FY 2012

Bulloch County Board of Commissioners

Adopted General Appropriations Budget and Work Program

J. Garrett Nevil	Chairman of the Board
Ray Mosley	Vice Chairman of the Board - 2012 Commissioner (District 1-A)
Anthony Simmons	Commissioner (District 1-B)
Carolyn Ethridge	Commissioner (District 2-A)
Walter Gibson	Commissioner (District 2-B)
Roy Thompson	Commissioner (District 2-C)
Robert Rushing	Commissioner (District 2-D)







Principal Contributors:

Thomas Couch	County Manager
Harry Starling	Chief Financial Officer
Andy Welch	Assistant to the County Manager
Leigh Gordy	Management Intern

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PRINCIPAL BULLOCH COUNTY OFFICIALS: FISCAL YEAR 2012

ELECTED OFFICIALS

Clerk of Courts	*Teresa Tucker*
Coroner	*Jake Futch*
District Attorney	*Richard Mallard*
Magistrate Court Judge	*June Braswell*
Probate Court Judge	*Lee Deloach*
Sheriff	*Lynn Anderson*
Solicitor General	*Joseph Cowart*
State Court Judge	*Gary Mikell*
Chief Superior Court Chief Judge	*William Woodrum*
Tax Commissioner	*James Deal*

APPOINTED OFFICIALS

County Manager	*Thomas Couch*
County Attorney	*George Rountree*
County Auditor	*Richard Deal*
Chief Corporate Counsel	*Jeff Akins*
Chief Financial Officer	*Harry Starling*
Clerk of the Board and Executive Assistant to the County Manager	*Maggie Fitzgerald*
Assistant to the County Manager	*Andy Welch*
Chief Administrative Officer: Community Development Division	*Andy Welch*
Chief Administrative Officer: Community Facilities Division	*Robert Smith*
Chief Administrative Officer: Public Safety Division	*Edwin Wynn*
Chief Administrative Officer: Transportation Division	*Vacant*
Chief Administrative Officer: Community Services	*Mike Rollins*
Chief Engineering Officer and Capital Projects Manager	*Kirk Tatum*
Human Resources Manager	*Heather McNeal*
Elections and Registration Superintendent	*Pat Lanier-Jones*
Chief Tax Assessor	*John Scott*
Airport Director	*Jeff Herrington*
Animal Shelter Director	*Wendy Ivey*
EMS-Rescue Director	*Lee Eckles*
E-911 Director	*Kelly Barnard*
Building Inspections Director	*Herman Butler*
Code Enforcement Officer	*Bobby Ivey*
Correctional Institute Warden	*Chris Hill*
Probation Director	*Christie Black*
County Extension Director	*Wesley Harris*
Fleet Management Director	*Eddie Smith*
Facilities Management Director	*Robert Hook*
Keep Bulloch Beautiful Director	*Kelly Collingsworth*
Zoning Administrator	*Randy Newman*

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FY 2012 General Appropriations Budget Public Notice and Resolution
Bulloch County Board Of Commissioners

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PUBLIC NOTICE

BULLOCH COUNTY BOARD OF COMMISSIONERS
FISCAL YEAR 2012
GENERAL APPROPRIATIONS BUDGET RESOLUTION

PREPARATION: Pursuant to the Official Code of Georgia Annotated 36-81-1, as Chief Budget Officer for the Bulloch County Board of Commissioners (hereinafter referred to as the "governing authority"), I hereby announce that the proposed Fiscal Year 2012 General Appropriations Budget Resolution for Bulloch County, Georgia (hereinafter referred to as the " proposed budget") has been prepared with the intent to provide the governing authority, other elected officials of the county, and the general public an opportunity and a mechanism to gain information concerning the purposes for which local revenues are proposed to be spent; with further intent to provide appropriate information to assist the governing authority and other elected officials of the County in carrying out their lawful responsibilities; and, with further intent to provide for the collection and reporting of information so as to assist local policymakers and taxpayers in understanding and evaluating county government service delivery and operations.

SUBMISSION AND REVIEW: Pursuant to the Official Code of Georgia Annotated 36-81-5, as Chief Budget Officer for the governing authority, I hereby announce that the proposed budget has been submitted to said governing authority for consideration of adoption, pending any changes so directed, and is available for public inspection Monday through Friday from 9:00 A.M. until 5:00 P.M. at the Board of Commissioners Office, Bulloch County North Main Annex, South Wing Lobby, 115 North Main Street, Statesboro, Georgia. The proposed budget may also be reviewed on the Bulloch County website, www.bullochcounty.net.

PUBLIC HEARING: Pursuant to the Official Code of Georgia Annotated 36-81-5, as Chief Budget Officer for the governing authority, I hereby announce that the proposed budget shall be considered for public comment during a public hearing to be held first at 6:30 P.M., Tuesday, June 14, 2011, at the Bulloch County North Main Annex, North Wing Community Room, 115 North Main Street, Statesboro, Georgia. All persons to be heard may attend.

ADOPTION: Pursuant to the Official Code of Georgia Annotated 36-81-6, as Chief Budget Officer for the governing authority, I hereby announce that said governing authority anticipates adopting the proposed budget at a regular meeting of the governing authority at 8:30 A.M., Tuesday, June 21, 2011, at the Bulloch County North Main Annex, North Wing Community Room, 115 North Main Street, Statesboro, Georgia.

REASONABLE ACCOMODATIONS: It is County policy to provide reasonable accommodations for individuals with disabilities with advance notice of need. If an accommodation is needed, please contact Maggie Fitzgerald, Clerk of the Board and Executive Assistant to the County Manager at 912.764.6245. The County TDD/TTY telephone number is 912.764.0148.

DULY SUBMITTED TO THE LEGAL ORGAN OF THE COUNTY AS PRESCRIBED, THIS 7TH DAY OF JUNE 2011

THOMAS M. COUCH
COUNTY MANAGER

THE BULLOCH COUNTY BOARD OF COMMISSIONERS
STATE OF GEORGIA

RESOLUTION # 2011-13

TO ADOPT THE GENERAL APPROPRIATIONS BUDGET AND WORK PROGRAM FOR FISCAL YEAR 2012 WITH SUBJECT PROVISIONS HEREIN

WHEREAS, the Official Code of Georgia Annotated, Title 36, Chapter 81, Section 3 requires that each local unit of government adopt a balanced budget for all required funds; and,

WHEREAS, the Bulloch County Board of Commissioners has established a General Fund to serve as the primary financial reporting instrument for current governmental operations; and,

WHEREAS, the Bulloch County Board of Commissioners has established Enterprise Funds that periodically accounts for revenues earned, expenditures incurred, and retains net income as earned for capital maintenance, public policy, management control, accountability, or other purposes to facilitate the operation of the Aquatic Center and the Center for Agriculture; and,

WHEREAS, the Bulloch County Board of Commissioners has established an Internal Service Fund for partially self-funded employee health insurance coverage and claims management that periodically accounts for revenues earned, expenses incurred, and retains net income as earned for associated activities, management control, accountability, or other purposes; and,

WHEREAS, the Bulloch County Board of Commissioners has established no less than twenty-two Special Revenue Funds to account for the proceeds of specific transfers and revenue sources that are legally restricted to expenditure for express purposes; and,

WHEREAS, the Bulloch County Board of Commissioners appropriates financial resources on an annual basis using a budget to identify revenues received, expenditures incurred, and transfers within, or, to and from, the General Fund and the aforesaid Enterprise and Special Revenue Funds; and,

WHEREAS, County Officers, County Courts, County Operating Departments, and eligible Externally Funded Agencies have submitted requests for a County Appropriation for the 2012 Fiscal Year to the County Manager as the appointed Budget Officer for review and recommendation; and,

WHEREAS, the County Manager of the Bulloch County Board of Commissioners, as the appointed Budget Officer, has presented and recommended a General Appropriations Budget in the form of a Work Program for functional activities for each fund and budget division to the Board of Commissioners; and,

WHEREAS, the Bulloch County Board of Commissioners has met the requirements of Title 36, Chapter 81, Sections 4, 5 and 6 of the Official Code of Georgia Annotated regarding appointment of a budget officer, presentation of the budget to the governing authority, public notice and hearings, and other requirements; and,

WHEREAS, the General Appropriations Budget will be based on current estimates of revenues and expenditures, and that the Board of Commissioners may find it necessary to adjust budgeted revenues and expenditures from time to time during the year; and,

WHEREAS, the Bulloch County Board of Commissioners has a responsibility to achieve maximum efficiency and effectiveness in its financial operations by maintaining a balanced budget where planned expenditures may not exceed revenues, according to State law; and,

WHEREAS, the Board of Commissioners constitutes the governing body of the Bulloch County, Georgia;

THEREFORE BE IT RESOLVED, that the Fiscal Year 2012 Bulloch County General Appropriations Budget and Work Program be officially adopted on a basis consistent with Bulloch County's Budget Policies and subject to all county policies regarding the expenditure of funds and the conditions set forth in such resolution, including all revenues, expenditures and operating transfers in amounts as attached, incorporated by reference herein; and,

BE IT FURTHER RESOLVED, that as classified in the Bulloch County Personnel Policies, all regular full or part-time employees, exempting, probationary intermittent, special shift and temporary or seasonal employees shall receive personnel service adjustments in the form of a wage or salary cost-of-living adjustment effective on November 1, 2011 at a rate increase of 2.75%; and,

BE IT FURTHER RESOLVED, that pending the availability of funding, the County Manager may approve legitimate compensation increases as the result of promotions, reclassifications or special reviews, as provided for in the Bulloch County Personnel Policies.

BE IT FURTHER RESOLVED, that the adopted Major Capital Outlay Schedule contained in such budget identifies those projects approved, and no funds are appropriated for any additional projects without an amendment to the General Appropriations Budget by the Board of Commissioners, except that the County Manager may authorize and allocate more specific projects from designated escrow accounts within the Schedule as such needs arise; and,

BE IT FURTHER RESOLVED, that the adopted Position Allocation Schedule contained in such budget shall limit the number of positions and employees who can be employed in all departments, offices, and the courts, and no funds are appropriated for any additional positions or employees shall be approved without an amendment to the General Appropriations Budget by the Board of Commissioners; and,

BE IT FURTHER RESOLVED, that the Board of Commissioners may, from time to time during the year, change the adopted Position Allocation Schedule upon a petition of amendment, and/or impose a hiring freeze, as circumstances warrant, and that the same limitation will apply as to the number of employees who can be employed with a revised Position Allocation Schedule; and,

BE IT FURTHER RESOLVED, that in the event the Board imposes a hiring freeze and vacancies occur during the existence of that hiring freeze, the vacancies shall be considered, and hereby declared to be vacated positions and shall not be refilled, except by specific Board authorization; and,

BE IT FURTHER RESOLVED, that certain positions contained in the Position Allocation Schedule which are supported in some part by a grant, cost sharing, reimbursement, or some other source of outside funding are only adopted contingent upon the county receiving the budgeted revenues; and,

BE IT FURTHER RESOLVED, that in the event that such anticipated outside funding is not received or the county is notified that it will not be received, said positions shall be considered not funded and removed from the adopted Position Allocation Schedule; and,

BE IT FURTHER RESOLVED, that the Chairman of the Board of Commissioners, or the County Manager as his designee, upon the majority vote of the Board of Commissioners is authorized to sign agreements, contracts, and/or other documents related to the grant programs and other county appropriations which are contained in the adopted budget and provided in the county financial policies, subject to review by the County Attorney as to form and to certification by the County Manager that the total amount of revenues and expenditures and the net obligation to the County is not greater than what is budgeted, that there is no change in employee status and no additional employees other than as authorized in the adopted budget; and, that any grant adjustment shall be approved as an amendment to the General Appropriations Budget by the Board of Commissioners; and,

BE IT FURTHER RESOLVED, that all transfers and amendments shall only be made according to the financial policies of the Bulloch County Board of Commissioners as adopted, and as amended from time-to-time, subject to any internal procedures imposed by the County Manager to ensure proper controls.

SO BE IT RESOLVED, this 21st day of June 2012.

BOARD OF COMMISSIONERS OF
BULLOCH COUNTY, GEORGIA

J. Garrett Nevil

J. Garrett Nevil, Chairman

Maggie Fitzgerald

Maggie Fitzgerald, Clerk of the Board

RECORD OF ACTION TAKEN

COMMISSIONER	AYE	NAY	ABSTAIN	OTHER
Nevil (Chair)	**X**			
Ethridge	**X**			
Gibson	**X**			
Moseley (Vice-Chair)	**X**			
Rushing	**X**			
Simmons	**X**			
Thompson	**X**			
	7	**0**	**0**	**0**

CERTIFICATE OF RESOLUTION

The undersigned hereby certifies that I am the Chairman of the Board of Commissioners of Bulloch County, Georgia (the "County"); that the attached hereto is a true copy of the resolution and any subsequent action duly adopted by the governing body of the County at a meeting duly held on the 21st day of June 2012 at the Bulloch County Main Annex, Community Meeting Room, Statesboro, Georgia which a quorum was present and acting throughout, and that it has not been rescinded or modified and is now of full force and effect.

GIVEN under the seal of the County, this 21st day June 2012.

(SEAL)

J. Garrett Nevil

J. Garrett Nevil,
Chairman

The undersigned hereby certifies that I am the Clerk of the Board of Commissioners for Bulloch County, Georgia (the "County"); that the attached hereto is a true copy of the resolution and any subsequent action duly adopted by the governing body of the County at a meeting duly held on the 21st day of June 2012 at the Bulloch County Main Annex, Community Meeting Room, Statesboro, Georgia which a quorum was present and acting throughout, and that it has not been rescinded or modified and is now of full force and effect.

GIVEN under the seal of the County, this 21st day June 2012.

(SEAL)

Maggie Fitzgerald

Maggie Fitzgerald,
Clerk of the Board

Introduction

Profile of Bulloch County and County Government
Reader's Guide

History of Bulloch County

On March 17, 1758, an act was passed by the Georgia Legislature in which the Province of Georgia was divided into eight parishes. The eight parishes of colonial Georgia were St. Paul 's, St. George's , St. Matthew's, Christ Church's, St. Philip's, St. John's, St. Andrew's and St. James. In February of 1776, the Georgia Legislature created a county from St. Philip's parish. The appellation which the Legislature chose for St. Philip's Parish was called Bulloch County.

In the late 1750's, a South Carolina native, Archibald Bulloch, came to Georgia and acquired a plantation along the Savannah River . Mr. Bulloch was a revolutionary leader who opposed the authoritative rule of the British Parliament. Due to his bravery and selfless acts, on January 20, 1776, Archibald Bulloch was elected President of the Executive Council of Georgia. Days later he was elected to the esteemed position of Provincial Governor.



On August 10, 1776, seven months after being elected Governor, Archibald Bulloch read a copy of the Declaration of Independence to the council members of Savannah, Georgia. Afterward, he read the Declaration to an audience at the public square. After reading it for a third time at the Liberty Pole, the Declaration of Independence was praised for its importance by thirteen thunderous rounds from a canon. Every since that historic event, residents of Bulloch County have celebrated "Archibald Bulloch Day" on August 10th.

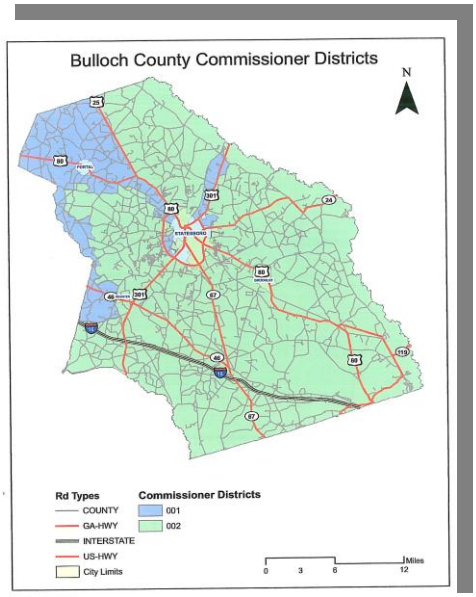
On February 8, 1796, Bulloch County was created by the Georgia Legislature from parts of Screven and Bryan County. The very first commissioner's court was held May 6, 1873. The purpose of the commissioners' court was to appoint different people to the Road Commission for their respected districts in Bulloch County. The first commissioners were Chairman John L. Denmark, Algeverre Scarborough and Solomon Hagin. On August 11, 1924, an Act created the Board of Commissioners for Bulloch County. The Act created a seven member commission, one being the chairperson, and one being the vice chairperson. Each member including the Chairmen would be directly elected from the citizenry but the vice chairperson would be selected by the commissioners. That same arrangement exists today.

Bulloch County Today

While traditionally an agricultural community hosting a small teacher's college, everything changed when a man named "Erk (short for Erskine)" Russell came to town to coach football at Georgia Southern College in 1982. After his arrival, Statesboro and Bulloch County were never the same. Yet, county residents are proud to be the home of Georgia Southern University, the flagship post-secondary institution of South Georgia with an enrollment approaching 20,000 students. There is no doubt that the impact of Georgia Southern University cannot be underestimated for Statesboro, Bulloch County and the region. A recent study has estimated the regional impact of the University for Bulloch and surrounding counties to be over $748 million, and is responsible for creating over 10,000 jobs above its direct employment base of over 1,800 workers.

Bulloch County and its county seat of Statesboro has positioned itself to provide an exceptional quality of life that includes abundant cultural amenities and ample economic and educational opportunities to its citizenry, a southern charm to its visitors, and a progressive, yet, conservative county government. It is also one of the largest counties geographically in the state having 682 square miles, supporting, still yet, a rich legacy of agriculture, forestry and precious natural resources.

Bulloch County, located on the fringe of the expanding Savannah metro area, is now home to over 70,000 residents, thus nearly doubling its population since 1980. Bulloch County is the Coastal Region's third fastest growing county behind Bryan and Effingham, and is the third most populous behind Chatham and Glynn. Its annual growth rate is twice as fast that of the region as a whole, and outpaces the state's overall growth rate. Bulloch County also ranks in the top 20% of Georgia's fastest growing counties. It is estimated that 45,000 persons reside within three miles of the very center of the City of Statesboro. According to current census data, Statesboro's population is now estimated to be over 28,000. This poses the likelihood that Statesboro and adjoining areas may reach the status of a small metropolitan statistical area (MSA) in coming years. MSA status would bring a mix of new opportunities and responsibilities.



The Board of Commissioners, as the policy-making governing body of the county, consists of a part-time Chairperson (elected at large) and six part-time district commissioners elected from two districts (two from District and four from District Two) for four-year, staggered terms. A Vice-Chairman position is filled each year for a one year term in succession as described in local legislation. They hold regular meetings on the first and third Tuesday of each month, and hold special called meetings, as required. They are responsible for both executive and legislative functions including establishing ordinances, resolutions; for setting the annual budget and tax rates, property control and other internal and external policy.

In addition to the Board of Commissioners, The Georgia Constitution provides for each county to have four elected officers with certain special powers: Sheriff, Tax Commissioner, Clerk of the Superior Court and Judge of the Probate Court. The Board of Commissioners may set annual appropriations for each official, but, does not have operating authority over their affairs, except for those offices where employees are governed under county personnel rules and to provide annual appropriations. There are also various other elected or appointed officials in the judiciary where they are treated similarly by the Board.

As the form of government is a Commission-Manager model (which corresponds to a municipal council-manager form), Bulloch County citizens can boast of their professionally run county government. This allows the Commission to transfer the day-to-day executive functions and implementation of Board policies to a trained and qualified expert. Starting under the leadership of then Chairman Robert Cox, in 1991, the county hired its first county manager, Scott Wood, who immediately began building a cadre of professional administrators that included initially a County Engineer, County Planner and Staff Attorney. He was furthered tasked with building an organizational structure from the ground up. After serving for 13 years, Tom Couch took over the helm as manager in 2004.

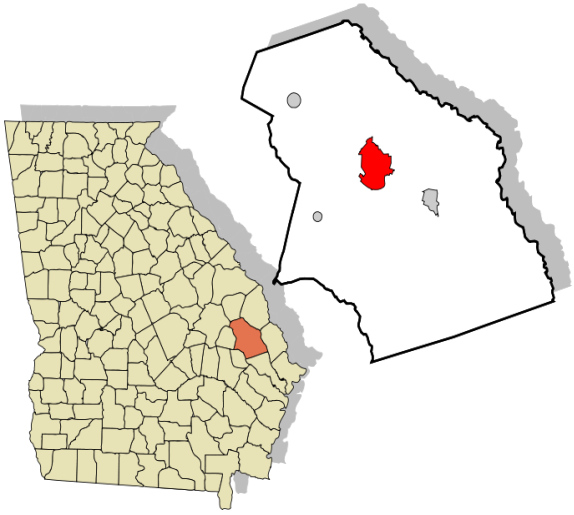
During both manager tenures, the county has enhanced its administrative capacity and workforce consistent with the growth of the community by hiring highly educated and experienced professionals to fill key positions. The county executive staff has no less than six people with advanced degrees in public or business administration and law, and virtually all department heads have bachelor's degrees that include disciplines such as accounting, civil engineering, urban planning, building construction, recreation and criminal justice. The average tenure of mid-to-high level management is ten-years with the county. Under Couch's tenure, the county established its first positions for Human Resources Director, Capital Projects Director and also Chief Financial Officer upon the segregation of financial duties from the Clerk's office upon the retirement of its much heralded former Clerk, Ms. Evelyn Wilson.

In addition to its strong tradition of providing excellent county-based systems for transportation, law enforcement, criminal justice, and public health and welfare, the county during its growth boom has added a number of governmental services for an urbanizing population. The county now offers services for E-911, animal control, solid waste recycling, GIS, planning and zoning, recreation and EMS-rescue, among others.

Financially, Bulloch County's annual general appropriations budget is now over $62 million, and the county manages assets of over $85 million. The county has among the lowest base ad valorem tax rates for county services in Georgia at 10.44 mills. Including constitutional offices, there are 370 full time-employees budgeted. However, the reliance on part-time employees in recreation and solid waste increases the full-time equivalent to 600. Add the unpaid labor factor of inmates from the County Correctional Institute, and the number goes to over 750.

Structurally, the Board of Commissioners and the County Manager directly oversee six operational divisions that include public safety (animal control, emergency management, E-911, EMS-Rescue and rural fire), public facilities (solid waste, building and facilities, environmental code enforcement and Keep Bulloch Beautiful), community services (recreation, health and human services), development services (planning and zoning, building inspections and economic development), corrections (prison and probation), and transportation (roads and airport).

There are also traditional state based services delivered at the county level including elections, tax assessment and collections, The Sheriff and Jail, the criminal justice system at a circuit level that includes, Effingham, Jenkins and Screven Counties, cooperative extension services, family and children services and a county health department. The County also fund services at the regional level including a library, dial-a-ride transit services, aging services and more.



Improving public safety services has taken a front seat during the past decade, as the county has had to furnish a higher level of service with the population growth. The newly named Akins Public Safety Complex (named after long-time Sheriff Arnold Akins) has constructed over $12 million in new building space finished in 2008 that included a 220 bed jail expansion in addition to the existing 160 beds, and a new E-911 and Emergency Operations Center. Both facilities are state of the art in terms functionality and technology. The E-911/EOC serves as both a local and regional facility as Bulloch's E-911 serves Candler and Evans County. Bulloch County also boasts a state of the art 800 MHz communications system, and has received over $1 million grant award to implement communications interoperability with surrounding jurisdictions. In 2010, the county also constructed a new Animal Shelter. The county has also spent several hundred thousand dollars in courthouse security upgrades and additional personnel in response to the Fulton County Courthouse slayings in 2005. Since 2008, the County has rapid deployed additional resources to build rural fire capability which has enabled better response and lower hazard insurance rates for many rural residents.

Bulloch County has progressively become a leader in southeast Georgia and statewide in environmental management and solid waste recycling. In 2009, the County was awarded a $380,000 grant from the Georgia Department of Community Affairs to become a regional recycling hub for surrounding communities. In addition to sixteen convenience centers located county-wide, the county has a recycling processing center that diverts approximately 5,000 tons per year annually. To illustrate the success of the convenience centers, since 1970, the county now has only a handful of "green box" dumpsters serving the most remote areas, which is a far cry from the former 450 dumpsters serving the entire county at that time. The county also has built in the last decade a strong well supported educational element in its award-winning Keep Bulloch Beautiful organization. In addition to public education on recycling, waste reduction and litter, KBB and its volunteer core is very active in community events related to its core mission.

Surface transportation and road improvements have always been a critical challenge in Bulloch County given its 1,200 mile road system. Yet, the road network overall is very functional and well maintained. Interstate 16 has become a major economic and travel corridor since its construction in 1972. Both U.S. 301 and State Route 67 offer quick access to Statesboro. Veterans Memorial Parkway, a four-lane perimeter road with a divided median encircling most of Statesboro, opened in 1994. The Parkway extends south from Highway 80 West then circles north to Highway 301 North. This parkway is becoming Bulloch County's major corridor providing not only a means to divert large truck traffic from downtown Statesboro, but allows quick access to GSU, the local airport and the city's emerging commercial and industrial areas. There is about a five mile segment of the Parkway north of Statesboro that is being programmed for future construction.

While the county has among the most paved roads of any in the state, the county also has the most dirt road mileage of any other county in Georgia. Therefore, the county has invested significant funds in road maintenance and construction equipment. The county in recent years has embarked on an aggressive transportation improvement program called "Fast Forward Bulloch" (mimicking Governor Purdue's initiative), which the past five years has resulted in over 125 miles of local road improvements, numerous bridge and intersection improvements and an eight-mile multi-use trail connecting the GSU campus, and the cities of Statesboro and Brooklet. Since county forces can construct roads to pavement ready status, this brings substantial cost savings for local road improvement projects. However, the current transportation funding dilemma is forcing the county to use more innovative strategies.

As a part of its master greenways plan, a major transportation project will be the initial $2 million, 3.1 mile phase, of the S & S Greenway, an eight-mile multi-use vehicle-pedestrian corridor between Statesboro and the town of Brooklet. This project will link to Statesboro's multi-use pedestrian trail, and eventually a multi-use trail being developed by GSU. Construction has begun and completion is expected to in 2012. As a result of an annexation agreement with the City of Statesboro, where the city expects future annexation of a planned area that surrounds Phase I of the greenway consisting of up to 2,200 new residences at build-out, the county is working with the city in an effort to develop a corridor protection ordinance the will preserve the integrity of the project. The annexation agreement also includes a land use plan. The Georgia DOT has already installed a critical part of the project infrastructure by installing an underground tunnel under the recently completed eastern leg of Veterans Memorial Parkway.

The Statesboro-Bulloch County Airport, located just north of Statesboro, has emerged as an important transportation and economic development element. The airport now handles over 22,000 aviation operations annually. It is progressively becoming one of Georgia's best Level III general aviation public airports. An aggressive expansion program began in the mid-1990's includes modern navigation systems, several new hangars (including a corporate hanger), taxi-lanes and runway improvements, and on-going terminal improvements. In the last decade, these multi-million dollar investments have helped to make its operations self funding though increased fuel sales, landing fees and hanger rentals.

Recreation and leisure opportunities are abundant in Bulloch County. The Statesboro-Bulloch County Parks and Recreation Department is one of the oldest and most prestigious recreation organizations in the state. Bulloch County takes pride in providing various recreational activities to its citizenry. The department maintains and operates eight recreation areas encompassing more than 240 acres. The department also oversees 30 buildings on these parks. Along with these facilities, the department has a good relationship with both the Bulloch County Board of Education and Georgia Southern University, thus allowing the department to joint-use of facilities at non peak times. Included in these parks are 38 athletic fields, 10 tennis courts, 2 swimming pools, 11 outdoor basketball courts, walking trails, picnic areas, playgrounds and picnic pavilions.

Mill Creek Regional Park, opened in 1993, is a state-of-the-art recreational 223 acre complex which was funded through a 1% Special Purpose Local Option Sales Tax. Mill Creek has played host to more than 200 softball and baseball tournaments including four national tournaments. The facility has also recently hosted the Georgia State Special Olympics. It also hosts the annual GSU International Festival and Fourth of July Firecracker Festival. It is not uncommon for attendance to run as high as 20,000 daily for these events. In late 2011, Mill Creek will also add a 10-court lighted tennis center that will include spectator and changing facilities and concessions.

Mill Creek also features what has turned out to be its marquee attraction, the Splash in the 'Boro Family Aquatic Center. In its eighth season, Splash was a $5.4 million investment when it was built in 2004, with Commissioners hoping it would at least break even. It currently consists of an 800 foot long "lazy river," a 7,000 square foot play pool with a maximum depth of 18 inches and with spray features; a leisure pool six feet deep at the deepest; three water slides, concessions facilities and shade structures. There are also lap pools and a therapy pool. A major expansion was undertaken in 2008 that added features including a new tot slide and spray ground in the existing island area of the leisure pool. The river area was expanded on the west side of the park to add a zero beach entry and sunning area. Also, a new four-lane mat racer slide and a simulation "surf-rider" was installed which will provide extreme thrill rides for the teen market. The expansion will cost approximately $4 million and was be finished in time for the 2009 season. The expansion is funded by debt service to be paid from generated revenues.

Bulloch County's vast geography guarantees its place as a leader in agribusiness in Georgia, even if Statesboro and south Bulloch County evolve as a small metropolitan area. The County is ranked 3rd highest in the state in total farm acreage with over 206,000 acres, and ranks 8th in farm gate value for timber and forestry products. The county's farms provide a venerable mix of row crops, livestock and poultry. New products have also been introduced in the last generation including sweet carrots and onions, and most recently Meinhardt's Vineyards in south Bulloch County has become an established farm winery for increasingly popular muscadine wines.

As horses have become a leading form of livestock in the county and the region, interest has been generated in proceeding with successive phase development for the Center for Agriculture located just south of Statesboro. Completion of the first of successive phases of a long term development plan of the 50 acre tract provided a $2 million, 30,000 square-foot office and professional center for local, state and federal agencies serving agribusiness in the area that includes county extension offices, USDA and the NRCS. A schematic plan for a mixed use arena has been developed and is now under consideration. Several studies have indicated that this venue, while serving multiple uses, would be best supported financially for statewide and regional equestrian events.

Reader's Guide to this Document

Public finance documents sometimes have their own language. ***By following the table of contents, the reader will find that the first part of this document tells the "budget story."*** That is, detailed explanations are given to describe the basis for developing an annual work plan and strategies based on available and projected financial resources for the upcoming year***. Later in the document, explanations are given describing how the organization works in a functional manner that includes its organization, structure, policies and strategies.*** A summary of major budget schedules is provided that serves a management tool for governing changes in the plan during the year. Some changes or events that significantly raise or lower revenue or expenditures may induce a budget amendment during the fiscal year.

The remainder of the document expresses detailed descriptions of governmental sub-units, or budget divisions to which financial resources or budgeted funds are assigned. Each of these sub-units is a part of the County's fund structure. Each sub-unit has an individual description of its mission, profile and issues, along with measures of activity to describe workload or performance, personnel resources directly funded by the County, and finally detailed line item descriptions of financial outputs drawn from the County budget.

A glossary of terms is also provided toward the end of the document which aids the reader in some of the more unusual financial terms used in the document. We try from year-to-year to add terms that we learn are more complicated to the average reader to help reinforce the documents usability.

Ultimately, it is our sincere hope that this document will be a educational reference for interested citizens and other users. We are very proud of our county government's heritage, its current operations, and future opportunities, and trust that this document is a form of transparency helps make our community stronger.

J. Garrett Nevil
Chairman of the Board

June 7, 2011

County Manager's Executive Summary and Transmittal Letter

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COUNTY MANAGER'S EXECUTIVE SUMMARY AND TRANSMITTAL LETTER
RECOMMENDED FY 2012 GENERAL APPROPRIATIONS BUDGET

To: **The Bulloch County Board of Commissioners**
All County Elected and Appointed Officials
All County Peripheral Service Agencies and Component Units
The Citizens of Bulloch County

Introductory Remarks

The county's budget process is an annual business plan that bridges our long term community goals of economic prosperity, security and effective delivery of services. This budget proposal summary is provided for consideration of adoption by the Board of Commissioners on June 21, 2011, subject to minor changes and corrections. As such, final reconciliations and changes are likely to occur within that time to assure accuracy or for re-considered priorities.

The FY 2012 Work Plan and General Appropriations Budget for Bulloch County vests $62,382,095 across 29 different funds with net expenditures flowing through the budget less inter-fund transfers of $61,969,105, and net expenditures originating from recurring revenues of $60,259,095. 77% of the county's planned appropriations are for operations and maintenance, and 23% represent major capital outlays. Public safety represent the largest expenditure effort (49% operationally and 29% overall) of the county's seven major functions.

Strategically, the following objectives and priorities embedded within our proposed General Appropriations Budget will in the long-term serve to expand the tax base and minimize property tax burdens on residents, improve facilities and services, while at the same time lowering the future operating costs of government. Ultimately, we must do these things within the scope of providing superior customer-oriented service for the taxpayers. The following represents the county's priorities template for decision making.

- Continue to maintain the positive financial operating position and structure of the County using conservative fiscal practices in a volatile economic climate.
- Maintain the present levels of operating service consistent with the growth of the community, while ensuring peak performance and efficiency.
- Continue the fulfillment of obligations to Bulloch County's voters with regard to successful implementation of Special Purpose Local Option Sales Tax projects and a comprehensive Capital Improvements Program.
- Facilitate local and regional economic growth.
- Continue to implement the various master planning strategies for the community and internal policy structures.

Bulloch County Priorities Template



Principal Issues Facing Bulloch County Regarding the Development of the FY 2012 Budget and Action Strategies Needed To Resolve Them

Service delivery and funding levels are influenced by sets of issues both internal and external to the organization. The following issues for Fiscal Year 2012 and beyond are explained below in greater detail along with proposed actions or strategies to address them.

PRINCIPAL ISSUES AFFECTING THE BUDGET	ACTIONS-STRATEGIES TO BE UNDERTAKEN
(Short-Term) Economic Development: Bulloch County's tax base is becoming more increasingly residential, thus increasing the cost of service faster than revenues received to support them. There is an urgent need to become aggressive in industrial and economic development. The long-term development of the local economy will be greatly influenced by the ability to attract new economic development to Statesboro and Bulloch County.	***Aggressively Attract New Industry:*** Assist the Development Authority of Bulloch County in attracting new industry and in retention and expansion of existing industry. Carry out existing plans to develop industrial land acquired at the I0-16/US 301 interchange.
(Short-Term) Unmet Needs: Annually, there is typically as much as $2.5 million dollars in recurring annual budget requests that are justifiable unmet needs for the operation of Bulloch County government largely resting in the need for new staffing or equipment to maintain a level of service consistent with population growth.	***Annually Update Unmet Needs:*** Continue to examine and analyze future unmet needs of the organization and its assets.
(Short-Term) Asset Management: While the county continually addresses building and facility issues related to space and storage constraints, on-going maintenance needs and security issues need to be further examined, too. Planning and scheduling for the on-going replenishment of exhaustible fixed assets, particularly fleet vehicles, computers and telecommunication equipment is also important. The county has realized a decline of $40,000 per year in vehicle maintenance costs and improved productivity through better logistical planning, preventive maintenance and aged fleet turnover.	***Maintain the Long-Term Asset Replacement Plan:*** Continue to update and maintain asset inventories and adhere to replacement plans for key fixed exhaustible assets before they experience decline and begin to increase operating costs.
(Intermediate-Term) Land Use and Growth Management: Effective development services are needed to accommodate expected future population and commercial growth. The Comprehensive Plan was updated in June 2009 and serves as an effective tool for growth management. However, this needs to be followed by periodic revisions in our development ordinances to respond to sprawling development patterns and new building technologies.	***Implementation of Master Planning Documents:*** The county must carry out the process of implementing key planning documents to meet the needs of a growing population.
(Intermediate-Term) Increasing Costs for Essential Goods and Services: Escalating costs for basic goods and services along with unplanned and unfunded mandates by higher levels of government to meet service requirements have challenged the county to meet its initial annual level of service requirements. Since FY 2004, uncontrollable and accelerating annual percentage cost increases for such items as the following influence expenditure performance: • Gasoline and petroleum related products resulting from price versus consumption increases. • Radio equipment maintenance for Public Safety Units. • Various maintenance supplies and parts, largely driven by transport delivery costs.	***Strategic Cost Control:*** Continue to be aggressive in offsetting costs of essential goods and services with similar proactive measures already taken that have included control of authorized jobs or positions within operating budgets and departments, centralizing the purchasing function, monitoring overtime and travel, instituting an improved risk management and safety program, drastically reducing the use of take-home vehicles, gasoline efficiency planning and reducing telecommunications costs. As a continuation of the Strategic Cost Control Plan initiated in FY 2006, several other cost-effectiveness strategies are recommended to enhance budgetary management and oversight, as follows: • ***Manageable Employee Pay Increases:*** Employee

PRINCIPAL ISSUES AFFECTING THE BUDGET	ACTIONS-STRATEGIES TO BE UNDERTAKEN
• Outside building maintenance performed by contractors, and building materials. • Utility costs, resulting from price versus consumption increases. • Employee health care.	will only be able to receive cost-of-living adjustments rather than merit increases until funds become available. • ***Freeze/Deferral Minor Capital Outlays:*** Non-critical minor capital outlays paid for or subsidized by the General Fund will be frozen unless funds become available or are eligible for sales tax expenditures. • ***Improve Purchasing Function:*** Continue aggressive purchasing strategies that ensure spending on products and services is maximized. • ***Continue Implementation of Fuel Conservation Plan:*** Implement better management controls, continue to purchase more fuel efficient vehicles and consider construction of a new fueling center. • ***Energy Efficiency and Water Conservation Initiatives:*** Leverage federal stimulus funds with nearly $1 million dollars in 2007 SPLOST funds for energy and water efficiency improvements in its least efficient buildings. • ***Insurance and Risk Management:*** Review current practices and services being delivered for various types of insurance coverage to determine cost-effectiveness.
(Long-Term) Revenue Erosion and Unfunded Mandates: The 2001 and 2008-09 economic recessions introduced a decline in the rate of aggregate revenue growth over the last decade. While the county has realized marginal tax revenue growth, the growth in the county elastic (economy-influenced) revenue sources such as permits, fees and fines were uneven offsetting gains in tax revenues. Revenue erosion has been compounded by the increasing costs of unfunded or under-funded mandates by the state and the federal government to provide services at local expense. *The following are examples of such catalysts and their measurable impacts:* • Special interest property tax exemptions are passed by the Georgia General Assembly each year that continue chipping away at revenue while creating additional administrative costs. • Since FY 2009, it is estimated that decline in the local economy will result in a loss of $1,000,000 of elastic revenues sources tied primarily to the decline in real estate and construction. • In FY 2007, a court decision ruled in favor of petitioners seeking a mandate for the State Department of Agriculture to enforce a statute requiring local animal shelters to euthanize unwanted and unclaimed animal by lethal injections as opposed to gassing. This mandate has resulted in an additional cost to County Animal Control services of approximately $80,000 annually. • In FY 2006, the Bulloch County Judiciary mandated additional court security which costs an additional $200,000+ annually. • In FY 2005, Medicare-Medicaid reform has reduced insurance reimbursement rates to the	***Develop New or Enhanced Revenue Sources Outside of the Property Tax:*** Conduct the following initiatives: • Continue periodic audits to ensure full collection of unreported or underreported revenues. • Review cash procedures for prompt deposits. • Check status of grant receivables. • Seek adoption of user fee adjustments for various services. • Stiffening penalties for non-payment or late-payment of fees, permits and licenses. • Sell surplus real property no longer used. • Continue to work with our state and federal legislative delegations to preserve home rule approaches to revenue development and to not shed the load of higher levels of government to the local level.

PRINCIPAL ISSUES AFFECTING THE BUDGET	ACTIONS-STRATEGIES TO BE UNDERTAKEN
county EMS-Rescue Units for ambulance calls. This represents a loss to Bulloch County of $50,000 annually. • Inmate reimbursements from the State remain at $20 per day, per inmate for state prisoners at the County Jail and the Correctional Institute when the costs are typically $45.00 per day. This represents a loss to Bulloch County of $200,000 annually. • Intergovernmental revenues, largely grants from the state and the federal governments which previously supported counties have dropped by $1.5 million since FY 2000. • Since 1998, the County assumed over $1,000,000 annually in additional costs to replace funding by the City of Statesboro for the Library, Recreation, the Airport, Animal Control and the Development Authority after the county assumed these services under the Bulloch County Service Delivery Strategy.	
(Long-Term) Financial Structure: Structural budget deficits occurring from FY 2001 to FY 2007 damaged the county's operating position (i.e. fund balance or 'rainy-day' fund). New financial policies along with aggressive and innovative revenue enhancement and cost control strategies have been enacted since 2004 to correct the county's operating position and maximize resource deployment. Bulloch County's ability to keep taxes low will be challenged in coming years due to a number of critical needs resulting from increased population growth and service demands by more citizens.	***Reserve Fund Stabilization Plan:*** As a part of the general property tax increase in FY 2008, the County developed a five-year reserve fund stabilization plan to rebuild its rainy-day fund to an ideal level. While accomplished in three years, to meet the challenge of keeping taxes low and until economic recovery begins which will improve local government revenue flows, the County is prepared to sustain no more than two fiscal years of planned deficits projected for FY 2012 and FY 2013.
(Long-Term) Workforce Development: In FY 2006, the county made major changes by implementing new personnel and accountability policies and appointed a Chief Human Resources Officer. With those key instruments in place, labor market conditions demand that Bulloch County develop its existing and future workforce by providing adequate pay and training to be competitive for qualified and efficient workers.	***Improve Capacity of Human Resources:*** Since this office was initiated in 2006, capacity building in terms of proper staffing and resources will take some time. However, the relevant actions that must be taken this year are to 1) concentrate on ways to improve the retirement system; 2) focus on improving county-wide employee morale through health and safety programs, coaching and team-building; and. 3) revise job-descriptions and pay plans for part-time employees.
(Long-Term) Planning for Levels of Service: The increased service demands for a growing population (now at 70,312) have affected all operating departments who continue to make adjustments in the provision and levels of service to meet the needs of a growing population.	***Annually Review Level of Service Requirements:*** Continue to assess the levels of services in-lieu of steady population growth the citizens require in measure with their willingness and ability to pay for them.
(Long-Term) Infrastructure and Facilities: Bulloch County's growing population will demand more infrastructure and community facilities, particularly roads, expanded criminal justice facilities, along with the expansion of emergency operations such as fire services and EMS-Rescue. The county should also work with its cities to economically extend their water and sewer utilities to intelligently service growth.	***Annually Follow and Review the Capital Improvements Plan:*** Continue to annually follow and review the five-year Capital Improvements Plan to ensure orderly planning of key infrastructure and facilities while ensuring a method for determining operating impacts.
(Long-Term) Environmental Protection: Again, Bulloch County's growth puts its citizens in the position to be good stewards of the environment. It's is highly likely that the State of Georgia, through the Coastal Georgia Regional Commission, will require us to	***Proactively Prepare for Future Environmental Mandates:*** Prepare for increased environmental mandates that will be required in the Coastal Georgia Regional Master Plan and Water Management Plan by being proactive in planning for

PRINCIPAL ISSUES AFFECTING THE BUDGET	ACTIONS-STRATEGIES TO BE UNDERTAKEN
increase our responsibilities in this area within the next several years.	measures to protect its most sensitive environmental resources to intercept any state or federal government intervention which is typically more costly.

Major Budget Assumptions

The following represents the major underlying assumptions considered in preparing and adopting the FY 2012 budget.

Performance of the Local Economy and Impact on Major Revenue Sources: Bulloch County's economy typically performs better than the state and the nation, but has not recovered as quickly coming out of the recent recession.

Factors related to the local finance, construction and real estate economic sectors will have a negative impact on General Fund revenues which are projected to decline by 2% in FY 2012. The General Fund accounts for all current financial resources not required to be accounted for in a fund with a legally restricted purpose (such as internal service funds, enterprise funds and special revenue funds). It is also the fund to which property tax revenues are collected and derived. A planned deficit or use of reserve funds at a level of approximately $500,000 will be used to balance this fund's budget in FY 2012.

In addition to its *Annual Economic Outlook* (referenced later in this document), Bulloch County uses three (3) primary local indicators to measure economic performance: residential housing starts, sales tax receipts and unemployment. The following projections generally summarize short-term future performance:

- Residential housing starts will increase consistent with state-wide projections, by 20%; however, this will result in only 20-25 units more than last year – indicating a modest recovery in this sector.
- By December 2011, Bulloch County's annual unemployment rate is expected to fall to 9.3%, from 9.7% in December 2010.
- Sales tax receipts should increase by 4% gross; 2.1% net after inflation. However, overall collections are 13% below what was projected in 2007 when the last County Special Purpose Local Option Sales Tax was approved.

Overall, Bulloch County in Fiscal Year 2012 will see a pace of recovery mimicking state and national growth trends. However, this is not likely to lead to any windfalls in revenue to be received by the County.

Increase in Non-Tax Revenue Development Proposed: A comprehensive internal fee study was undertaken to consider adjustments in existing fees or the introduction of new fees to offset inflation or to reduce cost burdens of services provided to selective users. The results suggest selective fee increases for which budget adjustments have been made. However, such fees are not likely to generate more than $20,000 unless user volume increases.

Energy and Utility Inflation: For the upcoming year, the consensus national macro-economic indicators suggest an aggregate inflation rate of 2.4%. Comparatively, using these figures as a baseline and adjusting for local variables and regional conditions, the County's Budget Review Team projects the following impact on the General Fund:

- 10% increase in electric utility prices due to market conditions and rate increases granted to Georgia Power by the Georgia Public Service Commission.
- 28% increase resulting from short-term spiking in petroleum prices prompts applying a hedge for increases in gasoline and related goods.
- 4% increase for higher water and sewer rates by the City of Statesboro for county facilities within the city limits.

Public Safety Issues: In FY 2009, the county established a special revenue fund supported by a fee assessment on those parcels in the rural fire district having viable structures suited for occupancy by residents or businesses. The proceeds of these fees are providing an improved system of fire response in the form of firefighter training, water supply transport, fire engines and a series of fire sub-stations. A residual benefit achieved during Calendar Year 2010 came in the form of lower hazard insurance ratings on properly insured properties and structures. There is a tremendous need to expand Emergency Medical Service (EMS) by establishing a south-county sub-station planned for Brooklet, to supplement the main station in Statesboro. This expansion has been

placed as a high priority in the County's Unmet Needs Schedule (page 63), but has been deferred until funding is available.

Major Special Revenue and Enterprise Funds: Splash in the 'Boro should remain stable and self-sufficient without needing a transfer from the General Fund. The impact of the Splash in the 'Boro expansion may create a temporary "paper loss" due to the additional debt service and depreciation expenditures. However, the cash flow and net income will still be significantly positive. Other major special revenue funds including the Statesboro-Bulloch County Airport and E-911 Communications should remain financially stable and, as applicable, self-sufficient to which there is no impact expected on the General Fund. However, the Parks and Recreation Fund and Solid Waste Fund rely on significant transfers from the General Fund because only one in every-three dollars is generated by fees, grants or donations that offset the transfers.

Major Special Purpose Local Option Sales Tax (SPLOST) and other Capital Projects Initiatives: The combined SPLOST capital projects funds (1997, 2002 and 2007), will authorize over $14,179,150 for capital spending during FY 2012 for Bulloch County and its municipalities. Major purchases and projects are illustrated below in the Major Fiscal Warrants section.

Grants and Outside Funding: $4.5 million in outside grant funding has been submitted and awarded by various funding agencies prior to June 30, 2011, largely for capital outlays which have been incorporated into the FY 2012 General Appropriations Budget. Of significant note are the following:

- $1,400,000 from the U.S. Economic Development Administration for the installation of a road in Gateway Industrial Park.
- $2,000,000 from Georgia Department of Transportation for the two lane expansion of A.J. Riggs Road.
- $500,000 from Georgia Department of Community Affairs from Community Development Block Grant funds.
- $500,000 from the state's One Georgia Fund to assist Great Dane Trailers, LLC construction of a new manufacturing facility.
- $19,960 from the Department of Justice for equipment for the Sheriff's Department.
- $7,800 from the Judicial Council of Georgia for a client surveillance program in the DUI Court.

Workforce Issues: Bulloch County will begin the fiscal year with a pay freeze, but, plans a 2.75% general increase effective November 1, 2011 if revenues are projected as sufficient. There is an anticipated increase of 3.5% in the employee share for health care insurance premiums, along with changes in co-pay amounts for pharmaceuticals, offsetting a projected 6.0% increase in overall costs. The county also seeks to re-design the employee retirement plan. The re-design of the defined contribution plan as contemplated is not likely to have an immediate expenditure impact. However, over the long run, assuming full funding of proposed employer matching funds, it could have an annual $180,000 impact, which would have to be considered before taking proposals and receiving approval by the Board of Commissioners. Meanwhile, the county's Human Resources Office will continue its efforts to promote employee health and wellness and update employee job descriptions.

General Fund Reserve Stabilization: Bulloch County's financial operating position has fully recovered over the last four fiscal years due to prudent fiscal practices and restrained spending. By the close of the current Fiscal Year 2011, the County's General Fund reserve balance is projected to be approximately $7,500,000, or 25.0% of current expenditures. This is an ideal level typically recommended for a local government general fund. Practically speaking, the County is capable of sustaining an 18%-20% fund balance (or, $6 million in current dollars) without the need to borrow money for short-cash flow or tax receipt anticipation. This will allow the proposed use of fund reserves to balance the General Fund budget, of up to two years, if necessary, provided that general revenues recover and strategic cost initiatives continue.

FY 2012 Major Fiscal Warrants

The major fiscal revenue warrants for FY 2012 shall be included the following items:

- Real and personal ad valorem taxes will decrease by 4% due to a decline in the tax digest.
- Approximately $500,000 in reserve funds will be used to largely offset the revenue shrinkage in the General Fund budget.
- Consider the sale of property at the former Bulloch Memorial Hospital site.
- A series of user fee adjustments or introductions are recommended for building rental fees, planning and zoning base fees, animal control services, 911 addressing, probation, and special events have been recommended, although they may not generate more than $20,000.

The major operating fiscal expenditure warrants for FY 2012 shall be included the following items:

- One new FTE has been approved for the Clerk of Court (Accounting Technician/Bookkeeper).
- One new FTE has been approved for the Probation Office (Probation Officer).
- A 2.75% general cost-of-living increase has been approved for employees, pending available funds to become effective November 1, 2011.
- Participating employees will be asked to contribute approximately 3.5% for employee health care premiums and pharmaceutical co-pays will increase.
- Gasoline costs have been hedged at an 18% increase to protect against volatility.
- Adjustments for circuit-wide or regional obligations to judicial agencies, regional planning and transit services due to increasing population shares due to growth of the County in the 2010 Census.
- Additional funding for Title III Senior Services programs which provide nutrition programs, health promotion, support services and a community based center with associated activities for underserved senior citizens.
- Increase the allocation to the Development Authority of Bulloch County by $50,000 to increase marketing efforts for industrial recruitment.
- Cost offsets include eliminating two FTE's in transportation and parks and recreation, accelerate energy efficiency and water conservation retrofitting in county facilities to drive down utility costs, construct a south county gasoline port to reduce trips back to central gas ports in Statesboro.

The major capital fiscal expenditure warrants for FY 2012 shall be included the following items:

- Design for a vehicle access road for future T-Hangar development at the Statesboro-Bulloch County Airport.
- Existing lease payments for Corporate Hangar at the airport.
- Completion of shovel ready dirt-road paving for S&S Greenway, Jerry Hall and Johnny Brannen Roads.
- Completion of Neighborhoods First road resurfacing program in five different subdivisions.
- Road Striping 25% of county paved roads.
- Lakeview Road bridge renovation at Screven County Line.
- Design costs for Southeast Quadrant intersection improvements.
- Begin County force work on Brannen Pond Road for shovel ready paving.
- One vehicle for Animal Control to retire aging fleet and reduce maintenance costs.
- One vehicle for Public Safety to retire aging fleet and reduce maintenance costs.
- Six vehicles for Sheriff's Department to retire aging fleet and reduce maintenance costs.
- One vehicle for BCCI to retire aging fleet and reduce maintenance costs.
- One vehicle for District Attorney Investigator to retire aging fleet and minimize General Fund allocation.
- One cadaver cooler for Coroner.
- Solid Waste roll-off truck.
- Solid Waste trash compactor.
- South County Gas Port.
- Continue Energy Efficiency and Water Conservation projects.
- Phase II Judicial Annex renovations – counter space, security fencing, technology and FFE.
- Begin North Main Annex Renovation – interior, meeting room
- Additional security equipment at BCCI.
- Voter precinct improvements and elections equipment.

Concluding Remarks

The preceding summary represents the main priorities for Bulloch County in the upcoming fiscal year, which have not changed in any substantive manner from FY 2011.

