project Fund

CAPITAL BUDGETING

**DOUGLAS COUNTY, GEORGIA
GRTA ARTERIAL ROADS
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
FROM INCEPTION AND FOR THE YEAR 2016**

	PROJECT AUTHORIZATION	PRIOR YEARS	2016 ESTIMATED	TOTAL AT END OF 2016
REVENUES:				
Intergovernmental	\$ 19,719,000	\$ 6,018,982	\$ 1,500,000	\$ 7,518,982
Interest	-	4,360	-	4,360
TOTAL REVENUES	\$ 19,719,000	\$ 6,023,342	\$ 1,500,000	\$ 7,523,342
EXPENDITURES:				
Capital Outlay - Public Works	\$ 19,719,000	\$ 8,329,608	\$ 500,000	\$ 8,829,608
TOTAL EXPENDITURES	\$ 19,719,000	\$ 8,329,608	\$ 500,000	\$ 8,829,608
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ -	\$ (2,306,266)	\$ 1,000,000	\$ (1,306,266)
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	\$ -	\$ (1,856,266)	\$ 1,000,000	
FUND BALANCE BEGINNING OF YEAR		\$ (1,332,551)	\$ (3,188,817)	
FUND BALANCE END OF YEAR		\$ (3,188,817)	\$ (2,188,817)	



2010 JAIL SPLOST CAPITAL PROJECT FUND

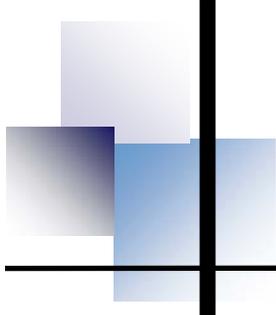
Construction on the \$117 million facility began in the last quarter of 2010 and was complete 2012 with just a few items remaining on the building.

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 2016				
	PROJECT AUTHORIZATION	PRIOR YEARS	2016 ESTIMATED	TOTAL AT END OF 2016
REVENUES:				
Special Local Option Sales Tax	\$ 122,240,471	\$ 125,635,370	\$ 8,875,000	\$ 134,510,370
Interest and Other	280,000	332,875	-	332,875
TOTAL REVENUES	\$ 122,520,471	\$ 125,968,245	\$ 8,875,000	\$ 134,843,245
EXPENDITURES:				
Capital Outlay - Public Safety	\$ 116,240,580	\$ 116,261,447	\$ -	\$ 116,261,447
TOTAL EXPENDITURES	\$ 116,240,580	\$ 116,261,447	\$ -	\$ 116,261,447
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ 6,279,891	\$ 9,706,798	\$ 8,875,000	\$ 18,581,798
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)	(116,445,903)	-	(116,445,903)
TOTAL OTHER FINANCING SOURCES	\$ (6,279,891)	\$ (9,706,798)	\$ -	\$ (9,706,798)
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ -	\$ (0)	\$ 8,875,000	
FUND BALANCE BEGINNING OF YEAR		\$ 2,793,341	\$ 2,793,341	
FUND BALANCE END OF YEAR		\$ 2,793,341	\$ 11,668,341	

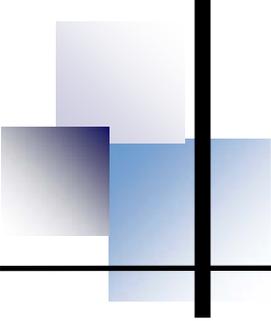


Capital Transportation

CAPITAL BUDGETING

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 2016 budget includes planned contributions from the General Fund of \$500,000.