The County Commissioners will continue to face difficult choices for the next several years in maintaining a structural General Fund budget that is balanced. The major fiscal objective for the upcoming year must be to maintain the existing level of service while implementing strategic cost controls to maintain the County's favorable long-term financial operating position. This objective is necessary in both the short and long-term as the County is likely to sustain a slower growing revenue base and increasing general expenses over the next five (5) years. Unlike many local governments who have been subject to the whims of the recent economic recession, Bulloch County should be able to maintain its existing level of service without negatively impacting its overall service delivery model or its financial condition.

My appropriations recommendations for the FY 2012 General Fund budget are based on a proposal to maintain general property tax rate or ad valorem tax rate (millage) of 10.44 mills to fund county services. One

(1.0) mill generates approximately $1.68 million in revenue. The Board of Commissioners must set the rate before the tax digest is adopted by the Georgia Department of Revenue. This year's proposed tax rate assumes a collection rate of 99% will produce over $18,000,000 in ad valorem property tax revenues needed to structurally balance the General Fund budget. The Board of Commissioners also re-negotiated an interim agreement that established a compromise for funding the Statesboro Urban Fire Tax District (UFTD) which offers city fire protection for an unincorporated area within a 3-5 radius) until Fiscal Year 2013. The current property tax rate is 1.8 mills in the UFTD, which will remain the same in FY 2010.

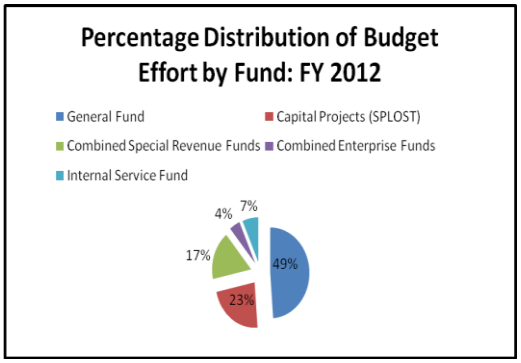
There will still be short-term sacrifices experienced by the existing workforce in terms of compensation and benefits. Yet, the County will continue to invest in capital resources and training that allows for the best efficiencies in work routines that includes a focus on occupational safety, health and wellness. We view our employees as our greatest resource and hope our efficiency investments will provide leverage for future compensation rewards that stay at or above going labor market rates.

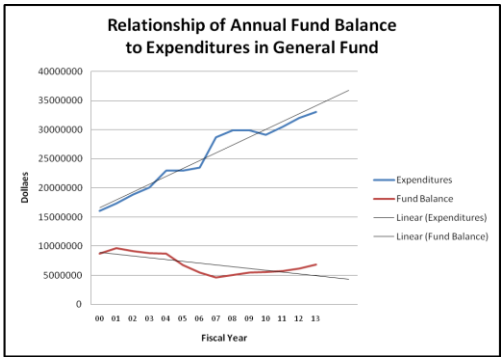
Philosophically, for the last several years, this is an approach that County officials have taken to keep operating costs low. Principally reflected in its 2015 Capital Improvements Plan and the annual Major Capital Outlay Schedule, County officials carefully plan on short and long-term horizons for purchases on a department wide scale (such as equipment and replacement of other exhaustible assets), and a county-wide scale (such as new or renovated facilities that bring increased efficiency, effectiveness or service).

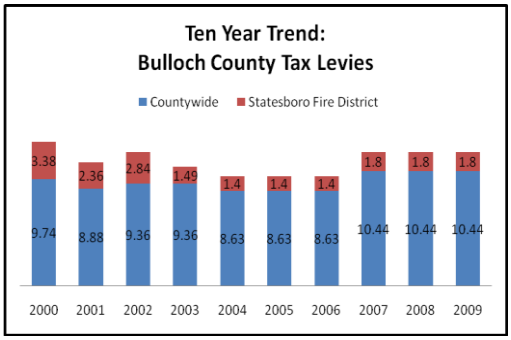
Heretofore, I present the Fiscal Year 2012 General Appropriations Budget to the Bulloch County Board of Commissioners, for your consideration. This year's budget plan pursues the goal of promoting the fiscal responsibility and to keep general property taxes at the lowest feasible rate. Should the proposed revenue measures, combined with efficiency and productivity gains occur as desired, the County's fiscal stability will be remain intact. As always, I owe great thanks to the governing body, other elected county officials, the County staff and the citizens in exercising invaluable patience and feedback in the budget preparation process.

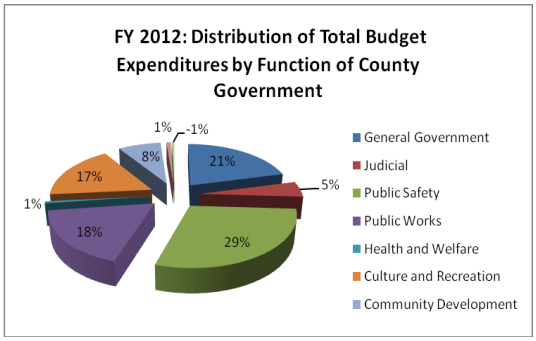
Thomas M. Couch, MPA, AICP, ICMA-CM
County Manager
June 7, 2011

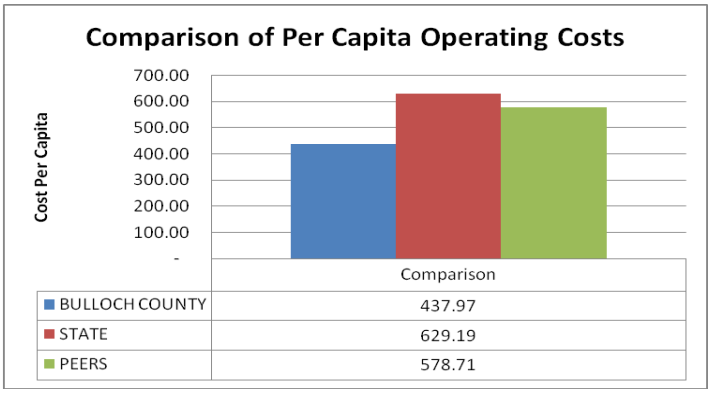
Graphic Summaries of Key Budget Indicators











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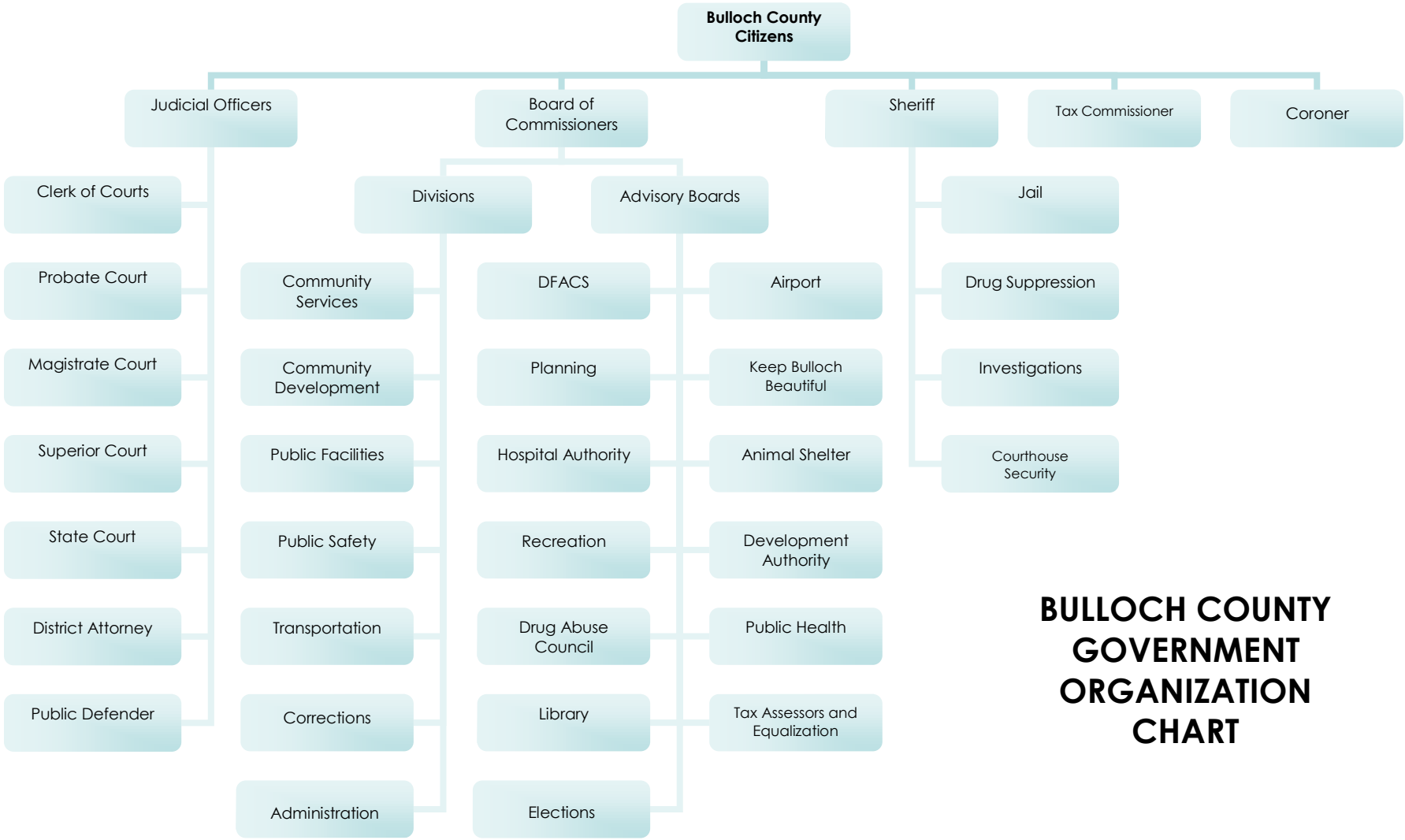
Mission and Organization

"First in Safety and Service"

The highest priority for Bulloch County Government is to strive to be a high-performance organization that is prepared, effective, efficient and accountable for providing safety and service to our citizens.

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BULLOCH COUNTY GOVERNMENT MOTTO: FIRST IN SAFETY AND SERVICE		
FUNCTIONAL FOCUS AREA AND MISSION	**BUDGET DIVISION-DEPARTMENT**	
General Government Focus Area: ***Effective and Efficient Government*** *To provide responsible administration and stewardship of Bulloch County's legal, financial, ministerial and democratic processes.*	Board of Commissioners County Clerk County Manager Elections Financial Administration	County Staff Attorney Debt Service Geographic Information Systems Tax Assessors Tax Commissioner
Judicial Services Focus Area: ***Justice and Equity*** *To administer as an agent of the State of Georgia, swift and effective justice as provided for in the state and federal Constitutions.*	Ogeechee District Attorney Ogeechee Public Defender Ogeechee Superior Court	County Clerk of Courts Magistrate Court Probate Court State Court and Solicitor
Public Safety Focus Area: ***Protection of Lives and Property*** *To protect lives and property by effective means with prompt and courteous service for the law-abiding citizens and guests of Bulloch County.*	Adult Probation Coroner Correctional Institute Jail Public Safety Administration Sheriff	Animal Control and Shelter Emergency Management EMS Statesboro Urban Fire Tax District Rescue Rural Fire District
Public Works Focus Area: ***Improving Transportation and the Environment*** *To deliver cost-effective maintenance and construction of key transportation infrastructure and public right-of-ways, and to protect and enhance the environment and public health through effective best management practices.*		Airport Roads and Bridges Solid Waste Streetlight Tax Districts
Community Services Focus Area: ***Social and Educational Opportunity through Healthy Life Styles*** *To enable each citizen of Bulloch County to enjoy the highest quality of life through equal opportunities for enrichment and independent living.*	Center for Agriculture County Extension Service Recreation Splash in the 'Boro	County Health Department DFACS GSU Senior Companion Program Statesboro Regional Library
Community Development Focus Area: ***Growth Management and Economic Opportunity*** *To plan and implement programs that enable economic prosperity, while protecting the public's health, safety and welfare.*	Code Enforcement Building Inspections Development Authority Planning and Zoning	Greenspace Keep Bulloch Beautiful Tourism
Capital Projects Focus Area: ***Improvement of Community Facilities and Economic Growth*** *To ensure a planned, long term program for responsible investment in public infrastructure, community facilities and economic development.*		Restricted Capital Funds Special Purpose Local Option Sales Tax



BULLOCH COUNTY GOVERNMENT ORGANIZATION CHART

FY 2011 Major Service Delivery Accomplishments
and
FY 2012 Major Service Delivery Objectives

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FY 2011 Major Service Delivery Accomplishments

Below are the major service delivery accomplishments in FY 2011 identified both by function of government and managerial objectives including administrative procedures, operational planning, financial management, efficiency and effectiveness, policy and new or improved services. Each initiative listed is annotated with the designated alignment with the action strategies identified in the County Manager's Executive Summary as follows:

1. Aggressively Attract New Industry.
2. Annually Update Unmet Needs
3. Maintain Long-Term Asset Replacement Plan
4. Implement Master Planning Documents
5. Strategic Cost Control
6. Revenue Development Outside of the Property Tax
7. Reserve Fund Stabilization
8. Improve Human Resources Capacity
9. Review Level of Service Requirements
10. Follow and Review the Capital Improvements Plan
11. Prepare for Future Environmental Mandates

Improved Administrative Procedures		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	County Manager	• Improved process for centralizing grants administration (5,6).
GENERAL GOVERNMENT	Human Resources	• Conducted first-ever employee health fair(8). • Updated various job descriptions and classifications for various full and part-time employees (8).
GENERAL GOVERNMENT	Human Resources, County Clerk, Purchasing	• Updated and implemented all necessary procedures for mandates connected to compliance with new immigration laws (11).
COMMUNITY DEVELOPMENT	Planning and Zoning	• Established new procedures to ensure submission of annual compliance reports with cell tower companies (6,9).

Operational Planning		
Focus Area	**Department Affected**	**Initiatives**
COMMUNITY DEVELOPMENT	Development Authority	• Acquired 218 acres of land for a new industrial park at I-16 and US 301 (1,4).
COMMUNITY DEVELOPMENT	Development Authority	• Announcement for the location of the Great Dane Trailers manufacturing facility in Gateway Industrial Park (1,4).
COMMUNITY DEVELOPMENT	Inspections and Permitting	• Assisted the Transportation Division and GIS in inventorying and mapping traffic signs for to begin meeting federal guidelines for replacement (3,9).
PUBLIC WORKS	SPLOST, Transportation	• Continued Transportation Improvement Projects including Neighborhoods First Resurfacing, Shovel Ready Dirt Roads and planning and design initiatives for various intersection and safety projects (3,4,9). • Received $2.6 million in grants assistance for Gateway Industrial park Phase II road improvements (1,10). • Completed annual update of the Statesboro Bulloch County Airport Capital Improvements Program (1,10).
COMMUNITY DEVELOPMENT	Building Inspections	• Met periodically with developers and contractors; educate them on regulatory issues; receive feedback (4,9).

Financial Management		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	Financial Administration	• Implemented follow-up procedures on special internal audits for the Clerk of Courts (2,3,5,8). • Initiated a contract with an outside consultant to audit E-911, cable franchise, financial institution and

Financial Management		
Focus Area	**Department Affected**	**Initiatives**
		alcohol excise tax and fee revenues (6).
GENERAL GOVERNMENT	County Manager	• Prepared an update of the master schedule of fees and charges (6).
GENERAL GOVERNMENT AND COMMUNITY DEVELOPMENT	Financial Administration and Planning and Zoning	• Implemented Occupational Tax program (6,9).

Efficiency and Effectiveness		
Focus Area	**Department Affected**	**Initiatives**
JUDICIAL	Clerk of Courts	• Contracted with the National Center for State Courts to conduct an operational efficiency evaluation (2,3,5,8).
GENERAL GOVERNMENT	Buildings and Grounds	• Implemented Phase I of countywide facilities energy audit retrofitting 11 buildings with new energy efficient lighting, thermostats and HVAC systems to help lower energy costs (2,3,5,9,10).
PUBLIC SAFETY	Probation	• Cleared all non-valid or expired warrants (9).
PUBLIC WORKS	Solid Waste	• Improved recycling volumes by 3.5% over the previous year which increases revenue development and decreases the cost of transport and disposal costs to landfill (s) (5,6).
PUBLIC WORKS	Roads	• Used road construction team to assist in various grading projects to lower overall capital expenditures. • Privatized roadside mowing reducing the county's cost by $50,000 and reducing liability associated with using inmate labor (5,9).
COMMUNITY SERVICES	Recreation	• Increased the level of business sponsorship for special events and programs by 8.5% over previous year (6). • Changed mowing schedules with the recycling centers, voting precincts, fire departments, etc. out in the county from a weekly schedule to a bi-weekly schedule which is a savings of approximately $4,000.00 in fuel for the year (5). • Increased athletic summer camp participation from 169 in 2010 to 272 participants in 2011 by diversifying settings to include a competitive soccer, wrestling and cheerleading camp (4). • Improved/Enhanced part-time staff development, volunteer coaches trainings and parent communication by revising and updating all training materials and handbooks issued by the Recreation Division (8). • Compiled a comprehensive, USEFUL "information book" that contains <u>everything</u> about SBCPRD programs, facilities and overall department. This book is used extensively by front office staff and outer offices (Brooklet/Portal/Parks) and is updated on a continual basis.

Policy		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	Board Of Commissioners, Legal	• Prepared resolutions and other documents for referenda on SPLOST, Sunday alcohol sales, and the Redevelopment Powers Act, and submitting same

		to the United States Justice Department for preclearance (2,3,4,11).
DEVELOPMENT SERVICES	Planning and Zoning	• Updated the county sign ordinance (4). • Adopted various updates and revisions to the zoning ordinance (2,4,9). • Assisted affected property owners with implementation of new flood zone mapping mandated by FEMA (2,4,9, 11).

New or Improved Services

Focus Area	Department Affected	Initiatives
COUNTYWIDE	SPLOST, Government Buildings	• Installed new security camera and alarm systems in various county facilities including the North Main Annex, Correctional Institute, Magistrate Court, Honey Bowen Recreation Center and Splash in the 'Boro (2,3,8,10).
GENERAL GOVERNMENT	Public Relations	• Initiated two new services supported by the National Association of Counties including a community video posted on county web site and a prescription drug card program that provides discounts for purchases for uninsured or underinsured citizens (1,9).
GENERAL GOVERNMENT, PUBLIC WORKS	County Attorney and Transportation	• Establishing a streetlight district for the residents of Pine Needle Hills Subdivision (9). • Drafting and obtaining approval of the road tax district ordinance, and subsequently establishing a road tax district for the paving of Sterling Court (6,9,10).
JUDICIAL	State Court	• With the assistance of seed funding from the State of Georgia, established a (Driving Under the Influence) DUI Court Administrator's position to monitor offenders and reduce recidivism (9).
PUBLIC SAFETY	Correctional Institute	• On-going upgrades to the Correctional Institute facility including flooring and garden irrigation system (2,3,9,1).
PUBLIC SAFETY	Rural Fire	• Established an Automatic Aid Agreement with the City of Statesboro (9). • Constructed a new fire sub-Station at Akins Anderson Road near US 301 South (2,4,9,10).
PUBLIC WORKS	Solid Waste	• Completed new recycling processing facility expansion that will implement new single stream capability and curbside recycling service (4,5,6,9,10). • New curbside recycling service established in Statesboro which built a customer base of 400 in six months (4,5,6,9,10). • Entered into an agreement with Georgia Southern University to collect recycled materials generated at campus facilities (4,5,6,9,10).
PUBLIC WORKS	Roads	• Restriped 145 miles of county roads. • Constructed Cawana Road school safety zone at the new Sallie Zetterower Elementary School. • Used road construction team to assist in various grading projects to lower overall capital expenditures. •
COMMUNITY SERVICES	Recreation	• Began construction of Mill Creek Park Tennis Center (9,10). • Completed the Rocky Ford Landing Boat Ramp in northeast Bulloch County (9,10).

New or Improved Services		
Focus Area	**Department Affected**	**Initiatives**
COMMUNITY SERVICES	Transit	• Implemented the county's first dial-a-ride public transit system through a contract with the Coastal Georgia Regional Commission (9).

FY 2012 Major Service Delivery Objectives

Below are the major service delivery objectives in FY 2011 identified both by function of government and managerial objectives including administrative procedures, operational planning, financial management, efficiency and effectiveness, policy and new or improved services. Each initiative listed is annotated with the designated alignment with the action strategies identified in the County Manager's Executive Summary as follows:

1. Aggressively Attract New Industry.
2. Annually Update Unmet Needs
3. Maintain Long-Term Asset Replacement Plan
4. Implement Master Planning Documents
5. Strategic Cost Control
6. Revenue Development Outside of the Property Tax
7. Reserve Fund Stabilization
8. Improve Human Resources Capacity
9. Review Level of Service Requirements
10. Follow and Review the Capital Improvements Plan
11. Prepare for Future Environmental Mandates

Improved Administrative Procedures		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	Human Resources	• Solicit proposals to improve employee retirement system plan design (2,8). • Improve employee morale through health and safety programs, coaching and team-building (2,8).

Financial Management		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	Financial Administration	• Revise grants management policies to improve procedures and record-keeping (5,6). • Revise and update revenue handbook as needed (6).

Operational Planning		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	Human Resources	• Review the need for a job classification and compensation plan study (2,8).
CAPITAL PROJECTS	SPLOST, Financial Administration	• Update Capital Improvements Program.
PUBLIC SAFETY	Fire	• Continue working with Insurance Service Organization to achieve lowest possible insurance rating during their review.
PUBLIC SAFETY	Emergency Management	• Update countywide hazard mitigation plan (4).
COMMUNITY SERVICES	Parks and Recreation and Emergency Management	• Develop an emergency action plan for parks facilities (4).
COMMUNITY DEVELOPMENT	Development Authority	• Conduct a Master Redevelopment Plan for US 301 and I-16 area (1,4).

Efficiency and Effectiveness		
Focus Area	**Department Affected**	**Initiatives**
COUNTYWIDE	All Departments	• Construct a new gasoline port in the south side of the county to minimize return trips to main gas port in Statesboro or use of commercial fueling stations (5,10).

Efficiency and Effectiveness		
Focus Area	**Department Affected**	**Initiatives**
PUBLIC SAFETY	Probation	• Add one FTE to reduce educe probation officer caseloads to enable improved monitoring on probationers who are falling out of compliance with sentencing requirements which will increase the amount of field contact with probationers at homes and employment, and also on weekends and evenings (9).
PUBLIC WORKS	Fleet Management	• Consider consolidation of Public Works and Parks and Recreation fleet maintenance groups into a consolidated organization under an internal service fund (5). • Plan to implement an internal service fund (5,9).
PUBLIC WORKS	Solid Waste	• Expand the HUB concept for recycling by soliciting materials from neighboring communities (6,9).
COMMUNITY SERVICES	Parks and Recreation	• Establish or improve maintenance routines at Fletcher Park, S&S Greenway and new Mill Creek Tennis Center (9).
COMMUNITY SERVICES	Parks and Recreation	• The addition of a full-time Group Sales and Guest Services Supervisor at Splash in the 'Boro resulted in a 14% increase rental sales and a 4%+ decrease in seasonal staff payroll, equaling a $21,000 increase in net income (6,9).

Policy		
Focus Area	**Department Affected**	**Initiatives**
GENERAL GOVERNMENT	Human Resources, County Attorney	• Update Employee Handbook relevant to changing state and federal law (2,8).
DEVELOPMENT SERVICES	Planning and Zoning, Inspections and Permitting	• Revise and implement a subdivision ordinance (4,9,11). • Adopt and implement a stormwater ordinance (4,9,11).

New or Improved Services		
Focus Area	**Department Affected**	**Initiatives**
COUNTYWIDE	SPLOST, Government Buildings	• Initiate Phase II of energy efficiency program to audit additional buildings and include water conservation consideration (3,4,5,10,11).
GENERAL GOVERNMENT	Public Relations	• Update county web sites to make more user friendly and to accommodate social media (9).
GENERAL GOVERNMENT	County Attorney and Transportation	• Submit redistricting plan for the Board of Commissioners to state legislature (9). • Update personnel policies to ensure legal compliance (2,8).
JUDICIAL	Clerk of Courts	• Implement recommendations from operational assessment including technology updates and a new customer service center (9).
PUBLIC SAFETY	Correctional Institute	• On-going upgrades to the Correctional Institute facility including building and security improvements (2,3,9,10,11).
PUBLIC SAFETY	Rural Fire	• Construct a new fire sub-Station at US 24 and Macedonia Church Road (2,4,9,10). • Develop plan to utilize funding available within the Statesboro Urban Fire District (2,5,6,9,10).
PUBLIC WORKS	Solid Waste	• Install new convenience center in Brooklet Leefield area. • Expand curbside recycling service in Statesboro a customer base of 1,000 in three years. (4,5,6,9,10). • Establish curbside service in Brooklet and Portal

New or Improved Services		
Focus Area	**Department Affected**	**Initiatives**
		(4,5,6,9,10). • Expand cardboard collection to retail businesses in county (6,9).
PUBLIC WORKS	Transportation	• Complete shovel ready dirt-road paving for S&S Greenway, Jerry Hall and Johnny Brannen Roads. • Complete Neighborhoods First road resurfacing program in five different subdivisions (4,9,10). • Road Striping 25% of county paved roads (4,9,10). • Lakeview Road bridge renovation at Screven County Line (4,9,10). • Design costs for Southeast Quadrant intersection improvements (4,9,10). • Begin County force work on Brannen Pond Road for shovel ready paving (9,10).
COMMUNITY SERVICES	Parks and Recreation	• Complete construction of Mill Creek Park Tennis Center (9,10). • Complete construction of Brooklet Maintenance Building (9,10). • Added "cool-decking" walking surfaces at Splash in the 'Boro which improved aesthetics and reduced slip and fall accidents by 65% (9,10). • Added four rental cabanas at Splash in the 'Boro which increased revenues by $12,000 during first three months prior to the end of the fiscal year (9,10).

Bulloch County Economic Analysis

The following section provides a summary of short-term and long-term, and, macro and micro- outlooks that affect Bulloch County's budget and operating position. Included are key local socio-economic indicators.

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FY 2012 Macro-Economic Outlook

For several years the Bulloch County staff has formed and used this assessment to predict revenue and expenditure performance and budget impacts for County funds. The following outlook consists of various excerpts taken from four primary sources:

The Survey of Professional Forecasters, (Fourth Quarter 2010): The Survey of Professional Forecasters is the oldest quarterly survey of macroeconomic forecasts in the United States. The survey began in 1968 and was conducted by the American Statistical Association and the National Bureau of Economic Research. The Federal Reserve Bank of Philadelphia took over the survey in 1990.

Wells Fargo Securities – [Formerly Wachovia Securities] (Annual Economic Outlook 2011): This report is issued by the Wells Fargo Economic Research Division and represents the opinions of 13 staff economists who are intimately familiar with the regional economy in the Southeast United States.

The Terry College of Business, The University of Georgia 2011 Economic Outlook: This report explains the primary forces that will affect major business sectors are detailed in this 2011 economic forecast. The national and Georgia forecasts are discussed first, followed by individual sector analyses for construction, manufacturing, transportation, utilities, financial markets and more. The report also provides basic economic data for the state's 14 metropolitan areas (Atlanta, Athens, Albany, Augusta, Brunswick, Columbus, Dalton, Gainesville, Hinesville, Macon, Rome, Savannah, Valdosta, and Warner Robins).

The Bureau of Business Research and Economic Development (BBRED) in Georgia Southern University's College of Business Administration (2010-2011 Regional Economic Outlook:) This outlook represents BBRED's take on economic conditions in southeast Georgia, but particularly greater Savannah, Coastal Georgia and specifically Bulloch County.

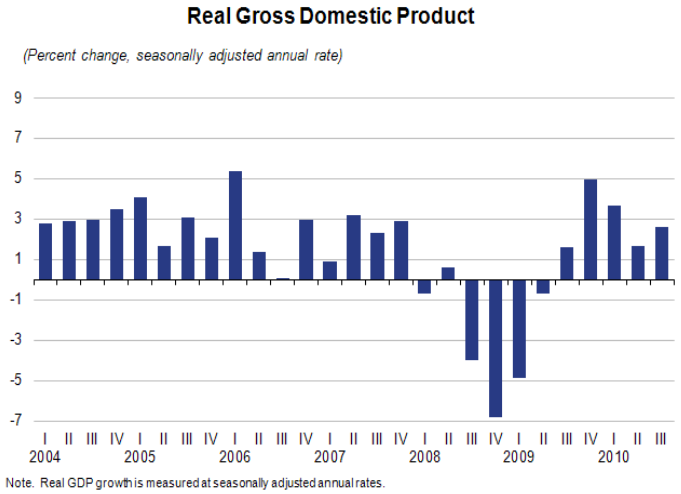
The overall economic outlook is modestly positive at the local, state and national and global level. However, this growth is dependent on the avoidance of any macro-economic shock. The following observations generally summarize each the topic areas in this outlook:

- Growth and output will increase modestly.
- Labor markets and job creation will improve, but, slowly.
- Short-term inflation is a threat as a recovery takes hold; however, it is dependent on monetary policy and actors in the global market place; the long-term inflation outlook is positive.
- Capital investments, profits, and personal income and investment will grow as the result of continued frugality by businesses and consumers in the United States.
- Global growth will be led by China, India and Brazil rather than the United States or advanced economies.
- Consumer spending will increase at a better rate than in the past three years due to pent up demand and increases in saving and decreases in personal debt, but, it will be tempered by low wage growth.
- While most economic sectors of the economy will recover, finance, real estate and manufacturing remain tepid.

Growth and Output Increase Marginally

Growth and output will increase marginally in 2011, with both the pace and framework of the recovery continuing to be slower than at the end of other recessions. The growth rate for the next two years will remain just below the long-term average growth rate of 3% for the U.S. economy and well below the rebound rate experienced during previous serious recessions during 1973-1974 and 1982-1983. Real GDP growth will be weaker in the first half of 2011 and build momentum in the second half of the year and into 2012. The feared double-dip recession will be avoided absent of any traumatic geo-political or macro-economic events occurring.

Concerns remain about the long-run rate of growth in the economy as well as the ability of the recovery to sustain itself at a rate that meets the expectations of consumers and workers. The recent economic upturn has been sustained with significant government support. Private demand will be required to rebound to meet growth predictions. Recent improvements in business surveys and capital goods orders may have peaked, at least for the near term. The remaining downside risks reflect weakness in the labor market, with implications for income growth and consumer confidence.



Georgia will finally grow at rate that mimics the national economy in 2011 despite an above average weakness in real estate and financial services. This is especially true in larger markets in Georgia, most notably the Atlanta region where the sharp drops in residential and commercial real estate values and continued weaknesses in the financial services and banking industry will require a longer period for these sectors to recover.

The coastal Georgia region, defined as Chatham County on the eastern border, Bulloch County on the northwestern border and Glynn and Camden counties close to the Florida border, will experience growth rates marginally higher than statewide averages.

A more stable and diversified economic base in nearby Savannah (education, healthcare, tourism, military and the Savannah Port) and the combination of education, healthcare, retail and manufacturing sectors in Statesboro will support higher growth rates than other regions in central and southern inland Georgia.

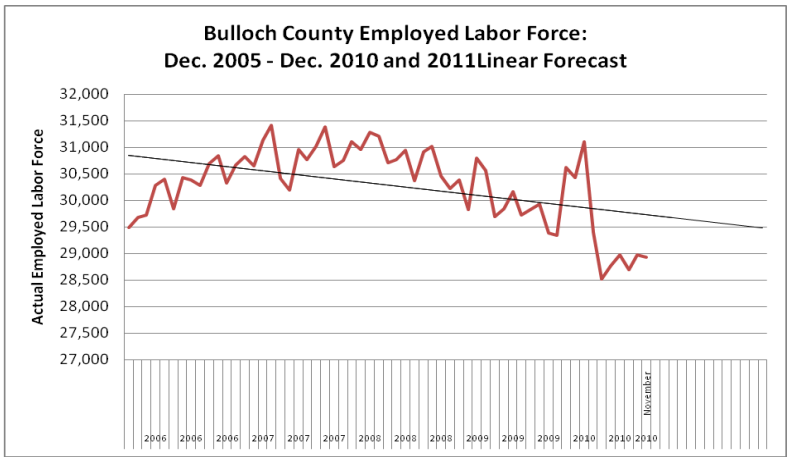
Labor Markets to Remain Slack

Leading economists expect to see slow improvement in the labor market during this gradual recovery. However, the labor market looks more stable now than it did three months ago. Monthly job losses at the national level subsided at the end of the first quarter 2010 and gains began by the end of the year. The forecasters see jobs beginning to grow more in the second quarter of 2011. U.S. labor markets are going through a significant long-term structural change rather than a typical business cycle adjustment.

Firms remain reluctant to hire permanent staff, but some increases in temporary hiring and working hours is occurring. Firms do not anticipate bringing their workforce back to previous levels because of the efficiencies realized from recent layoffs. Many firms and government entities continued to freeze or restrict wage and salary levels which impact consumer spending.

Unemployment rates always lag the recovery and will continue to be more pronounced now than the extended 'jobless recovery" (43 months) after the mild 2001 recession. U.S. unemployment will gradually decline to 9.2% by the end of 2010. Normal levels of unemployment (5.5%) will not be reached until 2013-2014 based upon expected economic growth rates.

Unemployment rates for Bulloch County and the Savannah Metropolitan Statistical Area are below the state level at the present time. Bulloch County and the Coastal Georgia region should perform better remaining 0.5%-1.0% below the state average in 2011-2012, with a projected improvement to 9.3% by December 2011. Statewide, non-farm employment is expected to grow 0.9% in 2011, with the unemployment rate declining to 9.5% by December 2011.



Short-Term Inflation Outlook Revised Upward

The forecasters' projections for inflation have declined slightly for 2011 and 2012. Consumer price inflation is then expected to average 1.7 percent in 2011, rising to 2.1 percent in 2012.

Core inflation (personal core expenditures or CPE) should remain marginally lower. Core inflation rates (excluding food and energy prices) will be held at manageable levels - well within the 1.5 to 2.5% policy parameters currently set by the Federal Reserve.

Short term inflation remains lower as producers and supply chain firms are reluctant to pass along price increases to consumers. However, the Federal Reserve is currently trying to manipulate inflation and monetary policy using a method called "quantitative easing," which may have an unintended consequence of increasing inflation and interest rates to unwanted levels.

Long-Term Inflation Outlook Is Lowered

The forecasters' view of long-term output growth has remained steady, while predictions for long-term inflation have edged slightly downward. The forecasters think that real GDP will grow 2.8 percent on average over the next 10 years. Inflation (as measured by the consumer price index) is predicted to average 2.4 percent over the next 10 years.

The lower estimates for five- and 10-year annual-average headline Consumer Price Index (CPI) and PCE inflation are of particular interest. For CPI inflation, the projections were cut from 1.89 percent a year ago to 1.83 percent currently (2009-2013) and from 2.26 percent to 2.10 percent (2009-2018). For PCE inflation, the estimates fell from 2.00 percent last year to 1.83 percent currently (2009-2013) and 2.15 percent to 2.10 percent (2009-2018). These downward revisions could reflect differences in the composition of the panel of forecasters in the various surveys as well as downward revisions by forecasters who participated in both surveys.

Interest Rates Likely to Climb

In the absence of a major external shock, short- and medium-term interest rates will be stable and remain at historic lows for the better part of 2011. Mortgage rates will remain low and attempt to support a favorable environment to afford home buying in the near-term.

Forecasts for interest rates on treasury investments will rise at a slower rate. The Federal Reserve had clearly stated that the low interest rate environment will be maintained until there are evident improvements in the economy and job creation. As such, increase in interest rates will not occur before the third quarter, and more probably not until the fourth quarter 2011. Even then, interest rate increases will be modest and not exceed 50 basis points (or, 0.5%) this year.

Stock-Price Projections Revised Upward

The forecasters project an increase in stock prices over the next two years, with the Standard and Poor's index rising to 1,250.0 by the end of June 2011 and then to 1298.0 by the end of 2011.

Business Investments and Profits

Business investment should improve as financing costs remain low and business expectations of final sales improve. Business spending for equipment and software, as well as replenishing inventories, will increase faster than consumer spending and will be a significant contributor to economic growth. However, business spending for construction and expansion will remain soft and not likely recover until 2012, due to an oversupply of available supply.

Corporate profits will likely grow by 4.6% in 2011, which would improve cash flow and provide liquidity for business investment. However, profits may be influenced by cost cutting at the operating levels and for overhead.

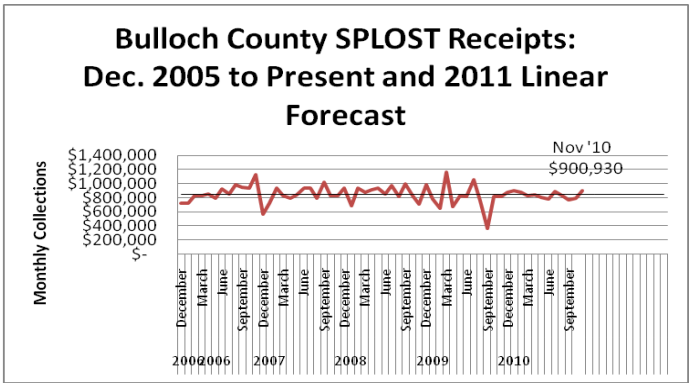
Global Growth and Trade

As for trade, global growth and the weak dollar will stimulate exports, but, rising domestic consumption and increased energy prices will temper some of the positive effects.

Just as the Federal Reserve and the Treasury continue measures to calm the U.S. financial system, their counterparts in foreign countries took action as well. Indeed, governments of the world's major countries with advanced economies will experience sub-par growth, while developing countries will grow at a more robust rate. Europe and Japan still have fragile economies, while Brazil and China will lead global growth. In both cases, currency issues and inflation could have rippling global consequences.

A unique aspect of this recovery is that the U.S. is not the primary catalyst for global economic growth. However, the speed and character of the U.S. recovery reflects the influences of global capital flows and the allocation of production to serve global needs.

Consumer Spending and Tourism



Positive contributions to growth will likely come from rising consumer spending and business investment, both which began to slow in early 2008. Improved consumer spending will reflect the upturn in real personal income due to eventual job creation, a longer work week and rising wages.

Real disposable income will benefit from continued low consumer inflation, increasing aggregate demand and from the extension of Bush era tax cuts. Real disposable income at the national level will increase at 4% and will provide a base for increases in consumer spending. Consumer spending will increase by approximately 2% as consumers are now increasing their savings rate and reducing debt. Personal income in Georgia is expected to increase by 3.7% in 2011, with wages increasing by 1.5%. Real disposable income and consumer spending in the southeastern coastal region will be marginally higher than most other regions in the state and will support above-average growth rates compared to the overall state totals.

Tourism-related spending remained is showing improvement. Hotel reservations and room rates are higher than a year-ago levels, with the near-term outlook was showing signs of continuing improvement.

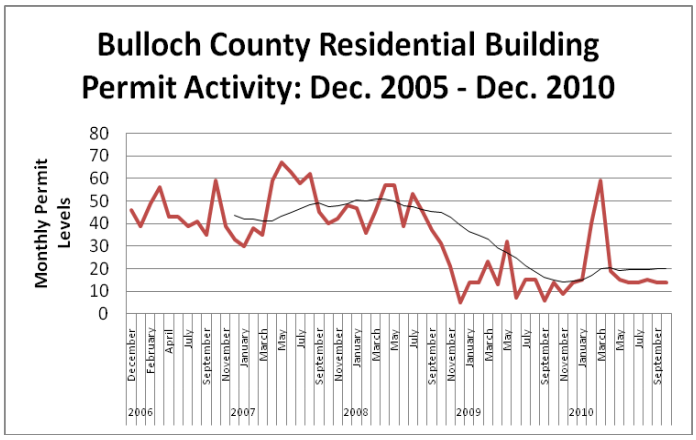
Retail trade nationally should improve by 5.6% in 2011, and 5.4% in 2012. The majority of Southeast retailers indicated that holiday sales were better than expected and that discounts were not as deep as last year. Some retailers noted they had lowered prices on certain items in order to draw customers in hopes that they would also purchase other goods with higher margins. Overall, retailers continued to keep inventory levels low. The outlook among merchants was mixed, with almost half expecting a decrease in sales and a third expecting an increase in sales in the first few months of 2011. Southeast vehicle sales remained below the level of a year earlier, but most contacts reported a pickup in year-end activity.

Real Estate and Construction

Real estate and construction markets around the country have seen little improvement in recent months. The near-term outlook will improve modestly. However, construction activity will remain soft, while contractors continued to report difficulty in competing with bank-owned property.

The residential real estate market will not make any progress until at least mid-2011, and then modestly. The recovery in this sector will require resurgent private demand for real estate. Federal government support, with massive purchases of mortgage-backed securities by the Federal Reserve is helping drive down mortgage rates, but, expired tax-credits for first-time homebuyers did not lift demand as hoped.

Commercial construction activity remains at very low levels according to reports from contractors. Nonresidential construction has the prospect for showing some signs of recovery, but, many commercial projects have been delayed or canceled outright as financing have become much harder to secure, resulting in less activity expected for the early part of 2011. Commercial vacancy rates are slowly declining and some rents are stabilizing or increasing for desirable properties.



The ongoing correction in both residential and commercial real estate continues to hang over the economy as the rising tide of defaults and foreclosures of residential and commercial properties continue to put stress on the financial system. Supply and demand fundamentals are still deteriorating. Residential and nonresidential construction may grow modestly through the second half of 2011 with a true recovery not occurring until 2012-2013.

Overbuilding in residential and commercial construction will continue to weigh on the local and regional economy over the next few years but signs of growth are beginning to emerge. After three years of sales declines and 6% to 12% decrease in home prices, residential real estate prices will stabilize and increase slightly in desirable sections of the region. Commercial real estate values will begin to stabilize as the excess inventory of vacancies will decline. Positive gains and increased commercial construction spending will not be evident until the fourth quarter of 2011 or the first quarter of 2012.

Statewide, single family housing starts should improve by at least 20% over last year, but that increase does not compensate for the 90% drop off since homebuilding in Georgia peaked in 2005. Locally, this means that Bulloch County (including Statesboro) is only likely to increase from 143 to 163 housing starts for 2011. The moving average trend shown below suggests consistency with this level of projected improvement.

Manufacturing and Transportation

Nationally, industrial production nationally should improve by 3.4% in 2011, and 3.5% in 2012. After improving in November 2010, production levels in the Southeast's manufacturing plants contracted in December. Fewer contacts reported increased production levels and more noted cutbacks. Likewise, new orders slipped in December after rising during the previous month. With regard to finished inventory, about half of manufacturing contacts noted cutbacks in inventory in November, while in December forty percent reported reductions. Transportation contacts indicated that freight demand remained weak but had modestly improved over the past month. Railway contacts reported that regional rail shipments were flat from a year earlier with gains seen in shipments of motor vehicles, chemicals, and some metals.

Bulloch County has good long term prospects in this area with the Great Dane Trailers facility likely to be operational by January 2012. The County and the Development Authority of Bulloch County has also purchased 218 acres of land at US 301 South and Interstate 16 for new industry. However, it is uncertain when measurable effects will occur.

Banking and Finance

Banks noted that credit standards remained relatively tight for most types of loans as they require more documentation and allow fewer exceptions than had been the case in recent years. Some banks are report easing credit terms for their strongest customers. However, most reports noted a tightening of credit standards for commercial real estate loans.

When the financial market bubble began bursting in autumn of 2008, most market-watchers were grateful the government stepped in to provide emergency financing to shore up the banks and provide liquidity to the frozen credit markets. The threat of a complete collapse of the financial system made otherwise free market capitalists willing to accept government help—any port in a storm.

Expansionary economic policy cannot persist before the negative feedback effects from excess support begin to show. A general willingness to spend by government is facing a populace less willing and less able to fund that spending. The nation adds to its debt load each year and depends upon foreign savers to supply the financing.

Lending varied across the Southeast, with increases noted in mortgage refinancing and loans to tax-exempt entities. Businesses also appeared to be shopping around for better loan terms, especially where more restrictions had been placed on loan renewals with the current lender. Contacts also noted an increase in credit requests from "unqualified" applicants. Credit growth has been restrained and the recovery in housing is far less significant than expected.
Moving into 2011, the Federal Reserve will face a difficult economic environment. While an exit strategy represents our base case estimate for the path of monetary policy, considerable risks exist to both the expected path as well as execution of an "exit strategy."

Natural Resources and Agriculture

Southeast crude oil production continued to increase moderately in November through mid-December, with the number of rigs operating in the Gulf of Mexico up slightly from lows seen in August. Despite the increased production, crude inventories in the region continued to drop as cold weather and holiday travel boosted energy consumption. Most Southeast areas reported excessive agricultural crop surplus soil moisture levels in November and December. Unusually cold temperatures in parts of Florida during early January may have impacted the state's citrus crop. Livestock farming and fishing industries continues to be influenced by imports, particularly from Asia.

Bulloch County experienced a bumper cotton crop with stable prices in 2010. This will produce additional income in this subsector. Meanwhile, world food production will need to double by 2050, and most of that will need to come from North America. The planned dredging of the Savannah River for the Port will have important implications for local and state exports. Farmers can expect higher crop prices this year, but it's highly variable. Even though prices are high, input costs are rising also, including, fuel, fertilizer, feed and land rents. Other factors impacting agriculture include water, fuel prices, labor issues and the new farm bill coming up in 2012. Stocks are low in corn -- mainly due to demand for ethanol -- as well as in soybeans, peanuts and cotton. There should be an increase in cotton acreage of 15 percent to 20 percent this year, and if the weather is good it may help increase the stock a little. Overall, the outlook for 2011-12 is expected to show an increase in animal prices, but profits will be depressed because of feed and input costs. Crop prices are expected to remain high due to tight supply demand and there should be growth in the value of vegetable and fruit production.

State and Local Government

Slower economic growth, depressed consumer spending, and low inflation in the short to medium-term will put a vice grip on government budgets going forward, which have already suffered setbacks in revenue derived from the housing market. The hard choices for state and local governments are just beginning. Federal support from the stimulus and state aid to local governments has waned and will continue to de-leverage.

Locally, in 2011, declining valuations due to the housing and construction decline will finally come home to roost in the form of lower property tax revenues. Bulloch County has limited diversity as a county in its revenue base and property taxes account for 60% of its general revenues. Significant increases resulting from rate and price hikes are occurring in utility and energy prices such as gasoline, water and electricity, though consumption and usage has remained steady.

Industry Sector Forecast for Georgia

Industry	Direction	Performance
Construction	Large Decrease	Much worse than most
Financial Markets	Moderate Decrease	Average
Government	Small Decrease	Worse than most
Hospitality	Flat	Below average
Manufacturing	Large Increase	Much better than most
Services	Large Increase	Much better than most
Life Sciences	Large Increase	Much better than most
Information	Moderate Increase	Average
Retail Trade	Moderate Increase	Average
Transportation	Moderate Increase	Better than most
Public Utilities	Small Increase	Average

Georgia Economic Outlook 2011: Summary Sheet; Terry College of Business, The University of Georgia

Comparative Forecasts of Economic Indicators

National Gross Domestic Product	2010 Estimate	2010 Actual	2011 Forecast
FRB Philadelphia: Survey of Professional Forecasters	2.4	2.8	2.4
Wells Fargo Securities	2.2	2.8	2.6
UGA Terry College of Business	2.3	2.7	2.2
GSU Bureau of Business Research	2.3	2.7	2.5
Consensus Mean	**2.4**	**2.75**	**2.4**

National Unemployment Rate	2010 Estimate	2010 Actual	2011 Forecast	2012 Forecast
Survey of Professional Forecasters	10.0%	9.6%	9.0%	8.7%
Wells Fargo Securities	10.5%	9.7%	9.3%	9.2%
UGA Terry College	10.3%	9.7%	9.6%	
GSU Bureau of Business Research	10.1%		9.0%	
Consensus Mean	**10.3%**	**9.7%**	**9.2%**	**8.3%**

National Inflation	CPI: Headline Inflation Actual & Forecast			PCE: Core Inflation Actual & Forecast		
	2010	2011	2012	2010	2011	2012
Survey of Professional Forecasters	1.0	1.6	1.9	1.0	1.2	1.6
Wells Fargo Securities	1.6	1.7	2.4	1.4	1.0	1.5
Terry College	1.5	2.0				
Bureau of Business Research	1.8	2.5		1.5	2.2	
Consensus Mean	**1.5**	**2.2**	**2.2**	**1.4**	**1.9**	**1.6**

Interest Rates	3 Month T-Bills			Fed Funds			Prime			30 Year Mortgage	
	2010	2011	2012	2010	2011	2012	2010	2011	2012	2010	2011
SPF	0.15	0.35	1.63				3.25	3.28	4.5		
Wells Fargo	0.4	0.29	0.83	0.25	0.25	0.5	3.25	3.25	3.5	4.69	4.18
GSU BBRED				0.5	1.5		3.75	4.5-5.0		5.25	5.5-6.0
Consensus Mean	**0.275**	***0.33***	***1.23***	**0.375**	***0.9***	***0.5***	**3.4**	***4.25***	***4.0***	**5.25**	***5.75***

Local Short-Term Outlook

Cautious optimism best describes Bulloch County's current and short-term outlook as economic indicators are sending mixed signals. Calendar Year 2010 saw the national economy begin to recover from a difficult recession. Early in calendar year 2008, the Bulloch County's economy began to decline parallel to state and national trends. The unemployment rate increased from 4.4 in April 2008, peaking at 10.8% in June 2009, but, then rebounding averaging just below 10% since 2011 began. Consistent with higher unemployment rates, the civilian workforce has decreased by 4.0% from its 2008 peak of 33,113 to 31,775. Construction declined in 2009 as county-wide single family residential permit issuances fell by -63.0% after record peaks in the prior two years. Regional consumer inflation in 2009 and 2010 was insignificant despite oscillating energy and food prices. It appears that smaller local employers are having a more difficult time versus larger employers. The recession has caused significant decline in aggregate County revenue streams.

Alternatively, Georgia Southern University continues its steady planned growth with fall 2010 enrollment increasing to 19,691, up 20.0% from the 2006. Meanwhile, Bulloch County's population continued to increase rising up to 70,312 (or, by 26.0%) since the previous Census figure in 2000 of 55,983. Retail sales decreased by slightly, but still exceeded the $1 billion benchmark for the second year in a row. Hotel-Motel tax receipts indicate that Statesboro has maintained a plateau exceeding $425,000 annually since 2007 showing no significant decline in tourism. While per capita income tends to be lower than in other communities, Bulloch County has benefited from moderately higher median and household income levels reflecting an increasingly skilled work force and higher wage jobs.

Bulloch County uses three primary local indicators to measure economic performance: residential housing starts, sales tax receipts and unemployment. The following projections generally summarize short-term future performance:

- Residential housing starts will increase consistent with state-wide projections, by 20%; however, this will result in only 20-25 units more than last year – indicating a modest recovery in this sector.
- By December 2011, Bulloch County's unemployment rate is expected to fall to 9.3%, from 9.7% in December 2010.
- Sales tax receipts should increase by 4% gross and 2.1% net after inflation. However, overall collections are 13% below what was projected in 2007 when the last County Special Purpose Local Option Sales Tax was approved.

Overall, Bulloch County in 2011 will see a pace of recovery mimicking state and national growth trends. However, this is not likely to lead to any windfalls in elastic revenues received by the County. Due to a projected expected loss in the tax digest during the preceding 12-18 months period of local foreclosure activity, overall revenues in the County budget is expected to decline 2%-3%.

Top state and national economists are predicting a slower recovery beginning in the second-half of Calendar Year 2010. Lower inflation and interest rates may be favorable for most consumers in the short-run, but, there are still conditions of tight credit availability, restrained consumer spending and higher unemployment rates that are likely to dull the recovery.

Bulloch County's economy will continue to trail or have a slight lag behind state and national trends. These concerns continue to cast shadows of doubt regarding the beginning of a breakthrough in a local economic recovery.

Local Long-Term Outlook

From a long-term perspective, the nation's economy may be significantly affected by many factors, including a growing national debt, rising energy, food and health care costs, increased demands on Social Security as baby-boomers near retirement, the significant downturn of the real estate, construction and associated credit markets, international debt and currency issues and threat/acts of terrorism and geopolitical instability in the Middle East.

However, the long-term local and regional outlook should be more favorable. Bulloch County's solid infrastructure and base of large employers will make long-term recovery more favorable. Local banking institutions and the housing and construction markets are more stable locally than they are elsewhere. Bulloch County's foreclosure rate is at 60% of the national average and 42% of the state average, while comparatively lower to neighboring counties. Population growth is continuing at its same pace allowing Statesboro and Bulloch County to become a secondary economic hub to metropolitan Savannah and the Coastal Region. As our community bounds the Savannah metropolitan area, the proximity offers advantages from a regional perspective. Coastal Georgia is poised to be the state's fastest growing region now and in the immediate future in terms of population and job growth. The expanding activity and proposed harbor expansion project at the Port of Savannah will spur opportunities for the logistics industry and for import-export distribution. The new Great Dane manufacturing plant to be finished in the spring of 2012 promises 400 new jobs.

The future strength of Bulloch County's economy and financial condition will hinge on many factors. The continued growth of retail sales is essential to the County's overall economic wellbeing. Preserving existing jobs and industries while developing strategies for attracting new economic opportunities will be critical to adapting to the changing macro-economy. A significant challenge in attracting new industrial growth is the intense competition by other communities in the region for new economic development projects. As the County continues to grow in population, Bulloch County may face a potential shift in its economic base. Windfall tax revenues from the 1990's boom of commercial and industrial development have declined from its peak, which may create a heavier reliance on residential property taxpayers and new revenue streams to support operations demanded from the community.

Meanwhile, Bulloch County must also continued its commitment to nurture existing industries and businesses that complement its existing mix, while also planning for new strategies for developing economic incentives for businesses. The Board of Commissioners will ask voters to approve an early extension of the current one percent (1%) Special Local Option Sales Tax and also to approve the use of the Georgia Redevelopment Powers Act to aid in developing the I-16/US 301 Interstate Gateway District for industry and commerce.

It will also be important for Bulloch County to continue to be supportive of the City of Statesboro in its renewed focus on redevelopment and revitalization of both its downtown and newer sections of the City in order to spur new business activity, additional sales tax revenues, and offer a higher quality of life for its residence and visitors.

Annual Socio-Economic Indicators: Bulloch County 2006-2010

Indicator	2006	2007	2008	2009	2010
Population Estimates	64,762	66,176	67,761	69,213	70,312
Per Capita Income	21,302	22,110	24,173	24,172	NA
Single Family Building Permits (County-wide)	615	800	456	171	143
Consumer Price Index – Urban South	4.1%	2.8%	8.3%	(0.4%)	1.7%
Unemployment Rate	4.5%	4.2%	5.9%	8.9%	10.1%
Total Civilian Labor Force	30,815	32,069	33,113	32,978	31,775
Public Assistance Recipients (Medicaid)	NA	14,080	13,413	13,440	NA
Crimes Reported	2,335	1,646	1,650	1,601	NA
Georgia Southern University – Fall Enrollment	16,425	17,100	17,164	19,086	19,691
Bulloch County Public School Enrollment	9,044	8,480	9,380	9,476	9,530
Hotel-Motel Tax Receipts	372,000	405,157	422,536	456,994	439,838
Statesboro Natural Gas Sales (Millions of Cubic Feet)	640,000	559,133	534,589	536,550	565,000
Statesboro Water Sales (Millions of Gallons)	998.4	1,040.7	958.4	1,100.1	1017.1
Retail Sales (Millions of Dollars)	888,818	952,838	1,060,354	1,033,052	NA

Current Major Employers By Category

Largest Private Employers – 2012 Bulloch County

Briggs & Stratton Corp.	950	Manufacturing
Wal-Mart	550	Distribution
East Georgia Regional Medical Center	725	Health Care
Viracon	377	Manufacturing

Largest Public Employers – 2012 Bulloch County

Georgia Southern University	1,934	Education
Bulloch County Board of Education	1,401	Education
Bulloch County Board of Commissioners	466	General Local Government
City of Statesboro	260	General Local Government

Largest Employers – 2012 Bulloch Trade and Market Area (Bulloch, Bryan, Candler, Effingham, Evans,

Georgia Southern University	1,934	Bulloch
Georgia Pacific Corp.	1,461	Effingham
Briggs & Stratton	950	Bulloch
Wal-Mart Associates Inc.	550	Bulloch
East Georgia Regional Medical Center	725	Bulloch

Current Employment Profile: Bulloch County Residents 2000

Occupational Category	Bulloch County		Bulloch Trade and Market Area	
	Number	*Percent*	*Number*	*Percent*
Employed persons, 16 years and older	27.601	100.0	84,766	100.0
Management, Business and Financial	2,449	8.9	7,081	8.4
Science, Engineering and Computer Professionals	399	1.5	1,590	1.9
Health Practitioner Professional	550	2.0	2,093	2.5
Other Professional Workers	3,775	13.7	8,024	9.5
Technicians	634	2.3	1,787	2.1
Sales	3.309	12.0	8,667	10.2
Administrative Support	3,557	12.9	11,945	14.1
Construction and Extractive Craft	1,500	5.4	5,698	6.7
Installation, Maintenance and Repair	1,484	5.4	5,676	6.7
Production and Operation	2,132	7.7	9,021	10.6
Transportation and Material Moving	1,114	4.0	4,504	5.3
Laborers and Helpers	1,599	5.8	5,080	6.0
Protective Services	710	2.6	2,114	2.5
Service	3,849	14.0	10,224	12.1
Unemployed, with no civilian work experience since 1995	540	2.0	1,262	1.5

Current Bulloch County 2011 Tax Digest and 5 Year History of Levy

County Wide	2006	2007	2008	2009	2010	2011
Real & Personal	1,425,445,214	1,709,345,674	1,765,949,191	1,830,172,443	1,774,765,790	1,766,471,236
Motor Vehicles	110,344,370	122,603,980	130,853,760	138,929,250	123,138,050	125,602,380
Mobile Homes	22,512,717	22,269,599	21,335,991	20,214,654	18,877,165	18,999,664
Timber - 100%	7,838,816	10,308,719	5,114,642	4,610,332	6,388,609	6,245,410
Heavy Duty Equipment	74,344	98,663	120,684	40,405	43,223	4,857
Gross Digest	1,566,215,461	1,864,626,635	1,923,374,268	1,993,967,084	1,923,212,837	1,917,323,547
Less M& O Exemptions	174,563,842	242,156,386	205,012,856	195,920,950	153,683,291	170,483,893
Net M & O Digest	1,391,651,619	1,622,470,249	1,718,361,412	1,798,046,134	1,769,529,546	1,746,839,654
State Forestland Assistance Grant Value					262,320	261,407
Adjusted Net M&O Digest	1,391,651,619	1,622,470,249	1,718,361,412	1,798,046,134	1,769,791,866	1,747,101,061
Gross M&O Millage	8.629	10.440	10.440	10.440	10.440	10.440
Less Rollbacks		0.000	0.000	0.000	0.000	0.000
Net M&O Millage	8.629	10.440	10.440	10.440	10.440	10.440
Total County Taxes Levied	$12,008,562	$16,938,589	$17,939,693	$18,771,602	$18,476,627	$18,239,735
Net Taxes $ Increase	$544,646	$4,930,028	$1,001,104	$831,908	-$294,975	-$236,892
Net Taxes % Increase	4.75%	41.05%	5.91%	4.64%	-1.57%	-1.28%

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FY 2012 Major Budget Schedules:

Schedule I: General Appropriations Budget Schedule (By Fund)
Schedule II: Position Allocation Schedule
Schedule III: Minor Capital Outlays Schedule - Operating
Schedule IV: Major Capital Outlays Schedule – Non Operating
Schedule V: Unmet or Deferred Needs Schedule
Schedule VI: General Fund Service Effort Schedule
Schedule VII: Fees and Service Charges

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Schedule I: Fiscal Year 2012 General Appropriations Budget Functional Schedule

Fund	*Revenues*		*Appropriations*	
General Fund	Taxes	20,617,900.00	General Government	4,329,725.00
	Licenses And Permits	383,000.00	Judicial	2,947,035.00
	Intergovernmental Revenue	1,132,800.00	Public Safety	14,173,260.00
	Charges For Services	4,446,900.00	Public Works	4,107,100.00
	Fines, Fees And Forfeitures	1,561,000.00	Health And Welfare	363,700.00
	Investment Income	988,800.00	Culture And Recreation	2,862,500.00
	Miscellaneous Revenues	825,600.00	Community Development	911,350.00
	Other Financing Sources	499,510.00	Education	481,390.00
			Debt Service	279,450.00
	Total	***30,455,510.00***	***Total***	***30,455,510.00***
Combined Capital Projects Fund (SPLOST 1997, 2002, 20070)	Taxes	10,200,000.00	Community Development	3,731,300
	Intergovernmental Revenue	2,850,000.00	Culture And Recreation	950,000
	Investment Income	3,500.00	General Government	880,750
	Miscellaneous Revenues	2,750.00	Public Safety	656,750
	Other Financing Sources	1,123,700.00	Public Works	4,463,500
			Intergovernmental	3,000,000
			Uncommitted	496,050
	Total	***14,179,150.00***	***Total***	***14,179,150.00***
Combined Special Revenue Funds	Taxes	112,400.00	Community Development	101,000.00
	Licenses And Permits	21,500.00	Culture And Recreation	4,082,365.00
	Intergovernmental Revenue	6,415,365.00	Judicial	43,000.00
	Charges For Services	2,000.00	Public Safety	2,872,370.00
	Fines, Fees And Forfeitures	4,182,365.00	Public Works	2,421,450.00
	Investment Income	39,920.00	Uncommitted	1,428,700.00
	Miscellaneous Revenues	3,000.00		
	Other Financing Sources	84,200.00		
	Total	***10,860,750.00***	***Total***	***10,860,750.00***
Combined Enterprise Funds	Charges For Services	2,627,600.00	Culture And Recreation	97,400.00
	Other Financing Sources	127,285.00	General Government	2,657,485.00
	Total	***2,754,885.00***	***Total***	***2,754,885.00***
Health Insurance Internal Service Fund	Charges For Services	4,131,000.00	General Government	4,131,000.00
	Total	***4,131,000.00***	***Total***	***4,131,000.00***
	Total Revenues	***62,382,095.00***	***Total Appropriations***	***62,382,095.00***

Schedule II: Fiscal Year 2012 General Appropriations Budget Fund Schedule

Source Of Funds		Use Of Funds		Transfers In	Transfers Out	Use Of Reserves
		General Fund				
Taxes	20,617,900.00	General Government	4,329,725.00		16,000.00	
Licenses and Permits	383,000.00	Judicial	2,947,035.00			
Intergovernmental Revenue	1,132,800.00	Public Safety	14,173,260.00		10,000.00	
Charges for Services	4,446,900.00	Public Works	4,107,100.00		1,296,300.00	
Fines, Fees and Forfeitures	1,561,000.00	Health and Welfare	363,700.00			
Investment Income	988,800.00	Culture and Recreation	2,862,500.00		2,345,000.00	
Miscellaneous Revenues	825,600.00	Community Development	911,350.00			
Other Financing Sources	499,510.00	Education	481,390.00		481,390.00	499,310.00
		Debt Service	279,450.00	**250,000.00**		
		Escrow				
Total	**30,455,510.00**	**Total**	**30,455,510.00**	**250,000.00**	**4,148,690.00**	**499,310.00**
		Special Revenue Funds				
Taxes	112,400.00	Keep Bulloch Beautiful	90,500.00		1,900.00	20,000.00
Licenses and Permits	21,500.00	Hotel-Motel Fund	10,500.00		500.00	
Intergovernmental Revenue	6,415,365.00	Parks and Recreation Fund	4,030,365.00	2,385,000.00		
Charges for Services	2,000.00	Recreation Memorial Fund	2,000.00			
Fines, Fees and Forfeitures	4,182,365.00	Jones Nature Trail Fund	50,000.00			50,000.00
Investment Income	39,920.00	Multiple Grants Fund	19,960.00			
Miscellaneous Revenues	3,000.00	Juvenile Services Fund	3,000.00			
Other Financing Sources	84,200.00	Drug Treatment & Education Fund	40,000.00		1,200.00	
		Emergency Management Fund	60,200.00	5,000.00	53,000.00	
		E-911 Communications Fund	1,065,700.00			17,700.00
		Statesboro Urban Fire District Fund	856,470.00		2,000.00	
		Rural Fire District Fund	532,900.00	16,500.00		
		Sheriff's Fingerprint Services Fund	45,000.00			
		Sheriff's Commissary Fund	100,000.00			
		Jail Add-On Fee Fund	120,100.00			
		Sheriff's Confiscated Assets Fund	20,000.00			
		Streetlight Tax Districts Fund	40,000.00		6,400.00	
		BCCI Inmate Fund	20,000.00			
		Telephone Commissions Fund	12,000.00		600.00	
		Airport Fund	549,150.00		1,800.00	
		Solid Waste Management Fund	1,872,300.00	1,296,300.00		
		Uncommitted	1,320,605.00			
Total	**10,860,750**	**Total**	**10,860,750.00**	**3,702,800.00**	**67,400.00**	**87,700.00**
		Enterprise Funds				
Charges for Services	2,627,600	Agribusiness Center Fund	97,400.00	16,000.00	-	
Other Financing Sources	127,285	Aquatic Center Fund	2,657,485.00		165,700.00	127,285.00
Total	**2,754,885**	**Total**	**2,754,885.00**	**16,000.00**	**165,700.00**	**127,285.00**
		Internal Service Fund				
Charges for Services	4,131,000	Employee Health Insurance Fund	4,131,000.00		-	-
Total	**4,131,000.00**	**Total**	**4,131,000.00**		**-**	

Schedule II: Fiscal Year 2012 General Appropriations Budget Fund Schedule

Source Of Funds		Use Of Funds		Transfers In	Transfers Out	Use Of Reserves
		SALES TAX FUNDS				
Taxes	10,200,000.00	SPLOST Fund: 1997	1,200.00			-
Intergovernmental Revenues	2,850,000.00	SPLOST Fund: 2002	3,724,000.00			1,123,000.00
Investment Income	3,500.00	SPLOST Fund: 2007	10,454,750.00			
Miscellaneous Revenues	2,750.00					
Other Financing Sources	1,123,700.00					
Total	**14,179,950.00**	**Total**	**14,179,950.00**			**1,123,000.00**
Authorized Total Sources Of Funds	**62,382,095.00**	**Authorized Total Expenditures By Fund**	**62,382,095.00**			
		Authorized Total Expenditures Net Of Transfers	**61,969,105.00**	**3,968,800.00**	**4,381,790.00**	
		Authorized Use Of Reserves (Combined)				**1,710,010.00**
		Net Expenditures Of Recurring Revenues	**60,259,095.00**			

Schedule III: Fiscal Year 2012 Position Allocation Schedule

Department	Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE
County Commission	0	0	7	0	0	0	0	0
County Manager	2	1	0	0	0	0	2.5	0
County Clerk	1	0	0	0	0	0	1	0
Elections	2	1	0	2	130	0	3	0
Financial Administration	6	0	0	0	0	0	6	0
County Staff Attorney	1	0	0	0	0	0	1	0
Human Resources	1	0	0	1	0	0	1.25	0
Tax Commissioners	9	0	1	2	0	0	11	0
Tax Assessors	10	0	0	2	0	0	11	0
Geographic Information System	3	0	0	0	0	0	3	0
Government Plant – Buildings	8	0	0	0	0	0	8	0
Clerk of the Superior Court	11	3	1	0	0	0	13.5	1
State Court Judge	2	0	1	0	0	0	2	0
Solicitor General	1	0	1	0	0	0	1	0
Magistrate Court	11	0	1	0	0	0	11	0
Probate Court	3	1	1	0	0	0	4	0
Public Safety Administration	1	1	0	0	0	0	1.5	0
Sheriff	48	0	1	0	0	0	48	0
Sheriff – Drug Suppression	5	0	0	0	0	0	5	0
Jail	65	2	0	0	0	0	66	0
Court Security	4	0	0	0	0	0	3.5	0
Correctional Institute	24	7	0	0	0	0	25.5	0
Probation	11	0	0	0	0	0	11	1
Fire	2	0	0	0	150	0	2	0
EMS	25	12	0	0	0	0	29	0
Rescue	0	14	0	0	0	0	1	0
Coroner	0	0	1	0	2	0	1	0
Animal Control	2	0	0	0	0	0	2	0
Animal Shelter	4	0	0	0	0	0	4	0
Roads and Bridges	27	4	0	0	0	0	27	-1
Fleet Management	4	0	0	0	0	0	4	0
Keep Bulloch Beautiful	1	1	0	0	0	0	1.5	0
Solid Waste	10	45	0	0	0	0	37	0
Recreation	40	0	0	550	0	100	108	0
Building Inspections	5	0	0	0	0	0	5	-1
Planning and Zoning	2	0	0	0	7	0	2	0
Code Enforcement	1	0	0	0	0	0	1	0
Airport	1	4	0	0	0	0	2.5	0
E-911	14	3	0	0	0	0	15.5	0
Center for Agriculture	1	0	0	0	0	0	1	0
Agricultural Extension	1	0	0	0	6	0	1	0
SPLOST Administration	2	0	0	0	0	0	2	1
Totals FY 2012	***371***	***99***	***15***	***557***	***295***	***100***	***486***	***1***
Totals for 2011	***370***	***98***	***15***	***584***	***280***	***100***	***485***	
Totals FY 2010	***366***	***98***	***15***	***584***	***163***	***101***	***479***	***1***
Totals FY 2009	***339***	***96***	***15***	***584***	***15***	***213***	***441***	***10***

Schedule IV: Fiscal Year 2012 Major Capital Outlays Authorized

Project Code	Project Description	Qty	SPLOST 02 FY 2011 Carryover Appropriations	SPLOST 07 FY 2011 Carryover Appropriations	SPLOST 07 FY 2012 Budgeted Appropriations	Leveraged Funding	Leveraged Funding Source	FY 2012 Available Appropriations
				STATESBORO-BULLOCH COUNTY AIRPORT				
TA-10-1	Corporate Hangar Debt Service	1	-	-	76,400.00	-		76,400.00
TA 11-3	T Hangar Access Road Design	1			150,000.00	-		150,000.00
TA 11-4	Flight Training Center	1			15,000.00			15,000.00
	SUB-TOTAL		**-**		**241,400.00**	**-**		**241,400.00**
				COMMUNITY FACILITIES				
CF-10-1	Building Facilities Pool	V	-	100,000.00	75,000.00	-		175,000.00
CF-10-2	Energy Efficiency	V	-	200,000.00	200,000.00	90,000.00	Federal	490,000.00
CF-10-3	North Main Annex Renovation	V	-	150,000.00	-	-		150,000.00
CF-12-1	Judicial Annex Renovation: Phase II	V	-	-	200,000.00	-		200,000.00
CF 12-2	South County Gas Port	1	-	-	150,000.00			150,000.00
CF 12-3	Technology Improvements	V			100,000.00			100,000.00
	SUB-TOTAL		**-**	**450,000.00**	**725,000.00**	**90,000.00**	**-**	**1,265,000.00**
				ECONOMIC DEVELOPMENT				
ED-09-1	Gateway Ind. Park (AJ Riggs Rd.)	1	823,000.00	-	-	2,600,000.00	Federal; State	3,423,000.00
ED-10-1	Mixed Use Ag Arena - Design	1	300,000.00	-	-	-		300,000.00
	SUB-TOTAL		**1,123,000.00**	**-**	**-**	**2,600,000.00**	**-**	**3,723,000.00**
				PARKS AND RECREATION				
PR-08-13	S&S Greenway	1	-		10,000.00	929,000.00	Federal; State	939,000.00
PR-09-2	Brooklet Maintenance Building	1		55,000.00	-	-		55,000.00
PR-09-5	Fletcher Park (Debt Service)	1	-		14,500.00	-		14,500.00
PR-09-10	Mill Creek Accessories	V	-		15,000.00	-		15,000.00
PR 12-1	Brooklet Park Improvements	V	-		50,000.00	-		50,000.00
PR 11-1	Nevils Walking Trail	V	-		45,000.00	-		45,000.00
PR 12-2	Nevils BB/SB Field	1			75,000.00			
	SUB-TOTAL		**-**	**55,000.00**	**209,500.00**	**929,000.00**		**1,193,500.00**
				PUBLIC SAFETY				
PS 11-1	Animal Control Equipment Pool	V	-	5,250.00	5,250.00	-		10,500.00
PS 11-2	Animal Control Vehicles	1	-		25,000.00	-		25,000.00
PS 11-3	BCCI Equipment Pool	V	-	-	7,500.00	-		7,500.00
PS 11-4	Public Safety Administration Vehicle	1	-	-	22,000.00	-		22,000.00
PS 11-5	E/911 Equipment Pool	V	-	-	44,000.00	-		44,000.00
PS 11-6	EMA/HS Equipment Pool	V	-	-	10,000.00	-		10,000.00
PS-10-8	EMS-Rescue Vehicles	2	-	-	170,500.00	-		170,500.00
PS-10-9	Fire Equipment Pool	V	-	22,500.00	22,500.00	-		45,000.00
PS 11-8	Fire Apparatus Leases	7	-	-	107,000.00	-		107,000.00
PS 11-9	Sheriff Equipment Pool	V	-	24,000.00	30,000.00	-		54,000.00
PS-10-11	Sheriff Vehicles	6	-	-	168,000.00	-		168,000.00
PS-12-1	BCCI Transport Van	1			20,000.00			
PS 12-2	Mortuary Cold Chamber	1			3,000.00			
PS 12-3	DA Investigators Vehicle	1			22,000.00			

Schedule IV: Fiscal Year 2012 Major Capital Outlays Authorized

Project Code	Project Description	Qty	SPLOST 02 FY 2011 Carryover Appropriations	SPLOST 07 FY 2011 Carryover Appropriations	SPLOST 07 FY 2012 Budgeted Appropriations	Leveraged Funding	Leveraged Funding Source	FY 2012 Available Appropriations
	SUB-TOTAL		**-**	**51,750.00**	**656,750.00**	**-**		**708,500.00**
				TRANSPORTATION				
TR-10-1	Shovel Ready Dirt Road Paving	V	-	300,000.00	1,170,000.00	-		1,470,000.00
TR-10-2	Resurfacing	V	-	200,000.00	400,000.00	-		600,000.00
TR-10-3	Bridges	-	-	43,000.00	-	-		43,000.00
TR-10-4	Road Striping	V	-		145,000.00	-		145,000.00
TR 10-6	ROW Acquisition and Engineering	V			30,000.00			30,000.00
TR-10-5	Equipment Leases	V	-	-	752,000.00	-		752,000.00
TR-12-1	Southeast Quadrant Improvements	V			558,100.00			558,100.00
	SUB-TOTAL		**-**	**543,000.00**	**3,055,100.00**	**-**		**3,598,100.00**
				SOLID WASTE				
SW-12-1	Trash Compactor	1	-	-	15,000.00			15,000.00
SW 12-3	Skid Steer Loader	1		-	25,000.00			
SW-12-4	Roll Off Truck	1	-	-	110,000.00	-		110,000.00
	SUB-TOTAL		**-**	**-**	**150,000.00**	**-**		**150,000.00**
				ELECTIONS				
EL-1	Elections Equipment	V			18,750.00			18,750.00
	SUB-TOTAL				**18,750.00**			**18,750.00**
				ADMINISTRATION				
A-10-1	Administration	1	-	-	137,000.00			137,000.00
	SUB-TOTAL		**-**	**-**	**137,000.00**	**-**		**137,000.00**
	TOTAL		**1,123,000.00**	**1,099,750.00**	**5,193,500.00**	**3,619,000.00**		**11,035,250.00**

Schedule V (A): Unmet Needs – Personnel and Operating

P	Department	Description of Need	FTE Required	Related Outcome	Performance Impact or Enhancement	Initial Funding Required	Recurring Annual Funding Required	Impacted Fund
1	*Sheriff*	*Funding for COPS Grant*	*3*	*Additional road patrol deputies.*	*Increase Level of Service*	*$90,000*	*$75,000*	*General*
1	*County-wide*	*Retirement plan re-design.*	*0*	*Provide a better retirement plan alternative at the lowest possible cost to the county.*	*Provide a matching contribution element.*	*$0*	*$25,000*	*General, et al.*
1	*EMS*	*Manned Substation*	*8*	*Improve level of service.*	*Provide lower response time by adding coverage in south part of county.*	*$542,000*	*$392,000*	*General*
1	*Economic Development*	*Additional Funding*	*1*	*Improve local economy.*	*Attract new industry to enhance tax revenue base jobs.*	*$239,000*	*$200,000*	*General*
1	Human Resources	Fund a revised pay-plan for temporary part-time employees.	0	Preserve assets.	Provide competitive pay for higher quality employees and improve retention.	$0	$0	All
2	Financial Administration	Information Technology	1	Improve efficiency. Preserve assets.	Lower cost of out-sourcing; improve data security and response time for repairs and trouble-shooting.	$90,000	$70,000	General
2	*Probation*	*PT Office Assistant*	*0.5*	*Improve level of service.*	*Accommodate additional workloads.*	*$53,000*	*$47,000*	*General*
2	*Fleet*	*Medium Duty Mechanic*	*1*	*Improve level of service and efficiency.*	*Lower costs of outsourcing for Sheriff's and other general purpose vehicles.*	*$65,000*	*$39,000*	*General*
3	Planning and Zoning	Planner	1	Improve level of service.	Enhance development application review; on-going long-term planning projects.	$85,000	$65,000	General
3	Code Enforcement	Development Inspector	1	Improve level of service. Preserve assets.	Provide "on-the ground" inspections for ES & C and infrastructure installation	$65,000	$39,000	General
3	Tax Assessors	Field Appraiser	1	Improve level of service and efficiency.	Minimum staff level for parcel count.	$50,000	$40,000	General
ALL PRIORITIES			**17.5**	**TOTALS**		**$1,279,000.00**	**$992,000.00**	
PRIORITY 1			**12**	**TOTALS**		**$861,000.00**	**$617,000.00**	
PRIORITY 2			**2.5**	**TOTALS**		**$208,000.00**	**$156,000.00**	
PRIORITY 3			**3.0**	**TOTALS**		**$200,000.00**	**$144,000.00**	

Schedule V (B): Unmet Needs – Minor Capital Outlays

P	Department	Description of Need	Units Required	Related Outcome	Performance Impact or Enhancement	Initial Funding Required	Recurring Annual Funding Required	Impacted Fund
1	Clerk of Courts	Rolling Shelves	0	Preserve assets.	Increased storage space for records retention.	$60,000	$12,000	General
1	Human Resources	Automated Time-Attendance System	0	Improve efficiency and accountability.	Improved payroll accuracy and compliance with FLSA.	$50,000	$5,000	General
1	Roads	General Purpose Vehicles	4	Replenish assets.		$72,000	$72,000	General
1	Roads	Work Order and Asset Management Software	1	Improve efficiency and accountability.	Monitor and analyze workloads, costs, project management.	$20,000	$3,000	General and Solid Waste
2	Animal Control	General Purpose Vehicles	2	Replenish assets.		$44,000	$4,500	General
2	*Commissioners*	*Modifications to Meeting Room*	*0*	*Replenish assets.*	*Furniture, Fixtures and audio-visual equipment to improve use and appearance.*	*$25,000*	*$0*	General
2	Code Enforcement	General Purpose Vehicle	1	Replenish assets.		$18,000	$3,600	General
2	Administration	General Purpose Vehicle	1	Replenish assets.		$20,000	$4,000	General
2	Planning and Zoning	General Purpose Vehicle	1	Replenish assets.		$18,000	$3,600	General
3	Building Inspections	General Purpose Vehicle	2	Replenish assets.		$36,000	$7,200	General
3	County-wide	Copiers-Duplicating Machines	12	Replenish assets.		$60,000	$8,500	General and Others
ALL PRIORITIES			**24**	**TOTALS**		**$423,000.00**	**$123,400.00**	
PRIORITY 1			**5**	**TOTALS**		**$202,000.00**	**$102,000.00**	
PRIORITY 2			**5**	**TOTALS**		**$125,000.00**	**$15,700.00**	
PRIORITY 3			**14**	**TOTALS**		**$96,000.00**	**$15,700.00**	

Schedule VI: General Fund Service Effort Schedule

Budget Division	Total General Fund Budget	Countywide Services Budget	Unincorporated Area Services Budget	State Mandated Services Budget
County Commissioners	123,200.00	123,200.00	0.00	0.00
County Manager	291,400.00	291,400.00	0.00	0.00
County Clerk	65,100.00	65,100.00	0.00	0.00
Elections	237,550.00	237,550.00	0.00	237,550.00
Financial Administration	458,650.00	458,650.00	0.00	0.00
Staff Attorney	152,720.00	152,720.00	0.00	0.00
Human Resources	70,650.00	70,650.00	0.00	0.00
Personnel Services Adjustment	361,200.00	361,200.00	0.00	0.00
Tax Commissioners	634,055.00	634,055.00	0.00	634,055.00
Tax Assessors	605,800.00	605,800.00	0.00	605,800.00
Geographic Info System	148,300.00	148,300.00	0.00	0.00
Risk Management	493,200.00	493,200.00	0.00	0.00
Government Buildings	623,400.00	623,400.00	0.00	0.00
Public Relations	18,200.00	18,200.00	0.00	0.00
General Administrative Fees	46,300.00	9,580.00	36,720.00	46,300.00
Superior Court	245,620.00	245,620.00	0.00	245,620.00
Clerk Of Court	787,940.00	787,940.00	0.00	787,940.00
District Attorney	288,000.00	288,000.00	0.00	288,000.00
State Court - Judge	280,475.00	280,475.00	0.00	280,475.00
State Court - Solicitor	179,000.00	179,000.00	0.00	179,000.00
Magistrate Court	576,300.00	576,300.00	0.00	576,300.00
Probate Court	261,700.00	261,700.00	0.00	261,700.00
Indigent Defense	328,000.00	328,000.00	0.00	328,000.00
Public Safety Administration	160,000.00	160,000.00	0.00	0.00
Sheriff's Department	3,927,200.00	3,927,200.00	0.00	3,927,200.00
Criminal Investigations	12,500.00	0.00	12,500.00	0.00
Vice Control	438,400.00	0.00	438,400.00	0.00
Bulloch County Jail	4,596,100.00	4,596,100.00	0.00	4,596,100.00
Courthouse Security	249,900.00	249,900.00	0.00	0.00
Correctional Institute	1,541,200.00	1,541,200.00	0.00	0.00
Adult Probation	508,600.00	508,600.00	0.00	508,600.00
Emergency Medical Services	2,205,200.00	2,205,200.00	0.00	$0.00
Rescue	14,700.00	14,700.00	0.00	$0.00
Coroner	81,400.00	81,400.00	0.00	81,400.00
Animal Control	86,760.00	86,760.00	0.00	166,000.00
Animal Shelter	346,300.00	346,300.00	0.00	14,500.00
Emergency Management (Transfer)	5,000.00	5,000.00	0.00	5,000.00
Public Roads	2,514,200.00	0.00	2,514,200.00	0.00
Fleet Management	296,600.00	296,600.00	0.00	517,500.00
Solid Waste & Recycling (Transfer)	1,296,300.00	1,296,300.00	0.00	165,750.00
Public Health Admin	166,000.00	166,000.00	0.00	0.00
Mental Health	14,500.00	14,500.00	0.00	14,500.00
Vital Statistics	5,000.00	5,000.00	0.00	5,000.00
Intergovernmental Welfare	15,000.00	15,000.00	0.00	15,000.00
Vendor Welfare Payments	2,000.00	2,000.00	0.00	2,000.00
Plant & Bldg - DFACS	45,400.00	45,400.00	0.00	45,400.00
Regional Transportation	33,000.00	33,000.00	0.00	33,000.00
Concerted Services	75,600.00	75,600.00	0.00	75,600.00
High Hope	4,200.00	4,200.00	0.00	0.00
Senior Companion Program	3,000.00	3,000.00	0.00	0.00
Recreation (Transfer)	2,345,000.00	2,345,000.00	0.00	0.00
Statesboro Regional Library	517,500.00	517,500.00	0.00	0.00
Agricultural Resources	149,850.00	149,850.00	0.00	0.00
Protective Inspections	279,000.00	0.00	279,000.00	0.00
Planning & Zoning	168,400.00	0.00	168,400.00	0.00
Code Enforcement	64,100.00	0.00	64,100.00	0.00
Economic Development	250,000.00	250,000.00	0.00	0.00
Bulloch Board Of Education (Transfer)	481,390.00	481,390.00	0.00	0.00
Debt Service (DFACS Building)	279,450.00	279,450.00	0.00	279,450.00
Totals	**30,455,510.00**	**26,942,190.00**	**3,513,320**	**$14,922,740.00**
Service Effort Percentage	**100.0%**	**88.0%**	**12.0%**	**47.0%**

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Adult Entertainment Establishment Licenses		
Employee Investigation Fee	$100	Sec. 4.5-31(b)
Application	$2,500	Sec. 4.5-32(a)
Renewal	$500	Sec. 4.5-38
Change of Location Application and Fee	$500	Sec. 4.5-40
Alcoholic Beverage Licenses		
Retail Package (Beer-Wine)	$1,500	
Retail Consumption (Beer-Wine)	$1,500	
Retail Consumption (Distilled Liquor)	$3,000	
Retail Consumption (Beer-Wine + Distilled Liquor)	$4,500	Sec. 3-26(b)
Farm Winery	$2,250	
Alcoholic Beverage Catering License	$500	
Event Permit	$50	
Wholesale License	$1,200	
Application Fee	$250	Sec. 3-26(d)
Transfer Fee	$250	Sec. 3-26(e)
Temporary Permit	$250	
Temporary Permit Extension	$250	Sec. 3-31(d)
Late Fee	25% of license	
Cable Franchises		
Application	$5,000	Sec. 5-22(b)(4)
Franchise Fee	5% of gross revenue	Sec. 5-23(c)(1)
Security Fund	$15,000 + Annual CPI	Sec. 5-23(o)(1)
General Administration		
Photocopy Charge	$.25 per page	
Notary Public Stamp	$4	
Research and Retrieval (Open Records Requests)	Hourly salary of lowest paid full-time employee with the necessary skill to fulfill the request for the first fifteen minutes	Sec. 2-1
Research and Retrieval (Non-Open Records Requests)	$25 per hour	
Appeal (e.g., home occupation, right-of-way, road closure application, pre-application conference, penalties for non-compliance)	$100	

General Facilities – Rental Fees (Any activity sponsored by local, state or federal or governments for meetings that benefit the general public are exempt. County Manager may reduce or waive fees for community service or youth organizations, on non-sectarian religious activities.)

North Main Annex Community Room and Conference Room	$5 per hour	
Judicial Facilities	$5 per hour	
Statesboro-Bulloch County Airport	$5 per hour	
Agribusiness Center	$5 per hour	Annual Resolution
Court House Square	$0	
After Hours/Weekend Surcharge (mandatory, with rental fee)	$35	
Deposit (where food or beverages are served)	$50	
Deposit (where food or beverages are served)	$50	

Planning and Zoning Fees

Rezone: AG, R-15, R-25, R-40, R-80, CP	$225	0-5.9x acre	Appendix C – Sec. 417
	$275	6-10.9x acre	
	$325	11-20.9x acre	
	$375	21-50.9x acre	
	$425	51-99.9x acre	
	$425 + $20 for each additional acre	100 + acre	
Rezone: R-2, R-3	$325	0-5.9x acre	
	$375	6-10.9x acre	
	$425	11-20.9x acre	
	$475	21-50.9x acre	
	$525	51-99.9x acre	
	$525 + $50 for each additional acre	100 + acre	

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Rezone: MHP, PUD, HC, GC, NC, LI, HI	$525 0-5.9x acre $625 6-10.9x acre $725 11-20.9x acre $825 21-50.9x acre $925 51-99.9x acre $925 + $75 for each additional acre 100 + acre	
Conditional Use: Principal Use in Ag and Residential Districts	$275	
Conditional Use: Principal Use in Other Districts	$300	
Conditional Use: Accessory Use in Ag and Residential Districts	$225	
Conditional Use: Accessory Use in Other Districts	$275	Appendix C – Sec. 417
Variance	$175	
Variance: Administrative	$125	
Applicant Initiated Tabling or Deferral	$200	
Development of Regional Impact Surcharge	$5 per acre	
Independent Expert Review: Tower	$2,000	Appendix C – Sec. 2606(d)
Independent Expert Review: Global Positioning Satellite Tower for Agricultural Purposes	$600	Appendix C – Sec. 2606(d)
New Tower Permit	$1,000 + $5 per foot above 100 feet	Appendix C – Sec. 2606(a)
Addition to Height of an Existing Tower Permit	$500	Appendix C – Sec. 2606(a)
Co-location Permit	$750	Appendix C – Sec. 2606(a)
Existing Antenna Replacement Review	$200	Appendix C – Sec. 2606(a)
Annual Report Filing Fee	$100	Appendix C – Sec. 2608(c)
Sign: Billboards / Outdoor Advertising	$750	Appendix C – Sec. 2204(c)
Sign: Permanent (other than billboards)	$150	
Sign: Temporary, Special Events, Spectacular Signs	$40	
Sketch Plan: AG5 District	$100 + $1 per acre	
Sketch Plan: CP District	$100 + $2 per acre	
Sketch Plan: R-80 District	$100 + $3 per acre	
Sketch Plan: R-40 District	$100 + $4 per acre	
Sketch Plan: All Other Districts	$100 + $5 per acre	
Preliminary Plat	$150 + $10 per acre (per phase)	
Conceptual Site Plan	$300	Appendix B – Section 10.5
Conceptual Site Plan: Amendment	$150	
Final Plat	$100 per phase	
Amend Approved Subdivision	50% of original fee	
Minor Subdivisions (less than 5 lots and no new streets)	$3 per lot	
Planned Development	$250 + $10 per acre	
Planned Development: Amendment	$250 + $5 per acre	
Appeals	$150	
Applicant Initiated Text Amendment	$225	
Land Disturbing – Local Permitting Fee / Disturbance Fee	$100 + $2 per acre + $40 per disturbed acre	Sec. 6.5-30(b)(3) and (4)
Land Disturbing – State Fee (paid to State)	$40 per disturbed acre	
Streetlight District Application: New or Existing Subdivision (100% of petitions signed)	$100 + $5 per lot	Sec. 12-107(g) Sec. 12-108 (d)
Streetlight District Application: Existing (75 to 99% of petitions signed)	$100 + $6 per lot	Sec. 12-107(g)
Streetlight Termination	$100	Sec. 12.111(b)
Special Event Permit	$50	Sec. 10-139(a)(1)
Temporary Land Use Permit for a Campground for Seasonal Workers	$100	Admin. Order #2009-001

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Building Inspection and Permitting		
Single Family Dwelling: Climate Controlled	$.23 per sq ft	
Single Family Dwelling: Non-climate Controlled	$.10 per sq ft	Sec. 4-51(b)
Multiple Unit Dwelling: Climate Controlled	$.23 per sq ft	
Multiple Unit Dwelling: Non-climate Controlled	$.10 per sq ft	
Manufactured Home	$.15 per sq ft	Sec. 9.5(g)
Commercial: Climate Controlled	$.27 per sq ft	
Commercial: Non-climate Controlled	$.22 per sq ft	
Warehouse: 0 – 50,000 sq ft	$.12 per sq ft	
Warehouse: > 50,000 sq ft (additional)	$.05 per sq ft	
Addition: Climate Controlled	$.23 per sq ft	
Addition: Non-climate Controlled	$.10 per sq ft	
Renovation: Cost $0 - $1,000	$60	
Renovation: Cost $1,001 - $5,000	$70	
Renovation: Cost $5,001 - $10,000	$110	
Renovation: Cost per additional $1,000 above $10,000	$3	
Barns/Storage with Electricity and/or Plumbing	$.10 per sq ft	Sec. 4-51(b)
Barns/Storage without Electricity and/or Plumbing	$.06 per sq ft	
Pole Barn	$.05 per sq ft	
Moving House	$125	
Education, Government and Religious	$.17 per sq ft	
All Other Structures	$.17 per sq ft	
Non-permitted Inspection	$50 per inspection	
Re-inspections	$50 per inspection	
Same Day Inspection	$100 per inspection	
Safety and Aesthetic Inspection (Pre-inspect)	$50 per inspection	
Certificate of Occupancy	$20	
Non-residential Building and Site Plan Review	Building permit + 5%	
Flood Zone Verification Letter (require GPS site visit)	$50	Sec. 7-19
Flood Zone Verification Letter	$20	
Geographic Information Systems – Mapping and Data		
8.5" X 11" Map	$5	
11" X 17" Map	$7	
17" X 22" Map	$10	
22" X 34" Map	$20	
28" X 40" Map	$25	
34" X 44" map	$30	
Custom Map	$2 sq ft + $40 hour	
Electronic Data: Property (with tax assessors data attached)	$1,000	
Electronic Data: Road Centerline Layer	$500	
Electronic Data: Zoning	$500	
Electronic Data: Flood	$500	
Electronic Data: Subdivisions	$500	
Electronic Data: Building and Structures	$500	
Electronic Data: Soils	$500	
Electronic Data: Towers	$100	
Electronic Data: Schools	$100	
Electronic Data: Land Use	$100	
Electronic Data: County Facilities	$100	
Electronic Data: Emergency Network Zones	$100	
Electronic Data: Administrative	$50	
Electronic Data: Miscellaneous	$50	
Electronic Data: GMD	$50	
Electronic Data: Bulloch County	$25	
Electronic Data: Photo Tile Index	$25	
Electronic Data: Census	$25	
Single-family and Business Addressing	10 per unit	
Developments (multi-family, subdivisions, etc.) Addressing	$10 per unit + $1 per unit	Sec. 4-81(d) & (e)
Road Naming	$1 per name	

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Road Naming (rename existing road)	$75 per road	
Record Release (tape recordings)	$25	
Probation Fees		
Monthly Probationer Fee	$40	
Animal Control Services Fees		
Adoption	$35	
Animal Surrender: Brought to Shelter (personal animals only)	$10	
Animal Surrender: Picked up by Humane Enforcement (personal animals only)	$35	
Euthanization of Personal Animal	$40	
Return to owner if picked up within 3 days from initial detention	$25	
Boarding (charged in addition to $25 if owner is contacted)	$20 per day	Sec. 8-151(g)
7-in-1 Shot (charged if owner claims animal after animal is given shot and put on adoption floor)	$10	
Response Fine (non-emergency animal control calls after normal business hours)	$35	
Rabies Observation Holding for 10 days	$75	
Rabies Observation Holding after 10 days	$20 per day	
Emergency Medical Services		
ALS Level 1 Emergency	$525	
ALS Level 2	$575	
BLS Emergency	$450	
BLS Non-emergency	$400	
Mileage Reimbursement	$13 per mile	Sec. 6-40
Special Event	$100 per hour	
Non-profit	$450 + $100 per hour	
For profit	$100 per game	
High School Football	$535 per game	
GSU Football		
E-911 Fees		
Emergency Telephone Subscriber: Landline	$1.50 per subscriber per month	O.C.G.A. 46-5-134 (1)(A)
Emergency Telephone Subscriber: Wireless	$1.50 per subscriber per month	O.C.G.A. 46-5-134 (2)(A)
Emergency Telephone Subscriber: VOIP	$1.50 per subscriber per month	O.C.G.A. 46-5-134 (2)(A)
Prepaid Wireless Fees	$0.75 per retail transaction	O.C.G.A. 46-5-134 (2)(A)
Rural Fire District Fees		
Residential Structures	$50.00 Per annum	Annual Resolution
Commercial Structures	$70.00 Per Annum	
Transportation Services Fees		
Equipment Charges	Charges to external Agencies shall apply at prevailing reimbursement schedule issued by the Federal Emergency Management Agency (FEMA); County Manager given discretion to discount to 25% of FEMA Schedule.	Roads Policy – 1.0
Labor Charge (including overhead)	$25.00 per hour	Roads Policy – 1.0
Transportation Charge (inmates only will no equipment or tools)	$25.00 per day, unless waived or reduced by the County Manager	Annual Resolution
Access and Driveway Permits (waived if county installs pipes for resident)		Roads Policy – 7.2, 7.3, 7.4, 7.5
15" Driveway Pipe Installation	$624.79 per installation	Roads Policy – 7.1
18" Driveway Pipe Installation	$624.79 per installation	

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
24" Driveway Pipe Installation	$727.51 per installation	
Remove Existing Driveway	$100 per removal	
Temporary Road Closing Permit	$25.00	Roads Policy 14.1(1)
Road Abandonment Application	$350	Roads Policy 13.1(2)
Right of Way Permit (plus second tariff below)	$50.00 base	
Paved Road Cut (per linear foot)	$1.00	
Dirt Road Cut (per linear foot)	$0.50	
Residential Driveway (Self/Contractor Installed per linear foot)	$0.50	
Commercial Driveway (Self/Contractor Installed per linear foot)	$1.00	
Farm Driveway $0.00 per linear foot)	$0.00	
Open Trench Shoulder Cut (per linear foot)	$0.25	
Jack and Bore (per linear foot)	$0.25	Sec. 11.5-32
Directional Bore (per linear foot)	$1.00	
Sidewalks (per linear foot)	$1.00	
Re-Inspection (per inspection)	$50.00	
Blanket Utility Permit (annual)	*$1,000.00*	
Bond (Surety)	*As directed by the County Engineer*	
Penalty for Failure to Apply for Permit	Double Original Fee or Citation	
Solid Waste Service Fees		
Drop Fee	$45	
Drop Fee - Deposit	$150	
Tippage Fee	$35 per ton	
Landfill Mixed Load Tippage Fee	$45 per ton	
Relocation of Container at Existing Site	$50	Sec. 8-70
Rental Surcharge – Daily charge if Container is not serviced within 30 days	$2	
Hauling Fee – 1 hour or less service trip	$85	
Hauling Fee – > 1 hour but < 2 hours service trip	$95	
Hauling Fee – > 2 hours service trip	$125	
Parks and Recreation – Programs Fees		
Pee Wee Baseball	$45	
Co-ed Play		
T-Ball	$40	
Rookie	$60	
Youth Baseball	$60	
Youth Fast Pitch Softball	$60	
All-Star Baseball and Softball	$75	
Adult Athletic Team Sports – Softball		
Team Maintenance Fee	$25	
Team Utility Fee	$25	
Player Contract Fee	$20	
Youth Adult Tournament Sponsor	$550	
Flag Football	$50	Annual Resolution
Tackle Football	$60	
Youth Volleyball	$45	
Junior Golf Schools	$55	
Soccer	$60	
Soccer: Training	$60	
Soccer: Academy Training	$75	
Soccer: Select Program Tryouts	$15	
Cheerleading Camp	$40	
Cheerleading	$65	
Wrestling Camp	$55	
Youth Tennis Lessons	$40	
Adult Tennis Lessons	$30	
Tennis League		

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Youth	$70	
High School/Middle	$30	
Adult	$40	
Our Time		
5 days / week	$150	
4 days / week	$130	
3 days / week	$110	
2 days / week	$90	
Drop-in (per day)	$12	
Sports	$10	
Recreation Education Care Every School Day (RECES)	$70 per month	
Recreation Education Care Every School Day (RECES)	$300 per year	
Activi-Days		
Out Time Participants	$12 per day	
RECES Participants	$19 per day	
Drop-ins	$22 per day	
Horseback Riding Lessons	$150	
Horseback Riding Birthday Bash		
Lil' Wrangler Package	$150	
Each Additional over 12 attendees	$5	
Horseback Riding Birthday Bash		
Buckaroo Bonanza Package	$200	
Each Additional over 12 attendees	$5	
Therapeutic Horseback Riding Program		
Bulloch County Resident	$80	
Non-Bulloch County Resident	$90	
Camp Cherokee and Tomahawk		
Registration	$15	
Camp Fee	$85	
Extended Hours	$40	
Early Hours	$5	
Evening Line Dancing	$2 per class	
Ballroom Dance Party		Annual Resolution
USA Dance Members	$7	
Non-members	$10	
Students	$2	
Sit Fit	$2 per session	
Piano Lessons		
Per Lesson	$18	
Four Lesson	$62	
Yoga	$5 per class	
Body Pump Class	$5 per class	
Body Pump Class	$18 per month	
Computer Class	$30 for session	
Adults 50+ Club	$15	
Parks and Recreation – Facility Fees		
Senior Citizens Multipurpose Room: < 4 hours	$150	
Senior Citizens Multipurpose Room: > 4 and < 6 hours	$200	
Senior Citizens Multipurpose Room: > 6 and < 8 hours	$250	
Senior Citizens Multipurpose Room: Daily	$350	
Senior Citizens Multipurpose Room: Deposit	$100	
Civic Room: < 4 hours	$20 per hour	
Civic Room: > 4 and < 6 hours	$75	
Civic Room: > 6 and < 8 hours	$120	
Civic Room: > 8 hours	$150	
Civic Room: Security Deposit	$100	
Brooklet Community Building	$15 per hour	
Brooklet Community Building	$125 daily	
Brooklet Community Building: Security Deposit	$50	

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Jones-Love Cultural Center at Luetta Moore Park: < 4 hours	$20 per hour	
Jones-Love Cultural Center at Luetta Moore Park: > 4 and < 6 hours	$75	
Jones-Love Cultural Center at Luetta Moore Park: > 6 and < 8 hours	$120	
Jones-Love Cultural Center at Luetta Moore Park: > 8 hours	$150	
Jones-Love Cultural Center at Luetta Moore Park: Deposit	$100	
Stilson Community Building	$10 per hour	
Stilson Community Building	$100 daily	
Stilson Community Building: Security Deposit	$50	
William James Gym	$15 per hour	
Field Rentals without Lights	$10 per hour	
Field Rentals with Lights	$15 per hour	
MC Soccer Field Rentals without Lights	$12 per hour	
MC Soccer Field Rentals with Lights	$17 per hour	
Group Pavilion	$15 per hour	
Group Pavilion: Security Deposit	$100	
Individual Pavilions	$10 per hour	
Individual Pavilions: Security Deposit	$50	
Tent Rentals	$150	
Tent Rentals: Additional Day	$5	
Tent Rentals: Security Deposit	$50	
Parks and Recreation – Splash in the 'Boro		
Daily Admission Over 48" (Regular)	$12	
Daily Admission Over 48" (Discounted)	$10	
Daily Admission Under 48" (Regular)	$10	
Daily Admission Under 48" (Discounted)	$8	
2 and Under	Free	
After 4pm (Sunday thru Friday)	$6	
After 6pm (Saturday)	$6	
Seniors 60+	$6	
Season Pass (1st person)	$60	
Season Pass (each additional person)	$50	
Group Rates 20+ (Sunday thru Friday)	$9	
Group Rates 50+ (Sunday thru Friday)	$8	
Splash in the Boro Waterpark – 2½ hours (6:30 thru 9:00 pm)	$2,000	
- Includes playpool, spry pad, leisure pool, lazy river, slide trio		
Mat Racer – 2 hours (cannot be rented alone)	$300	
Flow Rider – 2 hours (can be rented alone)	$400	
Competition Pool – 2 hours (can be rented alone)	$200	
Therapy Pool – 2 hours (can be rented alone)	$100	
Flowrider stand-up (all day wristband – must get in line)	$10	
Water Aerobics	$5 per visit	
Water Aerobics	$125 (30 visits)	
Fitness and Exercise Swim / Lap Swim	$2 per visit	
Fitness and Exercise Swim / Lap Swim	$50 (30 visits)	
Arthritis Therapy	$5 per visit	
Arthritis Therapy	$125 (30 visits)	
Family Recreational Swimming		
13 and over	$4	
12 and under	$2	
Parent and Tot Swim	$2 per swimmer	
Splashy's Fit Pass		
One Pass	$325	
Each Additional Pass	$275	
One Pass – over age of 55	$250	
Sharks Swim Team		
Enrollment Fee	$65	
Annual Pass	$360	

Schedule VII: Authorized Fees and Services Charges

Service	Rate	Reference
Monthly Pass	$40	
Swim Class		
First person	$40	
Each Additional Child	$35	
Under the Dome Birthday Party Package – 15 attendees	$150	Annual Resolution
Under the Dome Birthday Party Package – per additional attendee over 15	$10	
Group Pavilion	$25 per hour	
Competitive Pool	$100 per hour	
Lifeguard Training	$150	
Lifeguard Instructor Course	$150	
Water Safety Instructor Course	$150	

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Bulloch County Financial Policies, Process and Structure

Bulloch County has developed financial policies, budget process and a fund structure for budgetary practices that are consistent with broad government goals and based on sound analysis.

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Financial Policies Summary

The Bulloch County Board of Commissioners has a responsibility to carefully account for public funds, to manage finances wisely, and to plan for the provision of public services. Sound financial policies are necessary to carry out these objectives responsibly and efficiently. The Bulloch County Board of Commissioners financial policies adopted in 2005, and amended from time-to-time, is the basic framework for its overall financial management. The broad purpose of the financial policies is to enable the Bulloch County Board of Commissioners to achieve and maintain a long-term positive financial condition. The key values of the County's financial management include fiscal integrity, prudence, planning, accountability, honesty, and openness. Specifically, the purposes of these policies are to provide guidelines for planning, directing, and maintaining day-to-day financial affairs.