DOUGLAS COUNTY, GEORGIA CAPITAL TRANSPORTATION FUND SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE FROM INCEPTION AND FOR THE YEAR 2016				
	PROJECT AUTHORIZATION	PRIOR YEARS	2016 ESTIMATED	TOTAL AT END OF 2016
REVENUES:				
Intergovernmental	\$ 7,396,133	\$ 1,874,281	\$ 918,653	\$ 2,792,934
TOTAL REVENUES	\$ 7,396,133	\$ 1,874,281	\$ 918,653	\$ 2,792,934
EXPENDITURES:				
Capital Outlay - Public Works	11,852,227	3,732,125	\$ 4,200,000	\$ 7,932,125
TOTAL EXPENDITURES	\$ 11,852,227	\$ 3,732,125	\$ 4,200,000	\$ 7,932,125
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	\$ (4,456,094)	\$ (1,857,844)	\$ (3,281,347)	\$ (5,139,191)
OTHER FINANCING SOURCES:				
Transfers In	2,321,999	2,321,999	\$ 500,000	\$ 2,821,999
Transfers Out	(450,000)	(450,000)	-	(450,000)
TOTAL OTHER FINANCING SOURCES	\$ 1,871,999	\$ 1,871,999	\$ 500,000	\$ 2,371,999
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES AND OTHER FINANCING USES	\$ (2,584,095)	\$ -	\$ (2,781,347)	
FUND BALANCE BEGINNING OF YEAR		\$ 2,151,957	\$ 2,166,112	
FUND BALANCE END OF YEAR		\$ 2,166,112	\$ (615,235)	



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.

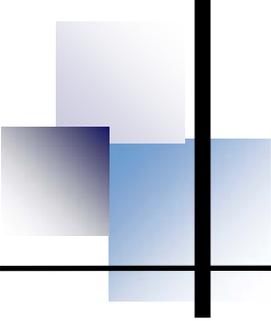
Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

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.

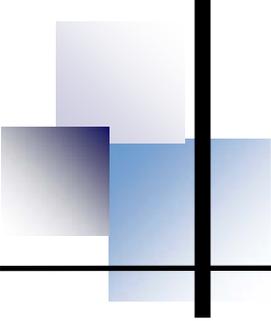
Election Fees – Fees levied on the qualifying candidates for the cost of the election process.

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.

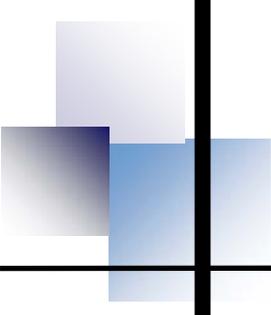
Franchise Taxes – Taxes levied for the privilege granted by Douglas County permitting the continuing use of public property, such as County roads.

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.



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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.

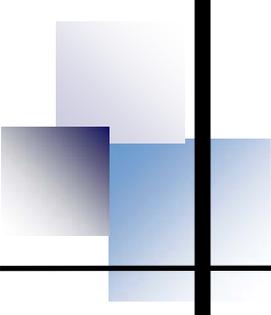
Insurance – Premium expense for all insurance bought by the County other than that insurance provided to employees through the payroll system.

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.



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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.

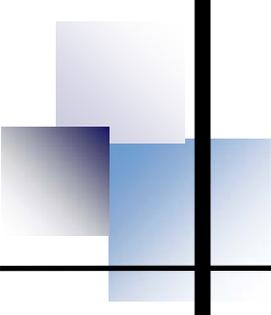
Mechanical Permit – Revenue from businesses and individuals for the right to install heating and air conditioning equipment.

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.



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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.

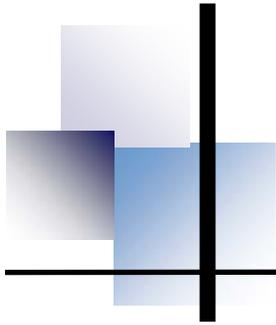
Plans & Construction – Revenue from the administrative review of plan and specifications on commercial building.

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.



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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.

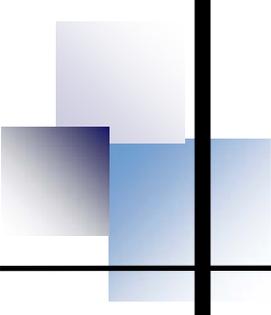
Revenue – Funds that the County receives as income. These receipts include such items as taxes, licenses fees, user fees, service charges, fines and penalties, and grants.

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.

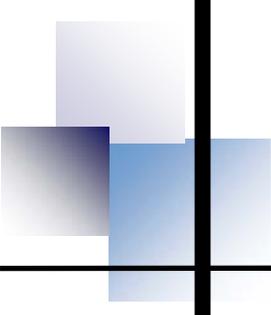
Tax Cost – Revenue from penalties/interest assessed and collected on delinquent taxes owed.

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