Budgeting: The annual budget includes the operating departments of the general fund, special revenue funds, debt service fund, capital project funds, enterprise funds, and other adopted funds that may be established as needed.

Annual fiscal year fixed budgets are adopted for all funds. Project budgets are be adopted for major capital projects and no budgets are adopted for trust funds since budget authorization and control is achieved alternatively through stipulations in the trust agreements. The county annual fiscal year for budgeting and financial reporting will be the period between July 1 and June 30 which coincides with the fiscal year for the State of Georgia.

The budget must be structurally balanced for all budgeted funds. Total anticipated revenues plus that portion of beginning fund balance in excess of the required unreserved fund balance must equal total estimated expenditures for the general fund; provided, however, that if the Board of Commissioners determines that circumstances so warrant and it is in the best interest of the citizens of Bulloch County, the Board of Commissioners may elect to utilize a portion of the required fund balance reserve to balance the general fund budget. Total anticipated revenues must equal total estimated expenditures/expenses for all other funds.

The county maintains an unreserved fund balance in the general fund to pay expenditures caused by unforeseen emergencies, for cash short-falls caused by revenue declines and to eliminate any short-term borrowing to meet operating expenditures. The unreserved fund balance objective is for maintaining at an amount which represents the equivalent of three months of annual budgeted operations.

The enterprise and internal service operations of the county shall have the objective of being self-supporting to the extent that current revenues shall cover current expenditures (including direct and indirect costs), debt service and capital improvements. An annual administrative fee assessment may be used to reimburse the general fund for support services against all eligible enterprise, special revenue and internal services funds.

All budgets shall be adopted on a basis of accounting consistent with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Boards, except for encumbrances. Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, or where a liability has been incurred and the liability will be liquidated with current resources. All outstanding encumbrances are charged as expenditure to the budget appropriation in the year initially encumbered. Unencumbered appropriations lapse at the end of the fiscal year. However, the appropriation authority for major capital projects and capital assets (i.e., the encumbered portions) carries forward automatically to the subsequent year.

The county maintains a budgetary control system to ensure adherence to the budget and will prepare timely, monthly financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts. The budget shall be adopted at the minimum legal level of control required by Georgia law, which is any expenditures for each department for each fund for which a budget is required (i.e., the expenditures may not exceed the total for any department within a fund without the Board of Commissioners approval).

The County Manager has the authority to transfer appropriations within a department within the same fund from one line item to other line items (i.e., to another object classification within the same department) for all departments under the direction of the Board of Commissioners. The County Manager may be granted this authority by constitutional officers requesting such transfers provided it is properly documented. Any transfer affecting the allocations of constitutional officers or other operating departments may not be made without Board approval.

The Board may authorize a budget amendment through a supplemental budget resolution at any time where upon and after consultation with the County Manager and other county officers such amendment is needed out of public necessity and in the best interest of the citizenry, and to further reflect any significant change in total revenues and expenditures. All transfer and amendment requests and approvals must be documented using a proper form from the County Manager's Office.

Debt Management: Debt may result when the county identifies the need to borrow from an individual or an institution. The county in this instance receives funds to acquire resources for current use with an obligation for repayment later. The debt from borrowing generally must be repaid with interest. The county recognizes that to maintain flexibility in responding to changing service priorities, revenue inflows, and cost structures, a debt management strategy is required. The goal of the County's debt policy is to maintain a sound fiscal position and to protect the credit rating of the County. When the Bulloch County Board of Commissioners uses debt financing, it will ensure the debt is financed soundly and conservatively.

The County may use short-term borrowing to cover cash flow shortage through the issuance of tax anticipation notes subject to the Constitution of the State of Georgia. The issuance of long-term debt is limited to capital improvements or projects that cannot be financed from current revenues or resources. For purposes of this policy, current resources are defined as that portion of fund balance in excess of the required reserves. Every effort will be made to limit the payback period of the bonds to the estimated useful life of the capital projects or improvements. The county may use long-term debt financing when non-continuous capital improvements are desired; and when it can be determined that future citizens will receive a benefit from the improvement.

When the country utilizes long-term debt financing it will ensure that the debt is financed soundly by: a) conservatively projecting the revenue sources that will be utilized to repay the debt; b) financing the improvement over a period not greater than the useful life of the improvement; and, c) determining that the cost benefit of the improvement, including interest cost, is positive.

Capital leases may be used to finance equipment purchases anytime the total projected cost of the equipment purchase exceeds 5% of the general fund budget. Multi-year lease-purchase contracts, including certificates of participation, may be used for the acquisition of real estate pursuant to the provisions of state law, in-lieu of long-term debt-financing. Annual budget appropriations include debt service payments and reserve requirements for all debt currently outstanding.

Where cost effective, the Board of Commissioners may choose to issue loans between funds within its reporting entity. A document outlining the amount, rate, repayment terms, and other such pertinent items will be completed by County Manager after direction is issued by the Board of Commissioners to complete the inter-fund loan transaction. A meaningful financial analysis will be performed by the Chief Financial Officer and the County Manager on the lending fund's working capital to assure adequate cash flows will remain after the money is transferred to the borrowing fund. As a general rule, the lending fund should not incur financial hardship or an increase in rate structure as a result of the transaction. Any inter-fund loan must be adopted in final form by the Board of Commissioners.

Capital Improvements: County-wide capital improvements are to be assessed and prioritized based on the objectives, goals, work plans and strategic plans of Bulloch County. The Capital Improvements Program is a means to develop annual capital budgets for funding identified capital projects. The capital budget provides annual funding for long-term capital projects identified in the Capital Improvement Program (CIP). During the annual budget process, each department submits its budget request including operating and capital needs based on the Capital Improvements Program. Upon review of the requests, major capital projects are placed in the appropriate capital improvements fund. Most minor capital outlays shall be placed in the department's operating budget.

For the capital improvement program, all equipment and machinery, land and land improvements and building projects costing $5,000 or more with an estimated useful life of three years or more are classified as major capital assets. Equipment and machinery costing $5,000 or less with an estimated useful life of three years or less is classified as minor capital assets. Minor capital assets should be included generally in the operating budget, either in the equipment escrow account, or as line-item expenditure for the year the equipment is to be purchased. The Board of Commissioners may make exceptions to include minor capital assets in the capital improvements program at its discretion.

The county's primary capital funding source will typically be the Special Purpose Local Option Sales Tax. Other sources of alternative funding such as grants are considered to help leverage SPLOST funds for additional projects.

A capital improvement program (CIP) will be developed for a period of six years. The first year will represent a current year program budget. The following five years will represent a plan for expenditures subject to annual review and update for each subsequent budget period. The formulation of a capital improvements program shall consider goals, objectives and implementation strategies from various plans and studies.

Capital projects and/or capital asset purchases will receive a higher priority if they are based on an objective rating of the following criteria: a) public health and safety hazards; b) mandates; c) preservation of assets; d) economic development; e) operating budget impact; f) life expectancy of investment; g) level of service; h) population levels

served; i) relationship to existing plans; j) extent of use; k) scheduling or timing of projects; l) special needs; m) available leveraged funding; n) timeliness; and, o) public support. While these criteria will be the basis for ultimately prioritizing projects, they will be considered in conjunction with various other tangible and intangible factors including input from the general public and other public officials.

The CIP will incorporate in its projection of expenditures and funding sources any amounts relating to the previous year's appropriations, but have yet to be expended (carryovers). Each year a closing resolution will be submitted to the Board of Commissioners to close out any project on the CIP which has been completed.

Accounting and Auditing: The County shall maintain a system of financial monitoring, control, and reporting for all operations and funds in order to provide effective means of ensuring that overall County goals and objective are met. Accounting standards will conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board.

Each department shall establish an adequate accounting structure to ensure that all valid transactions are identified and recorded; that all transactions are properly classified and monetarily valued; that all transactions are properly classified in the appropriate accounting period; and, that all transactions are properly presented and disclosed.

An annual audit will be conducted by a properly licensed independent public accounting firm. Every three to five years, the county will issue a request for proposal to choose an auditor for a period of three years with two one year options. All general purpose, combining and individual fund and account group statements and schedules may be subject to a full scope audit. The general purpose financial statements shall be subject to the annual audit. The combining, individual fund and account group financial statements and schedules shall be limited to the relation to audit coverage.

The Board of Commissioners appoints a finance committee who serve terms at the pleasure of the Board. The finance committee will have responsibility for recommending a certified public accounting firm for the county as well monitoring the independent audit process and making suggestions regarding internal controls within the country. This committee's responsibility will include for the purpose of the annual audit, the following: a) recommendations to the Board of Commissioners of an independent auditor; b) determine audit scope assessment; c) review audit results; and d) review internal controls.

The County Manager prepares monthly financial reports for internal management purposes. The County will maintain strong internal audits function and internal control structures. All county departments shall develop and implement a plan of organization determining methods and procedures to be used to safeguard assets and resources and assure those assets and resources are used as effectively as possible. Any employee will be prosecuted to the extent of the law in any instance where the employee is proven to have committed an illegal act such as theft.

Revenue Management: Recognizing that the delivery of services requires sufficient funding, the county shall establish and maintain a system of revenues that strive to meet characteristics of simplicity, equity, stability, adequacy and vigorous collection, while meeting local, state and federal requirements, as prescribed. The county will attempt to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any single revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of economic downturns.

The county will establish fees and user charges at a level related to the total cost (i.e., operating, direct, indirect and capital or debt service) to provide a service. The county will review all fees and user charges annually in order to keep pace with the cost of providing that service. When establishing user charges the following issues must be considered: a) ability to pay; b) pricing to limit or encourage demand; c) identifiable benefits; d) discourage waste; and, e) cost of collection.

A revenue handbook will be established and maintained annually. This handbook will be utilized to adjust fees and user charges. The handbook will include at least the following information: a0 the revenue source; b) legal authorization; c) method of collection; d) department responsible for collection; e) rate or charge history; and, f) prior year revenue history.

All waivers or reductions in fees must be adopted by the Board of Commissioners except where discretionary authority has been granted by other policy or resolution, for example the waiver of fees during the occurrence of natural disasters or similar emergency.

Upon the advice of the Tax Commissioner, Tax Assessor, County Manager and Chief Financial Officer, the Board of Commissioners may estimate the expected revenue to be generated by ad valorem taxes for the upcoming fiscal year

in the annual general appropriations budget. However, property tax rates to generate the estimated revenue for the applicable taxing year shall be set not later than prescribed by state law in conjunction with the submission of the ad valorem tax digest to the Georgia Department of Revenue. Property tax rates shall be maintained at a rate adequate to fund the desired basic service level. Based upon taxable values, rates will be adjusted annually, where necessary to fund this desired service level.

The county will follow an aggressive policy of revenue collection. Services will be discontinued and legal means of collection for non-payment. Real property will be sold at the discretion of the Tax Commissioner to satisfy non-payment of property taxes.

Grants Management: It is necessary and appropriate to manage the application, acceptance and administration of funds awarded through grants to the county from other local governments, the state or federal government, non-profit agencies, philanthropic organizations and the private sector to ensure accountability by county departments for proper grant documentation and activities.

The county will seek grant funding for activities that are determined to further core county functions or that provide activities that are in the best interest of the citizens of the county. Provisions shall be made in the county's annual budget for anticipated grants. The county will examine grant funding opportunities prior to application and decline funding determined not to meet criteria that serves the best interest of the county, or its core functions. The county will assess the merits of a particular program as if it were funded with local tax dollars. Local tax dollars will not be used to make up for losses of intergovernmental aid without first reviewing the program and its merits as a budgetary increment. Therefore, no grant will be accepted that will incur management and reporting costs greater than the grant amount.

The County Manager is given authority to make application for and accept grants based on the level of match funds or resources required. The Board of Commissioners must approve by resolution, the application of and acceptance of any grants and key provisions in excess of the limits established for the County Manager.

Each department must notify the County Manager upon acceptance of any grant. Prior to the receipt or expenditure of grant revenues, the County Manager must be provided with appropriate information prior to receiving grant revenues or making purchases against the grant::

Each department is responsible for the program management of its grant funds and periodic reporting. Such reporting must meet the specifications of the grantor agency. Accounting and budgeting information shall be inclusive of the federal or state participation as well as local participation. All federal and state grants shall be subject to the county's accounting and budgetary policies. Each department must provide appropriate reporting and accounting of all financial transactions to the Chief Financial Officer in such form consistent with the Uniform Chart of Accounts.

Purchasing: As shown in the information below, different requirements apply to various county operations.

General Application

Mandatory	**Voluntary**
• All departments under the direct control under the Board of Commissioners (Administration, Public Safety, Public Works, Community Development, Correctional Institute, Recreation, etc.)	• Constitutional Offices (Sheriff, Clerk of Courts, Probate Court Judge, Magistrate Court Judge, Tax Commissioner) • Other Elected Officials (Coroner, State Court Judge and Solicitor, Tax Assessors) • Other County Affiliated Agencies

For departments under the direct operational control of the Board of Commissioners, the County Manager has designated the Purchasing Agent to approve goods and services costing between $500.00 and $9,999.99. Other county offices and affiliated agencies are not necessarily required to follow the policies on most open market purchases, except when: a) county departments under the direct operational control of the County Commissioners are providing services to the county elected officers; b) other methods of procurement exist such as state contracts; or, c) the county purchasing policies must be applied as required by law, or other regulations.

A requesting department should notify the Purchasing Agent as soon as possible in order to provide sufficient lead time for the procurement of the goods or services. The importance of proper planning by the user cannot be over-emphasized. Through effective planning, the user can:

- avoid lost staff hours by reducing the number of "rush" purchases necessary to avoid stock-outs;
- increase the overall efficiency of the County through reduced procurement costs;

- identify buying patterns and specifications for goods and services which can be standardized throughout all departments and present opportunities for more bulk purchasing discounts.

Generally, specifications should be prepared by the user department before being submitting for solicitation or approval by the Purchasing Office. However, the Purchasing Agent can assist by doing research or contacting vendors on behalf of the department. Before making a purchase, all participating departments should check with the Purchasing Agent to determine: a) the best method of purchasing; b) the latest list of standards; and, c) if there are existing (or proposed) fixed price agreements for specified product(s) available. Over time, such information will be furnished for each department by the Purchasing Agent upon future development.

The procedures which the county must follow when it wants to purchase goods or services will depend on the value of the purchase. Purchase values must not be divided to avoid a threshold. *Unless extenuating circumstances apply the following criteria should be considered with regard to applying thresholds:*

- Closely related goods should be solicited for purchase as bundles whenever possible to encourage quantity discounts that may apply.
- The total cost of goods or services, including any applicable taxes, freight, set-up, or die charges, shall be included when determining which threshold applies.
- Requirements for the total quantity of an item (usually, as a part of a fixed term contract) should also be considered together when determining which threshold applies.

The following are examples of how our county thresholds are applied. All examples assume that adequate funds are budgeted, and there are no sole source items:

Example #1: Department W wants to solicit a fixed-price contract with a vendor for a period of twelve months to provide employee uniforms at a unit cost of $35.00 per employee with 300 uniforms expected to be bought. This is an estimated $10,500.00 annual expenditure. The purchase value of the contract is based on the total annual cost of the services, not the unit cost. The "Competitive Sealed Bid/Proposal" method is required.

Example #2: Department X is authorized to solicit three new computers and peripherals estimated at $2,000 each for an estimated total of $6,000. The purchase value for all these closely related items planned for purchase is the total annual cost, not the individual unit cost. The "Documented Written Quote" method is required.

Example #3: Department Y is authorized to solicit five chairs at $250 per unit where the number of units would make the total cost $1,250.00. The "Quote Sheet" method is required.

Example #4: Department Z is purchasing $474 of office supplies over the internet. Department Z is not likely to purchase office supplies again this year unless they need to re-stock. After checking with the Purchasing Agent, they find there is no other fixed price agreement nor is there any other procurement planned for any closely related items which would make more competitive procurement necessary. The "Small Purchases" method is required; a procurement card purchase is preferred over a payables invoice.

A purchase requisition must be used for all purchases in excess of $500.00. Exceptions are: a) petty cash; b) procurement purchasing card; c) recurring obligations (leases, maintenance agreements, utilities, etc.); and, d) major projects where a formal contract is executed in lieu of a purchase order.

Upon receipt and approval of a requisition, a Purchase Order number by is assigned the Purchasing Office before ordering from the vendor. When filling out the purchase requisition, the process will be accelerated if the budget account number or line-item account description is affixed. This allows more immediate data entry into the accounting system, facilitating quicker approval

The County also makes purchases using procurement or purchasing cards. This is the preferred method for small purchases up to $500.00, which is designed to minimize the need for petty cash systems and make the payables function more efficient.

The Purchasing Agent shall not accept any bid or quotation from, nor issue any purchase order to, any vendor or contractor delinquent on the payment of any taxes, license fees, or other monies due the County.

The Purchasing Agent will be subsequently be responsible for providing all department heads with a list of any such delinquent vendors, so that they can notify their personnel not to use them for any goods or services through purchasing

cards or purchase orders until they are current on their financial obligations to the County. The Purchasing Agent will obtain this information from the Tax Commissioner, County Clerk, or their designees.

Bulloch County is exempt from sales taxes and certain excise taxes.

For all purchases over $5,000.00, if all other factors are equal, then the local vendor may be given an opportunity to match the lowest cost proposal, if the quotation or bid is within 3% of the lowest price proposal. This policy shall be so stated in all applicable solicitations. This provision does not apply to public works construction projects or road projects pursuant to the laws of the State of Georgia.

Any person employed by Bulloch County who engages in purchasing activities for the county, shall abide by the conflict of interest and ethics provisions in our policies. These provisions largely address conduct of purchasing activities by employees, including the acceptance of gifts and gratuities, and, disclosure of family relationships with current or potential vendors

Any purchase of a fixed asset, including furniture, fixtures, vehicles and equipment, costing at least $1,000.00, and, having a usefulness of three years or more, must be reported to the Purchasing Agent to affix a tag or record the VIN, and add the asset to the Fixed Assets Account Group inventory. A copy of the invoice must be included when reporting the asset for verification and data entry into the accounting system.

Cooperative purchasing may be used whenever any goods or services are available to the County through a contract with other governmental units and they meet the requirements of a using department and competitive bidding. The County Manager may sign contracts valued up to $30,000 for cooperative purchasing agreement contracts.

As a general rule, waivers for the appropriate purchasing method or procedure will be granted (though, very sparingly) and must be approved by the Purchasing Agent, or as necessary, the County Manager. It is recognized that on certain occasions because of special circumstances, or to otherwise foster broader competition, a waiver would be in order. For example, on certain types of operational inventory involving a purchase of $10,000 or more, a request for quotations may be used in lieu of sealed bids. Because of this level of purchase value, the approval of the Board of Commissioners would be required. This requires the user department to be observant of planning requirements.

Occasionally, procurement for certain goods and services will be superseded by federal or state laws and regulations

Budgeting Approach and Process

Budget Preparation: The County Manager calls for supplemental estimates and requests after the Budget Review Team sets baseline budget targets for each department and budget division. The baseline provides what is estimated to be necessary for continuing operations, less capital outlays and extraordinary costs. The baseline is a benchmark for measuring the budgetary effects of proposed changes in revenues and spending.

The budget instruction package explains the calendar/schedule and policies and procedures for submission of supplemental requests. Annually, beginning in March, the county's departments and externally funded agencies and functions engage in preparing the succeeding Fiscal Year General Appropriations Budget. Using a blend of program and performance budgeting techniques, administrators, department heads, and other elected officials of county government are asked to:

- Identify prior year service accomplishments.
- Confirm mission statements, and identify key issues and activity measures.
- Project workforce staffing levels.
- Set service delivery priorities that could be used to measure or benchmark future progress.
- Explain service delivery needs and fiscal warrants (justifications) for supplemental expenditures.

The cooperative and praiseworthy effort taken by all parties to articulate and justify their programs during this process cannot be underestimated and is appreciated.

Methods to Prioritize Funding: The Board of Commissioners, along with the County Manager and Chief Financial Officer, are responsible for determining priorities, targets and other guidelines consistent with good budgeting practices each year. These factors are then balanced against the opportunities and challenges facing the county in the pending fiscal year planning period. Each operating department and Budget Division is given specific instructions and guidelines for preparing this the budget. Each budget submission is evaluated and reconciled according to these criteria. Funding priorities are measured in two contexts.

Priority funding considerations for *county-wide service functions* were determined by the Board of Commissioners for FY 2012 in the following rank-ordered context:

- Public Safety.
- Public Works.
- Judicial.
- Health and Welfare.
- Community and Economic Development.
- General Government.
- Libraries and Recreation.

Priority funding considerations for *departmental activities* are determined by the Budget Review Team and to be submitted in the following rank-ordered context:

- Mandated program requirements.
- Non-mandated, but essential agreements and contracts.
- Critical facility needs.
- Critical vehicle and equipment needs.
- Service improvements or new programs.
- Compensation adjustments and additional personnel.
- Ordinary recurring costs.
- Contingency requirements.

Incorporation of Different Planning Documents: As is customary, departments and budget preparers consult existing planning and policy documents including, but not limited to:

- Bulloch County Comprehensive Plan
- Bulloch County Transportation Plan
- Bulloch County Capital Improvements Plan
- Bulloch County Master Greenways and Greenspace Plans
- Bulloch County Emergency Operations and Hazard Mitigation Plans
- Bulloch County Master Recreation Plan and Splash in the 'Boro Enterprise Plan
- Bulloch County Solid Waste Management Plan
- Other various operating plans and documents managed by individual departments.

Budget Calendar: The following represents the budget calendar followed by agencies funded by the county:

Bulloch County Budget Calendar: FY 2012

Target	Task	Responsibility
March 16	Instruction package, Initial Baseline Budget distributed.	BRT
March 21	Training, Q & A sessions.	BRT
March 30	Deadline for return of first draft of supplemental requests.	ABA
April 11-15	Budget interviews with selected departments.	BRT; ABA
April 18	Preliminary revisions.	BRT
April 25	Reconciliation meetings (if needed).	BRT; ABA
May 9	County Manager submits recommendations; BOC Workshops.	BRT: BOC
June 7	BOC approves tentative budget.	BOC
June 14	Public hearing.	BOC
June 21	Adoption of final budget.	BOC

BRT: Budget Review Team; BOC: Board of Commissioners; ABA: Affected Budget Agencies

Fund Structure

For Bulloch County, fund structure is governed by three main categories: 1) governmental funds; 2) proprietary funds' and, 3) Fiduciary Funds. The following items offer a description of function and purpose, and the County's fund structure is represented graphically on the following page.

Governmental Funds

- General Fund: The general fund is the general operating fund of the County. It is used to account for all financial resources except those required to be accounted for in another fund.
- Special Revenue Funds: Special revenue funds are used to account for the proceeds of specific revenue sources (other than special assessments or major capital projects) that are legally restricted to expenditures for specified purposes. The County has multiple special revenue funds that are budgeted for various 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. The County currently has no debt service funds that support long-term obligations.
- Capital Projects Funds: Capital project funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities or equipment (other than those financed by proprietary funds, special assessment funds, and trust funds). In addition, capital project funds are used when a capital acquisition is financed by several funds or over several accounting periods. The County has three capital projects funds with proceeds originating from shared sales taxes with municipalities, SPLOST 1997, SPLOST 2002 and SPLOST 2007.

Proprietary Funds

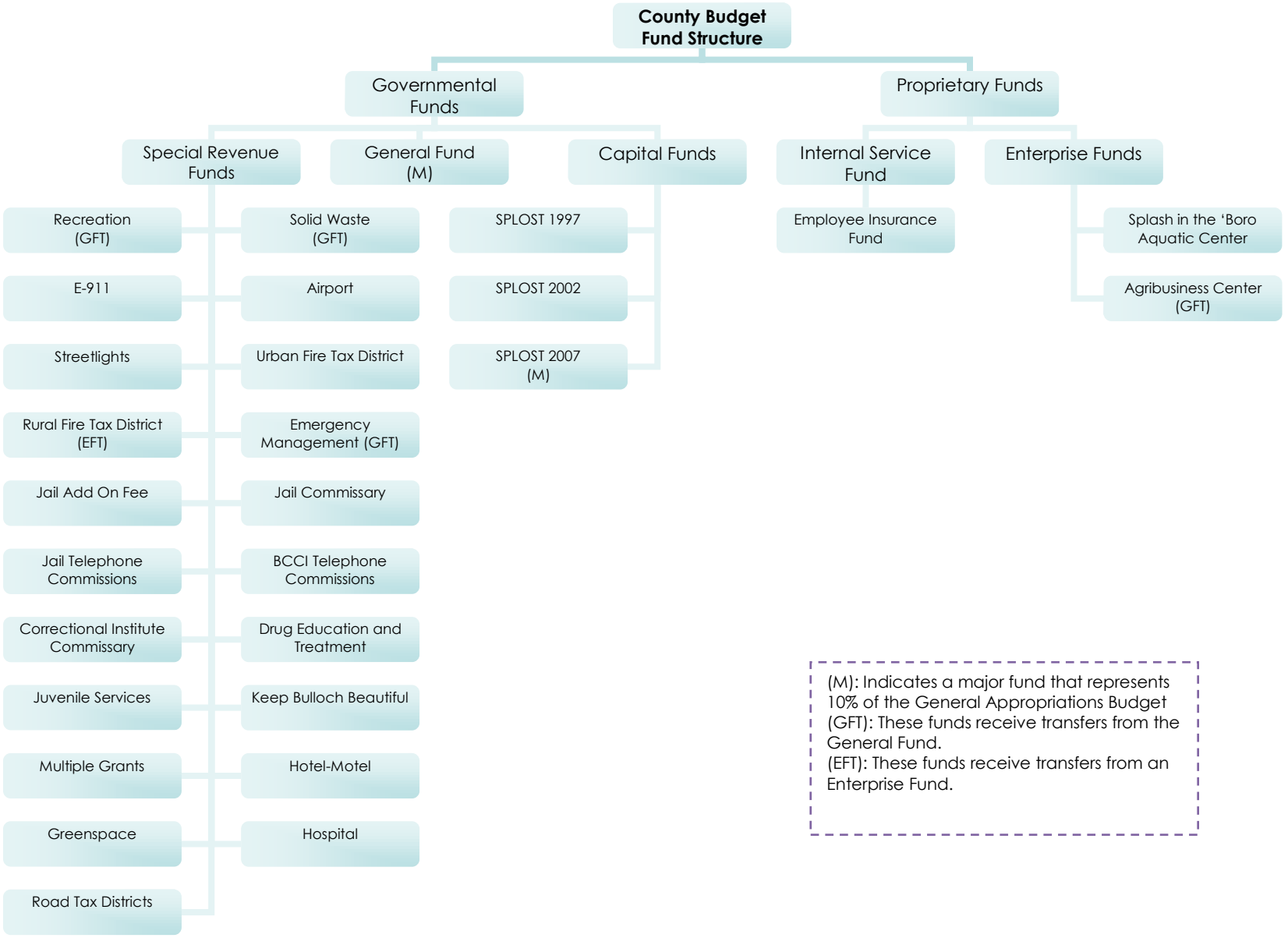
- Enterprise Funds: Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises -where the intent of the governing body is that the costs (expenses, including depreciation) of providing the goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Splash in the 'Boro Aquatic Center and the Agribusiness Center funds are the County's only enterprise funds.
- Internal Service Funds: Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County, or to other governments on a cost-reimbursement basis. The County's only such fund is its Employee Insurance Fund.

Fiduciary Funds

- Trust Funds: Trust funds are used to account for assets held by the County in a trustee capacity such as a pension trust fund that would be accounted for in essentially the same manner as proprietary funds. The County has no trust funds.
- Agency Funds: Agency funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds. These funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The County has multiple agency funds whereby Constitutional Officers and certain departments hold these assets temporarily until deposited into funds of final destination. These funds are not budgeted.

Basis of Fund Accounting

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. At the fund reporting level, the governmental funds use the modified accrual basis of accounting and fiduciary funds use the accrual basis. Proprietary funds use the accrual basis at both reporting levels. Differences in the bases of accounting arise in the recognition of revenue, the recording of deferred revenue, and in the presentation of expenses versus expenditures.



(M): Indicates a major fund that represents 10% of the General Appropriations Budget
(GFT): These funds receive transfers from the General Fund.
(EFT): These funds receive transfers from an Enterprise Fund.

Statement of Changes in Unreserved Fund Balance

Fund	*FY 2007 Actual*	*FY 2008 Actual*	*FY 2009 Actual*	*FY 2010 Actual*	*FY 2011 Estimate*	*FY 2012 Estimate*
Governmental						
General (1)	4,096,455	4,604,115	6,200,106	7,629,141	8,014,743	7,515,233
Recreation	254,464	280,111	244,855	488,293	253,018	200,098
Solid Waste	0	0	25,710	102,504	64,225	0
Airport	192,463	385,161	418,499	348,403	348,550	348,550
Streetlights	37,700	37,456	44,760	41,798	47,467	47,467
E-911	175,963	249,701	170,172	462,564	171,516	147,316
Urban Fire Tax District	0	0	0	0	0	0
Rural Fire District	0	(188,801)	(479,863)	(456,307)	(635,150)	(635,150)
Emergency Management	18,201	19,381	55,975	80,018	101,388	71,188
Jail Add-On Surcharge	27,578	34,323	0	55,537	27,606	0
Jail Commissary (2)	38,358	37,698	85,398	56,769	NR	NR
Jail Telephone Commissions (2)	0	0	57,162	6,218	NR	NR
Sheriff's Confiscated Assets (2)	11,521	21,677	34,218	8,083	NR	NR
Sheriff's Fingerprint (2)	23,651	32,950	43,878	44,956	NR	NR
BCCI Commissary (3)	0	4,842	4,616	4,643	NR	NR
BCCI Telephone Commissions	73,411	59,608	30,824	37,846	28,521	28,521
Drug Treatment and Education	59,794	44,465	37,347	57,403	76,921	76,921
Juvenile Court Services	9,069	11,419	10,878	12,753	14,943	14,943
Keep Bulloch Beautiful	82,659	69,551	59,972	58,427	57,889	37,889
Hotel-Motel Tax	1,093	1,093	1,093	1,877	0	0
Greenspace	20,274	19,888	19,888	19,888	19,888	19,888
Multiple Grants (4)	0	0	0	52,320	0	0
Hospital	483,282	73,240	73,240	73,240	73,239	73239
Capital Funds						
SPLOST 1997	4,203,788	696,078	710,289	711,177	712,067	711,367
SPLOST 2002	14,474,631	14,691,345	8,563,961	6,906,245	5,035,296	3,912,296
SPLOST 2007	0	6,490,642	4,528,858	8,916,428	4,721,529	5,217,579
Proprietary Funds						
Employee Insurance	48,207	986,878	549,648	358,953	92,473	146,473
Splash in the 'Boro	1,198,201	1,118,815	1,857,781	1,776,174	1,913,446	2,001,054
Agribusiness Center	69,408	33,643	13,118	(10,061)	(10,294)	(10,294)

(1) The General Fund has a portion of funds designated ($194,385 for Replacement of Capital Equipment).
(2) Sheriff's accounts are not in the automated financial accounting and are reported in the final audit.
(3) BCCI Commissary was first reported in FY 2008.
(4) Multiple Grants Fund was established in FY 2010.

Functional Budget Division Descriptions:

General Fund

This fund is used to account for all of the county's general financial resources, except those to be accounted for in another fund.

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General Fund Revenues

The amount of available revenue impacts the level of spending by county government. Bulloch County attempts to achieve equity, balance and ease of administration in its revenue structure for the General Fund (as well as all other funds). In FY 2012 approximately 58% of all revenues will be derived from ad valorem taxes levied upon real and personal property. This compares to 48% in FY 2004. The county is now focusing on ways to develop revenue streams in other categories, particularly with regard to regulatory fees and charges, based on an examination of the full costs for services. Now and in the future, the county will have to develop revenue streams not prohibited by law that seeks to improve the aforementioned structural factors.

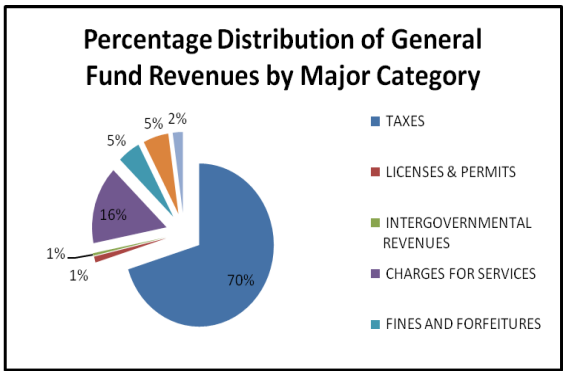
Ad valorem tax revenues will decline by about 3.5%. New housing construction which has marginally bolstered some selected taxes fees and user charges over the last few years has dramatically declined as demand has slowed and credit availability has tightened. Meanwhile, consumer spending at the aggregate level will some cause sales and excise taxes to stagnate or decline. Fines and forfeits are showing weakening performance from most of the county justice system, whereby revenues are as dependent on judicial discretion as they are volumes of cases. The opening of new jail space may give judges the option to incarcerate rather than assess financial penalties for punishment. Intergovernmental revenues continue to show decline and stagnation as the level of state and federal grants for operating costs are reduced. The impact of the elimination of state homestead tax exemption in FY 2009 has had a dual effect of raising the tax burden on home owners while causing actual revenues from the state to decline. Rents and royalties for facilities owned and leased by Bulloch County are expected to remain constant with no increases planned for FY 2012. Interest income will continue to decline as a result of lower interest rates and monetary policies approved by the central banking system in order to stimulate the economy.

The following sections describe both major and specific revenue sources for the General Fund. In making revenue projections for FY 2012, the County Budget Review Team relied on the following assumptions:

- Five-year economic, demographic and financial trends (population, new housing starts, interest rates, retail sales, elastic revenue sources resulting from excise taxes on certain regulated industries that generate revenue).
- Level of service growth (activity measures derived from each department that can measure revenue and costs).
- Comparative factors to other governmental jurisdictions of its size (reference to the Report on Local Government Finances, Georgia Department of Community Affairs; FY 2008, et al.).
- The assessment of real and personal property in-lieu of levying property taxes.
- Mandated versus non-mandated cost recovery issues (many fees, fines, and forfeitures are set by the State of Georgia, particularly in the Court and Corrections systems)
- While there is a general increase in the property tax digest for collections of approximately 1.4% due to growth, this is offset by a dramatic decline in non-tax revenues due to the slowed economy.

General Fund Revenue Summary

	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate	FY 2010 Actual
Taxes	21,264,900.00	21,122,700.00	20,990,200.00	20,617,900.00
Licenses And Permits	352,500.00	387,000.00	364,200.00	383,000.00
Intergovernmental Revenue	146,500.00	1,159,400.00	1,234,030.00	1,132,800.00
Charges For Services	4,529,000.00	4,259,700.00	4,360,249.00	4,446,900.00
Fines And Forfeitures	1,435,000.00	1,626,000.00	1,559,100.00	1,561,000.00
Investment Income	1,369,000.00	1,345,200.00	988,770.00	988,800.00
Other Financing Sources	599,670.00	641,000.00	664,510.00	1,325,110.00
Total General Fund Revenues	**$29,696,570.00**	**$30,541,000.00**	**30,161,059**	**$30,455,510.00**



Real and personal property tax collections, while peaking during the FY 2009-Fy 2011 period, will show about a 3% decrease due collectively to lower property assessments, business inventories and declining values in motor vehicles and mobile homes due to lack of replenishment of purchase through newer models. Elastic sources of tax revenue in the form of business and sales and use taxes should grow approximately 5%. These assumptions are based on modest growth in the economy and aggressive tax audit and delinquency projections.

	Taxes			
	FY 2010 Actual	**FY 2011 Budget**	**FY 2011 Estimate**	**FY 2012 Estimate**
100-00000-311101 Real Prop Taxes- Current	16,266,919.85	16,939,400.00	16,400,000.00	**16,222,000.00**
100-00000-311120 Real Prop-Timber Current	65,426.32	66,700.00	65,000.00	**65,200.00**
100-00000-311200 Real Prop-Prior Year	431,123.43		551,000.00	
100-00000-311310 Pers Prop-Motor Vehicle-Current	1,372,365.84	1,285,600.00	1,300,000.00	**1,311,300.00**
100-00000-311320 Pers Prop-Mobile Home-Current	193,330.79	198,000.00	198,000.00	**198,400.00**
100-00000-311340 Intangibles (Record & Reg)	209,715.72	190,000.00	250,000.00	**250,000.00**
100-00000-311350 Railroad Equipment	10,380.53	9,000.00	11,290.00	**10,000.00**
100-00000-311390 Personal Property - Other	115.58		100.00	
100-00000-311500 Property Not On Digest	18,679.37		4,600.00	**15,000.00**
100-00000-311600 Real Estate Transfer	171,853.48	150,000.00	170,000.00	**170,000.00**
100-00000-311750 Franchise Tax-Cable	134,615.18	145,000.00	145,000.00	**151,000.00**
100-00000-311000 General Property Taxes	**18,874,526.09**	**18,983,700.0**0	**19,094,990.00**	**18,392,900.00**
100-00000-314200 Alcoholic Beverage Excise	225,105.61	203,000.00	250,000.00	**250,000.00**
100-00000-314000 Sales And Use Taxes	**225,105.61**	**203,000.00**	**250,000.00**	**250,000.00**
100-00000-316100 Business And Occupation Taxes		60,000.00	48,000.00	**50,000.00**
100-00000-316200 Insurance Premium Tax	1,539,434.13	1,549,000.00	1,497,210.00	**1,565,000.00**
100-00000-316300 Financial Institution Tax	113,709.89	100,000.00	100,000.00	**110,000.00**
100-00000-316000 Business Taxes	**1,653,144.02**	**1,709,000.00**	**1,645,210.00**	**1,725,000.00**
100-00000-319110 Pen & Int-Real	305,253.48	225,000.00	287,000.00	**250,000.00**
100-00000-319120 Pen & Int-Business		2,000.00		
100-00000-319000 Penalties and Interest On Taxes	**305,253.48**	**227,000.00**	**287,000.00**	**250,000.00**

In FY 2012, the Bulloch County approved upward revisions for various discretionary license and permitting fees which is likely to increase this category of revenues by over7%. However, the actual issuance of licenses and permits are not likely to grow at the aggregate level except modestly from building and zoning permits.

	Licenses and Permits			
	FY 2010 Actual	**FY 2011 Budget**	**FY 2011 Estimate**	**FY 2012 Estimate**
100-00000-321101 Alcohol Beverage Licenses	91,920.32	82,000.00	74,000.00	78,000.00
100-00000-322400 Marriage Licenses	10,183.60	22,000.00	10,500.00	10,500.00
100-00000-322910 Other-Pistol Permit	6,443.00	14,000.00	11,000.00	11,000.00
100-00000-322911 Fingerprinting			13,500.00	13,500.00
100-00000-322210 Zoning & Land Use	8,215.02	3,000.00	7,200.00	8,000.00
100-00000-322212 Tower Permits	(600.00)			

Licenses and Permits

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-323120	Building Inspection	116,705.25	105,000.00	88,000.00	100,000.00
100-00000-323121	Manufactured Home Inspections	24,663.50	28,000.00	23,000.00	25,000.00
100-00000-323125	Non-Permit Inspections	15,287.88	12,000.00	12,000.00	12,000.00
100-00000-323126	Business License Letter	575.00			
100-00000-320000	**Licenses And Permits**	**273,393.57**	**266,000.00**	**239,200.00**	**258,000.00**
100-00000-324300	Late Tag Penalty	132,294.66	121,000.00	125,000.00	125,000.00
100-00000-324000	**Pen. - Int. Licenses And Permits**	**132,294.66**	**121,000.00**	**125,000.00**	**125,000.00**

Intergovernmental revenues in the form of state and federal operating aid have dramatically declined since FY 2002 from over $750,000 annually, down to just under $688,000 (or, -2.1% annually). This trend is likely to continue in coming years as state and federal grant opportunities are reduced, while in the mean time new mandates are likely to be unfunded or under-funded. However, since FY 2009, the housing of federal prisoners at full cost rates for the County Jail has buoyed the level of aggregate revenues along with intergovernmental contracts in this category which will exceed $1 million.

Intergovernmental

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-331111	Law Enforcement	15,321.80	24,400.00	18,000.00	18,000.00
100-00000-331112	U S Marshall Housing	1,170,600.00	875,000.00	1,000,000.00	1,000,000.00
100-00000-331113	U S Marshall Transport	69,202.30	62,000.00	65,000.00	65,000.00
100-00000-334112	Indigent Defense Grant	34,444.19			
100-00000-335100	Homeowner Tax Rlf Grants				
100-00000-336002	Unicorp Water&Sewer (City	64,206.84	85,600.00	85,600.00	
100-00000-336003	Grant - Law Library				
100-00000-336004	Animal Control - Statesboro	16,000.00	32,000.00	32,000.00	42,000.00
100-00000-336005	DUI Court Grant		10,000.00	31,700.00	7,800.00
100-00000-336006	Energy Conservation Grant		23,300.00		
100-00000-336007	DOL Internship Grant		1,100.00	1,730.00	
100-00000-333000	**Intergovernmental Revenues**	**1,369,775.13**	**1,113,400.00**	**1,234,030.00**	**1,132,800.00**

Charges for services are expected to increase overall by 2%, largely as the result of comprehensive fee increases approved by the Board of Commissioners and by the State of Georgia. Most other revenues have generated stagnant or uneven revenue trends. Because the service costs are increasing, the non-mandated fee structures will be reviewed for further adjustments.

Charges for Services

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-341100	Court Cost – Fifa	-		2,300.00	1,500.00
100-00000-341105	Court Cost - Appeals	-			
100-00000-341110	Court Costs-Bond Admnistration	34,404.00	34,400.00	38,144.00	38,000.00
100-00000-341120	Court Costs-Probation Fee	503,901.89	465,000.00	500,000.00	563,000.00
100-00000-341130	Probation Transfer	(107,361.14)	240,000.00	-	-
100-00000-341190	Serving Civil/Criminal	90,497.89	147,000.00	132,000.00	132,000.00
100-00000-341191	Bond Forfeiture	3,624.00	3,000.00	10,000.00	10,000.00
100-00000-341200	Recording Of Legal Instrument	41,546.50	65,000.00	8,200.00	10,000.00
100-00000-341202	Misc Fees (Liens-Copies)	3,648.15	4,000.00	14,000.00	8,000.00
100-00000-341203	Deed Scanning	16,448.75	12,000.00	20,000.00	17,000.00
100-00000-341205	Notary Fees	1,404.00	2,800.00	1,500.00	1,500.00
100-00000-341206	Passports			2,600.00	-
100-00000-341301	Subdivision Plan Fees	9,528.71	10,000.00	2,500.00	5,000.00
100-00000-341390	Addressing Fees	1,667.50	1,800.00	420.00	1,800.00
100-00000-341391	Street Light District Application	644.00	500.00	-	-
100-00000-341600	Motor Vehicle Tag Collect	91,242.95	84,000.00	84,000.00	84,000.00
100-00000-341701	SPLOST Reimbursements	-	75,000.00	75,000.00	85,000.00
100-00000-341910	Other - Election Qual. Fees	967.64		1,255.00	1,200.00
100-00000-341915	Other - Returned Check Fee	35.00			
100-00000-341930	Other-Sale of Maps & Publication	2,962.00	3,000.00	7,900.00	5,000.00

Charges for Services

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-341931	Other - Photo Copies	887.15	1,000.00	1,000.00	1,000.00
100-00000-341940	Other-Comm Tax Collect	468,727.65	450,000.00	480,000.00	480,000.00
100-00000-341945	Collection Fee HM Tax	576.71			
100-00000-341946	Collection Fee Lighting District	6,052.34			
100-00000-341947	Collection Fee Fire District	2,000.00			
100-00000-341975	Other - Misc Revenue	1,627.25	1,200.00	800.00	800.00
100-00000-342320	Inmate Medical Reimbursement	6,646.00			
100-00000-342330	Det & Cor Svc-Prisoner Housing	1,010,100.51	925,000.00	1,000,000.00	1,010,000.00
100-00000-342331	Jail Fees	258,222.78	255,000.00	300,000.00	300,000.00
100-00000-342333	Clothing Reimbursement – State	5,094.73	3,000.00	3,500.00	3,000.00
100-00000-342340	Sex Offender Registry	150.00		100.00	100.00
100-00000-342600	Ambulance Fees	1,670,406.68	1,425,000.00	1,600,000.00	1,600,000.00
100-00000-342900	Radio Main't - Bd Of Ed			30.00	
100-00000-343001	Pipe Sale/Installation	33,426.95	33,000.00	24,000.00	30,000.00
100-00000-343220	Special Assessment-Service	5,322.43			8,000.00
100-00000-343300	D.O.T. Inmate Crew	35,208.00	45,000.00	35,000.00	35,000.00
100-00000-346000	Animal Control Shelter	21,886.75	20,000.00	16,000.00	16,000.00
100-00000-340000	**Charges For Services**	**4,221,497.77**	**4,305,700.00**	**4,360,249.00**	**4,446,900.00**

Fines and forfeitures is another area that has shown some overall stagnation. Since FY 2010, revenues have declined by 10%. Because of the economic environment, many offenders who would otherwise be fined are given alternative forms of punishment or fine deferrals due to an inability to pay.

Fines and Forfeitures

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-351110	Court-Superior	251,623.65	250,000.00	250,000.00	250,000.00
100-00000-351120	Court-State	1,133,089.71	975,000.00	1,000,000.00	1,000,000.00
100-00000-351130	Court-Magistrate	253,052.29	300,000.00	250,000.00	250,000.00
100-00000-351150	Court-Probate	75,095.09	95,000.00	45,000.00	45,000.00
100-00000-351160	Court-Juvenile	6,045.00	5,000.00	5,000.00	5,000.00
100-00000-351320	Cash Confiscated	10,804.70	1,000.00	7,700.00	10,000.00
100-00000-351430	Add Pen-Victim Asst Program	1,576.06		1,400.00	1,000.00
100-00000-350000	**Fines and Forfeitures**	**1,731,286.50**	**1,626,000.00**	**1,559,100.00**	**1,561,000.00**

The major portion (over 90%) of interest income generated comes from earnings proceeds of the Hospital Authority corpus intended for tax relief. This source has declined because the performance of the corpus fell substantially since FY 2002, due to declining returns on investment and interest rates. Meanwhile, the other major source of interest income comes from idle cash reserves in the General Fund. While idle cash in the form of fund reserve has declined, the county has used good treasury management practices to maximize the return on investment enabling an approximate growth rate of 1.0% annually in interest income growth.

Investment Income

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-361001	Interest	10,838.97	2,000.00	9,000.00	9,000.00
100-00000-361002	Interest - Tax Commissioner	16,793.40	16,000.00	17,000.00	17,000.00
100-00000-361003	Interest - Hospital Authority	1,171,126.99	1,327,200.00	962,770.00	962,800.00
100-00000-360000	**Investment Income**	**1,198,759.36**	**1,345,200.00**	**988,770.00**	**988,800.00**

Miscellaneous revenues and revenues from Other Financing Sources have experienced real growth of about $250,000 annually since FY 2006 due to a practice of charging selected income producing enterprise and special revenue funds an indirect cost fee. This indirect cost fee reimburses various budget divisions for efforts put forth in the support of operations of these funds. The county has also been more aggressive in the sale of fixed assets in during its annual auction each May. During the budget preparation process, each department is asked to identify surplus equipment that is to be replaced by new major or minor capital outlays. This allows less of a "shot-gun" approach in assigning revenue values. However, it should be noted that in FY 2012, approximately $500,000 of unreserved fund balance will be used to aid in balancing the budget as a part of a two year plan to utilize it if needed. Though budgeted, it is hoped that strategic cost control measures will aid in the avoidance of its use.

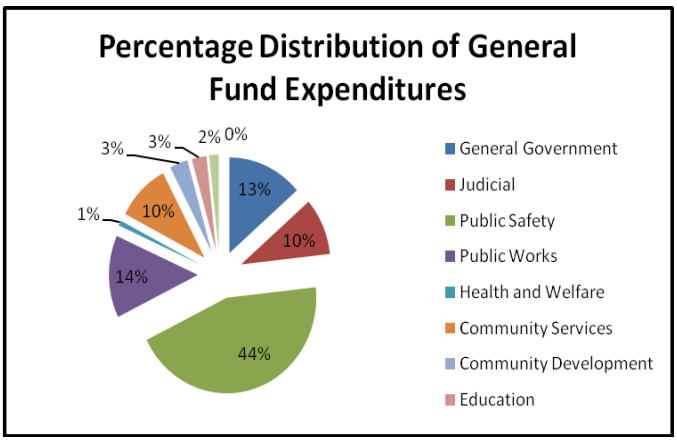
Miscellaneous Revenue

		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
100-00000-380000	Miscellaneous				20,000.00
100-00000-381001	Rent – Pineland	24,000.00	24,000.00	24,000.00	24,000.00
100-00000-381002	Rent - Dept Family & Child	349,890.96	348,500.00	348,500.00	349,900.00
100-00000-381003	Rent - Dept Of Audits	17,169.96	17,170.00	17,170.00	17,200.00
100-00000-381004	Rent - College St Prop	23,150.00	24,000.00	24,000.00	24,000.00
100-00000-383000	Reimb For Damaged Property	42,968.37	20,000.00	20,000.00	20,500.00
100-00000-389000	Other (Miscellaneous Rev)	2,917.85	20,000.00	9,000.00	20,000.00
100-00000-391201	Indirect Cost	72,000.00	177,000.00	177,000.00	250,000.00
100-00000-392100	Sale Of Gen Fixed Assets		10,330.00	47,000.00	100,000.00
100-00000-392101	Sale Of Scrap	4,983.36		20.00	
100-42010-389001	Roads Cost Reimbursements			(2,180.00)	
Fund Reserve					499,510.00
		537,080.50	**641,000.00**	**664,510.00**	**1,325,110.00**

General Fund Expenditures

General Fund expenditure descriptions in this document are divided by Focus Areas. Within each focus area forthwith are budget departments and divisions that describe the unit's mission, profile and issues, activity measures used to indicate outcome and performance, and a reiteration of direct staffing levels found in the position allocation schedule.

The following sections describe both major and specific expenditures for the General Fund. In making expenditure estimates for FY 2012, the County Budget Review Team relied on the following assumptions:



Schedule of General Fund Expenditures by Budget Division

Budget Division	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
County Commissioners	117,048.47	125,500.00	121,440.00	123,200.00
County Manager	299,359.17	303,800.00	297,450.00	291,400.00
County Clerk	65,338.64	68,000.00	71,900.00	65,100.00
Elections	140,124.73	318,000.00	258,420.00	237,550.00
Financial Administration	444,439.49	457,600.00	453,000.00	458,650.00
Staff Attorney	162,788.27	167,500.00	144,120.00	152,720.00
Human Resources	80,810.01	83,900.00	68,880.00	70,650.00
Personnel Services Adjustment	300,000.00			361,200.00
Tax Commissioners	602,751.18	631,200.00	631,200.00	634,055.00
Tax Assessors	615,420.13	660,700.00	559,780.00	605,800.00
Geographic Info System	115,448.47	660,700.00	139,250.00	148,300.00
Risk Management	382,811.87	126,400.00	482,600.00	493,200.00
Government Buildings	610,588.92	632,900.00	666,500.00	623,400.00
Public Relations	38,886.13	43,000.00	40,855.00	18,200.00
General Administrative Fees	43,628.00	41,000.00	40,700.00	46,300.00
General Government	**4,019,443.48**	**2,795,900.00**	**2,560,885.00**	**4,329,725.00**
Superior Court	250,290.01	244,000.00	229,000.00	245,620.00
Clerk Of Court	714,855.76	720,400.00	769,080.00	787,940.00
District Attorney	287,500.00	287,500.00	287,500.00	288,000.00
State Court - Judge	218,044.77	267,100.00	271,810.00	280,475.00
State Court - Solicitor	165,208.66	169,000.00	170,540.00	179,000.00
Magistrate Court	549,411.00	576,900.00	575,750.00	576,300.00
Probate Court	283,506.46	280,200.00	266,100.00	261,700.00
Indigent Defense	359,213.24	321,000.00	321,000.00	328,000.00
Judicial	**10,866,916.860**	**8,457,900.00**	**8,012,550.00**	**11,606,485.00**
Public Safety Administration	146,191.58	159,200.00	159,480.00	160,000.00
Sheriff's Department	3,899,068.40	3,805,500.00	3,970,960.00	3,927,200.00
Criminal Investigations	12,342.57	9,000.00	15,170.00	12,500.00
Vice Control	407,709.24	418,600.00	442,520.00	438,400.00
Bulloch County Jail	4,309,953.92	4,445,800.00	4,605,580.00	4,596,100.00
Courthouse Security	190,411.70	248,500.00	245,810.00	249,900.00
Correctional Institute	1,647,128.83	1,420,400.00	1,603,470.00	1,541,200.00
Adult Probation	455,157.98	460,000.00	463,980.00	508,600.00
Emergency Medical Services	2,140,755.88	2,185,300.00	2,220,180.00	2,205,200.00
Rescue	12,359.92	16,000.00	13,900.00	14,700.00
Coroner	64,402.59	79,300.00	79,960.00	81,400.00
Animal Control	86,670.60	87,300.00	84,760.00	86,760.00
Animal Shelter	357,377.93	322,600.00	345,330.00	346,300.00
Emergency Management (Transfer)	10,000.00	10,000.00	10,000.00	5,000.00
Public Safety	**35,473,364.86**	**30,583,300**	**30,286,200**	**37,386,230**
Public Roads	2,510,766.35	2,661,700.00	2,619,050.00	2,514,200.00
Fleet Management	380,126.19	317,400.00	286,740.00	296,600.00
Solid Waste & Recycling (Transfer)	1,288,763.32	1,400,000.00	1,400,000.00	1,296,300.00
Public Works	**75,126,385.58**	**65,545,700.00**	**64,878,190.00**	**78,879,560.00**
Public Health Admin	166,000.00	166,000.00	166,000.00	166,000.00
Mental Health	14,500.00	14,500.00	14,500.00	14,500.00
Vital Statistics	5,215.00	5,000.00	5,000.00	5,000.00
Intergovernmental Welfare	15,000.00	15,000.00	15,000.00	15,000.00
Vendor Welfare Payments	1,000.00	2,000.00	2,000.00	2,000.00
Plant & Building - DFACS	46,205.81	53,000.00	53,000.00	45,400.00
Regional Transportation		20,000.00	20,000.00	33,000.00
Health And Welfare	**150,500,691.97**	**131,366,900.00**	**130,031,880.00**	**158,040,020.00**
Concerted Services	9,600.00	9,600.00	9,600.00	75,600.00
High Hope	4,200.00	4,200.00	4,200.00	4,200.00
Senior Companion Program	3,000.00	3,000.00	3,000.00	3,000.00
Recreation (Transfer)	2,402,137.85	2,345,000.00	2,345,000.00	2,345,000.00
Statesboro Regional Library	517,500.00	517,500.00	517,500.00	517,500.00
Community Services	**153,437,129.82**	**265,613,100.00**	**262,943,060.00**	**319,025,340.00**
Agricultural Resources	153,287.26	169,400.00	158,360.00	149,850.00
Protective Inspections	304,023.83	326,200.00	314,850.00	279,000.00

Schedule of General Fund Expenditures by Budget Division

Budget Division	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
Planning & Zoning	156,250.89	170,700.00	154,330.00	168,400.00
Code Enforcement	66,062.16	65,000.00	68,550.00	64,100.00
Economic Development	217,098.88	200,000.00	200,000.00	250,000.00
Community Development	**307,770,982.66**	**532,157,500.00**	**526,782,210.00**	**638,962,030.00**
Bulloch Board Of Education (Transfer)	585,563.49	650,000.00	481,385.00	481,390.00
Education	**585,563.49**	**650,000.00**	**481,385.00**	**481,390.00**
Debt Service	386,044.86	279,450.00	279,450.00	279,450.00
Debt Service	**386,044.86**	**279,450.00**	**279,450.00**	**279,450.00**
Escrow Funds	480,970.04	460,050.00	460,050.00	0.00
Fund Balance Escrow	**480,970.04**	**460,050.00**	**460,050.00**	**0.00**
TOTAL	**30,300,320.45**	**30,708,500.00**	**30,705,540.00**	**30,455,510.00**

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General Government Focus Area:
Effective and Efficient Government

To provide responsible administration and stewardship of Bulloch County's legal, financial, ministerial and democratic processes.

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GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: BOARD OF COMMISSIONERS

MISSION, PROFILE AND ISSUES

The Board of Commissioners serves as the governing authority for Bulloch County government by setting public policy, enacting local laws and regulations, administering county property, setting the annual tax rate and exercising general financial management. It meanwhile partners with citizens to make Bulloch County a community of pride and choice for people to live, work and recreate. The Commission consists of a Chairman elected county-wide and six-members (four from District A, and two from District B). The budget for the County Commission pays largely for salaries, travel, training and other incidental expenses to enable each Commissioner to meet their responsibilities. In FY 2012, the Board's major initiatives will be to strengthen its relationships with the state and federal government, focus on economic development, and stewardship of the County finances.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Work Session Hours	40	40	40
Regular-Called Meeting Hours	54	60	60
Special Called Meetings Hours	8	12	12
Training Hours	140	140	140
Resolution Actions	31	30	30
Ordinance Actions	5	10	10
Proclamations	5	6	6
Appointments	24	26	26

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	7	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-11100-511100	Regular Employees	84,979.57	86,500.00	86,500.00	86,500.00
100-11100-512100	Group Insurance	615.98	600.00	600.00	600.00
100-11100-512200	FICA	6,567.45	6,700.00	6,700.00	6,700.00
100-11100-512400	Retirement	4,177.48	4,300.00	4,300.00	4,300.00
100-11100-512700	Worker's Compensation	293.59	200.00	200.00	200.00
100-11100-522203	Maint. - Office Equipment	725.60	600.00	600.00	600.00
100-11100-523201	Telephone	1,597.92	1,400.00	1,400.00	1,400.00
100-11100-523203	Postage	162.08	200.00	200.00	200.00
100-11100-523300	Advertising	2,220.38	3,000.00	3,000.00	3,000.00
100-11100-523500	Travel	8,303.64	15,000.00	12,000.00	12,000.00
100-11100-523601	Dues - Professional	-	300.00	-	300.00
100-11100-523700	Education & Training	2,060.00	3,300.00	4,000.00	4,000.00
100-11100-523900	Other Expenses	474.76		140.00	
100-11100-531101	Office Supplies	2,022.93	1,500.00	800.00	1,500.00
100-11100-531300	Food	794.07	200.00	-	200.00
100-11100-531400	Books/Periodicals	281.60	200.00	-	200.00
100-11100-531700	Other Supplies	1,771.42	1,500.00	1,000.00	1,500.00
11100 Governing Body		**117,048.47**	**125,500.00**	**121,440.00**	**123,200.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: COUNTY MANAGER
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

Subordinate to the Board of Commissioners, the County Manager is given the executive role to direct the daily operations of county departments under the direction of the Board of Commissioners, and to advise and confer with other county officers by administering and implementing policies, regulations and the annual budget and work plan; to achieve the Board's vision of the community; and on improving their operations. The County Manager and his immediate staff carry out and coordinate Board policies. Like the Commissioners, most of the expenditures are for salaries, travel, training and incidental costs to fulfill the duties of the office.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Grants Applications Prepared	5	6	6
Monthly Reports	12	12	12
Special Studies	2	1	1
Personnel Hearings	3	3	3

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	1	0	0	0	0	2.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-13200-511100	Regular Employees	189,561.16	194,900.00	194,900.00	194,900.00
100-13200-511400	Intern	287.52		10,000.00	9,000.00
100-13200-512100	Group Insurance	37,446.77	40,300.00	40,300.00	40,300.00
100-13200-512200	FICA	13,208.13	15,000.00	13,500.00	15,000.00
100-13200-512400	Retirement	12,172.80	12,600.00	12,600.00	12,600.00
100-13200-512700	Worker's Compensation	1,111.72	900.00	-	1,100.00
100-13200-521210	Consultants	-	15,000.00		
100-13200-522203	Maint. - Office Equipment	725.29	800.00	750.00	800.00
100-13200-523201	Telephone	3,409.23	3,000.00	3,800.00	3,800.00
100-13200-523203	Postage	90.30	200.00	100.00	200.00
100-13200-523300	Legal Advertising	262.44	300.00	300.00	300.00
100-13200-523500	Travel	12,619.32	12,000.00	10,000.00	9,000.00
100-13200-523601	Dues - Professional	2,393.20	3,200.00	2,500.00	2,900.00
100-13200-523700	Education & Training	3,428.94	4,100.00	-	-
100-13200-531101	Office Supplies	1,481.17	1,000.00	200.00	1,000.00
100-13200-531109	Purchase Card			8,000.00	
100-13200-531270	Energy-Gasoline/Diesel	73.00	100.00	100.00	100.00
100-13200-531400	Books & Periodicals	227.05	400.00		400.00
100-13200-542200	Vehicles	21.00			
100-13200-542500	Equipment Purchase	19,687.00			
100-13330-542401	Computer Software	1,153.13		400.00	
13200 County Manager		**299,359.17**	**303,800.00**	**297,450.00**	**291,400.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: COUNTY CLERK

MISSION, PROFILE AND ISSUES

To serve the Board of Commissioners as executive secretary for recording its official actions, preparing correspondence and reports and maintaining county records; prepare and administer official minutes and proceedings of the Board of Commissioners; and, act as a liaison to the County Manager by serving as the county's administrative services director. Like the Commissioners and County Manager, most of the expenditures are for salaries, travel, training and incidental costs to fulfill the duties of the office.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Meeting Minutes Prepared	28	36	40
Open Records Requests	10	12	10
Alcoholic Beverage Licenses Issued	38	38	38

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	0	0	0	0	1.0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-13300-511100	Regular Employees	45,137.01	46,000.00	46,000.00	46,000.00
100-13300-512100	Group Insurance	4,960.54	6,000.00	6,000.00	6,000.00
100-13300-512200	FICA	3,197.70	3,600.00	3,600.00	3,600.00
100-13300-512400	Retirement	3,280.77	3,000.00	3,800.00	3,000.00
100-13300-512700	Worker's Compensation	276.42	200.00	300.00	300.00
100-13300-521307	Technical Documents	460.00	1,000.00	1,000.00	1,000.00
100-13300-522203	Maint. - Office Equipment	725.21	800.00	500.00	800.00
100-13300-523201	Telephone	3,525.84	3,200.00	3,000.00	3,200.00
100-13300-523203	Postage	96.99	100.00	100.00	100.00
100-13300-523500	Travel	1,403.97	2,000.00	800.00	-
100-13300-523601	Dues - Professional	-	100.00	-	100.00
100-13300-523700	Education & Training	775.00	1,000.00	500.00	-
100-13300-531101	Office Supplies	390.40	800.00	300.00	800.00
100-13300-531109	Purchase Card			6,000.00	
100-13300-531700	Other Supplies	144.99	200.00		200.00
100-13300-542400	Computer Purchase	884.00			
100-13330-542401	Computer Software	79.80			
13300 Clerk-Administration		**65,338.64**	**68,000.00**	**71,900.00**	**65,100.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: ELECTIONS
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

Governed by three members of the Board of Elections appointed by the County Commission, this office provides eligible citizens that reside in Bulloch County the opportunity to exercise their right to vote in the appropriate jurisdictions by establishing convenient and effective voter registration, voting sites and services, and by the election process in an open, fair and efficient manner as set forth in the Constitution and Official Code of Georgia Annotated and the and the United States of America; to receive qualifying fees from candidates; to prepare for elections by programming electronic voting machines, and by providing the public with absentee and provisional ballots; to train and employ election poll workers; to educate the public concerning district and precinct lines, physical polling places and directions, who candidates are and related activities. Budget issues are usually determined by the scope and number of elections. In FY 2012, a major local election will take place. There continue to be escalating costs due to early voting mandates instituted by the State of Georgia, changes in absentee voting and electronic voting, voter registration laws pertaining to recordkeeping and notice, and the likelihood of congressional redistricting passed by the Georgia General Assembly may require moving people from one voting district to another. Temporary election (poll) workers are frequently trained to assist voters with new laws and procedures and how to operate voting machines.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Elections Events Including Run-Offs	3	4	4
Registered County Voters	33,244	37,775	40,000
Voter Participation Percentage	44%	70.6%	41.0%
Number of Voting Machines	138	138	138

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	1	0	130	3	0	3.0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-14000-511100	Regular Employees	71,241.06	109,100.00	109,100.00	109,100.00
100-14000-511300	Overtime	180.60	3,000.00	3,000.00	3,000.00
100-14000-512100	Group Insurance	7,935.88	12,100.00	12,100.00	12,100.00
100-14000-512200	FICA	5,401.64	9,600.00	9,600.00	9,600.00
100-14000-512400	Retirement	3,856.40	5,000.00	5,400.00	5,400.00
100-14000-512700	Worker's Compensation	298.12	300.00	300.00	300.00
100-14000-521100	Board Of Elections	1,136.75	2,500.00	3,100.00	2,750.00
100-14000-522203	Maint. - Office Equipment	7,179.82	1,000.00	1,000.00	1,000.00
100-14000-522320	Rental Equipment	432.60	1,000.00	1,000.00	1,000.00
100-14000-523201	Telephone	2,811.49	3,000.00	3,000.00	3,000.00
100-14000-523203	Postage	1,925.34	6,000.00	4,000.00	24,000.00
100-14000-523400	Printing & Binding	-	1,000.00	200.00	2,000.00
100-14000-523500	Travel	2,885.90	5,700.00	4,000.00	4,000.00
100-14000-523601	Dues - Professional	100.00	200.00	100.00	150.00
100-14000-523700	Education & Training	1,390.00	2,000.00	2,000.00	2,000.00
100-14000-523850	Contract Poll Workers	597.50	97,200.00	62,220.00	27,200.00
100-14000-531101	Office Supplies	2,678.12	2,500.00	2,800.00	5,000.00
100-14000-531103	Election Supplies	5,803.36	34,500.00	20,000.00	13,350.00
100-14000-531109	Purchase Card			500.00	200.00
100-14000-531400	Books & Periodicals	145.00	200.00		-
100-14000-531700	Other Supplies	1,066.38	400.00		400.00
100-14000-542300	Furniture & Fixtures	888.89			-
100-14000-542400	Computers	2,497.00			2,000.00
100-14000-542500	Equipment Purchase	17,441.75			-
100-21800-511200	Temporary Employees	2,231.13	21,700.00	15,000.00	10,000.00
14000 Elections		**140,124.73**	**318,000.00**	**258,420.00**	**237,550.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: FINANCIAL ADMINISTRATION

MISSION, PROFILE AND ISSUES

To establish and maintain an accounting and reporting system in accordance with the Official Code of Georgia Annotated, Federal laws and regulations, and generally accepted accounting principles (GAAP) as decreed by the American Institute of Certified Public Accountants, Governmental Accounting Standards Board, and Government Finance Officers Association; to provide management with required financial information and forecasts for strategic and operational planning, conducting fiscal management, managing cash to maximize investment income and cash flow, managing and planning debt and debt issuance, and protecting the integrity of County-owned assets and resources; and to assist in county procurement activities. This department disburses budgeted funds, produces and maintains accounting records for all county funding, maintain budgets and provide budget comparison and other reports to Commissioners, County Manager and Department Heads; performs payroll processing, maintains payroll records, comply with federal and state policies, complete required federal and state returns and forms.

The budget issues for this function largely consist of coping with increasing accounting transactions and implementation of new accounting standards. In addition to the General Fund, Financial Administration oversees 27 separate funds. In FY 2007, this department assumed the duties and responsibilities for centralized purchasing pursuant to the revised county purchasing policies. With the consolidation of banking services in FY 2008, a purchasing card program was introduced to streamline small purchases and accounts payable functions. Th main focus this year will be to ensure timely revenue collection.

Activity Measures

Measure	FY 2008 Actual	FY 2009 Estimated	FY 2010 Projected
Purchase Orders $500+	362	420	420
Sealed Bids (over $10,000)	27	24	30
Payroll Checks Processed	10,351	10,400	10,000
Accounts Payable Checks Processed	8,676	8,800	8,800

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
6	0	0	0	0	0	6	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15100-511100	Regular Employees	262,461.93	267,300.00	267,300.00	267,300.00
100-15100-511300	Overtime	-	500.00	-	500.00
100-15100-512100	Group Insurance	41,236.26	48,600.00	48,600.00	48,600.00
100-15100-512200	FICA	18,985.42	19,800.00	19,000.00	19,800.00
100-15100-512400	Retirement	16,958.36	17,400.00	17,400.00	17,400.00
100-15100-512700	Worker's Compensation	1,576.33	1,000.00	1,600.00	1,600.00
100-15100-521206	Professional – Auditors	61,255.00	62,000.00	62,000.00	62,000.00
100-15100-522203	Maint. - Office Equipment	909.46	1,100.00	1,100.00	1,100.00
100-15100-522320	Rental Equipment	5,680.00	5,600.00	5,600.00	5,600.00
100-15100-523201	Telephone	3,710.33	3,500.00	3,500.00	3,500.00
100-15100-523203	Postage	3,473.24	3,000.00	3,000.00	3,000.00
100-15100-523300	Advertising	70.00	500.00	100.00	500.00
100-15100-523500	Travel	20.12	500.00	500.00	500.00
100-15100-523601	Dues - Professional	240.55	350.00	300.00	350.00
100-15100-523610	Bank Service Charge	1,337.64	500.00	500.00	500.00
100-15100-523700	Education & Training	837.00	750.00	-	500.00
100-15100-523800	Penalties	2,865.84			
100-15100-531101	Office Supplies	7,048.62	6,500.00	7,200.00	7,200.00
100-15100-531270	Energy-Gasoline/Diesel	254.08	300.00	300.00	300.00
100-15100-531400	Books & Periodicals		200.00		200.00
100-15100-531700	Other Supplies	149.75		-	
100-15100-542400	Computers	14,600.88	18,200.00	15,000.00	18,200.00
100-15100-542401	Software Purchases	768.68			
15100 Financial Administration		**444,439.49**	**457,600.00**	**453,000.00**	**458,650.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: COUNTY STAFF ATTORNEY

MISSION, PROFILE AND ISSUES

To provide legal counsel to the Board of Commissioners in a cost-effective manner by attending all regular and special meetings of the Board; to advise and represent the Board of Commissioners, other boards, the County Manager, County Officers and department heads in legal matters; to approve and/or draft legal ordinances and other legal instruments; to assist in enforcing County ordinances; and, to aid in compliance with various human resources regulations and risk management activities including employee benefits, training for harassment, ADA, FMLA and HIPAA. Like the budgets of the Board of Commissioners, the County Manager and Clerk, most of the expenditures are for salaries, travel, training and incidental costs to fulfill the duties of the office.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Contracts, Leases, & Other Agreements	142	210	200
BOC Minute Sets Reviewed	24	24	30
P & Z Minute Sets Reviewed	12	12	12
Opinions Issued	92	131	120
Litigation Notices Received	3	8	4
Open Records Requests	9	19	15
Research Items	80	137	120

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	0	1	0	0	1.125	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15300-511100	Regular Employees	84,294.24	86,900.00	92,500.00	98,300.00
100-15300-512100	Group Insurance	91.00	100.00	100.00	100.00
100-15300-512200	FICA	6,195.48	6,700.00	7,100.00	7,500.00
100-15300-512400	Retirement	5,479.08	5,800.00	6,100.00	6,400.00
100-15300-512700	Worker's Compensation	113.32	100.00	120.00	120.00
100-15300-521202	Professional - Lawyers	46,465.26	48,000.00	18,000.00	20,000.00
100-15300-522203	Maint. - Office Equipment	240.60	200.00	200.00	200.00
100-15300-523201	Telephone	1,411.77	1,500.00	1,500.00	1,500.00
100-15300-523203	Postage	218.08	400.00	400.00	400.00
100-15300-523500	Travel	1,099.76	1,800.00	1,100.00	1,200.00
100-15300-523601	Dues - Professional	486.00	800.00	800.00	800.00
100-15300-523700	Education & Training	675.00	1,200.00	1,200.00	1,200.00
100-15300-531101	Office Supplies	797.79	1,000.00	1,000.00	1,000.00
100-15300-531400	Books & Periodicals	14,500.69	13,000.00	14,000.00	14,000.00
100-15300-542300	Furniture & Fixtures	720.00			
15300 Staff Attorney		**162,788.07**	**167,500.00**	**144,120.00**	**152,720.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: HUMAN RESOURCES

MISSION, PROFILE AND ISSUES

To create and sustain an empowered workforce through proper administration of county personnel policies with regard to recruitment and selection, classification and compensation, benefits management and employee training and development while at the same time observing federal, state and local statutory duties.

Created in FY 2006, this office was established to provide specialized professional assistance to more efficiently and effectively manage personnel issues in light of the complexity and growth of state and federal statutes. In FY 2007, personnel and administrative policies were comprehensively updated and are now in place. Current focus is to revise the employee compensation and classification plan, followed by the retirement plan. Additional focus will be placed on employee health, occupational safety and wellness program to encourage healthy lifestyles and reduce workman's compensation liability and health insurance costs.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Job Applications Filed	1,243	1,276	1,300
# of Employees with Health Insurance	192	191	195
# with Dependents on Health Insurance	67	82	88
Number of Medical Claims Paid	4,711	5,953	6,000
Average Claim Per Employee	$661	$1,041	$1,000
New Workers Comp Claims	25	16	15
Total Liability Claims	12	12	10
Occupational Training	2	1	4
Safety Training	3	3	6
Employee Committee Meetings	11	12	12

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid-Unit Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	0	1	0	0	1.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-13330-542401	Computer Software	79.80			
100-15400-511100	Regular Employees	59,466.94	61,700.00	48,000.00	52,000.00
100-15400-512100	Group Insurance	5,455.68	6,000.00	6,000.00	3,500.00
100-15400-512200	FICA	4,338.43	4,900.00	3,700.00	4,700.00
100-15400-512400	Retirement Contribution	3,190.92	3,600.00	3,200.00	3,600.00
100-15400-512700	Worker's Compensation	334.53	300.00	350.00	350.00
100-15400-522203	Maint Office Equip	858.49	1,000.00	900.00	1,000.00
100-15400-523201	Telephone	1,565.51	1,500.00	1,500.00	1,500.00
100-15400-523203	Postage	249.17	200.00	200.00	200.00
100-15400-523300	Advertising	-	-		-
100-15400-523400	Printing	61.79	100.00	1,830.00	100.00
100-15400-523500	Travel	276.58	1,000.00	300.00	500.00
100-15400-523601	Dues - Professional	360.00	500.00	400.00	500.00
100-15400-523700	Training & Education	1,144.00	1,000.00	1,000.00	1,000.00
100-15400-531101	Office Supplies	1,167.33	1,400.00	500.00	1,000.00
100-15400-531109	Purchase Card			900.00	
100-15400-531400	Books & Periodicals	494.09	500.00	-	500.00
100-15400-531700	Other Supplies	65.28	200.00	100.00	200.00
100-15400-542400	Computers	1,701.47			
15400 Human Resources		**80,810.01**	**83,900.00**	**68,880.00**	**70,650.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: PERSONNEL SERVICE ADJUSTMENTS

MISSION, PROFILE AND ISSUES

This budget division was created to serve as a non-allocated drawdown account for employee merit increases based on performance, leave conversions and for making position specific equity adjustments where labor market data justifies it. In other county budget divisions where county employed staff exist base salaries, overtime and salary driven fringe benefits are assigned. Based on calculations projected by the Human Resources Office on performance review data and a merit matrix, an aggregate figure is derived on the funds necessary for merit increases during the fiscal year. As the fiscal year expires, a final budget amendment will be made to zero out the account.

In FY 2012, funding has been allocated for only annual leave conversions pursuant to county personnel policies..

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15410-511111 Performance Adjustments	-			266,200.00
100-15410-511112 Leave Conversions	80,000.00			95,000.00
15410 Personnel Services Adjustments	**80,000.00**	**-**	**-**	**361,200.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: TAX COMMISSIONER
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To provide for the collection of ad valorem taxes for real and personal property, timber, heavy duty equipment, manufactured homes and motor vehicles for Bulloch County units of local government; and to issue motor vehicle tags and titles from the State of Georgia for County citizens. The Tax Commissioner works closely with the Tax Assessor to determine annual needs and projections for tax administration.

The only budget issue for this function is to continue streamlining efficiency in light of increasing mandates and population growth resulting in more workload and customer traffic in the office. The customer traffic is also influenced by limited space in the present office resulting in periodic long waits.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Ad Valorem Collection Ratio	99%+	99%+	99%+
Vehicle Tags Sold	57,388	57,798	58,200
Mobile Home Bills	4,545	4,550	4,555
Tax Statements Mailed	27,896	28,200	28,492
First Notice of Delinquencies Mailed	3,662	3,550	3,600

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid-Unit Supplement	Volunteer	FTE Ratio	New FTE Recommended
9	0	1	2	0	0	9.37	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15450-511100	Regular Employees	366,832.32	369,000.00	369,000.00	369,000.00
100-15450-511300	Overtime	919.58	3,000.00	2,500.00	3,000.00
100-15450-512100	Group Insurance	100,783.68	121,400.00	121,400.00	121,400.00
100-15450-512200	FICA	25,822.98	28,200.00	28,200.00	28,200.00
100-15450-512400	Retirement	20,069.00	22,000.00	22,000.00	22,000.00
100-15450-512700	Worker's Compensation	2,204.67	1,600.00	2,200.00	2,200.00
100-15450-521301	Technical - Data Prcess	30,973.37	35,000.00	35,000.00	35,000.00
100-15450-521302	Technical - Veh Prebills	7,040.56	7,200.00	7,200.00	7,200.00
100-15450-522203	Maint. - Office Equipment	1,478.44	4,000.00	4,000.00	4,000.00
100-15450-522320	Rental Equipment	5,680.00	5,800.00	5,800.00	5,800.00
100-15450-523201	Telephone	5,612.11	5,000.00	5,000.00	5,000.00
100-15450-523202	Website	240.00		300.00	300.00
100-15450-523203	Postage	10,837.09	11,000.00	11,000.00	11,000.00
100-15450-523300	Advertising	229.64	500.00	400.00	500.00
100-15450-523400	Printing & Binding	431.00	600.00	500.00	600.00
100-15450-523500	Travel	5,018.46	4,000.00	4,000.00	4,300.00
100-15450-523601	Dues - Professional	825.00	900.00	900.00	900.00
100-15450-523700	Education & Training	720.00	1,500.00	1,500.00	955.00
100-15450-531101	Office Supplies	10,041.38	9,500.00	9,500.00	10,700.00
100-15450-531400	Books & Periodicals	449.30	600.00	500.00	600.00
100-15450-531700	Other Supplies	125.00	400.00	300.00	400.00
100-15450-542500	Equipment	6,417.58			1,000.00
15450 Tax Commissioner		**602,751.16**	**631,200.00**	**631,200.00**	**634,055.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: TAX ASSESSORS
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To annually produce a value digest (inventory) of all taxable property located within all of Bulloch County in a fair, efficient and professional manner to be furnished to the units of local governments The Tax Assessor works closely with the Tax Commissioner to determine annual needs and projections for tax administration. This office, like the Tax Commissioners office is also highly subjected to state mandates in its operations. The state has attempted to pass key property tax reform bills in recent years that could adversely affect the department's ability to maintain uniformity in taxation. Automation utilized and spurred by the GIS investment has had the effect of increasing office efficiency and reducing customer traffic and congestion, resulting in improved customer service. A significant annual function is to complete the tax digest for submission to Georgia Department of Revenue by August 1.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Parcels	25,012	25,612	28,492
Assessment Notices	NA	NA	NA
Mobile Home Citations	NA	NA	NA
Manufactured Homes Added to Digest	NA	NA	NA
New Single Family Homes Added to Digest	NA	NA	NA
Assessment Ratio	NA	NA	NA

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit Supplement	Volunteer	FTE Ratio	New FTE Recommended
10	0	0	2	1	0	9.75	0.0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15500-511100	Regular Employees	398,191.50	431,600.00	341,000.00	380,800.00
100-15500-512100	Group Insurance	86,689.21	100,800.00	98,600.00	100,800.00
100-15500-512200	FICA	27,979.19	33,000.00	30,000.00	29,100.00
100-15500-512400	Retirement	24,997.07	24,900.00	24,000.00	24,900.00
100-15500-512700	Worker's Compensation	4,536.62	3,100.00	4,600.00	4,600.00
100-15500-521100	Board Of Equalization	596.64	2,700.00	600.00	-
100-15500-521303	Technical - Digest Prep	8,158.17	6,000.00	6,000.00	6,000.00
100-15500-521309	Tech. Re-Evaluations	16,000.00	25,000.00	25,000.00	25,000.00
100-15500-522203	Maint. - Office Equipment	711.20	7,000.00	800.00	7,000.00
100-15500-522204	Maintenance – Vehicles	32.00	500.00	-	500.00
100-15500-523201	Telephone	8,728.19	8,600.00	8,600.00	8,600.00
100-15500-523203	Postage	971.61	1,500.00	1,200.00	1,500.00
100-15500-523500	Travel	2,658.68	3,500.00	3,500.00	3,500.00
100-15500-523601	Dues – Professional	1,475.55	800.00	800.00	800.00
100-15500-523700	Education & Training	2,725.00	2,400.00	2,400.00	2,400.00
100-15500-531101	Office Supplies	4,771.72	4,000.00	3,500.00	4,000.00
100-15500-531155	Vehicle Repair Parts	503.70	800.00	800.00	800.00
100-15500-531270	Energy-Gasoline/Diesel	1,815.99	2,500.00	3,200.00	3,500.00
100-15500-531400	Books & Periodicals	1,185.44	1,500.00	1,500.00	1,500.00
100-15500-531700	Other Supplies	435.50	500.00	500.00	500.00
100-15500-542200	Vehicles	21.00			
100-15500-542400	Computers	2,549.15			
100-15500-542500	Equipment	19,687.00		3,160.00	
15500 Tax Assessor		**615,420.13**	**660,700.00**	**559,760.00**	**605,800.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: GEOGRAPHIC INFORMATION SYSTEM

MISSION, PROFILE AND ISSUES

To cost-effectively develop and maintain an automated system of relational data to be used for analysis, decision-making and public information, consisting currently 20+ of map layers and associated information for tax assessment, roads, zoning and land use, political boundaries, utilities and other purposes.

The department also provides periodic services for compensation for the cities of Brooklet, Portal, Register, Statesboro and Screven County for the production and maintenance of map layers for tax assessment, zoning/land use and utilities, as applicable.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Map Splits – Tax Assessors	142	135	135
Zoning Updates - County	NA	NA	NA
Zoning Updates - Cities	NA	NA	NA
Contracts for Services	NA	NA	NA

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
3	0	0	0	0	0	3.0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15510-511100	Regular Employees	82,023.43	83,800.00	103,300.00	103,300.00
100-15510-512100	Group Insurance	5,051.54	6,000.00	6,000.00	6,000.00
100-15510-512200	FICA	6,028.13	6,500.00	7,900.00	7,900.00
100-15510-512400	Retirement	5,257.40	5,500.00	6,700.00	6,700.00
100-15510-512700	Worker's Compensation	488.27	400.00	500.00	500.00
100-15510-521310	Technical - GIS System	8,000.00	8,000.00	8,000.00	8,000.00
100-15510-522203	Maint. - Office Equipment	(879.91)	5,700.00	1,000.00	5,700.00
100-15510-522204	Maintenance - Vehicles	92.85			
100-15510-523201	Telephone	1,184.70	1,000.00	1,000.00	1,000.00
100-15510-523203	Postage	-	1,000.00	500.00	1,000.00
100-15510-523500	Travel	554.51	400.00	500.00	500.00
100-15510-523601	Dues - Professional	470.00	300.00	350.00	300.00
100-15510-523700	Education & Training	295.00	600.00	-	500.00
100-15510-523800	License Fee	-	3,100.00		3,100.00
100-15510-531101	Office Supplies	2,898.50	3,000.00	3,000.00	3,000.00
100-15510-531155	Vehicle Repair Parts	1,079.15	800.00	500.00	500.00
100-15510-531400	Books & Periodicals	-	100.00		100.00
100-15510-531700	Other Supplies	-	200.00	-	200.00
100-15510-542400	Computers	2,904.90		-	
15510 Geographic Information System		**115,448.47**	**126,400.00**	**139,250.00**	**148,300.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: RISK MANAGEMENT

MISSION, PROFILE AND ISSUES

To provide funding for risk management activities through payment of insurance premiums for general liability and property, worker's compensation, fidelity bonds and other insurance products to protect the county against extreme financial losses. Risk management strives to serve county government through the reduction of liability risks, as well as ensure a safe working environment for county employees. Risk Management accomplishes this objective through the provision of risk assessment, safety awareness, and internal analysis services.

Risk Management responsibilities for Bulloch County are shared among key appointed officials, but, works in conjunction with the Human Resources Manager and a county employee safety committee. The County Staff Attorney and the Chief Financial Officer administer the County's property and casualty insurance program and various liability matters relating to the County and its employees, and provides loss control services while coordinating administration of the Workmen's Compensation Program.

A special focus will be to continue improving the employee safety program with on-going education and training in FY 2012.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Vehicle Accidents	15	12	12
Workman's Compensation Claims	4	4	4
Safety Training Sessions Provided to Employees	0	8	12

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15550-523101	Ins - Liab.Prop.&Casual	350,023.94	452,600.00	452,600.00	452,600.00
100-15550-523102	Ins - Deductibles	32,251.28	40,000.00	30,000.00	40,000.00
100-15550-531270	Energy-Gasoline/Diesel	536.56			
100-15550-533103	Ins - Fidelity Bonds	-	600.00		600.00
15550 Risk Management		**382,811.78**	**493,200.00**	**482,600.00**	**493,200.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: GOVERNMENT PLANT AND BUILDINGS

MISSION, PROFILE AND ISSUES

Maintain the appearance, structural integrity, safety and functionality of all county-owned buildings in a cost-effective manner. The personnel supported in this department are mostly responsible for light maintenance custodial and janitorial duties for county administrative buildings and courtrooms. Heavy maintenance is reliant on contracted labor and skilled inmate laborers from the Correctional Institute. With several new administrative buildings proposed over the next several years, consideration will need to be given to either increasing staff level or alternatively providing technical resources to execute job responsibilities more efficiently.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Work Orders	406	406	420
Preventive Maintenance Inspections	NA	4	4
Safety Inspections	2	4	4
Monthly HVAC Inspections	145	156	156
Parcels of County Owned Property	50	52	52
Sq. Ft. of Maintained Property	132,072	165,000	172,000

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
8	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15650-511100	Regular Employees	261,018.36	265,600.00	265,000.00	265,600.00
100-15650-511300	Overtime	19,787.67	20,200.00	23,800.00	20,200.00
100-15650-512100	Group Insurance	38,783.55	47,100.00	47,100.00	47,100.00
100-15650-512200	FICA	20,649.82	21,800.00	21,800.00	21,800.00
100-15650-512400	Retirement	16,966.21	18,600.00	18,600.00	18,600.00
100-15650-512700	Worker's Compensation	4,686.73	3,500.00	4,700.00	4,700.00
100-15650-522100	Cleaning	3,364.55	4,500.00	4,500.00	4,500.00
100-15650-522203	Maint Office Equipment	56.04			
100-15650-522204	Maintenance - Vehicles	31.00			
100-15650-522205	Maintenance - Building	35,750.74	34,000.00	34,000.00	34,000.00
100-15650-522207	maintenance - Equipment	255.75	1,000.00	1,000.00	1,000.00
100-15650-522310	Rental Of Land & Bldg	1,350.00	1,500.00	1,500.00	1,500.00
100-15650-522400	Pest Control	5,484.54	4,800.00	5,600.00	5,600.00
100-15650-523201	Telephone	3,021.47	2,700.00	2,700.00	2,700.00
100-15650-523203	Postage	2.20	100.00	50.00	100.00
100-15650-523300	Legal Advertising	311.04	200.00	200.00	200.00
100-15650-523500	Travel	320.00	500.00	500.00	500.00
100-15650-531101	Office Supplies	353.93	600.00	600.00	600.00
100-15650-531109	Purchase Card			40,000.00	
100-15650-531120	Janitorial Supplies	13,336.12	12,000.00	12,000.00	12,000.00
100-15650-531137	Signs	436.85	500.00	500.00	500.00
100-15650-531142	Chemicals/Fertilizers	146.10			
100-15650-531143	Landscaping Supplies	1,529.28	4,000.00	100.00	4,000.00
100-15650-531150	Building Main't Material	18,617.71	18,000.00	7,500.00	18,000.00
100-15650-531155	Vehicle Repair Parts	1,789.03	1,000.00	1,000.00	1,000.00
100-15650-531210	Energy-Water/Sewer	12,579.11	12,500.00	12,500.00	12,500.00
100-15650-531220	Energy-Natural Gas	1,084.29	1,000.00	1,000.00	1,000.00
100-15650-531230	Energy-Electricity	133,312.46	127,000.00	128,000.00	110,000.00
100-15650-531270	Energy-Gasoline/Diesel	7,318.85	8,000.00	10,000.00	14,000.00
100-15650-531612	Tools	2,620.43	3,000.00	3,000.00	3,000.00
100-15650-531700	Other Supplies	424.76	1,000.00	500.00	500.00
100-15650-531710	Uniforms	1,847.48	1,600.00	1,600.00	1,600.00
100-15650-542500	Equipment	3,352.85		600.00	
100-15650-551100	Transfer – Agri-Center		16,600.00	16,600.00	16,600.00
15650 General Gov Buildings and Plant		**610,588.92**	**632,900.00**	**666,550.00**	**623,400.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: PUBLIC RELATIONS AND MARKETING

MISSION, PROFILE AND ISSUES

To keep Bulloch County citizens informed of programs, services and activities of County government so they may participate in and gain full benefit from County government, and so they are aware of how their local taxes and public funds are managed; to provide services to meet the internal and external customer communication needs regarding County government and government-related issues; to facilitate the exchange of information between Bulloch County residents and County government; to increase awareness of confidence in the professionalism and efficiency of Bulloch County government. The proceeds from this budget primarily pay for special events and activities that carry out the mission. To save money in FY 2012, funds for awards and presentations have been substantially reduced.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Public Relations Events	15	11	12
Legislative Functions	4	3	6

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15700-521208	Prof. Advertising	-	1,000.00	200.00	1,000.00
100-15700-523202	Web Page	1,435.30	5,000.00	1,200.00	5,000.00
100-15700-523400	Printing & Binding		1,000.00	100.00	500.00
100-15700-523900	Other (Purchased Svcs)	600.00	1,000.00	1,000.00	1,000.00
100-15700-531101	Office Supplies	20.00	200.00	300.00	200.00
100-15700-531300	Food	3,164.94	4,800.00	4,000.00	3,500.00
100-15700-531700	Other Supplies	1,380.89	2,000.00	3,000.00	2,000.00
100-15700-531701	Awards/Presentations	32,285.00	28,000.00	31,055.00	5,000.00
100-15700-542400	Computer			1,920.00	
15700 Public Relations		**38,886.13**	**43,000.00**	**40,855.00**	**18,200.00**

GENERAL FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: GENERAL ADMINSTRATION FEES

MISSION, PROFILE AND ISSUES

To provide funding for association dues which benefit and advocate the interests of the county governing body.

Activity Measures

Measure	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
ACCG Functions Attended	12	12	12
NACO Functions	2	0	2
RDC Functions	12	15	15

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15950-523602	Dues – ACCG	5,476.00	5,500.00	5,200.00	5,500.00
100-15950-523603	Dues – Regional Comm.	37,070.00	34,420.00	34,420.00	39,600.00
100-15950-523604	Dues - NACO	1,082.00	1,080.00	1,080.00	1,200.00
15950 General Administration Fees		**43,628.00**	**41,000.00**	**40,700.00**	**46,300.00**

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Judicial Services Focus Area:
Justice and Equity

To administer as an agent of the State of Georgia, swift and effective justice as provided for in the state and federal Constitutions.

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GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: OGEECHEE JUDICIAL CIRCUIT
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To provide a judicial forum for civil and criminal proceedings for the adult and juvenile citizens of Bulloch County as prescribed by the State Constitution and for a functional judiciary as prescribed by law. Funding is provided to the Circuit by a population based formula to support salaries, operating expenses and capital outlays.

The population growth of the judicial circuit, fueled largely by Bulloch and Effingham Counties has increased caseloads and subsequent hearings. This phenomenon is likely to continue.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Criminal Dockets Filed	1,403	1,795	1,761
Total Criminal Defendants	1,589	1,894	1,834
Civil Dockets Filed	3,206	4,419	6,531
Number of Judges	3	3	3

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-21500-521306	Tech. - Court Recorder	64,668.46	80,000.00	65,000.00	80,000.00
100-21500-571100	Superior Court Judges	185,621.55	164,000.00	164,000.00	165,620.00
21500 Superior Court		**250,290.01**	**244,000.00**	**229,000.00**	**245,620.00**

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: CLERK OF COURTS
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To file and record all real estate and personal property records for the county, while aiding the public in records searches; file and record all proceedings for civil and criminal issues for the Superior, State, Magistrate, Municipal and Juvenile Courts; to issue notary public commissions, and passports, to record military discharges. This budget division also supports incidental court services for jury management and courtroom security.

This budget function is likely to require increasing automation and technology expenditures in the future in order to minimize space for records storage. This service is further affected by increasing caseloads and hearings for the courts that it serves. These phenomena are likely to continue.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Civil Superior cases filed	733	845	820
Criminal Superior cases filed	571	270	400
Civil State cases filed	618	240	400
Criminal State cases filed	820	675	700
Deed Instruments	11,634	4,080	4,500
Plats	332	116	140
Uniform Commercial Code Financing Statements	2,050	860	1,000
Liens	6,738	5,170	5,500
Civil Domestic Filings	472	200	300
Traffic Tickets	7,201	8,000	7,300

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
11	3	1	0	0	0	113.5	1.0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-15500-521100	Board Of Equalization				-
100-21800-511100	Regular Employees	371,923.20	359,800.00	370,000.00	400,000.00
100-21800-511200	Temporary Employees	22,191.14	24,200.00	21,000.00	21,000.00
100-21800-512100	Group Insurance	75,147.56	89,700.00	92,000.00	98,000.00
100-21800-512200	FICA	28,641.22	27,500.00	28,000.00	30,000.00
100-21800-512400	Retirement	17,631.40	20,200.00	21,000.00	21,000.00
100-21800-512700	Worker's Compensation	2,385.55	1,600.00	2,400.00	2,400.00
100-21800-521204	Prof. Accounting	150.00			23,000.00
100-21800-521208	Advertising	-	400.00	-	400.00
100-21800-521220	Professional - Other	-		44,000.00	
100-21800-522203	Maint. - Office Equipment	10,961.06	10,000.00	12,000.00	10,000.00
100-21800-522320	Rental Equipment	14,091.57	12,000.00	14,000.00	12,000.00
100-21800-523201	Telephone	15,937.78	14,000.00	14,000.00	14,000.00
100-21800-523203	Postage	8,436.87	14,000.00	10,000.00	14,000.00
100-21800-523400	Printing & Binding	44,171.83	31,000.00	38,000.00	38,000.00
100-21800-523500	Travel	2,437.73	1,500.00	1,500.00	1,500.00
100-21800-523601	Dues - Professional	840.00	100.00	840.00	840.00
100-21800-523606	Fees - Jurors/Bailiffs	73,544.33	88,000.00	77,000.00	80,000.00
100-21800-523700	Education & Training	550.00	1,300.00	1,000.00	1,000.00
100-21800-523900	Other Purchased Services	70.00		40.00	
100-21800-531101	Office Supplies	14,315.57	16,000.00	14,000.00	14,000.00
100-21800-531300	Food	4,853.75	6,500.00	5,500.00	4,000.00
100-21800-531400	Books & Periodicals	146.00	600.00	800.00	800.00
100-21800-531700	Other Supplies	2,445.00	2,000.00	2,000.00	2,000.00
100-21800-542300	Furniture & Fixtures	3,984.20			
21800 Clerk Of Superior Court		**714,855.76**	**720,400.00**	**769,080.00**	**787,940.00**

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: DISTRICT ATTORNEY
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To provide, fair, efficient and expeditious investigation and prosecution of civil and criminal proceedings under state jurisdiction; to assemble and inform grand juries of matters pending investigation to determine indictments; to provide child support enforcement to the families and children; prosecute welfare fraud to provide assistance and representation to victims of crimes, and to work with law enforcement, elected officials, citizens and the judiciary of the circuit to ensure public respect and confidence in the criminal justice system. Funding is provided to the Circuit by a population based formula to support salaries, expenses and capital outlay. The District Attorney's Office has been adversely affected by the Georgia Indigent Defense Act. This was resolved by increased funding by Bulloch County in FY 2008 to bring the office to parity. The population growth of the judicial circuit, fueled largely by Bulloch and Effingham Counties has increased caseloads and subsequent hearings. This phenomenon is likely to continue.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Felony Charges Prosecuted	NA	NA	NA
Child Support Enforcement Cases	678	1,300	1,602
Case Filings	2,077	2,095	2,042
Victims Service Clients	360	375	361

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-22000-571200 District Attorney	287,499.96	287,500.00	287,500.00	288,000.00
22000 District Attorney	**287,499.96**	**287,500.00**	**287,500.00**	**288,000.00**

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: STATE COURT JUDGE
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To provide a judicial forum for civil cases not reserved by the Constitution or the Superior Court; for misdemeanor criminal offenses; for traffic offenses in the unincorporated Bulloch County including Brooklet, Register and Portal and the Magistrate Court when demanded; for all civil disputes with no limit on amount in controversy; and appeals for Magistrate Court decisions. The Court also issues arrest and search warrants.

In FY 2011, the County provided additional financial support to establish a DUI Court that focuses on using case management as a tool to reduce recidivism and repeat offenses. This effort has been co-funded by the Judicial Council of Georgia with seed grant funds.

Activity Measures

Measure	2010 Actual	2011 Estimated	2012 Projected
Civil Case Filings	540	456	490
Traffic Cases Filed	5,687	5,700	7,300
Misdemeanor Case Filings	2,005	2,000	2,000
Probation Revocations Filed	318	320	320

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	0	1	0	0	0	2	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-23000-511100	Regular Employees	146,503.08	183,900.00	183,900.00	183,900.00
100-23000-512100	Group Insurance	5,051.54	11,200.00	12,900.00	12,900.00
100-23000-512200	FICA	10,868.36	14,000.00	12,000.00	12,000.00
100-23000-512400	Retirement	2,312.44	2,425.00	2,600.00	2,600.00
100-23000-512700	Worker's Compensation	867.61	700.00	900.00	900.00
100-23000-521202	Professional - Lawyers	2,858.50	2,500.00	2,800.00	2,800.00
100-23000-521306	Tech. - Court Recorder	38,125.00	38,125.00	38,125.00	38,125.00
100-23000-522203	Maint. - Office Equipment	534.09	500.00	2,000.00	2,000.00
100-23000-523201	Telephone	2,053.08	2,900.00	2,900.00	2,900.00
100-23000-523202	Website	108.00		40.00	40.00
100-23000-523203	Postage	2,050.00	2,200.00	2,200.00	2,200.00
100-23000-523500	Travel	960.00	1,075.00	1,075.00	
100-23000-523601	Dues - Professional	436.00	500.00	500.00	500.00
100-23000-523700	Education & Training	-	1,500.00	200.00	3,950.00
100-23000-531101	Office Supplies	1,875.07	1,800.00	2,500.00	2,500.00
100-23000-531109	Purchase Card			300.00	
100-23000-531400	Books & Periodicals	445.00	600.00	600.00	600.00
100-23000-531700	Other Supplies	-	175.00	400.00	12,560.00
100-23000-542300	Furniture & Fixtures		500.00	1,770.00	
100-23000-542400	Computers	-	2,000.00	4,100.00	
100-23000-542500	Equipment	2,997.00	500.00	-	
23000 State & Superior Court		**218,044.77**	**267,100.00**	**271,810.00**	**280,475.00**

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: SOLICITOR GENERAL
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To support the State Court by prosecuting civil cases not reserved by the Constitution or the Superior Court; misdemeanor criminal offenses; traffic offenses in the unincorporated Bulloch County including Brooklet, Register and Portal and the Magistrate Court when demanded; and appeals for Magistrate Court decisions.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Probation Revocations	318	320	320
Pre-Trial Conferences	355	380	380
Total Cases Subpoenaed for Bench Trials	1,074	1,087	1,110
Bond Notices	2,700	3,300	3,700
Subpeonas Issued	1,200	1,400	1,800

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	1	0	0	0	1	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-23100-511100	Regular Employees	136,383.60	139,200.00	139,200.00	145,200.00
100-23100-512100	Group Insurance	5,497.67	6,000.00	6,000.00	6,000.00
100-23100-512200	FICA	10,297.08	10,700.00	10,700.00	10,700.00
100-23100-512400	Retirement	2,016.24	2,100.00	1,200.00	7,600.00
100-23100-512700	Worker's Compensation	798.97	600.00	800.00	800.00
100-23100-522203	Maint. - Office Equipment	290.94	1,000.00	700.00	1,000.00
100-23100-523201	Telephone	3,980.64	4,000.00	4,000.00	4,000.00
100-23100-523203	Postage	869.00	1,000.00	1,000.00	1,000.00
100-23100-523500	Travel	1,245.65	1,400.00	1,400.00	-
100-23100-523601	Dues - Professional	456.00	700.00	500.00	700.00
100-23100-523700	Education & Training	300.00	300.00	300.00	-
100-23100-531101	Office Supplies	1,127.31	1,400.00	1,400.00	1,400.00
100-23100-531400	Books & Periodicals	198.72	400.00	400.00	400.00
100-23100-531700	Other Supplies	132.84	200.00	-	200.00
100-23100-542500	Equipment	1,614.00		2,940.00	
23100 State Court Solicitor		**165,208.66**	**169,000.00**	**170,540.00**	**179,000.00**

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: MAGISTRATE COURT
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To assist the public with civil and criminal filings as allowed by law and as prescribed in the Official Code of Georgia Annotated in a prompt, courteous and professional manner; civil filings including claims of $15,000 or less, dispossessionary warrants, garnishments or wages or bank accounts, personal property foreclosure and writs of possession, interrogatories, levies, and abandoned motor vehicles; criminal filings including bad check warrants, probable cause hearings, warrant processing for law enforcement and private citizens, search warrants and bonds for good behavior.

Activity Measures

Measure	FY 2007 Actual	FY 2008 Estimated	FY 2009 Projected
Civil Claims	3,544	2,960	3,050
Bad Check Warrants	756	412	425
Other Criminal Warrants	3,144	3,333	3,433
County Ordinance Hearings	192	157	162
Other Civil Hearings	489	454	468
Criminal Hearings	963	961	990

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
9	1	1	0	1	0	11	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-24000-511100	Regular Employees	383,290.41	389,700.00	389,700.00	389,700.00
100-24000-512100	Group Insurance	77,066.15	88,000.00	88,000.00	88,000.00
100-24000-512200	FICA	27,549.72	29,800.00	29,800.00	29,800.00
100-24000-512400	Retirement	21,020.70	24,400.00	24,400.00	24,400.00
100-24000-512700	Worker's Compensation	2,328.78	1,500.00	2,400.00	2,500.00
100-24000-522203	Maint. - Office Equipment	4,759.99	5,200.00	5,200.00	5,200.00
100-24000-522204	Maintenance - Vehicle	752.35	1,100.00	750.00	800.00
100-24000-523201	Telephone	13,263.60	12,000.00	12,000.00	12,000.00
100-24000-523203	Postage	5,300.00	6,100.00	7,000.00	6,100.00
100-24000-523300	Advertising	229.64	500.00	400.00	400.00
100-24000-523400	Printing & Binding	1,947.66	2,000.00	2,100.00	2,000.00
100-24000-523500	Travel	2,599.46	5,000.00	3,600.00	4,000.00
100-24000-523601	Dues - Professional	291.10	300.00	300.00	300.00
100-24000-523700	Education & Training	1,146.34	2,500.00	1,500.00	2,000.00
100-24000-531101	Office Supplies	4,174.35	4,200.00	4,200.00	4,200.00
100-24000-531270	Gas & Oil	3,096.76	3,500.00	3,800.00	3,800.00
100-24000-531400	Books & Periodicals	169.50	500.00	500.00	500.00
100-24000-531700	Other Supplies	424.53	500.00	-	500.00
100-24000-531710	Uniforms	-	100.00	100.00	100.00
24000 Magistrate Court		**549,411.04**	**576,900.00**	**575,750.00**	**576,300.00**

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: PROBATE COURT
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To serve the citizens of Bulloch County by providing: the administration of estates for deceased persons; guardianship of minors and incapacitated adults; commitment hearings for the mentally ill and persons with addictive issues; issuance of firearms permits through background checks, marriage licenses, explosives permits, birth certificate amendments. Effective in FY 2010, the Probate Judge no longer serves as the County Elections Supervisor, in favor of the newly established Board of Elections and Registration formed by local legislation.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 20010 Projected
Marriage Licenses	375	435	500
Firearms Licenses	622	665	700
Guardianships	144	98	125
Estates	200	180	125

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
3	1	1	0	0	0	3.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-24500-511100	Regular Employees	180,846.13	185,600.00	172,000.00	168,000.00
100-24500-512100	Group Insurance	32,691.43	43,400.00	43,400.00	43,000.00
100-24500-512200	FICA	12,879.20	14,100.00	13,200.00	13,000.00
100-24500-512400	Retirement	4,489.12	7,100.00	7,100.00	7,100.00
100-24500-512700	Worker's Compensation	1,125.06	800.00	1,200.00	1,200.00
100-24500-521208	Prof. Advertising	1,081.25	1,500.00	1,200.00	1,200.00
100-24500-522203	Maint. - Office Equipment	4,961.94	4,000.00	4,000.00	4,000.00
100-24500-522320	Rental Equipment	3,826.21	3,700.00	3,700.00	3,700.00
100-24500-523201	Telephone	4,685.08	4,300.00	4,300.00	4,300.00
100-24500-523203	Postage	6,822.50	3,000.00	3,000.00	3,000.00
100-24500-523400	Printing & Binding	5,800.75	6,000.00	6,000.00	6,000.00
100-24500-523500	Travel	809.44	1,500.00	1,500.00	1,500.00
100-24500-523601	Dues - Professional	450.00	500.00	500.00	500.00
100-24500-523700	Education & Training	450.00	1,000.00	1,000.00	1,500.00
100-24500-523900	Other Purchased Services	175.00		200.00	
100-24500-531101	Office Supplies	3,219.10	3,000.00	3,000.00	3,000.00
100-24500-531400	Books & Periodicals	236.20	500.00	500.00	500.00
100-24500-531700	Other Supplies	184.74	200.00	300.00	200.00
100-24500-542400	Computers	2,885.00			
100-24500-542500	Equipment	15,888.31			
24500 Probate Court		283,506.46	280,200.00	266,100.00	261,700.00

GENERAL FUND

FUNCTION: JUDICIAL
BUDGET DIVISION: PUBLIC DEFENDER
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To provide population-based formula funding by contract to the Ogeechee Circuit Public Defender's Office pursuant to the provisions of the Georgia Indigent Defense Act of 2003 for the provision of criminal defense for indigent persons accused of violating local or state laws. Funding is provided for staffing and expenses; for other outside counsel to indigent clients where a conflict of interest may exist, and an administrative fee of 10% to the state. Though this service has been well managed at the circuit level, state funding issues continue to place pressure on local governments to contribute more to the service.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Caseloads	612	638	
% Conflict of Interest Cases	5.7%	5%	
Juvenile Caseload	106	125	

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-28000-521202 Professional - Lawyers	321,197.24	281,000.00	281,000.00	288,000.00
100-28000-571300 Indigent Defense Admin	38,016.00	40,000.00	40,000.00	40,000.00
28000 Indigent Defense	**359,213.24**	**321,000.00**	**321,000.00**	**328,000.00**

Public Safety Focus Area:
Protection of Lives and Property

To protect lives and property by effective means with prompt and courteous service for the law-abiding citizens and guests of Bulloch County.

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GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: PUBLIC SAFETY ADMINISTRATION

MISSION, PROFILE AND ISSUES

To coordinate five different departments in the areas of public safety including a regional E-911 center, EMS-Rescue, county volunteer fire services, emergency management, and animal control services; to create an environment where jobs can be performed at peak levels; to help promote partnership between citizens, elected officials and employees; to seek outside funding to leverage operations; and, to save lives and protect property.

This is a new budget division created in FY 2006 that was established to more easily identify the costs of support services by the Public Safety Director to other work units.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Public Safety Grants Managed	3	3	2
Public Safety Grants Applied For	2	1	1
Special Projects	0	1	1

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	1	0	0	0	0	1.5	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-31000-511100 Regular Employees	107,122.58	117,400.00	117,400.00	117,400.00
100-31000-511300 Overtime	367.36	1,300.00	100.00	1,300.00
100-31000-512100 Group Insurance	16,930.46	18,600.00	18,000.00	18,600.00
100-31000-512200 FICA	7,680.73	9,000.00	9,000.00	9,000.00
100-31000-512400 Retirement	6,467.47	7,300.00	7,300.00	7,300.00
100-31000-512700 Workers Compensation	1,496.01	1,000.00	1,500.00	1,500.00
100-31000-522203 Maint. - Office Equipment	50.00	200.00	-	200.00
100-31000-522204 Maintenance - Vehicle	113.50	300.00	100.00	300.00
100-31000-523201 Telephone	898.46	1,600.00	1,200.00	1,600.00
100-31000-523203 Postage	32.21		30.00	
100-31000-523500 Travel	-	100.00	-	100.00
100-31000-523601 Professional Dues	112.55	200.00	150.00	200.00
100-31000-531101 Office Supplies	406.61	400.00	200.00	400.00
100-31000-531109 Purchase Card	173.38		3,000.00	
100-31000-531155 Vehicle Repair Parts	543.21	300.00	-	300.00
100-31000-531270 Energy - Gasoline/Diesel	957.05	1,200.00	1,500.00	1,500.00
100-31000-531700 Miscellaneous	140.00	100.00	-	100.00
100-31000-531710 Uniforms	200.00	200.00	-	200.00
100-31000-542500 Equipment	2,500.00			
31000 Public Safety Administration	**146,191.58**	**159,200.00**	**159,480.00**	**160,000.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: SHERIFF
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To protect the citizens of Bulloch County by providing professional and secure detention facilities, enforcing civil and criminal laws, providing outstanding public service with integrity and upholding the constitutionality of the Sheriff's Office; to maintain social order within prescribed ethical and constitutional limits, while providing professional law enforcement services; to act in the capacity as the chief law enforcement agency for Bulloch County's citizens and guests in an effort to protect life and property; to maintain public order; provide traffic control; to promote community service; to provide service to the courts of the county by serving and executing civil and criminal processes and warrants; and, to provide security for the Courthouse, Judicial Annex and other county facilities. In 2001, a study conducted by the Georgia Department of Community Affairs concluded that eight (8) additional deputies were needed for a proper ratio of law enforcement personnel to population. This budget would supply the department with the seventh of the eight additional deputies needed. In FY 2006, four (4) additional positions were funded, and in FY 2008 a fifth position was funded. If a grant is approved through the Community Oriented Police Service (COPS) program, pending available and additional county funds, three (3) deputies could be added.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Misdemeanor & Felony Warrants	4,200	4,700	5,000
Traffic Citations	1,800	2,000	2,200
Civil Papers Served	9,000	11,000	12,000
Calls for Service	13,000	15,000	15,500

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
48	0	1	0	0	0	48	1

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-33010-511100	Regular Employees	2,069,513.10	2,020,000.00	2,070,000.00	2,020,000.00
100-33010-511300	Overtime	477,490.33	429,200.00	455,000.00	450,000.00
100-33010-512100	Group Insurance	390,674.81	449,500.00	461,600.00	450,000.00
100-33010-512200	FICA	185,029.26	190,800.00	191,000.00	191,000.00
100-33010-512400	Retirement	150,039.81	151,500.00	151,000.00	151,000.00
100-33010-512700	Worker's Compensation	48,633.20	40,400.00	49,000.00	49,000.00
100-33010-521200	Inmate Medical	4,747.38	4,000.00	4,000.00	4,000.00
100-33010-521201	Employee Physicals	270.00	1,000.00	1,000.00	1,000.00
100-33010-522203	Maint. - Office Equipment	959.00	500.00	2,100.00	500.00
100-33010-522204	Maintenance - Vehicle	72,913.61	60,000.00	80,000.00	75,000.00
100-33010-522205	Maintenance - Building	6,694.50	5,000.00	5,000.00	5,000.00
100-33010-522206	Maintenance - Radio	12,108.60	12,000.00	12,000.00	12,000.00
100-33010-522207	Maint. - Other Equipment	2,876.25	2,000.00	2,000.00	2,000.00
100-33010-522320	Rental Equipment	5,453.62	5,000.00	5,000.00	5,000.00
100-33010-522400	Pest Control	198.00	200.00	200.00	200.00
100-33010-523201	Telephone	45,638.34	45,000.00	42,000.00	42,000.00
100-33010-523203	Postage	3,763.59	4,500.00	4,500.00	4,500.00
100-33010-523500	Travel	10,166.94	15,000.00	13,000.00	15,000.00
100-33010-523601	Dues - Professional	1,490.00	1,900.00	2,000.00	2,000.00
100-33010-523700	Education & Training	2,386.66	3,000.00	3,000.00	3,000.00
100-33010-531101	Office Supplies	16,888.96	12,000.00	14,000.00	14,000.00
100-33010-531110	Police Supplies	8,423.20	18,000.00	18,000.00	18,000.00
100-33010-531112	Supplies - Child Id	59.93		9,400.00	
100-33010-531120	Janitorial Supplies	25.00		20.00	
100-33010-531150	Building Main't Material	548.50	600.00	600.00	600.00
100-33010-531155	Vehicle Repair Parts	20,613.97	23,000.00	21,000.00	21,000.00
100-33010-531210	Energy-Water/Sewer	57,622.32	53,000.00	53,000.00	53,000.00
100-33010-531220	Energy-Natural Gas	20,433.79	20,000.00	8,000.00	20,000.00
100-33010-531230	Energy-Electricity	25,177.99	24,000.00	23,300.00	24,000.00

100-33010-531270	Energy-Gasoline/Diesel	186,627.68	170,000.00	210,000.00	250,000.00
100-33010-531400	Books & Periodicals	453.10	300.00	1,100.00	300.00
100-33010-531600	Small Equipment			40.00	
100-33010-531700	Other Supplies	8,768.45	7,000.00	7,000.00	7,000.00
100-33010-531710	Uniforms	49,303.67	37,100.00	37,100.00	37,100.00
100-33010-542200	Vehicles	2,775.00			
100-33010-542300	Furniture & Fixtures	455.65			
100-33010-542400	Computers	9,844.19		15,000.00	
33010 Sheriff		**3,899,068.40**	**3,805,500.00**	**3,970,960.00**	**3,927,200.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: SHERIFF – CRIMINAL INVESTIGATIONS

MISSION, PROFILE AND ISSUES

To provide additional resources to Sheriff's Investigators as an aid in prosecuting and apprehending offenders by detecting, investigating and preventing criminal activity; and, to recover property.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Total Investigations	5,200	5,500	5,700

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-33210-521300	Technical - Lab Fees	250.00		250.00	250.00
100-33210-522203	Maint Office Equip	46.01	-	400.00	200.00
100-33210-522207	Maint Other Equip			220.00	
100-33210-522207	Maint Other Equip		2,400.00		
100-33210-523201	Telephone	2,933.80	-	2,850.00	2,850.00
100-33210-523500	Travel	961.99			-
100-33210-523601	Professional Dues	75.00	-		-
100-33210-523700	Training & Education	195.00	4,000.00	250.00	-
100-33210-523900	Other (Purchased Svcs)	250.00		2,500.00	1,000.00
100-33210-531101	Office Supplies	3,573.02		4,000.00	4,000.00
100-33210-531110	Police Supplies	2,009.20	1,400.00	2,000.00	3,000.00
100-33210-531155	Vehicle Repair Parts	19.00	-	200.00	-
100-33210-531700	Other Supplies	312.40	1,000.00	250.00	1,000.00
100-33210-531710	Uniforms	479.49	100.00	350.00	100.00
100-33210-542400	Computers	892.71	-	1,900.00	-
100-33210-542500	Equipment Purchase	344.95	100.00	-	100.00
33210 Criminal Investigations		**12,342.57**	**9,000.00**	**15,170.00**	**12,500.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: DRUG SUPPRESSION/VICE CONTROL

MISSION, PROFILE AND ISSUES

To provide intensive law enforcement services directed at interdiction and intervention of the trade and consumption of illegal drugs, using tactics to reduce both the supply and demand of illegal drugs in Bulloch County. This year, instead of a transfer of dollars to a designated special revenue fund, all expenditures will be accounted for within the General Fund. The Drug Suppression Fund will remain to account for drug-related cash and asset confiscation which the Sheriff's department may use to acquire additional resources.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Drug Related Arrests	180	175	180

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
5	0	0	0	0	0	5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-33220-511100	Regular Employees	182,542.51	178,800.00	174,130.00	178,800.00
100-33220-511300	Overtime	62,318.48	63,300.00	69,700.00	63,300.00
100-33220-512100	Group Health Ins	36,430.76	60,400.00	70,600.00	71,000.00
100-33220-512200	FICA	17,751.96	18,800.00	18,650.00	18,800.00
100-33220-512400	Retirement	15,692.81	16,000.00	16,000.00	16,000.00
100-33220-512700	Worker's Compensation	4,765.75	3,300.00	4,800.00	4,800.00
100-33220-522203	Office Equipment Main't	1,711.50	1,000.00	1,000.00	1,000.00
100-33220-522204	Maintenance - Vehicles	7,597.76	5,000.00	6,000.00	5,000.00
100-33220-522205	Building Maintenance	4,461.16	1,400.00	1,400.00	1,400.00
100-33220-522206	Radio Main't	617.40	700.00	700.00	700.00
100-33220-522400	Pest Control	433.00	400.00	400.00	400.00
100-33220-523201	Telephone	8,610.25	8,000.00	8,000.00	8,000.00
100-33220-523203	Postage	-			
100-33220-523500	Travel	1,076.67	1,000.00	1,000.00	1,000.00
100-33220-523601	Professional Dues	370.55	300.00	370.00	300.00
100-33220-523700	Training	-	400.00	10.00	500.00
100-33220-531101	Office Supplies	2,692.52	3,200.00	3,200.00	3,200.00
100-33220-531109	Purchase Card			1,300.00	
100-33220-531110	Police Supplies	13,095.15	12,000.00	10,000.00	12,000.00
100-33220-531210	Water & Sewerage	383.00	300.00	300.00	300.00
100-33220-531220	Natural Gas	183.94	200.00	200.00	200.00
100-33220-531230	Electricity	4,226.53	3,700.00	4,200.00	4,200.00
100-33220-531270	Gas & Oil	19,121.65	17,000.00	23,500.00	25,000.00
100-33220-531400	Subscriptions			300.00	
100-33220-531600	Technical Equipment	14.84		1,000.00	
100-33220-531700	Miscellaneous	18.00			
100-33220-531710	Uniforms	2,741.27	2,500.00	2,500.00	2,500.00
100-33220-542200	Vehicle Purchase			2,640.00	
100-33220-542400	Computers	1,851.51		620.00	
100-33220-542500	Equipment Purchase	0.27			
100-33220-573000	Pe-Pi Fund	19,000.00	20,900.00	20,000.00	20,000.00
33220 Vice Control		**407,709.24**	**418,600.00**	**442,520.00**	**438,400.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: COURT SECURITY

MISSION, PROFILE AND ISSUES

To protect the users of Bulloch County Court facilities including court officials, county personnel persons doing business with the county judiciary and citizens.

In April 2005, the Bulloch County Security Committee was formed by the Sheriff and County Judiciary to undertake a study to determine security needs for judicial facilities in the wake of high profile incidents of courtroom related violence in Georgia and other locations nationwide. Further study concluded that various operational and capital resources were needed to address vulnerabilities in county judicial facilities. The Sheriff, in consultation with the County Judiciary, is by law and under the guidelines of the aforesaid study to be responsible for Court Security. Currently, this provides a system of adequate coverage for the Bulloch County Courthouse, Judicial Annex and Magistrate Court Buildings. The county will continuously review and evaluate the effectiveness of the program to determine any gaps or deficiencies whereby any acceleration in resources required by the recommended security plan may be necessary.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Disruptive Incidents	0	0	0
Arrests or Custody Occurrences	0	0	0
Weapons or Contraband Items Confiscated	0	0	0

Bulloch County Direct Staffing Level

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
4	0	0	0	0	0	4	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-33600-511100	Regular Employees	121,535.83	170,100.00	170,100.00	170,100.00
100-33600-511300	Overtime	21,518.37	23,200.00	23,200.00	23,200.00
100-33600-512100	Group Insurance	22,045.71	30,300.00	23,000.00	23,000.00
100-33600-512200	FICA	10,286.56	10,600.00	10,600.00	14,800.00
100-33600-512400	Retirement	8,232.52	9,100.00	12,500.00	12,500.00
100-33600-512700	Worker's Compensation	2,739.15	1,700.00	2,800.00	2,800.00
100-33600-522205	Building Maintenance	1,146.70		60.00	
100-33600-523201	Telephone	1,904.16	1,200.00	1,200.00	1,200.00
100-33600-531150	Bldg Maint Materials	23.30		4.00	
100-33600-531700	Other Supplies	14.99		46.00	
100-33600-531710	Uniforms	964.41	2,300.00	2,300.00	2,300.00
33600 Court Security/Sheriff		**190,411.70**	**248,500.00**	**245,810.00**	**249,900.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: JAIL
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To provide and maintain a common county jail in which to house prisoners who have pending court hearings or are being held after sentencing. This budget division faces many challenges. The long-term challenge will be estimating future capacity at the presently expanded facility.

In FY 2009 an expansion of the present jail facility built in 1989 increased capacity from 120 to 381 beds, with a current capacity count of 340. The housing of 40 federal inmates daily will is likely to helps offset total operating costs. There are increasing cost impacts related to inmate medical care. These activities include the transport of prisoners, substance abusers and mental patients to and from medical care facilities. Such transport is mandated by the criminal justice system, as is the cost of inmate medical care. While Bulloch County insures itself from catastrophic risk and provides lower level nursing care, medical and dental care for inmates having higher level conditions remain the financial responsibility of the county. The Jail works diligently to minimize medical costs by ensuring that eligible prisoners utilize Medicaid or other insurance benefits. However, most of the inmate population does not have any insurance benefits. In FY 2007, the Sheriff contracted with a firm to provide medical screening services which has slowed the rate of cost increases significantly. Finally, there is the issue of housing state prisoners. The State of Georgia, by mandate is supposed to provide reimbursements of $20 per day for state inmates housed in county jails. This rate provides less than two-thirds of the total cost.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Average Daily Census	235	340	360
Average Daily State and Federal Prisoners Held	45	45	45
Average Number of Inmates Receiving Medical Care	27	30	50

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
65	2	0	0	0	0	66	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-33260-511100	Regular Employees	1,721,556.58	1,683,200.00	1,792,600.00	1,792,600.00
100-33260-511300	Overtime	243,596.26	248,200.00	251,100.00	251,100.00
100-33260-512100	Group Insurance	410,117.76	534,000.00	448,700.00	448,700.00
100-33260-512200	FICA	141,253.95	147,700.00	150,000.00	150,000.00
100-33260-512400	Retirement	96,354.93	98,000.00	128,000.00	128,000.00
100-33260-512700	Worker's Compensation	38,291.42	24,000.00	38,200.00	38,200.00
100-33260-521200	Inmate Med	602,164.66	502,000.00	502,000.00	502,000.00
100-33260-521201	Employee Physicals	-	1,000.00	-	-
100-33260-522203	Maint. - Office Equipment	1,824.36	1,000.00	1,000.00	1,000.00
100-33260-522204	Maintenance - Vehicle	442.74	1,000.00	-	-
100-33260-522205	Maintenance - Building	19,515.73	23,000.00	40,000.00	40,000.00
100-33260-522207	Maint. - Other Equipment	1,388.95	1,000.00	1,000.00	1,000.00
100-33260-522320	Rental Equipment	13,612.68	11,700.00	13,000.00	13,000.00
100-33260-522400	Pest Control	198.00	400.00	200.00	200.00
100-33260-523201	Telephone	18,051.54	16,500.00	18,000.00	18,000.00
100-33260-523500	Travel	939.15	4,000.00	1,000.00	2,000.00
100-33260-523700	Education & Training	539.39	1,000.00	300.00	1,000.00
100-33260-523910	Inmate Housing	1,400.00	1,500.00	-	-
100-33260-531101	Office Supplies	11,636.50	10,000.00	9,800.00	9,800.00
100-33260-531110	Police Supplies	3,533.40	4,000.00	3,500.00	3,500.00
100-33260-531115	Inmate Food	700,733.08	868,000.00	900,000.00	900,000.00
100-33260-531116	Bedding & Clothing	8,705.28	20,000.00	21,000.00	21,000.00
100-33260-531117	Laundry	14,725.88	15,000.00	15,000.00	15,000.00
100-33260-531120	Janitorial Supplies	64,226.47	58,000.00	58,000.00	58,000.00
100-33260-531150	Building Main't Material	15,467.19	16,000.00	20,000.00	20,000.00
100-33260-531155	Vehicle Repair Parts	412.39		1,000.00	1,000.00
100-33260-531210	Energy-Water/Sewer	45,340.78	40,000.00	57,000.00	57,000.00

100-33260-531220	Energy-Natural Gas	19,242.73	18,000.00	14,000.00	14,000.00
100-33260-531230	Energy-Electricity	91,304.35	86,000.00	102,000.00	95,000.00
100-33260-531700	Other Supplies	3,954.81	11,600.00	3,000.00	3,000.00
100-33260-531710	Uniforms	10,956.13		600.00	12,000.00
100-33260-542300	Furniture & Fixtures	193.12		10,000.00	
100-33260-542400	Computers	8,273.71		5,500.00	
33260 Jail Operations		**4,309,953.92**	**4,445,800.00**	**4,605,580.00**	**4,596,100.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: ADULT CORRECTIONAL INSTITUTE

MISSION, PROFILE AND ISSUES

To provide safe and secure prisoner housing primarily for state inmates under contract with the Georgia Department of Corrections, and for a limited number of county inmates; to provide an inmate labor force working daily for county departments including public works, solid waste, recreation and facilities management, and for other agencies on request.

Since 1946, this facility has been used as a work camp primarily for state prisoners (147 of the 170 prisoners housed are state prisoners). Additional costs for these inmates are allocated through other budget divisions where correctional officers supervise their work. Therefore, this budget division principally reflects the costs for basic housing, in-house supervision and facility care. However, the camp does place additional focus on anti-recidivist behavior. According to an internal inmate labor study, the labor provided returns approximately $3.0 million dollars of net value to the county citizens, which is equivalent to 1.8 mill of tax levy. Like the county jail, there are also increasing cost impacts related to inmate medical care. These activities include the transport of prisoners, substance abusers and mental patients to and from medical care facilities. Such transport is mandated by the criminal justice system, as is the cost of inmate medical care. While Bulloch County insures itself from catastrophic risk and provides lower level nursing care, medical and dental care for inmates having higher level conditions remain the financial responsibility of the county. Another similar issue is the housing of state prisoners. The State of Georgia, by mandate provides reimbursements of $20 per day for state inmates housed in county jails. This rate provides less than two-thirds of the total cost. Further, the state does not provide timely reimbursement, thus shifting the financial responsibilities to counties.

Correctional Officers typically work a 12 hour shift on a continuous 6:00 AM/PM rotation. A minimum of three officers are at the facility at all times to perform shakedowns, to maintain buildings, for transport and to check security. Average ratio for work details are 3 inmates to 1 guard, with not more than 12. Security level determines which inmates do what type of work. Given the age of the present facility, while still functional, certain building components such as windows and roofing are slowly decaying. Though much has been improved in recent years, on-going improvements are needed to accommodate modern security needs as well.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Average Daily Census	170	170	170
Average Daily Percentage of State Prisoners Held	86%	86%	86%
Average Number of Daily Outside Inmate Work Details	30	30	30
Inmate to Guard Staffing Standard	12	12	12

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
24	0	0	7	0	0	24	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-34200-511100	Regular Employees	1,007,858.35	969,000.00	969,000.00	963,000.00
100-34200-511300	Overtime	119,091.36	107,000.00	115,270.00	107,000.00
100-34200-512100	Group Insurance	152,664.74	168,800.00	168,800.00	168,800.00
100-34200-512200	FICA	82,440.77	81,800.00	81,800.00	83,000.00
100-34200-512400	Retirement	62,708.87	59,200.00	60,000.00	60,000.00
100-34200-512700	Worker's Compensation	21,153.33	18,200.00	21,200.00	21,200.00
100-34200-521200	Inmate Med	133,100.00	105,000.00	120,000.00	120,000.00
100-34200-521201	Prof. Physician	3,890.00	20,000.00	12,000.00	15,000.00
100-34200-521304	Technical: Film/Process	1,121.00	500.00	500.00	500.00
100-34200-522203	Maint. - Office Equipment	369.05	2,000.00	500.00	500.00
100-34200-522204	Maintenance - Vehicle	142.06	1,000.00	1,000.00	1,000.00
100-34200-522205	Maintenance - Building	11,168.27	5,000.00	6,000.00	5,000.00
100-34200-522206	Maintenance - Radio	4,317.33	3,600.00	3,600.00	3,600.00
100-34200-522207	Maint. - Other Equipment	3,814.55	4,000.00	4,000.00	4,000.00
100-34200-522320	Rental Equipment	2,771.93	3,000.00	4,000.00	3,000.00
100-34200-522400	Pest Control	765.76	600.00	800.00	800.00

100-34200-523201	Telephone	10,637.66	10,000.00	10,600.00	10,600.00
100-34200-523203	Postage	350.27	400.00	400.00	400.00
100-34200-523300	Advertising	-	100.00	-	100.00
100-34200-523500	Travel	54.51	1,000.00	500.00	500.00
100-34200-523601	Dues - Professional	74.55	100.00	20.00	100.00
100-34200-523700	Education & Training	444.94	500.00	-	500.00
100-34200-531101	Office Supplies	9,517.89	7,000.00	800.00	7,000.00
100-34200-531109	Purchase Card	1,363.00		50,000.00	
100-34200-531115	Inmate Food	(266,290.68)	(370,000.00)	(270,000.00)	(270,000.00)
100-34200-531116	Bedding & Clothing	34,659.68	33,000.00	33,000.00	33,000.00
100-34200-531117	Laundry	11,098.10	9,000.00	12,000.00	10,000.00
100-34200-531120	Janitorial Supplies	16,745.50	12,000.00	12,000.00	12,000.00
100-34200-531150	Building Main't Material	11,280.72	10,000.00	10,000.00	10,000.00
100-34200-531155	Vehicle Repair Parts	7,012.65	5,000.00	5,000.00	5,000.00
100-34200-531156	Equip Repair Parts	6.79			
100-34200-531210	Energy-Water/Sewer	52,317.50	42,000.00	49,950.00	50,000.00
100-34200-531220	Energy-Natural Gas	28,592.00	28,000.00	22,000.00	28,000.00
100-34200-531230	Energy-Electricity	63,427.82	65,000.00	80,000.00	65,000.00
100-34200-531270	Energy-Gasoline/Diesel	12,306.35	10,000.00	12,000.00	14,000.00
100-34200-531400	Books & Periodicals	82.50			
100-34200-531600	Small Equipment	997.97	300.00	730.00	300.00
100-34200-531700	Other Supplies	3,785.75	3,500.00	2,000.00	3,500.00
100-34200-531710	Uniforms	5,595.98	4,800.00	3,500.00	4,800.00
100-34200-542200	Vehicles	31,797.00			
100-34200-542300	Furniture & Fixtures	494.01			
100-34200-542400	Computers	796.00		500.00	
100-34200-542500	Equipment	2,603.00			
34200 Adult Correctional Institute		**1,647,128.83**	**1,420,400.00**	**1,603,470.00**	**1,541,200.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: ADULT PROBATION AND PAROLE

MISSION, PROFILE AND ISSUES

To serve the State and Superior Courts of Bulloch County by enforcing probation sentencing conditions for misdemeanor offenders, and collecting court-ordered fines, fees and restitution; to collaborate with other criminal justice agencies in protecting the public with sentence enforcement and probation conditions; provide surveillance on probationers to protect the community, deter further criminal activity, and assure victim restitution; to assist in the rehabilitation of criminal offenders through individual assessments, counseling and professional guidance, and to provide additional law enforcement capability.

This budget division, since its inception in 2000, has been very successful both functionally and fiscally, where previously the service was contracted. The contract was dissolved when the given the choice by state mandate of further contracting or providing the service directly. The current leadership of the department has succeeded in increasing the functional and fiscal credibility within the local criminal justice system.

The courts are utilizing probation to relieve overcrowding in jails. This shifts the burden from incarceration to supervision, which in effect provides an alternative by reducing potential daily costs from $45.00 per day per inmate in a jail to $1.00 per day per a supervised probationer. Caseloads per probation officer are increasing. 200 cases per officer is the standard, while this office's rate is now over 300. It is believed that reducing per officer caseload has a correlation to fee and fine collection generated by the office. The higher the caseload, the less time the officer has to follow up when needed (caseload reviews, warrant issues, sending letters, making calls to probations, etc.). Therefore, one (1) new FTE has been funded for FY 2012 for a probation officer.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Average Open Caseload	1,475	1,576	1,600
Per Officer Caseload	273	302	300
Hrs. of Community Service Labor Provided	1,852	2,000	2,100
New Warrants Issues (Monthly)	43	49	35

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
11	0	0	0	0	0	11.0	1.0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-34500-511100	Regular Employees	323,815.30	315,100.00	323,800.00	356,900.00
100-34500-512100	Group Insurance	59,176.21	66,500.00	65,600.00	71,000.00
100-34500-512200	FICA	22,980.08	23,200.00	23,000.00	27,300.00
100-34500-512400	Retirement	17,795.54	19,200.00	18,000.00	19,000.00
100-34500-512700	Worker's Compensation	2,009.98	1,400.00	2,000.00	2,000.00
100-34500-522203	Maint. - Office Equipment	2,284.89	3,000.00	3,000.00	3,000.00
100-34500-522204	Maintenance - Vehicles	1,576.73	1,200.00	1,400.00	1,400.00
100-34500-522320	Rental Equipment	2,065.24	2,000.00	2,300.00	2,300.00
100-34500-523201	Telephone	10,139.55	9,400.00	10,000.00	10,000.00
100-34500-523203	Postage	1,070.14	1,300.00	1,300.00	1,300.00
100-34500-523300	Advertising	209.59	300.00	-	-
100-34500-523500	Travel	2,102.19	4,500.00	4,000.00	4,000.00
100-34500-523601	Dues - Professional	350.00	800.00	350.00	350.00
100-34500-523700	Education & Training	1,070.94	2,000.00	-	1,000.00
100-34500-531101	Office Supplies	5,188.73	5,300.00	5,300.00	5,300.00
100-34500-531109	Purchase Card			825.00	825.00
100-34500-531110	Police Supplies	840.73	1,300.00	-	-
100-34500-531270	Gas & Oil	1,449.53	1,800.00	2,000.00	2,000.00
100-34500-531400	Books & Periodicals	681.52	600.00	715.00	625.00
100-34500-531700	Other Supplies	261.00	300.00	300.00	300.00
100-34500-531710	Uniforms	90.09	800.00		
34500 Adult Probation And Parole		**455,157.98**	**460,000.00**	**463,890.00**	**508,600.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: EMERGENCY MEDICAL SERVICE

MISSION, PROFILE AND ISSUES

To provide on a countywide basis advanced life support response from dispatch to arrival in 10 minutes or less providing pre-hospital treatment; to provide both emergency and non-emergency patient transport to medical facilities both locally and out-of-town; to maintain medical and billing records; to provide on-site presence at heavily attended community events and assemblies; to provide critical support and mutual-aid for seven counties, fire services and law enforcement; and, to provide educational and training opportunities at health fairs, career days and similar activities.

Revenue collection is an on-going issue. Offsetting reductions for Medicaid is a continuing trend. The county will only be reimbursed for managed care rates and not actual full cost. The collection rate is favorable to other counties. However, it is unlikely that full cost recovery will ever be possible.

The county is prepared to locate a needed new substation in the southeast part of the county, as soon as operational funds are available.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Patient Requests for Service	6,504	6,725	6,950
Local Transports	3,861	4,600	4,800
Out-of-Town Transports	812	840	865
No Transport Calls	1,414	2,100	2,000

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
25	12	0	0	0	0	29	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-36000-511100	Regular Employees	1,071,282.30	1,060,500.00	1,060,500.00	1,060,500.00
100-36000-511300	Overtime	390,229.69	431,300.00	431,300.00	431,300.00
100-36000-512100	Group Insurance	166,077.22	194,000.00	194,000.00	194,000.00
100-36000-512200	FICA	105,992.14	111,100.00	111,100.00	111,100.00
100-36000-512400	Retirement	83,871.12	85,900.00	85,900.00	85,900.00
100-36000-512700	Worker's Compensation	22,935.46	20,000.00	23,000.00	23,000.00
100-36000-521201	Prof. Physician	2,666.18	3,000.00	2,800.00	3,000.00
100-36000-521208	Prof. Advertising			630.00	
100-36000-521208	Professional Advertising		300.00		300.00
100-36000-521220	Professional - Other	63.35			
100-36000-522110	Medical Waste Disposal	2,144.44	4,000.00	3,000.00	4,000.00
100-36000-522203	Maint. - Office Equipment	5,304.37	7,500.00	5,300.00	7,500.00
100-36000-522204	Maintenance - Vehicle	70,744.71	40,000.00	55,000.00	50,000.00
100-36000-522205	Maintenance - Building	1,538.50	2,000.00	2,500.00	2,000.00
100-36000-522206	Maintenance - Radio	7,236.54	6,500.00	6,500.00	6,500.00
100-36000-522207	Maint. - Other Equipment	158.63			
100-36000-522209	Main't - Medical Equip	1,499.33	2,000.00	2,000.00	2,000.00
100-36000-522320	Rental Equipment	5,680.00	5,700.00	5,700.00	5,700.00
100-36000-522400	Pest Control	429.00	400.00	430.00	400.00
100-36000-523201	Telephone	18,613.47	18,000.00	18,000.00	18,000.00
100-36000-523203	Postage	1,610.00	2,400.00	2,400.00	2,400.00
100-36000-523400	Printing & Binding	1,874.95	1,500.00	1,500.00	1,500.00
100-36000-523500	Travel	770.46	1,500.00	1,000.00	1,000.00
100-36000-523601	Dues - Professional	20.55	100.00	100.00	100.00
100-36000-523700	Education & Training	815.46	1,800.00	1,000.00	1,000.00
100-36000-523800	Licenses	10,900.00	11,000.00	13,700.00	13,700.00
100-36000-531101	Office Supplies	5,841.52	6,000.00	6,000.00	6,000.00
100-36000-531109	Purchase Card	2,616.23		6,000.00	
100-36000-531111	Medical Supplies	54,041.68	50,000.00	50,000.00	50,000.00
100-36000-531120	Janitorial Supplies	4,511.46	5,000.00	5,000.00	5,000.00

100-36000-531150	Building Main't Material	627.03	200.00	200.00	200.00
100-36000-531155	Vehicle Repair Parts	8,671.20	5,000.00	7,000.00	7,000.00
100-36000-531210	Energy-Water/Sewer	5,005.95	4,000.00	5,000.00	4,000.00
100-36000-531220	Energy-Natural Gas	1,042.91	1,900.00	1,900.00	1,900.00
100-36000-531230	Energy-Electricity	14,044.65	13,000.00	13,500.00	13,000.00
100-36000-531270	Energy-Gasoline/Diesel	59,966.15	76,000.00	76,000.00	80,000.00
100-36000-531400	Books & Periodicals	113.62	200.00	200.00	200.00
100-36000-531600	Small Equipment	1,758.57	2,000.00	2,000.00	2,000.00
100-36000-531700	Other Supplies	2,439.77	3,000.00	2,500.00	2,500.00
100-36000-531710	Uniforms	6,042.90	8,500.00	17,400.00	8,500.00
100-36000-542300	Furniture & Fixtures	-		120.00	
100-36000-542400	Computers	1,224.37			
100-36000-542500	Equipment Purchase	350.00			
36000 Emergency Medical Service		**2,140,755.88**	**2,185,300.00**	**2,220,180.00**	**2,205,200.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: EMS-RESCUE

MISSION, PROFILE AND ISSUES

To provide on a countywide basis rescue services under the framework of emergency medical services, including crash victim extrication when required to assist in pre-hospital care response, and in search and recovery of missing persons; and to provide manpower support to other branches of public safety as needed.

Rescue personnel are paid $25.00 per call.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Request for Assistance	85	60	90

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	14	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-36800-511100	Regular Employees	10,778.25	12,000.00	12,000.00	12,000.00
100-36800-512200	FICA	813.38	1,000.00	1,000.00	1,000.00
100-36800-512400	Retirement	87.77	100.00	100.00	100.00
100-36800-512700	Worker's Compensation	145.66	300.00	150.00	200.00
100-36800-522206	Main't – Radio	-		80.00	
100-36800-523201	Telephone	383.50	500.00	500.00	500.00
100-36800-523700	Education & Training	-	500.00	-	-
100-36800-531155	Vehicle Repair Parts	-	1,000.00	70.00	300.00
100-36800-531270	Energy-Gasoline/Diesel	-	500.00	-	500.00
100-36800-531700	Other Supplies	18.00		-	
100-36800-531710	Uniforms	58.38	100.00		100.00
100-36800-542500	Equipment Purchase	74.98			
36800 Rescue		**12,359.92**	**16,000.00**	**13,900.00**	**14,700.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: CORONER
(MANDATED SERVICE)

MISSION, PROFILE AND ISSUES

To aid in the investigation, determination, and certification of cause and manner of deaths under Coroner's jurisdiction (homicide, suicide, trauma, unexpected death, death in police custody, unattended death, etc.) occurring in Bulloch County; respond to on-scene investigations for all homicides, most suicides, and suspicious deaths and some accidental deaths.

Provide general and on-scene investigations of all homicides, suicides and suspicious deaths, and, provide autopsies as necessary. Consult with law enforcement, legal and other interested parties, and expert testimony in court procedures.

A major fiscal warrant was created in FY 2009 will be to satisfy a mandate created by the Georgia General Assembly in 2006 to increase the fee compensation for the Coroner and Deputy Coroners.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Autopsies Performed	45	45	45
Investigations	117	122	125
Inquests/Court Appearances	1	1	1
Post-Mortem Transports	45	45	45

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	1	0	2	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-36000-512100	Group Insurance	16,719.95	18,200.00	18,200.00	18,200.00
100-37000-511100	Regular Employees	22,575.00	30,000.00	31,800.00	30,000.00
100-37000-512200	FICA	1,340.38	-	1,600.00	1,600.00
100-37000-512700	Worker's Compensation	126.38	300.00	130.00	300.00
100-37000-522203	Maint. - Office Equipment	150.00	100.00	-	100.00
100-37000-522204	Vehicle Repair	82.34	800.00	-	800.00
100-37000-522206	Maintenance - Radio	53.23	400.00	400.00	400.00
100-37000-523201	Telephone	2,845.20	2,700.00	2,800.00	2,700.00
100-37000-523203	Postage	2.00			
100-37000-523500	Travel	9,994.75	12,000.00	12,000.00	12,000.00
100-37000-523601	Dues - Professional	225.00	300.00	300.00	300.00
100-37000-523700	Education & Training	600.00	1,300.00	600.00	1,300.00
100-37000-523851	C.Labor-Coroner Calls	3,735.00	3,000.00	3,500.00	3,500.00
100-37000-523900	Transport Services	2,950.00	6,000.00	5,000.00	6,000.00
100-37000-531101	Office Supplies	248.00		430.00	
100-37000-531111	Medical Supplies	1,754.84	1,300.00	1,300.00	1,300.00
100-37000-531155	Maintenance - Vehicles	15.98	1,000.00	-	1,000.00
100-37000-531270	Gas & Oil	317.98	1,300.00	1,300.00	1,300.00
100-37000-531700	Other Supplies	85.70	-		-
100-37000-531710	Uniforms	580.86	600.00	600.00	600.00
37000 Coroner/Medical Examiner		**64,402.59**	**79,300.00**	**79,960.00**	**81,400.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: ANIMAL CONTROL – HUMANE ENFORCEMENT

MISSION, PROFILE AND ISSUES

To provide countywide animal control service in a cost-effective and professional manner by active enforcement of state and local laws and ordinances, humane sheltering, handling and disposal of unwanted animals and the promotion of responsible pet ownership. The advent of this service several years ago has provided an effective means for managing the nuisances associated for stray and unwanted animal populations, while at the same time providing a public safety and public health element caused by dangerous animals. The growth of Bulloch County's population has increased the need and demand for animal control services, where they previously had not existed. This has created a higher level of service demanded by the residents. This has created additional workloads on the service where overtime has increased for after hour and weekend calls, where traditionally, it has been an 8:00 A.M to 5:00 P.M. five-day a week service.

A major fiscal warrant was created FY 2008 to fund an additional animal control officer that will be paid for by the City of Statesboro to provide municipal animal control services in the city limits.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Complaints	2,231	2,500	2,900
Warnings	434	680	550
Court Summons	300	325	450

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	0	0	0	0	0	2	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-39100-511100	Regular Employees	33,586.74	32,600.00	34,110.00	34,110.00
100-39100-511300	Overtime	7,232.74	9,100.00	9,100.00	9,100.00
100-39100-512100	Group Insurance	15,517.58	18,200.00	15,500.00	15,500.00
100-39100-512200	FICA	2,709.47	3,200.00	3,300.00	3,300.00
100-39100-512400	Retirement	2,612.13	2,700.00	2,700.00	2,700.00
100-39100-512700	Worker's Compensation	450.88	400.00	450.00	450.00
100-39100-522204	Maintenance - Vehicle	5,943.88	3,000.00	2,400.00	3,000.00
100-39100-522206	Maintenance - Radio	509.00	500.00	-	500.00
100-39100-523201	Telephone	2,136.80	2,400.00	2,400.00	2,400.00
100-39100-531101	Office Supplies	266.49	100.00	-	100.00
100-39100-531155	Vehicle Repair Parts	818.01	1,200.00	900.00	1,200.00
100-39100-531270	Energy-Gasoline/Diesel	13,910.02	13,000.00	13,500.00	13,500.00
100-39100-531700	Other Supplies	18.00	100.00	100.00	100.00
100-39100-531710	Uniforms	958.86	800.00	300.00	800.00
39100 Animal Control		**86,670.60**	**87,300.00**	**84,760.00**	**86,760.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: ANIMAL SHELTER

MISSION, PROFILE AND ISSUES

To assist humane enforcement by providing a comprehensive and compassionate temporary care shelter for stray or unwanted animals; to provide safety and education on proper care of animals adopted at the shelter by individuals. The advent of this service several years ago has provided an effective means for managing the nuisances associated for stray and unwanted animal populations, while at the same time providing a public safety and public health element caused by dangerous animals. The growth of Bulloch County's population has increased the need and demand for animal shelter services, where they previously had not existed. This has created a higher level of service demanded by the residents. The Shelter is open to the public form 1:00 PM to 5:00 PM; and Saturday from 10:00 AM to 12:00 PM.

A major fiscal warrant was create in FY 2008 to fund an additional animal shelter attendant to aid in the labor intensive process of euthanizing by lethal injection versus a gas chamber method previously used, but mandated by the State of Georgia Department of Agriculture. In FY 2011, SPLOST funds were used to construct an a new Animal Shelter which has raised the efficiency of work processes despite increasing costs due to higher demands for service.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Animal Impoundments	2.667	2,900	3,100
Adopting	590	530	560
Reclaimed	143	140	140
Euthanizations	1,870	1,840	1,850

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
4	0	0	0	0	0	4	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-39110-511100	Regular Employees	112,643.69	111,100.00	113,050.00	114,600.00
100-39110-511300	Overtime	14,155.99	12,100.00	12,100.00	12,400.00
100-39110-512100	Group Insurance	31,033.88	35,200.00	38,400.00	38,400.00
100-39110-512200	FICA	8,921.05	9,100.00	9,100.00	9,100.00
100-39110-512400	Retirement	7,659.92	6,900.00	8,200.00	8,400.00
100-39110-512700	Worker's Compensation	1,322.53	1,200.00	1,300.00	1,300.00
100-39110-521203	Prof. Veterinary	50,063.94	38,000.00	35,700.00	38,000.00
100-39110-521208	Prof. Advertising	121.00	300.00	150.00	300.00
100-39110-522203	Maint. - Office Equipment	255.00	800.00	300.00	500.00
100-39110-522204	Maintenance - Vehicle	627.99	1,600.00	600.00	600.00
100-39110-522205	Maintenance - Building	1,681.75	200.00	1,600.00	200.00
100-39110-522207	Maint. - Other Equipment	136.30			
100-39110-522400	Pest Control	924.00	900.00	900.00	900.00
100-39110-523201	Telephone	4,202.53	3,600.00	5,000.00	5,000.00
100-39110-523203	Postage	103.25	200.00	50.00	200.00
100-39110-523500	Travel	-	-		-
100-39110-523800	License	-	200.00	1,200.00	1,200.00
100-39110-531101	Office Supplies	1,386.61	3,200.00	2,400.00	2,400.00
100-39110-531120	Janitorial Supplies	6,449.21	5,500.00	5,500.00	5,500.00
100-39110-531140	Animal Care Supplies	5,729.50	4,000.00	5,800.00	5,800.00
100-39110-531141	Animal Medications	95,161.05	75,000.00	85,000.00	85,000.00
100-39110-531150	Building Main't Material	1,046.39	1,000.00	1,620.00	1,000.00
100-39110-531210	Energy-Water/Sewer	2,869.70	2,300.00	5,000.00	5,000.00
100-39110-531220	Energy-Natural Gas	2,404.14	2,000.00	1,000.00	800.00
100-39110-531230	Energy-Electricity	7,542.34	6,000.00	7,500.00	7,500.00
100-39110-531400	Books & Periodicals		400.00		400.00
100-39110-531600	Small Equipment	298.00			
100-39110-531700	Other Supplies	142.10	300.00	70.00	300.00
100-39110-531710	Uniforms	133.09	300.00	-	300.00

100-39110-542400 Computer Purchase	-		3,160.00	
100-39110-542500 Equipment	-		130.00	
100-39110-571400 City Of Statesboro	362.98	1,200.00	500.00	1,200.00
39110 Animal Shelter	**357,377.93**	**322,600.00**	**345,330.00**	**346,300.00**

Public Works Focus Area:
Improving Transportation and the Environment

To deliver cost-effective maintenance and construction of key transportation infrastructure and public right-of-ways, and to protect and enhance the environment and public health through effective best management practices.

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GENERAL FUND

FUNCTION: PUBLIC WORKS
BUDGET DIVISION: ROAD AND BRIDGES

MISSION, PROFILE AND ISSUES

To maintain all County owned roadway infrastructure and to provide the traveling public with safe, reliable and aesthetically pleasing public ways; to construct new roads and performs general civil work on special construction projects as well as reviews and inspects the development plans of private developers; to maintain all of the County's rolling stock excluding the Sheriff's Office.

Population increases have vastly impacted the maintenance responsibilities for the county road system (new subdivisions, wear on existing roads, expansion of school bus routes and mail delivery, and increased traffic flow on low volume design roads). This has increased costs, and created the demand for new paved roads, bridges and major improvements to certain road segments and intersections. Bulloch County has the most dirt roads in the State of Georgia to care for. The use of inmate labor has minimized these costs, yet, the increased traffic and periods of inclement weather escalate the maintenance effort. The department is also charged with right-of-way management which requires a focus on engineering and regulatory functions. Increasing new development will require that a greater focus be placed on shifting the costs of these functions be placed on the private entities spurring development rather than the general taxpayer. Examples may include requirements on new development sites for storm water management, driveway access and road segment and safety improvements. The Special Purpose Local Option Sales Tax has provided a major funding source for many of these needs. A portion of the department's funding is reimbursed through SPLOST as a result of the capital outlay effort. The Road Department is also reimbursed by other cities and agencies for services provided.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Work Orders	309	400	420
Signs damaged/missing	206	560	500
Road Signs Installed	426	840	600
Potholes Repaired	4,515	3,184	4,000
Culverts Sold	102	80	80
Dirt Road Grading – Annual Mileage	24,000	23,900	23,800
Roadside Vegetation Control: Annual Mileage	900	900	900

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
27	4	0	0	0	0	30	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-42010-511100	Regular Employees	947,741.68	948,700.00	922,750.00	902,000.00
100-42010-511200	Temporary Employees	-	74,880.00		
100-42010-511300	Overtime	106,620.11	102,000.00	98,000.00	96,000.00
100-42010-512100	Group Insurance	220,116.08	261,000.00	254,000.00	254,000.00
100-42010-512200	FICA	75,114.50	86,200.00	78,000.00	69,000.00
100-42010-512400	Retirement	63,753.83	63,700.00	66,350.00	63,700.00
100-42010-512700	Worker's Compensation	57,287.68	61,000.00	57,300.00	57,300.00
100-42010-521201	Employee Physicals	200.00	300.00	200.00	300.00
100-42010-522203	Maint. - Office Equipment	120.94	200.00	200.00	200.00
100-42010-522204	Maintenance - Vehicle	5,360.27	4,000.00	300.00	4,000.00
100-42010-522205	Maintenance - Building	95.90	200.00	800.00	200.00
100-42010-522206	Maintenance - Radio	7,449.95	6,000.00	7,000.00	7,000.00
100-42010-522207	Maint. - Other Equipment	5,627.90	4,000.00	4,500.00	4,000.00
100-42010-522208	Maint. - Heavy Equipment	34,129.48	43,000.00	36,000.00	43,000.00
100-42010-522320	Rental Equipment	-	500.00	3,000.00	500.00
100-42010-523201	Telephone	4,155.52	4,000.00	230.00	4,000.00
100-42010-523203	Postage	19.67	100.00	2,100.00	100.00
100-42010-523300	Advertising	262.20	500.00	20.00	500.00
100-42010-523500	Travel	9,032.43	8,500.00	30.00	1,000.00
100-42010-523601	Dues - Professional	-	500.00	1,500.00	500.00
100-42010-523700	Education & Training	200.00	1,500.00	-	1,000.00

100-42010-523900	Other (Purchased Svcs)			(80.00)	
100-42010-531101	Office Supplies	1,613.80	1,200.00	1,400.00	1,200.00
100-42010-531109	Purchase Card	207.30		85,000.00	
100-42010-531116	Bedding & Clothing	6.21			
100-42010-531120	Janitorial Supplies	3,938.19	3,500.00	3,000.00	3,500.00
100-42010-531135	Road Repair Material	99,732.21	115,000.00	110,000.00	115,000.00
100-42010-531136	Road Sign Material	18,356.70	15,000.00	13,000.00	15,000.00
100-42010-531145	Road Side Spraying	33,590.00	145,000.00	145,000.00	145,000.00
100-42010-531150	Building Main't Material	4,489.89	3,000.00	-	3,000.00
100-42010-531155	Vehicle Repair Parts	51,038.40	40,000.00	45,000.00	40,000.00
100-42010-531156	Equip Repair Parts	194,419.90	240,000.00	240,000.00	240,000.00
100-42010-531210	Energy-Water/Sewer	591.83	1,000.00	1,500.00	1,000.00
100-42010-531230	Energy-Electricity	27,618.36	25,000.00	29,500.00	25,000.00
100-42010-531270	Energy-Gasoline/Diesel	386,408.85	385,000.00	400,000.00	400,000.00
100-42010-531600	Small Equipment	4,859.95		1,000.00	
100-42010-531610	Shop Tools	770.15	1,000.00	1,000.00	1,000.00
100-42010-531611	Road Tools	4,859.95	4,000.00	200.00	4,000.00
100-42010-531700	Other Supplies	5,578.86	5,020.00	1,200.00	5,000.00
100-42010-531710	Uniforms	7,875.15	7,200.00	7,200.00	7,200.00
100-42010-542200	Vehicles	39,694.00		50.00	
100-42010-542500	Equipment	87,828.51		2,800.00	
42010 Roads, Streets & Bridges		**2,510,766.35**	**2,661,700.00**	**2,619,050.00**	**2,514,200.00**

GENERAL FUND

FUNCTION: PUBLIC WORKS
BUDGET DIVISION: FLEET MANAGEMENT

MISSION, PROFILE AND ISSUES

The mission of this department is to maintain county fleet vehicles and heavy equipment for the provision of safe, reliable and economical transportation of county employees in the performance of their job duties. This department performs fuel depot storage and dispensing management, preventive maintenance and major vehicle repairs on heavy equipment and general purpose vehicles for all departments except the Sheriff's Department. While Bulloch County attempts to replenish its fleet regularly to minimize maintenance costs, increasing parts, and new vehicle and equipment prices influence total costs. A focus for since FY 2008, with great success, has been to establish a 100% standard for preventive maintenance scheduling on all served vehicles and equipment.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Vehicles/Equipment Part Orders	746	800	800
Number of Fleet Vehicles Serviced	239	184	210
Number of Equipment Pieces Serviced	541	181	400
Number of Road Calls	181	328	300

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
4	0	0	0	0	0	4.0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-49100-511100	Regular Employees	145,206.72	139,800.00	136,300.00	134,000.00
100-49100-511300	Overtime	19,311.67	24,200.00	24,200.00	24,200.00
100-49100-512100	Group Insurance	38,318.36	40,000.00	37,700.00	40,000.00
100-49100-512200	FICA	11,833.16	20,200.00	14,000.00	13,000.00
100-49100-512400	Retirement	9,959.20	10,100.00	10,100.00	10,100.00
100-49100-512700	Workers Comp	4,777.97	3,500.00	4,800.00	4,800.00
100-49100-521201	Employee Physicals	-		100.00	
100-49100-522203	Main't - Office Equip	140.00			
100-49100-522204	Maintenance - Vehicle	375.18			
100-49100-522205	Maintenance - Building	3,025.57	2,000.00	-	1,000.00
100-49100-522206	Maintenance - Radio	1,081.50	500.00	-	500.00
100-49100-522207	Maint. - Other Equipment	2,787.22	2,500.00	2,500.00	2,500.00
100-49100-522320	Rental Equipment	-	500.00	-	500.00
100-49100-523201	Telephone	1,982.65	2,000.00	1,000.00	2,200.00
100-49100-523300	Advertising	544.63	300.00	600.00	300.00
100-49100-523500	Travel	-	500.00	-	-
100-49100-523700	Education & Training	139.00	400.00	-	-
100-49100-531101	Office Supplies	638.42	800.00	800.00	800.00
100-49100-531109	Purchase Card	1,342.64			
100-49100-531120	Janitorial Supplies	1,758.84	2,000.00	1,000.00	1,000.00
100-49100-531150	Building Main't Material	1,022.56	1,000.00	1,000.00	1,000.00
100-49100-531155	Vehicle Repair Parts	7,158.44	9,000.00	4,000.00	4,000.00
100-49100-531156	Heavy Equip Repair Parts	2,798.84	4,000.00	130.00	4,000.00
100-49100-531210	Energy-Water/Sewerage	5,923.58	4,000.00	4,000.00	4,000.00
100-49100-531220	Enerty-Natural Gas	4,425.82	4,500.00	4,500.00	4,500.00
100-49100-531230	Energy-Electricity	9,033.55	9,000.00	9,600.00	9,600.00
100-49100-531270	Energy-Gasoline/Diesel	10,569.73	11,000.00	14,000.00	14,000.00
100-49100-531601	Shop Supplies	22,631.09	18,000.00	10,000.00	15,000.00
100-49100-531610	Shop Tools	5,563.37	6,000.00	5,500.00	4,000.00
100-49100-531700	Other Supplies	890.74	800.00	800.00	800.00
100-49100-531710	Uniforms	1,202.74	800.00	60.00	800.00
100-49100-542500	Equipment Purchase	65,683.00		30.00	
100-49150-523201	Telephone	-		20.00	
49100 Fleet Management		**380,126.19**	**317,400.00**	**286,740.00**	**296,600.00**

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Community Services Focus Area:
Social and Educational Opportunity through Healthy Life Styles

To enable each citizen of Bulloch County to enjoy the highest quality of life through equal opportunities for enrichment and independent living.

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GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: PUBLIC HEALTH

MISSION, PROFILE AND ISSUES

To promote and protect the public's health by determining community health needs, providing leadership to develop policies and plans and assuring the public these policies and plans result in improved community outcomes. An allocation is provided to the Bulloch County Health Department for these services.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
None Reported	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-51100-571500 Health Department	165,999.96	166,000.00	166,000.00	166,000.00
51100 Public Health Administration	**165,999.96**	**166,000.00**	**166,000.00**	**166,000.00**

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-51200-571500 Health Dept - Vital Stats	**5,215.00**	**5,000.00**	**5,000.00**	**5,000.00**
51200 Vital Statistics	**5,215.00**	**5,000.00**	**5,000.00**	**5,000.00**

BUDGET DIVISION: MENTAL HEALTH

MISSION, PROFILE AND ISSUES

An allocation is made to the Pineland Community Services Board for mental health services provided in Bulloch County.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
None Reported	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-51110-571600 Pineland Mental Health	14,499.96	14,500.00	14,500.00	14,500.00
51110 Mental Health	**14,499.96**	**14,500.00**	**14,500.00**	**14,500.00**

BUDGET DIVISION: DFACS VENDOR PAYMENTS AND PAUPER BURIALS

MISSION, PROFILE AND ISSUES

An Electronic Benefit Transfer system is in place for food stamp issuance and each county in the state contracts with the Georgia Department of Human Resources to provide food stamps issuance to qualified residents. The cost to the county remains at 50% of the original price and the difference between what the Federal Government and the County Government payments will be picked up by the State. Funds for pauper burials in an amount not greater than $500.00 are provided for families confirmed by DFACS and the County Corner who are in need.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
None Reported	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-54400-571700 DFACS	15,000.00	15,000.00	15,000.00	15,000.00
54400 Intergovernmental Welfare	**15,000.00**	**15,000.00**	**15,000.00**	**15,000.00**

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-54520-521220 Pauper Burials	1,000.00	2,000.00	2,000.00	2,000.00
54520 Vendor Payments	**1,000.00**	**2,000.00**	**2,000.00**	**2,000.00**

GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: DFACS BUILDING AND PLANT

MISSION, PROFILE AND ISSUES

The purpose for this budget division is to account for funds expended on this building facility. In 1996, Bulloch County entered into an agreement with the Georgia Department of Human Resources to construct and maintain this building for the Department of Family and Children Services, with reimbursement through rental payments.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Maintenance Inspections	12	12	12
Safety Inspections	12	12	12
Sq. Ft. of Maintained Property	12,000	12,000	12,000

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-54600-522205	Maintenance - Building	16,676.00	18,000.00	16,700.00	16,700.00
100-54600-522400	Pest Control	330.00	500.00	500.00	500.00
100-54600-531120	Janitorial Supplies	3,296.12	4,000.00	3,300.00	3,300.00
100-54600-531150	Building Main't Material	-	1,000.00	-	-
100-54600-531210	Energy-Water/Sewer	2,536.35	3,000.00	2,400.00	2,400.00
100-54600-531220	Energy-Natural Gas	4,242.48	4,500.00	2,000.00	2,000.00
100-54600-531230	Energy-Electricity	19,124.86	22,000.00	20,500.00	20,500.00
54600 Building And Plant		**46,205.81**	**53,000.00**	**45,400.00**	**45,400.00**

GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: TRANSPORTATION SERVICES (REGIONAL)

MISSION, PROFILE AND ISSUES

The purpose for this budget division is to provide a matching grant for participation in a regional transit system – Coastal Regional Coaches that provides dial-a-ride transit services within Bulloch County.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Total One-way Trips	N	54,000	110,000

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-55400-523900	Other (Purchased Svcs)	-	20,000.00	20,000.00	33,000.00
55400 Transportation Services - Regional		**-**	**20,000.00**	**20,000.00**	**33,000.00**

GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: CONCERTED SERVICES – RENT AND TITLE III PROGRAM

MISSION, PROFILE AND ISSUES

The purpose for this budget division is to provide cash assistance in the form of rental payments on behalf of the Concerted Services, Inc., for a facility where community action based activities helping lower income and disadvantaged activities can take place. Funding was also established to help meet state and federal grant requirements pursuant to the Older Americans Act to enable a facility for community based services to be open for 250 days per year for the elderly including meals, congregate center and other support services for low-to-middle income persons over 60 years old. Such services include congregate and home delivered meals, two hours per day of planned activities at the congregate facility, and health education, promotion and wellness acyivities.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Congregate Meals	N	7,169	5,000
Home Delivered Meals	N	14,811	7,500

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-55500-572100	Concerted Services	9,600.00	9,600.00	9,600.00	9,600.00
100-55500-572101	Title III Senior Meals			30,000.00	66,000.00
55500 Concerted Services - Rent		**9,600.00**	**9,600.00**	**39,600.00**	**75,600.00**

GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: HIGH HOPE

MISSION, PROFILE AND ISSUES

High Hope is a part of the Pineland Community Service Board. Bulloch County has a service center with four other counties. Employment for adults is offered both within the centers through contracted work and in the community through the Supported Employment Program. Training, rehabilitation services and case management are also offered in the home and community.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
None Reported	0	0	0

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-55600-572200 High Hope	4,200.00	4,200.00	4,200.00	4,200.00
55600 High Hope	**4,200.00**	**4,200.00**	**4,200.00**	**4,200.00**

GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: SENIOR COMPANION PROGRAM

MISSION, PROFILE AND ISSUES

To provide meaningful retirement opportunities for low-income persons over 60 by assisting other adults and seniors who need person-to-person non-medical support because of loneliness, disability or illness. This budget division represents a grant of appropriations for Georgia Southern University's Senior Companion Program. The program is federally funded by the Corporation for National Service and the county contribution provides a non-federal share of funding as required by grant regulations. From one to four adults were not admitted to institutional care. Nine volunteers are provided in Bulloch County and paid a stipend for their service ($2.65 per hour, $1.50 per meal, and 0.12 cents per mile for travel). Save Medicaid dollars by helping seniors avoid institutionalization.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Volunteer Hours	38,628	38,628	38,628
Hours of in-home Non-Medical Care provided	7,047	7,047	7,047
Cost Per Volunteer Per Day	10.96	10.96	10.96

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-55700-572300 Georgia Southern University	3,000.00	3,000.00	3,000.00	3,000.00
55700 Senior Companion Program	**3,000.00**	**3,000.00**	**3,000.00**	**3,000.00**

GENERAL FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: REGIONAL LIBRARY

MISSION, PROFILE AND ISSUES

To provide organized access to information and services for the community's educational, informational and recreational and cultural needs. This library is the main branch and provides access to books, computers and associated media. This branch also provides a genealogy and local history department and supportive educational programs, especially in the summer for children. This budget division represents a grant of appropriations to subsidize the projected annual budgeted balance for the regional library.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Number of Visitors	133,550	133,550	133,550
Total Materials Circulation	222,194	222,194	222,194
Children's Program attendance	23,874	23,874	23,874
Computer Sessions	56,370	56,370	56,370

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-65100-571800 Statesboro Library	517,500.00	517,500.00	517,500.00	517,500.00
65100 Library Administration	**517,500.00**	**517,500.00**	**517,500.00**	**517,500.00**

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Community Development Focus Area:
Growth Management and Economic Opportunity

To plan and implement programs that enable economic prosperity, while protecting the public's health, safety and welfare.

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GENERAL FUND

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: COUNTY EXTENSION SERVICE

MISSION, PROFILE AND ISSUES

To extend lifelong learning to county citizens through unbiased research-based education in agriculture, the environment, communities, youth and families. Programs include agricultural technical assistance, 4-H Youth development and family and consumer education services.

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	6	0	1.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-71300-511100	Regular Employees	110,292.50	118,200.00	118,200.00	118,200.00
100-71300-512200	FICA	1,815.14	3,700.00	3,600.00	3,700.00
100-71300-512400	Retirement	1,523.67	5,100.00	1,600.00	1,600.00
100-71300-512700	Worker's Compensation	973.14	700.00	1,000.00	1,000.00
100-71300-522203	Maint. - Office Equipment	327.87	300.00	200.00	300.00
100-71300-522320	Rental Equipment	620.34			
100-71300-523201	Telephone	12,135.19	12,500.00	12,500.00	12,500.00
100-71300-523203	Postage	2,404.58	1,000.00		1,000.00
100-71300-523400	Printing & Binding	2,958.15			
100-71300-523500	Travel	11,307.00	16,350.00	12,000.00	-
100-71300-523601	Dues - Professional	100.00	100.00	160.00	100.00
100-71300-531101	Office Supplies	4,208.34	6,000.00	5,000.00	6,000.00
100-71300-531125	Ag Demo Supplies	3,000.00	3,000.00	3,100.00	3,000.00
100-71300-531126	Home Demo Supplies	500.00	500.00	500.00	500.00
100-71300-531150	Ag Building Materials	65.00	250.00		250.00
100-71300-531240	Ag Bldg Propane Gas	47.00			
100-71300-531300	Meeting Cost	238.08	500.00	500.00	500.00
100-71300-531700	Other Supplies	27.09	200.00	-	200.00
100-71300-542500	Equipment	744.17	1,000.00	-	1,000.00
71300 Agricultural Resources		**153,287.26**	**169,400.00**	**158,360.00**	**149,850.00**

GENERAL FUND

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: BUILDING INSPECTIONS AND PERMITTING

MISSION, PROFILE AND ISSUES

To protect the public's health, safety, and general welfare by ensuring compliance with adopted codes that regulate structural strength, stability, sanitation, lighting, ventilation, fire safety and other hazards associated with construction, alteration, removal, demolition, use or occupancy of buildings, structures, or property. Provide quality plan review, helpful counter service and friendly and accurate inspections. Being a highly regulated fee-based activity, this function relies on maximum efficiency recognizing that builders and developers have time and money investment in development while at the same time providing a service that protects the consumer of the development industry product. To minimize future personnel costs, the department is continually converting to automation to achieve this balance. Building inspectors are required to respond to inspection calls within 48 hours by law. While each inspector averages 8 inspections per day, they average over 9 miles between each inspection destination. This results in an average inspection time of 40 minutes per inspection which meets standards and ensures in most cases thorough inspection. In FY 2008, new building code standards were mandated as the result of post-Hurricane Katrina initiatives whereby new Bulloch County structures are considered to be in a hurricane zone. This will require greater time being spent by each inspector during the structural inspection phase. The economic slowdown has allowed inspectors to perform some proactive enforcement.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Single-Family Permits	127	121	146
Manufactured Home Permits	125	122	130
Commercial Permits	15	5	6
Other Permits	145	161	160
Total Permits	329	409	463
Total Inspections Performed	4,386	2,368	2,500
Total Automobile Mileage	70,083	41,063	42,000
Citations	4	15	18
Stop Work Orders	4	10	10
Court Cases	4	25	20

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
6	0	0	0	0	0	6	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-72200-511100	Regular Employees	203,923.84	210,000.00	210,000.00	176,000.00
100-72200-512100	Group Insurance	37,440.51	46,100.00	46,100.00	46,100.00
100-72200-512200	FICA	14,946.87	16,000.00	16,000.00	14,400.00
100-72200-512400	Retirement	13,168.26	13,700.00	13,700.00	11,800.00
100-72200-512700	Worker's Compensation	2,333.83	1,800.00	1,800.00	1,800.00
100-72200-522203	Maint. - Office Equipment	8,730.70	8,000.00	7,500.00	8,000.00
100-72200-522204	Maintenance - Vehicle	80.69	500.00	-	500.00
100-72200-523201	Telephone	6,060.64	5,400.00	5,400.00	5,400.00
100-72200-523203	Postage	42.86	300.00	200.00	300.00
100-72200-523300	Advertising	-	300.00	-	300.00
100-72200-523500	Travel	1,704.88	3,500.00	1,000.00	1,000.00
100-72200-523601	Dues - Professional	300.00	500.00	500.00	500.00
100-72200-523700	Education & Training	1,155.00	5,200.00	150.00	1,000.00
100-72200-531101	Office Supplies	3,066.14	3,000.00	3,000.00	3,000.00
100-72200-531155	Vehicle Repair Parts	1,236.79	1,000.00	500.00	1,000.00
100-72200-531270	Energy-Gasoline/Diesel	7,248.39	9,000.00	7,400.00	6,000.00
100-72200-531400	Books & Periodicals	-	800.00	1,200.00	800.00
100-72200-531600	Small Equipment	-	200.00		200.00
100-72200-531612	Tools	91.42	100.00	-	100.00
100-72200-531700	Other Supplies	240.01	300.00	-	300.00
100-72200-531710	Uniforms	606.64	500.00	-	500.00
100-72200-542300	Furniture & Fixtures	900.24		-	

100-72200-542400	Computers	576.00		400.00	
100-72200-542500	Equipment	170.12			
72200 Building Inspection		**304,023.83**	**326,200.00**	***314,850.00***	**279,000.00**

GENERAL FUND

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: PLANNING AND ZONING

MISSION, PROFILE AND ISSUES

To promote orderly growth, development, redevelopment and preservation of the unincorporated areas of Bulloch County; to administer the following ordinances and plans related to development: Comprehensive Land Use Plan, Zoning Ordinance, Subdivision Ordinance, Flood Ordinance, Tower Ordinance, Sign Ordinance, Soil Erosion and Sedimentation Ordinance, Building Ordinance and Manufactured Home Ordinance.

With regard to current zoning and development issues, the staff will focus on implementing the growth management measures recommended with Comprehensive Plan and Future Land Use Map to be updated in June 2009. Development ordinance changes being considered include provisions for conservation subdivision regulation, stormwater controls, and overlay protection districts for the Statesboro-Bulloch County Airport and major commercial corridors leading to Statesboro.

At the close of FY 2010 the Board of Commissioners approved the Bulloch County Comprehensive Plan Update which will provide new challenges for the department.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Conditional Use Applications	11	16	18
Variance Applications	9	15	29
Rezoning Applications	21	12	32
Sketch Plan Applications	33	11	36
Conceptual Site Plan Applications	2	0	3
Cell Tower Applications	3	3	3
Sign Applications	6	13	19
Verification Letters	9	1	20
Land Disturbing Permits	15	1	27
Bonds Committed	6	10	10
Bonds Released	4	0	8
Developments of Regional Impact	0	0	1
Final Plats Adopted	27	10	20

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	0	0	0	0	0	2	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-74100-511100	Regular Employees	77,377.21	78,600.00	78,600.00	78,600.00
100-74100-512100	Group Insurance	28,924.88	33,500.00	33,500.00	33,500.00
100-74100-512200	FICA	5,433.20	6,100.00	6,100.00	6,100.00
100-74100-512400	Retirement	4,962.76	5,200.00	5,200.00	5,200.00
100-74100-512700	Worker's Compensation	461.44	400.00	500.00	500.00
100-74100-521100	Planning Commission	15,500.00	10,500.00	10,500.00	10,500.00
100-74100-521207	Professional - Planners	-	15,000.00	-	15,000.00
100-74100-522203	Maint. - Office Equipment	4,638.91	6,000.00	4,800.00	4,800.00
100-74100-522204	Maintenance - Vehicle	-	100.00	-	100.00
100-74100-523201	Telephone	2,445.36	2,380.00	2,400.00	2,400.00
100-74100-523203	Postage	1,735.88	2,000.00	1,800.00	1,800.00
100-74100-523300	Advertising	2,503.66	3,000.00	1,400.00	1,400.00
100-74100-523500	Travel	3,354.78	2,000.00	2,000.00	1,500.00
100-74100-523601	Dues - Professional	200.00	200.00	630.00	200.00
100-74100-523700	Education & Training	3,354.00	1,000.00	2,800.00	2,000.00
100-74100-531101	Office Supplies	2,621.60	2,320.00	2,300.00	2,300.00
100-74100-531109	Purchase Card			900.00	
100-74100-531155	Vehicle Repair Parts	27.07	200.00		200.00
100-74100-531270	Energy-Gasoline/Diesel	-	900.00		900.00
100-74100-531300	Meeting Cost	-	500.00		
100-74100-531400	Books & Periodicals	651.45	200.00		200.00

100-74100-531600	Small Equipment	660.22	-		-
100-74100-531700	Other Supplies	467.94	300.00		300.00
100-74100-531710	Uniforms	274.73	300.00	300.00	300.00
100-74100-542400	Computer/GIS	576.00		600.00	600.00
100-74100-542401	Software Purchase	79.80			
74100 Planning & Zoning		**156,250.89**	**170,700.00**	**154,330.00**	**168,400.00**

GENERAL FUND

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: CODE ENFORCEMENT

MISSION, PROFILE AND ISSUES

To provide environmental code enforcement services in a fair, efficient and effective manner; to conduct inspections upon property for nuisance abatement, soil erosion and sedimentation, litter and junk, zoning violations and other matters, as assigned. These objectives are accomplished by a progressive enforcement routine of: 1) performing initial and follow-up investigations of officer observed problems and answering citizen complaints; 2) meeting with property owners to establish a corrective action plan; 3) issue warnings and citations as necessary and testifying in court; 4) research county records for property ownership.; 5) perform surveillance at known trouble areas; 6) perform initial and follow up investigations; 7) write notice and violation letters.. The single code enforcement officer typically has 25-35 active cases per month. The priority ranking of enforcement effort is typically as follows: unsafe mobile homes; clean community ordinance compliance; observation of unmanned roadside containers; violations of junk cars on private property; and, erosion and sedimentation control. Because of the workload, future additional staffing is contemplated upon the earliest opportunity.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Soil Erosion Inspections	111	44	50
Warning Notices	73	56	60
Citations	103	52	50
Follow-up Investigations	143	160	150
Surveillance Hours	87	72	80

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	0	0	0	0	1.0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-74500-511100	Regular Employees	49,084.89	45,500.00	50,000.00	45,500.00
100-74500-512100	Group Insurance	4,960.54	6,000.00	5,400.00	5,400.00
100-74500-512200	FICA	3,524.27	3,000.00	3,500.00	3,000.00
100-74500-512400	Retirement	3,177.80	2,600.00	3,000.00	2,600.00
100-74500-512700	Worker's Compensation	1,360.11	900.00	1,400.00	1,400.00
100-74500-522203	Maint. - Office Equipment	28.02		-	
100-74500-522204	Maintenance - Vehicle	48.00	500.00	500.00	500.00
100-74500-523201	Telephone	1,250.86	1,300.00	1,250.00	1,300.00
100-74500-523203	Postage	149.06	200.00	-	200.00
100-74500-523500	Travel	-	400.00	-	-
100-74500-523601	Dues - Professional	-	100.00	-	100.00
100-74500-523700	Education & Training	-	500.00	200.00	-
100-74500-531101	Office Supplies	203.43	300.00	100.00	300.00
100-74500-531155	Vehicle Repair Parts	169.21	500.00	100.00	500.00
100-74500-531270	Energy-Gasoline/Diesel	2,033.83	2,900.00	3,000.00	3,000.00
100-74500-531700	Other Supplies	40.07	100.00	-	100.00
100-74500-531710	Uniforms	32.07	200.00	100.00	200.00
74500 Code Enforcement		**66,062.16**	**65,000.00**	**68,550.00**	**64,100.00**

GENERAL FUND

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: DEVELOPMENT AUTHORITY

MISSION, PROFILE AND ISSUES

Maintain and create jobs and capital investment for new and existing business and industry, thereby, improving the quality of life for all Bulloch County citizens.

The Development Authority contracts with the Statesboro-Bulloch County Chamber of Commerce to provide administrative support and programmatic services. Bulloch County provides funding to the Authority in two lump sum increments that for FY 2012 included $120,000 for administration and $130,000 for programs. The Executive Director serves in the dual role as Chief Executive Officer of the Chamber and is assisted by the Chamber's economic development director in providing program support.

A major focus and priority of the Board of Commissioners is to work with the Development Authority to attract and retain new major industry to the county's three existing industrial and business parks to broaden the county tax base. Additional focus has been placed on attracting high-tech business development using Georgia Southern University's School of Information Technology as a catalyst. New land for an industrial park has been located and adjacent to and US-301 with plans underway for development.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Industrial Authority Meetings	12	12	12
Prospect Contacts	Undetermined	Undetermined	Undetermined
New Industries Attracted (50+ employees)	0	1	1
Existing Industry Expansions	0	Undetermined	Undetermined

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-75200-531101	Other Supplies	18,854.34			
100-75200-572500	Industrial Develop Auth	135,007.99	120,000.00	120,000.00	120,000.00
100-75200-572501	Industrial Park Develop	63,236.55	80,000.00	80,000.00	130,000.00
75200 Development Authority		**217,098.88**	**200,000.00**	**200,000.00**	**250,000.00**

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Non-Departmental Charges

These budget divisions consist of charges that cannot be attributed to a working department of the county, but that may benefit the county as a whole.

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GENERAL FUND

FUNCTION: OTHER FINANCING USES
BUDGET DIVISION: DEBT SERVICE

MISSION, PROFILE AND ISSUES

To provide alternative methods of financing major capital outlays that could not be made with a one-time purchase and for the purpose of maximizing annual cash flow. The county currently has debt service in the form of capital master lease agreement for the 1996 construction of a county DFACS building. This debt will expire in April 2012. Pending no other debt accrual, the General Fund will be debt free.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Number of Outstanding Debt Instruments	4	2	1
Debt Ratio	10%	8%	1%
Average Interest Rate	4.8%	4.8%	4.75%

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Approved
100-80000-571400	City Of Statesboro	18,555.66			
100-80000-581202	Principal – DFACS	150,270.18	279,450.00	279,450.00	279,450.00
100-80000-581203	Principal - D.A. Bldg	74,336.67			
100-80000-581205	Principal - Water Tank	61,902.70			
100-80000-582202	Interest - DFACS Bldg	54,299.58			
100-80000-582203	Interest - D.A. Bldg	2,973.65			
100-80000-582205	Interest - Water Tank	23,706.42			
80000 Debt Service		**386,044.86**	**279,450.00**	**279,450.00**	**279,450.00**

GENERAL FUND

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: EMERGENCY MANAGEMENT AGENCY SPECIAL REVENUE FUND TRANSFER

MISSION, PROFILE AND ISSUES

To plan and advance the county's emergency management function by preparing for and responding to manmade or natural disasters, and by coordinating efforts with state and federal agencies, county emergency services and law enforcement agencies, other public and private agencies. The purpose of this transfer is to subsidize the projected annual budgeted balance for the county's emergency management special revenue fund which provides appropriations for these activities. A line-item detail is available on page 161.

FUNCTION: PUBLIC WORKS
BUDGET DIVISION: SOLID WASTE SPECIAL REVENUE FUND TRANSFER

MISSION, PROFILE AND ISSUES

The purpose of this transfer is to subsidize the projected annual budgeted balance for the county's solid waste special revenue fund which provides appropriations for solid waste collection and recycling operations. A detailed line-item budget is available on page 180.

FUNCTION: OTHER FINANCING USES
BUDGET DIVISION: RECREATION SPECIAL REVENUE FUND TRANSFER

MISSION, PROFILE AND ISSUES

The purpose of this transfer is to subsidize the projected annual budgeted balance for the county's recreation special revenue fund which provides appropriations for the Parks and Recreation Department's activities. A line-item detail is available on page 184.

FUNCTION: OTHER FINANCING USES
BUDGET DIVISION: TRANSFER TO THE BULLOCH COUNTY BOARD OF EDUCATION

MISSION, PROFILE AND ISSUES

The purpose of this transfer is for intergovernmental purposes to provide funding from the Bulloch County Hospital Authority Investment corpus for tax relief for the Bulloch County Board of Education. The Board of Education share 50% of the proceeds generated up to $1.6 million dollars ($800,000). The county receives any difference above $1.6 million.

Functional Budget Division Descriptions:

Combined Special Revenue Funds

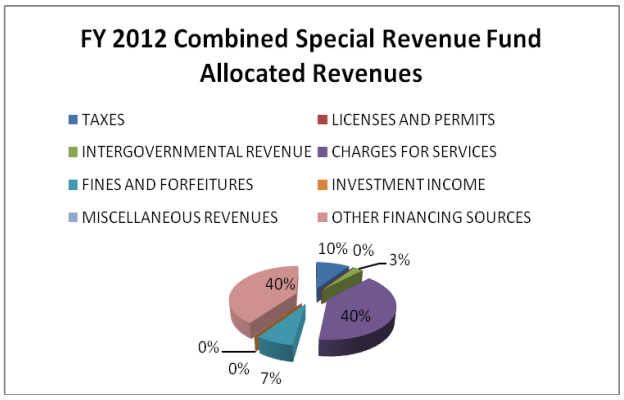
These are funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

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GENERAL SUMMARY

The Combined Special Revenue Funds consisting of twenty-two (22) different funds are funded at a level of $10,860,750 for FY 2012 with $1.32 million currently uncommitted. Special revenue funds consist of approximately 15% of the General Appropriations Budget.

Special Revenue Funds account for the proceeds of specific transfers and revenue sources that are legally restricted to expenditure for express purposes. While revenues come from a variety of sources, most come from either transfers from the General Fund, special assessments, fees or grants. Over half of the funds are for public safety purposes, though the major public safety funds consist of core operations such as Emergency Management, E-911 and fire protection. Other public safety funds are supplemental to the Sheriff's Department, the County jail and the Bulloch County Correctional Institute. The Airport, Solid Waste, Recreation and Keep Bulloch Beautiful funds support personnel and operating activities for those specific functions. The remaining funds aid the justice system, public works functions, and community development.



SPECIAL REVENUE FUND: EMERGENCY MANAGEMENT

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: EMERGENCY MANAGEMENT AGENCY

MISSION, PROFILE AND ISSUES

To plan and advance the county's emergency management function by preparing for and responding to manmade or natural disasters, and by coordinating efforts with state and federal agencies, county emergency services and law enforcement agencies, other public and private agencies.

The purpose of this transfer is to subsidize the projected annual budgeted balance for the county's emergency management special revenue fund which provides appropriations for disaster preparedness and disaster response operations.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Major Disaster Assistance Events	0	0	0
Outreach/Public Education Hours	6	6	6
Training Hours/Volunteers	130	150	150
State Funding Allocation	$19,950	$19,950	$19,950

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	Revenues	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
106-00000-331251	Hazard Mitigation Grant		20,000.00		
106-00000-334100	State of Georgia	19,951.00	20,000.00	20,000.00	20,000.00
106-00000-336001	City of Statesboro	5,000.00	5,000.00	5,000.00	5,000.00
106-00000-391200	Transfer In (General Fund)	10,000.00	10,000.00	10,000.00	5,000.00
106-00000-361001	Interest Earned				
106-00000-391100	Reserve Funds				30,200.00
Total Revenues		**34,951.00**	**55,000.00**	**35,000.00**	**60,200.00**
106-39200-511100	Salaries		6,700.00	6,700.00	52,000.00
106-39200-512100	Group Insurance				
106-39200-512200	Employers FICA				
106-39200-512202	Employee Retirement				
106-39200-512700	Workmans Compensation				
106-39200-521210	Consultant		19,000.00		
106-39200-522203	Main't - Office Equipment	165.00	200.00	373.00	400.00
106-39200-522206	Radio Maintenance	202.00	200.00	904.00	1,000.00
106-39200-523061	Professional Dues	180.00	200.00	200.00	200.00
106-39200-523201	Telephone	3,000.00	3,000.00	3,600.00	3,600.00
106-39200-523203	Postage	50.00	50.00	250.00	250.00
106-39200-523500	Travel	1,000.00	1,000.00	300.00	300.00
106-39200-523700	Education & Training		1,000.00		
106-39200-531101	Office Supplies	400.00	300.00	450.00	450.00
106-39200-531104	Special Projects	700.00	22,250.00	4,002.00	2,000.00
106-39200-531700	Miscellaneous	987.00	100.00		
106-39200-531710	Uniforms	466.00			
106-39200-542500	Equipment Purchase	198.00			
106-39200-551100	Indirect Cost Reimb. (General Fd)	1,000.00	1,000.00	1,000.00	
Total Expenses		**8,348.00**	**55,000.00**	**17,779.00**	**60,200.00**

SPECIAL REVENUE FUND: E-911 COMMUNICATIONS

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: E-911

MISSION, PROFILE AND ISSUES

To provide Bulloch, Evans, and Candler Counties with a reliable, cost effective and state of the art Enhanced 911 Emergency Telephone System and to maintain the system with complete public confidence and accountability; to provide residents of these counties with demonstrated life-saving responsiveness in any emergency.

Because Bulloch County can receive Phase I wireless subscription revenues, and because of the regional service agreements, the revenue collections are such that the Board of Commissioners may in the future consider converting this fund into an Enterprise Fund to be financially, self-sufficient.

Two major initiatives to be undertaken this year will be: 1) to fully implement a reverse 911 system allowing early warning phone calls to be made for wide-scale man-made or natural emergencies; and, 2) to conduct revenue audits on wireless carriers.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Total Call Volume	27,411	31,800	35,000
False Alarm Registrations	NA	NA	NA
Bulloch County Service Effort	78%	79%	79%
Candler County Service Effort	14%	14%	14%
Evans County Service Effort	8%	7%	7%

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
14	3	0	0	0	0	15.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
215-00000-336006	City of Statesboro	13,715.00			
215-00000-341975	Miscellaneous Revenue	49,346.00	60,000.00	60,000.00	1,000.00
215-00000-342501	Frontier Telephone	211,948.00	190,000.00	190,000.00	172,000.00
215-00000-342502	Bulloch Rural Telephone	157,090.00	145,000.00	160,000.00	160,000.00
215-00000-342503	Pembroke Telephone	4,391.00	4,500.00	4,500.00	4,500.00
215-00000-342504	Wireless	8,757.00	8,500.00	120,000.00	120,000.00
215-00000-342506	Verizon Wireless	360,134.00	360,000.00	320,000.00	370,000.00
215-00000-342508	T-Mobile Wireless	47,535.00	47,000.00	24,000.00	25,000.00
215-00000-342509	Sprint Wireless	27,857.00	15,000.00	20,000.00	17,000.00
215-00000-342510	Southern Company Wireless	5,910.00	5,300.00	2,800.00	5,300.00
215-00000-342512	BellSouth Wireless		42,000.00	-	
215-00000-342512	Alltel Wireless			305.00	500.00
215-00000-342512	ATT Wireless	41,869.00			
215-00000-342550	Evans County	107,833.00	71,000.00	83,000.00	83,000.00
215-00000-342551	Candler County	81,271.00	75,000.00	83,000.00	83,000.00
215-00000-361001	Interest Earned	294.00	200.00	200.00	200.00
215-00000-391100	Fund Reserve		17,700.00	17,700.00	24,200.00
Total Revenues		**1,117,950.00**	**1,041,200.00**	**1,085,505.00**	**1,065,700.00**
215-38000--511100	Salaries	466,805.00	455,000.00	446,000.00	454,000.00
215-38000--511300	Overtime	52,609.00	47,500.00	70,000.00	56,000.00
215-38000--512100	Group Insurance	124,051.00	130,000.00	122,000.00	132,000.00
215-38000--512200	Employers FICA	36,568.00	39,400.00	37,000.00	38,000.00
215-38000--512202	Employee Retirement	27,289.00	27,300.00	26,000.00	27,300.00
215-38000--512700	Workers Compensation	3,173.00	1,700.00	1,700.00	1,700.00
215-38000--521206	Audit Services			1,700.00	
215-38000--521208	Public Relations	(215.00)			
215-38000--522203	Main't - Office Equipment	6,182.00	8,000.00	8,000.00	8,000.00
215-38000--522204	Vehicle Maintenance	606.00	500.00	2,000.00	500.00
215-38000--522205	Building Maintenance	2,730.00	1,000.00	3,000.00	2,000.00
215-38000--522206	Radio Maintenance	25.00			

215-38000--522212	ANI/ALI Motorola Maintenance	36,219.00	30,000.00	37,500.00	37,500.00
215-38000--522213	Tower Maintenance	64,535.00	60,000.00	72,000.00	60,000.00
215-38000--522214	CADFILE System	12,000.00			12,000.00
215-38000--522218	Verizon Wireless Maintenance	37,933.00	45,000.00	32,000.00	37,000.00
215-38000--522400	Pest Control	666.00	500.00	500.00	500.00
215-38000--523201	Telephone	113,607.00	100,000.00	100,000.00	80,000.00
215-38000--523203	Postage	436.00	400.00	400.00	300.00
215-38000-523500	Travel	1,794.00	2,000.00	600.00	2,000.00
215-38000-523601	Professional Dues	212.00	500.00	400.00	500.00
215-38000-523610	Bank Service Charge			500.00	
215-38000-523700	Education & Training	167.00	500.00	300.00	2,500.00
215-38000-531010	Office Supplies	3,294.00	8,000.00	8,000.00	5,000.00
215-38000-531120	Janitorial Supplies	493.00	500.00	1,000.00	1,000.00
215-38000-531230	Electricity	25,007.00	27,000.00	28,000.00	28,000.00
215-38000-531240	LP Gas - Generator	1,551.00			2,000.00
215-38000-531270	Gas & Oil	3,019.00	2,500.00	4,800.00	3,500.00
215-38000-531300	Food	164.00			
215-38000-531700	Miscellaneous	2,488.00	2,000.00	2,600.00	2,600.00
215-38000-531710	Uniforms	1,062.00	900.00		2,000.00
215-38000-542300	Furniture and Fixtures			900.00	
215-38000-542500	Equipment	29,475.00			
215-38000-551100	Indirect Cost (General Fund)				17,800.00
215-38000-581200	Capital Lease	34,061.00			
215-38000-582200	Capital Lease Interest	8,382.00			
Total Expenses		**1,142,461.00**	**1,041,200.00**	**1,059,200.00**	**1,065,700.00**

SPECIAL REVENUE FUND: STATESBORO URBAN FIRE DISTRICT

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: FIRE PROTECTION

MISSION, PROFILE AND ISSUES

The Fire District originated in 1978 as an agreement between Bulloch County and the City of Statesboro, providing for the city to act as first responder for fire calls in a five-mile radius of Statesboro. This arrangement provides enhanced fire service response and lower fire hazard insurance rates for homeowners and businesses in this area.

However, these benefits are the result of additional resources funded through an additional millage rate on district property owners. The special district tax represents 35% of the cost of the City of Statesboro's Fire Department. A budget is submitted by the city annually to aid in determining the amount of the millage to be applied. The cost impact of the millage by property owners is offset by a reduction in fire hazard premiums due to a lower insurance rating for the higher level of service provided by the city. The millage rate for FY 2012 is proposed to remain at 1.8 mills.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Structural Calls	54	118	100
Total Calls	582	980	700
Millage Rate	1.4	1.8	1.8

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
271-00000-311100	Property Taxes - Fire District	888,341.00	890,000.00	890,000.00	856,470.00
271-00000-361001	Interest Earned				
271-00000-391100	Reserve Funds	14,600.00			
Total Revenues		**902,941.00**	**890,000.00**	**890,000.00**	**856,470.00**
271-35210-572100	City of Statesboro	900,952.00	878,200.00	888,000.00	734,467.00
271-35210-572101	Bulloch County				120,000.00
271-35210-551100	Indirect Cost (General Fund)	2,000.00	2,000.00	2,000.00	2,003.00
Total Expenses		**902,952.00**	**880,200.00**	**890,000.00**	**856,470.00**

SPECIAL REVENUE FUND: BULLOCH COUNTY RURAL FIRE DISTRICT

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: FIRE PROTECTION

MISSION, PROFILE AND ISSUES

To provide responsive volunteer fire protection in twelve (12) rural fire stations and sub-stations while assisting in various mutual aid agreements with other jurisdictions. This budget function will face increasing challenges as Bulloch County's population continues to grow. Meanwhile, the Board of Commissioners has made a long-term commitment to improve the service levels for rural fire protection as volunteer services requires financial support for equipment and technical support from qualified individuals. In FY 2010, the county was successful in lower insurance rating for many rural homeowners through an evaluation by the Insurance Services Organization (ISO) to determine community fire fighting capabilities for equipment, facilities and training. Bulloch County is now implementing some of these measures and will continue to invest in rural sub-stations, where four of eight have been installed. The County Commission assesses a fee on properties with viable residential and commercial structures that generate over $500,000 annually to improve rural fire services and lower insurance rates for these property owners.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Unincorporated Calls: Structural	96	160	120
Unincorporated Calls: Total	366	700	600
Fire Stations	8	11	11
Fire Engines	17	21	21
Fire Tankers	4	4	4
Ladder Trucks	0	1	1

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	0	0	0	0	150	2	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
272-00000-331110	Charges for Services				
272-00000-346900	Fire Fees	544,955.00	495,500.00	515,000.00	515,000.00
272-00000-346901	Fire Fees - Insurance Reimb.	2,745.00	3,500.00	600.00	600.00
272-00000-389000	Miscellaneous Revenues	2,570.00	3,500.00	1,000.00	1,000.00
272-00000-391200	Transfer In (Enterprise Fund)				16,300.00
00000 Total Revenues		**550,270.00**	**502,500.00**	**516,600.00**	**532,900.00**
272-35200-511100	Salaries	98,023.00	98,900.00	98,900.00	101,000.00
272-35200-512100	Group Insurance	10,325.00	14,000.00	12,100.00	12,100.00
272-35200-512200	Employers FICA	7,315.00	7,500.00	7,400.00	7,700.00
272-35200-512202	Employee Retirement	5,755.00	6,300.00	6,300.00	6,500.00
272-35200-512700	Workers Compensation	10,106.00	6,000.00	10,100.00	10,100.00
272-35200-521311	Consultants	2,310.00			
272-35200-522203	Main't Office Equipment	925.00		150.00	150.00
272-35200-522204	Main't Vehicle	74,418.00	75,000.00	103,000.00	95,000.00
272-35200-522205	Main't Building	12,071.00	10,000.00	8,560.00	7,500.00
272-35200-522206	Main't Radio	35,720.00	35,000.00	33,500.00	33,500.00
272-35200-522207	Main't Other Equipment	17,154.00	15,000.00	13,000.00	13,000.00
272-35200-522400	Pest Control	2,371.00	2,000.00	2,200.00	2,200.00
272-35200-523201	Telephone	15,439.00	13,000.00	12,400.00	12,400.00
272-35200-523202	Postage	220.00	300.00	440.00	300.00
272-35200-523300	Advertising	-	100.00		
272-35200-523500	Travel	2,747.00	1,200.00	2,400.00	2,400.00
272-35200-523700	Education & Training	17,566.00	10,000.00	4,500.00	4,500.00
272-35200-523852	Contract Labor	98,435.00	95,000.00	95,000.00	95,000.00
272-35200-523900	Purchased Services	1,950.00	2,000.00	2,500.00	2,500.00
272-35200-531101	Office Supplies	3,313.00	2,200.00	2,000.00	2,000.00
272-35200-531120	Janitorial Supplies	136.00	200.00	200.00	200.00
272-35200-531150	Building Main't Materials	4,456.00	3,000.00	4,300.00	4,300.00
272-35200-531155	Vehicle Repair Parts	20,038.00	20,000.00	21,000.00	20,000.00
272-35200-531156	Heavy Equipment Repair Parts	1,400.00	500.00	3,000.00	3,000.00

272-35200-531230	Electricity	19,979.00	13,000.00	21,800.00	20,000.00
272-35200-531240	Propane Gas	12,286.00	10,000.00	13,000.00	13,000.00
272-35200-531270	Gas & Oil	21,738.00	20,000.00	28,000.00	28,000.00
272-35200-531300	Food	2,610.00	2,500.00	3,800.00	3,800.00
272-35200-531400	Periodicals & Books	455.00	500.00		
272-35200-531600	Small Equipment	699.00	500.00		
272-35200-531612	Tools	855.00		50.00	50.00
272-35200-531700	Miscellaneous	918.00	500.00	1,200.00	1,200.00
272-35200-531710	Uniforms/Turnout Gear	22,884.00		14,238.00	
272-35200-542400	Computers			500.00	500.00
272-35200-551100	Indirect Cost Transfer - GF	-	1,000.00		
272-35200-571901	Georgia Forestry Commission	12,335.00	30,000.00	31,000.00	31,000.00
272-35200-579100	Fund Reserve				
272-35200-581200	Capital Lease	73,752.00		50,192.00	
272-35200-582300	Debt Service - Interfund Loan		7,300.00		
35200 Total Expenses		**610,704.00**	**502,500.00**	**606,730.00**	**532,900.00**

SPECIAL REVENUE FUND: JAIL COMMISSARY

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: JAIL COMMISSARY

MISSION, PROFILE AND ISSUES

The purpose of the jail's commissary or "canteen" is to give inmates the opportunity to purchase various items or amenities which are not provided by the jail. These items help to break the inevitable monotony of institutional diet and regime and provide a few of life's simple pleasures to those confined. Although the commissary products are highly desired by the inmate population, the commissary does not sell foods intended to compete with the institutional food services program. Some of the items available on the inmate commissary are: personal hygiene products, over-the-counter medications, stationary, playing cards and snacks (candy bars, crackers, popcorn, etc.). An offender's money is inventoried upon incarceration and an account is established for them. Deposits are made as money arrives for the inmates and canteen purchases are deducted from their accounts. Inmates are not permitted to keep money in their possession.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
None Reported			

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
Charges For Services	90,920.00	100,000.00	100,000.00	100,000.00
Total Revenues	**90,920.00**	**100,000.00**	**100,000.00**	**100,000.00**
Operating Cost	28,861.00	20,000.00	20,000.00	20,000.00
Capital Outlays	90,688.00	80,000.00	80,000.00	80,000.00
Total Expenses	**119,549.00**	**100,000.00**	**100,000.00**	**100,000.00**

SPECIAL REVENUE FUND: CORRECTIONAL INSTITUTE COMMISSARY

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: INMATE FUND

MISSION, PROFILE AND ISSUES

The purpose of this fund is similar to the county jail commissary or "canteen," to give inmates the opportunity to purchase various items or amenities which are not ordinarily provided. These items help to break the inevitable monotony of institutional diet and regime and provide a few of life's simple pleasures to those confined. Although the commissary products are highly desired by the inmate population, the commissary does not sell foods intended to compete with the institutional food services program. Some of the items available on the inmate commissary are: personal hygiene products, over-the-counter medications, stationary, playing cards and snacks (candy bars, crackers, popcorn, etc.). An offender's money is inventoried upon incarceration and an account is established for them. Deposits are made as money arrives for the inmates and canteen purchases are deducted from their accounts. Inmates are not permitted to keep money in their possession. Net income accrued is used by the Warden to purchase resources for addressing needs.

Activity Measures

Measure	FY 2010 Actual	2009 Estimated	2012 Projected
None Reported			

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Esimate
Inmate Fees	26,102.00	19,000.00	19,000.00	20,000.00
Total Revenues	**26,102.00**	**19,000.00**	19,000.00	20,000.00
Operating Costs	26,077.00	19,000.00	19,000.00	20,000.00
Capital Outlays				
Total Expenses	**26,077.00**	**19,000.00**	**19,000.00**	**20,000.00**

SPECIAL REVENUE FUND: SHERIFF'S FINGERPRINTING

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: FINGERPRINTING

MISSION, PROFILE AND ISSUES

To provide an automated fingerprint identification system, including the purchase, lease, operation, maintenance or replacement of automated fingerprint equipment for child identification registration for a fee. Net income accrued is used by the Sheriff to purchase resources for law enforcement or detention needs.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	2012 Projected
None Reported			

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
Fees	16,294.00	45,000.00	45,000.00	45,000.00
Interest	181.00			
Total Revenues	**16,475.00**	**45,000.00**	**45,000.00**	**45,000.00**
Operating Cost	15,397.00	45,000.00	45,000.00	45,000.00
Total Expenses	**15,397.00**	**45,000.00**	**45,000.00**	**45,000.00**

SPECIAL REVENUE FUND: SHERIFF'S CONFISCATED ASSETS

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: SHERIFF'S CONFISCATED ASSETS

MISSION, PROFILE AND ISSUES

This fund is used to account for cash received either as a result of a seizure of assets or the sale of assets acquired from a drug raid or other law enforcement action. Net income accrued is used by the Sheriff to purchase resources for law enforcement or detention needs.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	2012 Projected
None Reported			

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
Fines, Fees, Forfeitures	83,541.00	20,000.00	20,000.00	20,000.00
Total Revenues	**83,541.00**	**20,000.00**	**20,000.00**	**20,000.00**
Operating Cost	67,160.00			
Capital Outlays	42,516.00	20,000.00	20,000.00	20,000.00
Total Expenses	**109,676.00**	**20,000.00**	**20,000.00**	**20,000.00**

SPECIAL REVENUE FUND: JAIL SURCHARGE

BUDGET DIVISION: PUBLIC SAFETY
BUDGET DIVISION: JAIL ADD-ON FEE

MISSION, PROFILE AND ISSUES

These are funds allocated for the staffing, operation and maintenance of the county jail generated through fees added on to fines pursuant to O.C.G.A. 15-21-93. Transfer funds to the General Fund to reimburse for staffing, operation and maintenance expenditures at the County Jail. The preponderance of funding is to reimburse the General Fund for meals prepared by the Correctional Institute for inmates at the County Correctional Institute and the County Jail.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	2012 Projected
Inmate Meals Prepared	250,000	480,000	490,000

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
211-00000-351110 State Court Jail	112,977.00	100,000.00	93,000.00	100,000.00
211-00000-351120 Superior Court	14,290.00	20,000.00	18,000.00	20,000.00
211-00000-351160 Juvenile Court				
211-00000-361-001 Interest	82.00	100.00	50.00	100.00
00000 Total Revenues	**127,349.00**	**120,100.00**	**111,050.00**	**120,100.00**
211-33260-551100 Inmate Meals	124,431.00	117,100.00	108,050.00	118,900.00
211-33260-551100 Indirect Cost (General Fund)	3,000.00	3,000.00	3,000.00	1,200.00
33260 Total Expenses	**127,431.00**	**120,100.00**	**111,050.00**	**120,100.00**

SPECIAL REVENUE FUND: DESIGNATED SPECIAL PROJECTS – CORRECTIONAL INSTITUTE

FUNCTION: PUBLIC SAFETY
BUDGET DIVISION: DESIGNATED SPECIAL PROJECTS

MISSION, PROFILE AND ISSUES

Originating from a telephone commissions proceeds at the Bulloch County Correctional Institute, these funds will be used to fund designated special projects for the Correctional Institute as determined by the Board of Commissioners on an ad hoc basis. Net income accrued is used by the Warden to purchase resources for addressing needs.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	2012 Projected
None Reported	0	0	0

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
125-00000-382000	Telephone Commissions	24,301.00	20,000.00	12,000.00	12,000.00
125-00000-391100	Fund Reserve		11,100.00	8,640.00	
00000 Total Revenue		**24,301.00**	**31,100.00**	**20,640.00**	**12,000.00**
125-34200-521600	Small Equipment	320.00	8,000.00	2,540.00	
125-34200-522203	Maintenance - Office Equipment			600.00	
125-34200-522205	Maintenance - Building	1,100.00	6,000.00	600.00	
125-34200-522207	Maintenance - Other Equipment	100.00		400.00	
125-34200-523710	Inmate Education and Training				
125-34200-531101	Office Supplies	7,500.00	9,000.00		
125-34200-531150	Building Maintenance Materials	700.00		6,000.00	
125-34200-542500	Equipment	1,200.00	6,600.00	9,000.00	
125-34200-551100	Indirect Cost Allocation	1,100.00	1,500.00	1,500.00	600.00
34200 Total Expenses		**12,020.00**	**31,100.00**	**20,640.00**	**600.00**

SPECIAL REVENUE FUND: JUVENILE SERVICES

FUNCTION: JUDICIAL
BUDGET DIVISION: JUVENILE COURT SERVICES

MISSION, PROFILE AND ISSUES

This fund is used upon order by the juvenile division of the Bulloch County Superior Court to provide support services to juvenile offenders.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	2012 Projected
None Reported	0	0	0

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
213-00000-382000	Fees	1,875.00	3,000.00	1,400.00	1,500.00
00000 Total Revenues		**1,875.00**	**3,000.00**	**1,400.00**	**1,500.00**
213-26000-521210	Consultants	-	-	450.00	
213-26000-523850	Programs - Supplemental Services	-	3,000.00	-	1,500.00
26000 Total Expenses		**-**	**3,000.00**	**-**	**1,500.00**

SPECIAL REVENUE FUND: GREENSPACE

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: GREENSPACE AND LAND PRESERVATION

MISSION

To encourage land conservation by leveraging and utilizing the trust fund to acquire land, transfer the development rights or purchase conservation easements to meet the goal of preserving 20% of all Bulloch County land in permanent greenspace.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Annual Fund-Raising Target	NA	$0	$5,000
Grant Leveraging	NA	0	0
Acres Acquired	NA	0	0

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

SPECIAL REVENUE FUND: COMMUNITY BEAUTIFICATION

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: KEEP BULLOCH BEAUTIFUL

MISSION, PROFILE AND ISSUES

To enhance the beauty of Bulloch County through education, public action and example focusing on litter prevention, recycling promotion and community beautification.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Litter cleanup events	65	29	32
Total volunteer hours for all programs	32,390	9,597	10,000
Litter free events	32	19	20
Number of attendees at litter free events	99,700	69,712	70,000
Number of trees planted	1,009	191	200
Number of sites beautified	39	21	20
Classroom presentations/workshops	79	56	60
Number of students at presentations	2,801	5,685	5,700
Community outreach presentations	34	27	30
Number of adults at presentations	16,563	1,818	1,900
Newspaper ads	35	13	15
Newspaper classified ads donated	12	243	250
Newspaper stories	55	47	50
Newspaper calendar items	30	16	16
TV ads	439	13	13
TV news stories	12	11	12
Radio ads	75	4	4
Radio news stories	7	19	20

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	1	0	0	0	0	1.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
120-00000-336001	Intergovernmental Revenue (Statesboro)	25,000.00	25,000.00	25,000.00	
120-00000-336002	Intergovernmental Revenue (Landfill Fees)	70,000.00	70,000.00	70,000.00	70,000.00
120-00000-371000	Donations	5,300.00	4,000.00	500.00	500.00
120-00000-371016	Energy Efficiency Grant		20,000.00		
120-00000-371020	Recycle Curbside		4,200.00		
120-00000-391100	Fund Reserve		9,100.00	14,000.00	20,000.00
00000 Total Revenues		**100,300.00**	**132,300.00**	**109,500.00**	**90,500.00**
125-45800-511100	Salaries	48,000.00	48,000.00	48,000.00	48,000.00
125-45800-512100	Group Insurance	3,400.00	6,000.00	6,000.00	6,000.00
125-45800-512200	Employers FICA	3,400.00	3,400.00	3,400.00	3,400.00
125-45800-512202	Employee Retirement	1,540.00	600.00	2,400.00	2,400.00
125-45800-512700	Workers Compensation	200.00	200.00	200.00	200.00
125-45800-521208	Education/Publicity	8,000.00	12,000.00	12,000.00	8,000.00
125-45800-522203	Main't - Office Equipment	125.00	200.00	200.00	200.00
125-45800-522207	Maintenance Mobile Classroom	500.00	500.00	500.00	500.00
125-45800-523201	Telephone	1,600.00	1,600.00	1,600.00	1,600.00
125-45800-523203	Postage	400.00	500.00	500.00	500.00
125-45800-523500	Travel	1,600.00	3,000.00	3,000.00	3,000.00
125-45800-523601	Professional Dues	405.00	500.00	500.00	500.00
125-45800-523700	Education & Training	1,000.00	1,000.00	1,000.00	1,000.00
125-45800-531101	Office Supplies	1,500.00	1,500.00	1,500.00	1,500.00
125-45800-531104	Special Projects	15,000.00	15,000.00	15,000.00	
125-45800-531106	Great American Cleanup	9,000.00	9,000.00	9,000.00	9,000.00
125-45800-531120	Janitorial Supplies	250.00	200.00	200.00	200.00
125-45800-531270	Energy - Gasoline/Diesel	900.00	900.00	900.00	900.00
125-45800-531300	Meeting Cost	1,000.00	1,000.00	1,000.00	1,000.00

125-45800-531700	Miscellaneous		200.00	200.00	200.00
125-45800-531701	Awards Program	580.00	500.00	500.00	500.00
125-45800-532107	Energy Efficiency Grant		20,000.00		
125-45800-551100	Indirect Cost Allocation (General Fund)	1,900.00	1,900.00	1,900.00	1,900.00
45800 Total Expenses		**100,300.00**	**127,700.00**	**109,500.00**	**90,500.00**

SPECIAL REVENUE FUND: TOURISM

FUNCTION: COMMUNITY DEVELOPMENT
BUDGET DIVISION: HOTEL-MOTEL TAX

MISSION, PROFILE AND ISSUES

To provide funding for the purpose of promoting tourism and attracting consumers who will lodge and consume goods and services in Bulloch County. The current tax rate is 5% levied on persons who use short-term lodging accommodations in Bulloch County. Since 1993, the funds have been allocated to the Statesboro Convention and Visitors Bureau (SCVB).

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Lodging Units Available	400	600	600
Economic Impact	$60,000	$60,000	$60,000

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
275-00000-314100	Hotel/Motel Tax	12,370.00	10,500.00	10,500.00	10,500.00
275-00000-391100	Reserve Funds	1,094.00			
00000 Total Revenues		**13,464.00**	**10,500.00**	**10,500.00**	**10,500.00**
275-75400-572400	Convention Bureau	8,763.00	8,000.00	8,000.00	8,000.00
275-75400-572401	Arts Council	2,291.00	2,000.00	2,000.00	2,000.00
275-75400-521202	Professional lawyers	1,833.00			
275-75400-551100	Indirect Cost (General Fund)	577.00	500.00	500.00	500.00
75400 Total Expenses		**13,464.00**	**10,500.00**	**10,500.00**	**10,500.00**

SPECIAL REVENUE FUND: AIRPORT

FUNCTION: PUBLIC WORKS
BUDGET DIVISION: STATESBORO-BULLOCH COUNTY AIRPORT

MISSION, PROFILE AND ISSUES

To provide a modern general aviation facility with a high level of service for users of aircraft in the aviation system that is in scale with the community. The Airport has a main 6,000 foot runway, various taxiways and state-of-the-art navigation systems that enable corporate-sized jets to land thus creating a valuable economic development tool. The airport also provides rental hangars to allow the creation of air-related service businesses. The Airport makes most of its income on fuel sales and rentals of hangars. Professional planning, management and oversight have enabled the facility to become financially self-sufficient.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Aviation Gas Gallons Sold	63,933	83,000	75,000
Jet Fuel Gas Sold	56,028	36,429	36,000
Hangar Occupancy Rate	100%	100%	100%
Number of Accidents	0	0	0
Runways in fair or better condition	100%	100%	100%

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	4	0	0	0	0	2.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
550-00000-345311	Hanger Rent	89,000.00	89,000.00	88,000.00	88,000.00
550-00000-345312	AV Gas Sales	310,000.00	320,000.00	278,000.00	278,000.00
550-00000-345313	Jet Fuel Sales	88,000.00	90,000.00	171,000.00	171,000.00
550-00000-345315	Pilot Supplies Sales	4,600.00	5,000.00	5,500.00	5,500.00
550-00000-345316	Vending Machine Sales			100.00	100.00
550-00000-345317	Miscellaneous Sales	400.00		1,400.00	1,400.00
550-00000-361001	Interest Earned	1,000.00	1,000.00		
550-00000-345318	Ramp Fees			2,750.00	2,750.00
550-00000-331110	Federal Tree Program	4,000.00	4,000.00	2,400.00	2,400.00
550-00000-391100	Fund Reserve	74,600.00			
00000 Total Revenues		**571,600.00**	**509,000.00**	**549,150.00**	**549,150.00**
550-75360-541201	Site Improvements	600.00			
550-75630-511100	Salaries	78,000.00	79,000.00	80,000.00	83,000.00
550-75630-512100	Group Insurance	6,400.00	6,400.00	6,500.00	6,500.00
550-75630-512200	Employers FICA	5,900.00	6,000.00	6,200.00	6,300.00
550-75630-512202	Employee Retirement	3,100.00	3,100.00	3,100.00	3,200.00
550-75630-512700	Workers Compensation	600.00	1,200.00	1,200.00	1,200.00
550-75630-521206	Audit	1,800.00	1,800.00	1,800.00	1,800.00
550-75630-521208	Professional Advertising	500.00	800.00	200.00	200.00
550-75630-521210	Public Service - AWOS	5,600.00	5,600.00	5,600.00	5,600.00
550-75630-522204	Vehicle Maintenance	1,000.00	800.00	1,500.00	1,500.00
550-75630-522205	Facility maintenance	16,000.00	10,000.00	3,200.00	3,200.00
550-75630-522207	Localizer Maintenance	3,500.00	3,500.00	2,100.00	2,100.00
550-75630-522208	Equipment Maintenance	2,000.00	4,000.00	2,100.00	2,100.00
550-75630-522209	Fuel Truck Maintenance	1,400.00	1,400.00	1,400.00	1,400.00
550-75630-522210	Fuel Equipment Maintenance			9,000.00	9,000.00
550-75630-522400	Pest Control			700.00	700.00
550-75630-523101	Insurance Expense	7,500.00	7,500.00	6,500.00	6,500.00
550-75630-523201	Telephone	4,500.00	4,500.00	4,500.00	4,500.00
550-75630-523203	Postage	400.00	400.00	600.00	600.00
550-75630-523204	Weather System	-	1,000.00		1,000.00
550-75630-523300	Legal Advertising	100.00	200.00		100.00
550-75630-523500	Travel	400.00	300.00	600.00	600.00
550-75630-523607	BP Credit Card Processing Fee	6,500.00	8,000.00	10,000.00	10,000.00
550-75630-523850	Training			200.00	200.00

550-75630-523850	Contract Labor			600.00	600.00
550-75630-531101	Office Supplies	500.00	800.00	700.00	700.00
550-75630-531120	Janitorial Supplies	900.00	900.00	700.00	700.00
550-75630-531210	Water & Sewerage	2,700.00	2,700.00	2,700.00	2,700.00
550-75630-531230	Electricity	18,000.00	20,000.00	25,000.00	25,000.00
550-75630-531270	Gas & Oil	4,500.00	4,000.00	3,500.00	3,500.00
550-75630-531300	Meals - Committee Meetings	1,600.00	1,800.00	1,800.00	1,800.00
550-75630-531521	AV Gas Cost	215,000.00	235,000.00	220,000.00	220,000.00
550-75630-531522	Jet Fuel Cost	55,000.00	65,000.00	100,000.00	100,000.00
550-75630-531523	Oil & Lubricants Cost	1,200.00	600.00	1,500.00	1,500.00
550-75630-531592	Pilot Supplies Cost	2,300.00	3,000.00	2,400.00	2,400.00
550-75630-531700	Miscellaneous	1,600.00	1,500.00	2,600.00	2,600.00
550-75630-541301	Building Improvements	2,700.00			
550-75630-542500	Equipment Purchase	85,200.00			
550-75630-542505	Furniture & Fixtures	7,800.00	10,200.00	8,500.00	8,500.00
550-75630-581203	Hangar Lease Principal	20,500.00	18,000.00		
550-75630-582203	Hangar Lease Interest	5,100.00			
765630 Total Expenditures		**570,400.00**	**509,000.00**	**517,000.00**	**521,300.00**

SPECIAL REVENUE FUND: SOLID WASTE

FUNCTION: PUBLIC WORKS
BUDGET DIVISION: SOLID WASTE COLLECTION

MISSION, PROFILE AND ISSUES

To collect solid waste from the county's 35 unmanned collections sites and 16 manned collection and recycling centers; to collect cardboard for recycling from about 100 business throughout the county; and, to operate a waste collection rental service utilizing roll-off containers. The cumulative service level provides for a seven day per week schedule including six of the ten county holidays. While this fund has required significant transfers of money from the General Fund in past years, the construction boom in Bulloch County has created demand for roll-off containers from the county. The fees for these containers have enabled less reliance on General Fund transfers, and it appears likely that this trend will continue. Currently the minimum rate for service based on a three tiered map is as follows: $75/$85/$125 per container, plus a tipping fee $30 per ton. To lower overall costs for solid waste effort by processing solid waste collected at manned and unmanned sites for recycling and waste reduction; to generate revenue through the sale of recycled materials to offset total costs; and, to promote public education about solid waste reduction and reuse. This budget function funds the operation of 17 manned recycling centers which cost about $15,000 annually to operate. Ten of these centers in the more rural areas are opened four and a half days a week. Six of the centers in the more densely populated areas (including one within the City of Statesboro) operate seven days a week. These centers are operated by a total of 45 part-time personnel who work on average of 20 hours per week. This reduces the added costs of overtime and fringe benefits. The centers provide several benefits including the reduction of solid total waste disposal costs, a convenient location to deliver solid waste and recycled products which are separated on site, and the reduction of nuisances associated of unmanned sites.

Activity Measures – Solid Waste Collection

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Roll-Off Accounts Serviced	340	368	300
Unmanned Collection Sites	35	35	35
Manned Collection Sites	17	17	17

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
10	3	0	0	0	0	11.5	0

Activity Measures – Solid Waste Disposal and Recycling

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Percent of MSW Recycled	17.6%	17.0%	18.0%
Tons Recycled Per Center	19.71	20.0	20.5
Total Recycled Tonnage	5,245	5,400	5,600

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	45	0	0	0	0	25.5	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
540-00000-334111	DCA Recycling Hub Grant	33,750.00			
540-00000-336001	Environmental Mgt Reimbursement	122,822.00	125,000.00	122,000.00	122,000.00
540-00000-344110	Rental – Roll Off Dumpsters	247,099.00	208,250.00	214,000.00	214,000.00
540-00000-344130	Sale – Recycled Materials	209,734.00	208,250.00	240,000.00	240,000.00
540-00000-391200	General Fund Transfers (In)	1,288,763.00	1,400,000.00	1,289,310.00	1,296,300.00
00000 Total Revenues		**1,902,168.00**	**1,941,500.00**	**1,865,310.00**	**1,872,300.00**
540-45220-511100	Salaries	640,106.00	609,000.00	640,000.00	652,800.00
540-45220-511300	Overtime	75,248.00	72,000.00	70,000.00	72,000.00
540-45220-512200	Employers FICA	53,834.00	52,100.00	54,000.00	55,000.00
540-45220-512100	Group Insurance	37,440.00	51,000.00	40,000.00	40,000.00
540-45220-512202	Employee Retirement	16,908.00	21,000.00	15,000.00	16,500.00
540-45220-512700	Workers Compensation	30,908.00	14,500.00	31,000.00	31,000.00
540-45220-522206	Maintain Radio	3,177.00	2,400.00	2,400.00	3,000.00
540-45220-522207	Maintain Equipment	21,704.00	12,000.00	34,000.00	12,000.00
540-45220-522208	Maintain Heavy Equipment	27,317.00	30,000.00	9,100.00	15,000.00
540-45220-523203	Communication - Postage	313.00	300.00	200.00	200.00
540-45220-521208	Advertising	224.00			
540-45220-531150	Building Maintenance Materials	20.00			
540-45220-531155	Vehicle Repair Parts		2,000.00		
540-45220-531155	Vehicle Maintenance	2,698.00		1,000.00	1,000.00
540-45220-531156	Heavy Equipment Parts	34,144.00	40,000.00	13,000.00	35,000.00
540-45220-531270	Gas & Oil	103,892.00	147,100.00	135,000.00	120,000.00
540-45220-531700	Miscellaneous	2,148.00		3,300.00	3,300.00
540-45220-542500	Equipment Purchase	474.00	500.00		
540-45220-531710	Uniforms	845.00	1,200.00	1,700.00	1,700.00
45220 Total Collection Expenses		**1,051,400.00**	**1,055,100.00**	**1,049,700.00**	**1,058,500.00**
540-45300-572000	Tippage Fees	569,853.00	650,000.00	570,000.00	570,000.00
45300 Total Disposal Expenses		**569,853.00**	**650,000.00**	**570,000.00**	**570,000.00**
540-45400-511100	Salaries	116,627.00	108,600.00	116,500.00	116,500.00
540-45400-511300	Employers FICA	8,649.00	6,400.00	8,600.00	8,600.00
540-45400-512200	Group Insurance	5,052.00	8,300.00	5,600.00	5,600.00
540-45400-512100	Employee Retirement	7,384.00	7,100.00	7,400.00	7,400.00
540-45400-512202	Workers Compensation	723.00	400.00	800.00	800.00
540-45400-522203	Maintain Office Equipment	125.00	300.00	400.00	400.00
540-45400-522207	Maintain Equipment	573.00	1,500.00	2,400.00	1,500.00
540-45400-522205	Maintain Buildings			2,000.00	2,000.00
540-45400-522206	Maintain Radio		400.00		
540-45400-522310	Land Rent		250.00		
540-45400-522400	Pest Control	118.00	250.00	100.00	100.00
540-45400-523201	Telephone	7,052.00	6,500.00	7,000.00	7,000.00
540-45400-523203	Postage		500.00		
540-45400-523300	Advertising		250.00		
540-45400-523500	Travel	10,135.00	10,000.00	9,700.00	9,700.00
540-45400-531101	Office Supplies	828.00	750.00	700.00	700.00
540-45400-531120	Janitorial Supplies	944.00	600.00	900.00	900.00
540-45400-531130	Recycling Suppleis	4,877.00	5,500.00	5,100.00	5,000.00
540-45400-531150	Building Main't Materials	1,388.00	500.00	1,300.00	1,300.00
540-45400-53115	Vehicle Repair Parts			10.00	
540-45400-531156	Heavy Equipment Parts	886.00	900.00	1,800.00	1,000.00
540-45400-531210	Water & Sewerage	3,347.00	3,200.00	3,200.00	3,200.00
540-45400-531230	Electricity	26,689.00	30,000.00	27,000.00	27,000.00
540-45400-531700	Miscellaneous	1,828.00	1,000.00	1,000.00	1,000.00
540-45400-531710	Uniforms	503.00	300.00	400.00	400.00
540-45400-542300	Computers			800.00	800.00
540-45400-542500	Equipment Purchase	34,185.00			
540-45400-571400	City of Statesboro	48,991.00			
540-45400-581101	Loan Principal - GEFA		20,400.00	20,400.00	20,400.00
540-45400-581102	Loan Interest - GEFA		22,500.00	22,500.00	22,500.00
540-45400-583001	Escrow Fees		6,000.00		
45400 Total Recycling Expenses		**280,904.00**	**242,400.00**	**245,610.00**	**243,800.00**
Aggregate Total Expenses		**1,902,157.00**	**1,947,500.00**	**1,865,310.00**	**1,872,300.00**

SPECIAL REVENUE FUND: STREETLIGHT DISTRICTS

FUNCTION: PUBLIC WORKS
BUDGET DIVISION: SPECIAL DISTRICT TAX

MISSION, PROFILE AND ISSUES

The purpose for this special tax district is to provide a voluntary special assessment upon residential neighborhoods for the installation and maintenance of street lights in order to aid in the reduction of crime, and/or to improve aesthetics. The assessment is based on the annual actual full cost, including recovery of administrative costs for invoice processing, the cost of energy services and associated maintenance.

As the result of changes in zoning approval practices by the Board of Commissioners whereby county streetlight districts can be used as a bonus density amenity, the proliferation of these districts in the future is likely to occur.

Activity Measures

Measure	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Number of Districts	9	12	14
Number of Streetlight Fixtures	NA	NA	NA

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
270-00000-311101	Lighting Fee – Iron Gate	15,915.00	13,915.00	14,000.00	14,000.00
270-00000-311102	Lighting Fee – Grove Lakes	9,655.00	8,855.00	9,500.00	9,500.00
270-00000-311103	Lighting Fee – Turkey Trail	3,275.00	2,070.00	2,800.00	2,800.00
270-00000-311104	Lighting Fee – Pretoria Station	2,285.00	2,875.00	2,215.00	2,215.00
270-00000-311105	Lighting Fee – Westover	2,385.00	2,185.00	2,400.00	2,400.00
270-00000-311106	Lighting Fee – Timber Ridge	2,685.00	2,185.00	1,700.00	1,700.00
270-00000-311107	Lighting Fee – Saddle Creek	1,595.00	2,185.00	1,900.00	1,900.00
270-00000-311108	Lighting Fee - Plantation Point	1,940.00	1,495.00	1,600.00	2,000.00
270-00000-311109	Lighting Fee - Cypress Crossing	1,720.00	1,840.00	1,600.00	1,600.00
270-00000-311110	Lighting Fee - Stonebrook	6,365.00	5,865.00	6,200.00	6,200.00
270-00000-311111	Lighting Fee - Hammocks			2,000.00	2,000.00
270-00000-311112	Lighting Fee - Cottages			1,400.00	1,400.00
270-00000-311113	Lighting Fee - Amberwood			2,800.00	2,800.00
270-00000-311114	Lighting Fee - Westridge			1,700.00	1,700.00
270-00000-311115	Lighting Fee - Pine Needle			8,700.00	8,700.00
270-00000-391100	Reserve Funds	3,750.00			
00000 Total Revenues		**51,570.00**	**43,470.00**	**60,515.00**	**60,915.00**
270-42600-531231	Iron Gate	12,693.00	12,100.00	12,700.00	12,800.00
270-42600-531219	Cypress Crossing	1,404.00	1,800.00	250.00	1,800.00
270-42600-531232	Grove Lakes	8,184.00	7,700.00	8,200.00	8,200.00
270-42600-531233	Turkey Trail	2,425.00	2,500.00	2,800.00	2,800.00
270-42600-531234	Pretoria Station	1,751.00	1,900.00	1,900.00	1,900.00
270-42600-531235	Westover	1,751.00	1,900.00	1,900.00	1,900.00
270-42600-531236	Timber Ridge	1,767.00	1,900.00	1,800.00	1,900.00
270-42600-531237	Saddle Creek	1,427.00	1,300.00	2,000.00	1,300.00
270-42600-531238	Plantation Point	1,654.00	1,600.00	1,600.00	1,600.00
270-42600-531239	Stonebrook	10,135.00	5,100.00	5,100.00	5,100.00
270-42600-531221	Hammocks			400.00	2,000.00
270-42600-531223	Amberwood			2,800.00	2,800.00
270-42600-531224	Westridge			1,600.00	1,700.00
270-42600-531225	Pine Needle			7,000.00	8,700.00
270-42600-551000	Administrative Cost	6,172.00	5,670.00	6,300.00	6,415.00
42600 Total Expenses		**49,363.00**	**43,470.00**	**56,350.00**	**60,915.00**

SPECIAL REVENUE FUND: DRUG ABUSE TREATMENT AND EDUCATION

FUNCTION: JUDICIAL SERVICES AND COMMUNITY SERVICES
BUDGET DIVISION: DRUG ABUSE

MISSION, PROFILE AND ISSUES

The purpose of this fund where revenue is provided by add-on charges to fines is to sponsor meaningful opportunities for drug education and treatment to individuals referred by courts, law enforcement or social service agencies. The Fund is typically allocated for probation drug treatment, leveraging grants, the Sheriff's DARE program and for the Bulloch County Drug Abuse Council. The Drug Abuse Council is given funding equal to 5% of alcoholic beverage excise taxes.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Probationers Served	NA	NA	NA
Drug Court Served	NA	NA	NA
DARE Served	NA	NA	NA
Drug Abuse Council Served	NA	NA	NA

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
212-00000-351100	Drug Education Fee	49,715.00	30,000.00	40,000.00	40,000.00
212-00000-361001	Interest Earned	200.00	200.00		
212-00000-394000	Fund Reserve		7,000.00		
00000 Total Revenue		**49,915.00**	**37,200.00**	**40,000.00**	**40,000.00**
212-33900-523500	Travel	2,500.00	2,500.00		2,500.00
212-33900-523700	Education & Training	700.00	700.00	500.00	700.00
212-33900-523850	Intervention Program	13,000.00	13,000.00	7,840.00	13,200.00
212-33900-531100	Program Materials	5,000.00	5,000.00	300.00	5,000.00
212-33900-531600	Equipment Purchase	1,200.00	1,200.00		1,200.00
212-33900-531700	Miscellaneous	200.00	200.00		200.00
212-33900-551100	Indirect Cost Allocation	1,200.00	1,200.00	1,200.00	1,000.00
212-33900-573000	Programs	13,400.00	13,400.00	16,300.00	16,200.00
33900 Total Expenses		**37,200.00**	**37,200.00**	**26,140.00**	**40,000.00**

SPECIAL REVENUE FUND: MULTIPLE GRANTS

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: MULTIPLE GRANTS

MISSION, PROFILE AND ISSUES

This was established to meet the special accounting requirements associated with grants which are not a normal part or compliment to operating or major capital expenditures in other funds.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Federal Grants	1	1	1
State Grants	2	2	2
Interlocal Grants	1	1	1
Other Grants	0	0	0

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
250-36812-331150	GEMA Grant	736,000.00	386,000.00		
250-00000-331150	Georgia Historical Advisory Board – Prob Ct	3,000.00			
250-36812-331151	GEMA ODP Grant EMS			22,551.00	
250-35212-331310	Assistance to Firefighters Grant - Cameras	15,543.00		1,508.00	
250-33221-331152	Justice Assistance Grant	94,275.00		38,916.00	
250-33221-331152	Justice Assistance Grant	29,370.00		44,780.00	19,960.00
250-00000-334113	DCA Local Assistance Grant - EMS Building	4,117.00		4,100.00	
250-00000-334116	DCA Local Assistance Grant – Boat Landing	16,220.00	15,000.00	3,780.00	
250-00000-334119	GA Assoc. Emergency Medical Services	7,227.00			
250-75663-334313	Georgia DOT	114,498.00		50,968.00	
250-00000-334316	Reverse 911 Grant	73,493.00			
250-38010-336005	Bulloch County Health Department Grant			1,662.00	
250-35211-371008	Fire Fighter Donations			5,000.00	
250 Total Revenue		**1,093,743.00**	**401,000.00**	**173,265.00**	**19,960.00**
250-75663-521205	Professional Engineer - Georgia DOT Grant	115,767.00		787.00	
250-38010-531600	Small Equipment Purchase - Health Dept			4,762.00	
250-33221-531600	Small Equipment Purchase			87,187.00	
250-75663-541200	Site Improvements - Georgia DOT		15,000.00	50,585.00	
250-36812-542500	Equipment Purchase – GEMA Grant	738,500.00	386,000.00		
250-35212-542500	Equipment Purchase - Firefighters Grant	20,000.00			
250-33221-542500	Equipment Purchase - Justice Assistance			38,916.00	19,960.00
250 Total Expenses		**874,267.00**	**401,000.00**	**182,237.00**	**19,960.00**

RECREATION SPECIAL REVENUE FUND

FUNCTION: GENERAL ADMINISTRATION
BUDGET DIVISION: ADMINISTRATIVE SERVICES

MISSION, PROFILE AND ISSUES

To provide quality parks and recreation services that are wholesome and which meet the needs of the community.

Administrative Services, Public Relations and Marketing: The chief role of this division is to effectively promote Parks and Recreation activities to help the citizens of the community obtain healthy lifestyles through sports, exercise, leisure programs and other amenities; and, to provide administrative support to program activities. Currently there is no documented marketing plan for recreation services, but, each department works with this function by giving input to address ad hoc needs. Typically, flyers and brochures now printed and distributed in-house are used for target marketing, primarily with the schools. Some advertising costs are avoided or minimized through sponsorships. Public service announcements are used whenever possible with participating and cooperative media. The department also uses different forms of communications such as a 24-hour hotline, a list serve, two web-sites, and telephone contact to keep people informed of activities, delays and cancellations. Along with special events, this function coordinates sponsorships drives where the Recreation staff goes out each January and solicits area businesses. Targeting larger businesses and industry has produced good results. Some business will approach the department. The department is accountable to sponsors for quantifying and validating the use of funds or resources.

Athletics: This division provides competitive, fun and healthy programs that show positive values and sportsmanship. Paid in-house temporary personnel are used to officiate and keep score for various athletic activities. In Adult Basketball and Softball, older youth Baseball and Select teams officiating organizations are used. Paid coaches are used when volunteer coaching pools are diminished. Travel teams coaches are also paid. At the conclusion of each seasonal activity the staff evaluates parents and participants on; satisfaction of the program. Winter Youth Sports consists solely of basketball at this time. The program is heavily dependent on utilizing school facilities, especially elementary schools. Southeast Bulloch Middle and William James Middle Schools are used for adults. At Sallie Zetterower Elementary School, the department pays a school employee for janitorial services. This division also sponsors competitive tournaments throughout the year for youth and adults. There is a correlation in tournament activity to Splash in the 'Boro, staff costs, maintenance, and facility rentals. Baseball and softball tournaments are offered to youth and adults from March to August. All tournaments are played at Mill Creek Regional Park and Brooklet depending on number of teams entered. Currently, there are a limited number of hotels/rooms for participant stay and more regional facilities, similar to Mill Creek, are offering tournaments. Therefore, the department will have to seek ways to maintain a competitive edge. Land area for future improvements is an issue. There is a need for additional parkland in the northern part of the County which is underserved in terms of both passive and active space.

Community Recreation (Special Activities and Programs): This division provides special diversified activities for select populations to foster social and leisure opportunities. Community Recreation encompasses instructional and child based programs including special events, children and adults with disabilities. The department provides cheerleading programs in the fall to provide a quality youth program for girls that prepares them for middle and high school cheerleading and that encourages team skills. Cheerleading is included in this function because they are instructional rather than competitive programs. Participants in the Therapeutic Recreation programs enjoy learning life-skills or entertainment such as arts and crafts, field trips, games special events (the Adult Harvest Ball, etc.) and other therapeutic activities that encourage and enhance growth. The program is designed to work one-on-one as much as possible with each participant to accommodate necessary modification that allows full participation (for youth). While this program has been in place since the 1970's (which originally focused on Special Olympic activities), it has had delivered the same level of service. One full-time staff person is employed who is a certified TR Specialist. Given the current level of funding and participation, staffing has remained at the professionally recommended level of one staff to two participants. Therapeutic recreation has become more closely integrated with the after school and adult programs. New targets for higher participation are being sought via coordination with the department's marketing program to the school system, particularly with special education classes. There is a high level of coordination with human service agencies, particularly, High Hope, Pineland Mental Health, the Bulloch County Human Services Commission and the Council on Exceptional Children. Fees are set in an attempt to be reasonable. Families who bring participants are usually financially strapped due to the cost of care-giving. Maintaining special events for adults is becoming more challenging because of rising transportation costs. The After-School Program meet the physical, social, emotional and recreational needs of the school-age population by offering activities that promote self-esteem, confidence and responsibility; to encourage children to be creative and

develop decision-making skills by providing freedom of choice within set limits; by providing children a secure environment staffed by warm-friendly care-givers. The program utilizes space resources at all of the county's elementary schools. The program started in 1986-87 at four schools primarily in Statesboro. As the demand increased for child care after school the department soon established programs throughout the county. The program provides organized play, homework assistance, arts and crafts, nature, tutorial, and a free snack provided by the school system. A school paraprofessional is paid by the program for homework assistance – the county is are reimbursed from school system. The Director has extensive training on after school programs. Site coordinators are the activity provider (1:10) ratio State. DHR are the governing. We exempt from state child care. Background checks are performed on all personnel. The department's Summer Activities Programs meet the physical, social, emotional and recreational needs for children during the summer by offering activities that promote self-esteem, confidence and responsibility; to encourage children to be creative and develop decision-making skills by providing freedom of choice within set limits; by providing children a secure environment staffed by warm-friendly care-givers. The duration of the camps is ten weeks. This program is actually an extension of the after school program. Because of the focus of outdoor activities, it is more natured based, but some education activities are offered. Site Managers and program coordinators used during the school year in the after school program are usually extended employment for the summer camps. Some of the camps use the school sites, but usually are held at the Fair Road facility. Program specialists, janitor and bus drivers who are typically Board of Education employees are used during the summer to set up curriculum, and to provide transportation and custodial activities. They determine their own rate of pay. There is no reimbursement from the BOE for summer activities. Program participation in the 50+ programs is geared toward those participants who lead more active and independent lifestyles and are interested in health and wellness, rather than meals, fellowship and health care assistance. The Therapeutic Specialist and a part-time assistant work with the design and implementation of this program. Special events programs are geared toward creating interesting and entertaining activities to attract visitors and enhance the quality of life for the citizens of Bulloch County. The Special Events Coordinator employed for this function coordinates medium-to-large scale activities, often community-based, but relevant to the use of department facilities. Volunteer services and is part of a team that solicits sponsorship for major recreation initiatives.

Concessions Operations: This budget division was established to provide service, assistance and oversight of aquatics and concessions activities, while providing a service to patrons and participants of recreation services. This function generates a modest amount of revenue above expenses while maintaining affordable prices. The logistical challenge to maintain net income is to manage staffing levels with variable events.

Facility Operations: This division provides clean and safe facilities for all recreation activities. This function's focus is on light maintenance of recreation facilities. The custodial team generally works on a routine maintenance schedule. However, due to the nature of various events and scheduling, on-call and demand response matters will fracture these routines. An in-house work order system has been developed to minimize the fragmentation of work into more manageable routines. Luckily, this function observes minimal vandalism or security issues, thus minimizing the maintenance effort.

Parks and Grounds Maintenance: This division maintains all Bulloch County parks to be safe, efficient, playable and aesthetically pleasing for public use and to provide supportive maintenance on all departmental vehicles and equipment in a quick and efficient manner. Conflicts for vehicle repairs are prevalent with the Public Works Fleet Maintenance function because public safety/emergency and public works vehicles receive a higher work priority. An alternative must be considered to maintain a high quality level of service for parks maintenance so that the appearance of facilities does not erode. Vehicles and equipment that require four hours or less labor is performed at this facility, while the rest is sent to fleet maintenance at Public Works.

Issues: Today's client population is seeking more individualized recreation than organized activities. Facilities such as greenways allow more individualized recreation (bike-riding, walking trails) is increasing in demand versus facilities for competitive sport. Growth in team sport participation has become stagnant, especially with adults. Further the education system is placing less emphasis on physical education which discourages exercise and active recreation pursuits. Two income families also influence are affecting programming which increases demand for after school program, but a declining trend in teen participation is also occurring. The emergence of the Boys and Girls Club also influences programming in that they off increasingly absorbed lower income children into their activities. They have further chosen not to participate in county recreation activities because they enjoy some funding opportunities not available to the county.

While the department enjoys some cost recovery for basic programming, the cost of maintaining personnel, facilities and resource costs generally means equates to $2 of every $3 dollars spent on recreation programs are tax payer supported. While fee increases are being proposed, the county must be sensitive to being inclusive of low income and disadvantaged participants. Overall facilities and equipment are in good condition and working order, although fleet replacement needed. The growth of the county has suggested

that acquisition and development of additional park space should be pursued proximate to the areas of the Langston Chapel Elementary School and William James Middle School. The potential of adding new future capital facilities will impact expenditures.

Issues need to be addressed concerning inmate work details. There is no consistency or reliability in number or skills of inmates provided. The Recreation Department must be careful in assigning inmates near the public who use the park. The lack of storage for equipment and supplies is also key issue.

Activity Measures – Administration, Public Relations And Marketing

Measures	FY 2010 Actual	FY 2011 Estimated	2012 Projected
Social Media Connections	N	73,409	78,000
www.splashintheboro.com website hits	59,286	64,000	70,000
E-mail listserve subscribers (Monthly)	2,081	3,317	1,200

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Part-Time Temp Hours	Volunteer	FTE Ratio	New FTE Recommended
8	0	0	2	1,300	0	8.6	0

Activity Measures – Athletics Programs

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Adult Basketball Participants	248	192	176
Adult Softball League Participants	1,080	312	468
Adult Flag Football Participants	496	156	282
Youth Baseball/Softball/T-Ball	973	985	2,927
Youth Basketball Participants	295	286	1,296
Youth Football Participants	542	529	1,666
Youth Soccer	1,326	1,306	1,759
Tennis Camp	640	640	670
Track	200	250	318
Wrestling	36	26	36

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Part-Time Temporary Hours	Volunteer	FTE Ratio	New FTE Recommended
6	0	0	263	22,821	0	16.7	0

Activity Measures – Special Programs

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2010 Projected
Sweetheart Ball Participants	-	97	101
Harvest Ball Participants	223	133	102
Therapeutic Participants (Monthly)	41	71	450
Our Time Participation(Monthly)	302	378	326
RECES Participation	327	297	1299
Actividays Participation (18 days)	214	544	255
Summer Day Camp Participants (Monthly)	600	630	611
Youth Cheerleading Participants (Monthly)	136	104	131
Instructional Programs Participation (50+)	761	712	555
Community Events	18,281	21,000	28,311

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
3	0	0	105	103,000	0	52.5	0

Activity Measures – Concession Operations

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Total Revenue	99,502	67,000	91,000
As a % of Total Revenue: Food & Drink Cost	34%	32%	38%
As a % of Total Revenue: Staff Cost	28%	28%	28%

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	0	27	9,018	0	5.3	0

Activity Measures – Facility Operations

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Sq. Ft. Of Facilities Maintained	21,000	21,000	24,500

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	On-Call Hours	Volunteer	FTE Ratio	New FTE Recommended
3	0	0	0	322	0	4.1	0

Activity Measures – Parks And Grounds Maintenance

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Square Feet of Landscaped Beds Maintained	22,000	22,000	24,000
Acres of Parks Maintained	239	270	270
Daily Travel Time of Work Crews	3 hours	2 hours	2 hours

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
15	0	0	12	12,500	0	21.1	1

Parks and Recreation Revenue Detail

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
215-61101-347535	Participant Insurance	(77.00)			
215-61101-347912	Ad Sales		24,845.00	24,845.00	35,000.00
215-61101-361000	Interest Earned	1,743.05	1,500.00	2,000.00	2,000.00
215-61101-371001	Sponsorship	3,225.00			
215-61101-389000	Miscellaneous Revenues	5,666.53	2,500.00	2,000.00	2,500.00
215-61101-391200	Bulloch County Transfer	2,402,137.85	2,345,000.00	2,345,000.00	2,345,000.00
215-61101-391202	Indirect Cost - Aquatic Center		40,000.00	40,000.00	40,000.00
61101 Administrative Revenues		**2,412,695.43**	**2,413,845.00**	**2,413,845.00**	**2,424,500.00**
215-61210-347300	Gate Fees – Tournaments	18,536.23	22,500.00	21,000.00	18,000.00
215-61210-347510	Registration Fees – Sports	(1,425.00)			
215-61210-347511	Registration Fees - Fall Youth	49,323.09	51,400.00	47,350.00	50,100.00
215-61210-347512	Registration Fees - Youth Sports	15,782.40	15,650.00	16,000.00	13,300.00
215-61210-347513	Registration Fees - Spring/Summer Youth	82,421.11	81,500.00	87,000.00	84,495.00
215-61210-347516	Registration Fees – Tennis	14,864.00	14,300.00	12,200.00	12,200.00
215-61210-347520	Player Contract Fees - Adult Sports	17,201.00	17,700.00	16,000.00	16,600.00
215-61210-347525	Team Entry Fees – Tournaments	84,485.00	85,600.00	75,000.00	85,600.00
215-61210-347526	Team Entry Fees - Adult Sports	18,281.00	21,550.00	27,500.00	29,850.00
215-61210-347531	Uniform Fees - Spring/Summer Youth	8,482.25	7,000.00	3,700.00	5,900.00
215-61210-371001	Miscellaneous - Spring/Summer Youth	11,848.77	7,220.00	13,000.00	5,000.00
215-61210-371003	Sponsorships - Spring/Summer Youth	35,063.00	33,800.00	35,000.00	33,900.00
61210 Athletic Programs Revenues		**354,862.85**	**358,220.00**	**353,750.00**	**354,945.00**
215-61310-347910	Concessions	115,562.82	115,000.00	100,000.00	115,000.00
61310 Concessions Revenues		**115,562.82**	**115,000.00**	**100,000.00**	**115,000.00**
215-61490-347210	Facilities Rentals	32,407.50	35,000.00	42,700.00	65,000.00
215-61490-347211	Gym Rentals	7,104.00	8,000.00	6,500.00	7,000.00
215-61490-347212	Field Rentals	13,436.50	13,000.00	15,500.00	16,000.00
215-61490-347930	Miscellaneous Rentals	1,429.50	2,000.00	3,000.00	3,000.00
61940 Facilities Revenues		**54,377.50**	**58,000.00**	**67,700.00**	**91,000.00**
215-61910-	Donations			2,500.00	1,500.00
215-61910-	Registration Fees - Therapeutics	21,340.00	22,690.00	22,770.00	22,770.00
215-61910-347515	Registration Fees - Our Time	788,064.49	777,400.00	740,000.00	780,000.00
215-61910-347518	Registration Fees - Summer Camps	111,208.98	135,000.00	110,000.00	135,000.00
215-61910-	Miscellaneous Fees - Summer Camps	4,331.32		7,500.00	7,500.00
215-61910-347525	Registration Fees - Senior Citizens	3,919.25	4,445.00	4,450.00	4,400.00
215-61910-347530	Registration Fees - Teens	25,268.31	10,500.00	35,000.00	33,500.00
215-61910-371101	Sponsorship - Special Activity	22,109.65	28,500.00	33,655.00	33,750.00
215-61910-334215	Grants	112,557.52	40,000.00	72,000.00	28,000.00
61910 Special Programs Revenues		**1,088,799.52**	**1,018,535.00**	**1,027,875.00**	**1,046,420.00**
215-62215-341700	Parks and Grounds Services	1,995.00	-	-	-
62215 Parks Revenues		**1,995.00**	-	**-**	**-**
(215) Total Aggregate Revenues		**4,028,293.12**	**3,963,600.00**	**3,963,170.00**	**4,031,865.00**

Parks and Recreation Expense Detail

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
215-61101-511100	Salaries	368,421.11	366,700.00	310,000.00	318,840.00
215-61101-511200	Salaries (Temporary Employees)	9,303.57	6,000.00	12,500.00	12,000.00
215-61101-512100	Employer FICA	27,289.05	28,300.00	24,400.00	25,310.00
215-61101-512200	Group Insurance	62,162.62	77,400.00	57,072.74	61,000.00
215-61101-512400	Workers Compensation	39,995.77	39,100.00	39,100.00	39,100.00
215-61101-512700	Retirement	20,752.28	23,500.00	17,439.83	17,608.00
215-61101-521208	Main't Office Equipment	14,053.19	16,000.00	12,500.00	16,000.00
215-61101-521300	Uniforms	1,443.15	2,200.00	2,500.00	2,200.00
215-61101-522203	Travel	5,859.00	9,200.00	9,000.00	9,200.00
215-61101-523103	Education & Training	2,651.20	2,500.00	2,500.00	2,500.00
215-61101-523203	Sales Tax	138.18			
215-61101-523400	Programs Materials	2,873.30	3,000.00	1,500.00	3,000.00
215-61101-523500	Professional Advertising	11,923.03	14,000.00	13,500.00	14,000.00
215-61101-523640	Contract Labor	675.00	1,300.00	200.00	1,300.00
215-61101-523700	Bank Card Credit Fee	7,292.62	6,500.00	6,500.00	7,500.00

Parks and Recreation Expense Detail

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
215-61101-523855	Printing & Binding	12,656.06	14,000.00	12,000.00	14,000.00
215-61101-531101	Postage	4,499.55	7,000.00	3,000.00	4,000.00
215-61101-531104	Participant Insurance	6.00	100.00		100.00
215-61101-531710	Office Supplies	15,119.13	15,000.00	17,000.00	15,000.00
215-61101-542500	Computers	588.55		15,000.00	2,500.00
61101 Administration Expenses		**607,702.36**	**631,800.00**	**555,712.57**	**565,158.00**
215-61210-511100	Salaries	237,466.17	234,800.00	223,000.00	239,122.00
215-61210-511200	Salaries (Temporary Employees)	174,299.88	161,975.00	162,000.00	162,000.00
215-61210-512100	Group Insurance	28,272.66	35,800.00	32,000.00	35,680.00
215-61210-512200	Employers FICA	31,028.17	30,500.00	29,455.00	30,686.00
215-61210-512400	Retirement	15,259.96	15,500.00	14,500.00	13,448.00
215-61210-521220	Professional Contract Labor	61,818.45	64,660.00	65,000.00	71,800.00
215-61210-523500	Travel	1,041.30	2,860.00	2,400.00	2,400.00
215-61210-523510	Team Travel	1,369.24	1,800.00	1,200.00	2,280.00
215-61210-523620	Team Entry Fees	16,098.17	19,500.00	20,650.00	21,100.00
215-61210-523700	Education & Training	3,265.00	1,645.00	1,600.00	1,700.00
215-61210-531102	Athletic Supplies	111,026.93	119,400.00	116,850.00	123,450.00
215-61210-531270	Gas & Oil	3,301.78	-	3,000.00	3,000.00
215-61210-542500	Equipment	20,090.40			
61210 Athletics Expenses		**704,338.11**	**688,440.00**	**671,655.00**	**706,666.00**
215-61310-511100	Salaries	33,238.12	33,200.00	33,200.00	33,700.00
215-61310-511200	Salaries (Temporary Employees)	44,086.09	40,000.00	40,000.00	40,000.00
215-61310-512200	Employers FICA	5,849.23	5,700.00	5,700.00	5,700.00
215-61310-512400	Group Insurance	4,632.78	6,500.00	6,500.00	6,500.00
215-61310-512400	Retirement	2,105.22	2,200.00	2,200.00	2,200.00
215-61310-521300	Contracted Services	-	300.00	300.00	300.00
215-61310-523500	Travel	50.00	200.00	200.00	200.00
215-61310-523640	Sales Tax	459.00	1,500.00	1,500.00	1,500.00
215-61310-523825	Contract Labor	8,122.11	8,000.00	7,000.00	8,000.00
215-61310-531300	Food & Drink	56,642.75	35,000.00	35,000.00	35,000.00
215-61310-542500	Equipment	5,120.00			
61310 Concessions Expenses		**160,305.30**	**132,600.00**	**131,600.00**	**133,100.00**
215-61490-511100	Salaries	99,113.50	97,100.00	97,100.00	99,950.00
215-61490-511200	Part-time Employees	5,233.25	6,000.00	5,000.00	6,000.00
215-61490-511300	Overtime	1,333.77	1,500.00	2,900.00	1,500.00
215-61490-512100	Group Insurance	7,428.33	8,100.00	8,100.00	8,220.00
215-61490-512200	Employers FICA	32,488.30	39,600.00	37,000.00	39,600.00
215-61490-512400	Employee Retirement	6,564.38	6,400.00	6,400.00	6,700.00
215-61490-522205	Building Main't	18,842.23	16,000.00	19,000.00	16,000.00
215-61490-522400	Pest Control	4,738.00	6,500.00	6,500.00	6,500.00
215-61490-523201	Telephone	35,443.17	33,000.00	33,000.00	33,000.00
215-61490-523500	Travel	3,387.26	3,000.00	3,000.00	3,000.00
215-61490-523700	Education & Training	210.00	500.00	500.00	500.00
215-61490-523825	Contract Labor	11,516.50	19,000.00	15,100.00	19,000.00
215-61490-531120	Janitorial Supplies	15,789.20	15,500.00	14,800.00	15,500.00
215-61490-531144	Grounds Maintenance Supplies	4,512.50	7,000.00	5,500.00	7,000.00
215-61490-531150	Building Materials	7,543.30	7,500.00	10,200.00	7,500.00
215-61490-531210	Water & Sewerage	3,204.64	3,500.00	3,200.00	3,500.00
215-61490-531220	Natural Gas	157,748.63	160,000.00	180,000.00	180,000.00
215-61490-531240	Bottled Gas	-	500.00	500.00	500.00
215-61490-542500	Equipment	629.26		9,058.00	
61490 Facilities Operations Expenses		**415,726.22**	**430,700.00**	**456,858.00**	**453,970.00**
215-61910-511100	Salaries	111,949.08	111,800.00	111,800.00	113,827.00
215-61910-511200	Salaries (Temporary Employees)	568,168.26	554,900.00	561,000.00	522,000.00
215-61910-512100	Group Insurance	18,808.40	22,900.00	19,000.00	22,704.00
215-61910-512200	Employers FICA	51,588.75	51,800.00	51,460.00	48,641.00
215-61910-523500	Travel	16,711.01	54,510.00	55,480.00	55,480.00
215-61910-523510	Program Travel	57.66			
215-61910-523700	Education & Training	2,070.32	2,900.00	2,900.00	2,900.00
215-61910-523825	Contract Labor	2,698.08			

Parks and Recreation Expense Detail

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
215-61910-531104	Program Materials	497.35	700.00	500.00	500.00
215-61910-531270	Gas & Oil	35,558.18			
215-61910-542100	Retirement	7,111.52	7,400.00	7,300.00	7,400.00
215-61910-542200	Vehicle Purchase	129,939.61	70,000.00	70,000.00	77,000.00
215-61910-542500	Equipment	1,422.85	2,050.00	2,050.00	2,050.00
215-62215-511100	Salaries	456,372.16	466,300.00	473,000.00	512,625.00
215-62215-511200	Salaries (Tempoary Employees)	129,084.51	130,000.00	130,000.00	160,000.00
215-62215-511300	Overtime	34,100.21	31,000.00	31,000.00	31,000.00
215-62215-512100	Group Insurance	121,011.58	131,800.00	131,800.00	133,200.00
215-62215-512200	Employers FICA	44,784.75	48,000.00	48,000.00	51,456.00
215-62215-512400	Retirement	29,555.06	26,800.00	26,800.00	27,760.00
215-62215-521300	Contract Services	20,309.51	21,000.00	21,000.00	21,000.00
215-62215-522320	Lease Equipment	2,112.13	33,000.00	28,000.00	32,000.00
215-62215-523500	Travel	574.36	2,000.00	2,000.00	2,000.00
215-62215-523700	Education & Training	3,044.00	3,000.00	3,000.00	3,000.00
215-62215-523825	Contract Labor	39,679.04	47,000.00	42,500.00	47,000.00
215-62215-531102	Athletic Supplies	19,991.61	29,300.00	19,000.00	29,000.00
215-62215-531137	Signs	1,830.18	3,000.00	3,000.00	1,500.00
215-62215-531142	Chemicals & Fertilizer	42,062.87	61,900.00	45,000.00	61,900.00
215-62215-531143	Landscaping Materials	28,750.90	31,000.00	25,000.00	31,000.00
215-62215-531144	Ground Main't Supplies	42,419.94	50,000.00	45,000.00	50,000.00
215-62215-531157	Equipment Repair Parts	39,095.19	25,000.00	22,000.00	25,000.00
215-62215-531270	Gas & Oil	55,657.01	55,000.00	55,000.00	55,000.00
215-62215-531710	Staff Wear/Uniforms	4,915.43	6,000.00	6,000.00	6,000.00
215-62215-542500	Equipment (Outside)	18,387.41	-	8,000.00	8,000.00
215-62215-542500	Equipment	46,345.81		68,926.00	30,528.00
62215 Special Activities and Programs Expenses		**946,581.07**	**878,960.00**	**881,490.00**	**852,502.00**
Parks and Grounds Maintenance		**1,180,083.66**	**1,201,100.00**	**1,234,026.00**	**1,318,969.00**
(215) Total Aggregate Expenses		**4,014,736.72**	**3,963,600.00**	**3,931,341.57**	**4,030,365.00**

Functional Budget Division Descriptions:

Combined Enterprise Funds

These funds are established to account for operations financed and operated in a manner similar to a private business, in which total costs, including depreciation and amortization are recovered by user fees.

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AQUATIC CENTER ENTERPRISE FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: SPLASH IN THE 'BORO

MISSION, PROFILE AND ISSUES

To provide safe and fun aquatics programs for the citizens of Bulloch County and the market area utilizing a state of the art facility that is self-supporting. The major income producing period is from May through August when the Water Park venue is open, thus stimulated by gate admissions and concessions. The winter months still produce income when the inflated dome is installed over the pool areas where lap swimming, lessons and water exercise activities are provided. Efforts will be made to produce more income with better marketing and creative use. Also, Splash in the 'Boro was be expanded in FY 2010, as recommended by the Strategic Enterprise Plan developed in FY 2007. IN FY 2010, a budget amendment was approved authorizing additional FTE for Guest Services and a Maintenance Supervisor to improve the level of service with the expansion.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Paid Attendance	160,000	154,418	158,000
Passes (Season and M-TH)	1,300	1,898	2,000
Parties and Rentals	148	185	130

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Part-Time Temp Hours	Volunteer	FTE Ratio	New FTE Recommended
4	0	0	126	47,224	0	24.7	2

Revenue and Expense Summary

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
556-61241	Aquatic Center - Summer	1,455,052.62	1,413,000.00	1,603,000.00	1,809,000.00
556-61242	Aquatic Center - Winter	80,821.83	63,400.00	68,200.00	71,200.00
556-61243	Aquatic Center - Concessions	541,029.29	500,000.00	590,000.00	650,000.00
	Fund Reserve				127,285.00
(556) Total Revenues		**2,076,903.74**	**1,976,400.00**	**2,261,200.00**	**2,657,485.00**
556-61241	Aquatic Center - Summer	829,135.12	1,367,362.94	1,441,615.94	1,198,300.00
556-61242	Aquatic Center - Winter	161,943.32	163,900.00	165,909.27	177,855.00
556-61243	Aquatic Center - Concessions	341,179.11	320,300.00	355,785.00	374,920.00
556-61244	Depreciation	466,551.00	456,551.00	456,550.00	456,550.00
556-61245	Debt Service		112,500.00	378,276.00	449,860.00
(556) Total Expenses		**1,798,808.55**	**2,420,613.94**	**2,798,136.21**	**2,657,485.00**

Splash in the 'Boro Revenue Detail

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
556-61241-347210	Contracts/Rentals	88,429.35	85,000.00	85,000.00	85,000.00
556-61241-347215	Admissions	1,198,826.02	1,175,000.00	1,350,000.00	1,550,000.00
556-61241-347217	Seasons Passes	93,869.20	88,000.00	90,000.00	95,000.00
556-61241-347510	Competitive Swimming	3,115.00			
556-61241-347515	Instructional Program	11,955.00	17,000.00	16,000.00	17,000.00
556-61241-347910	Concessions			-	-
556-61241-347915	Retail Sales	48,486.42	43,000.00	60,000.00	60,000.00
556-61241-377930	Miscellaneous Revenue	10,371.63	5,000.00	2,000.00	2,000.00
61241 Total Summer Revenues		**1,455,052.62**	**1,413,000.00**	**1,603,000.00**	**1,809,000.00**
556-61242-347210	Contracts/Rentals	13,652.50	10,500.00	7,500.00	10,500.00
556-61242-347215	Admissions	15,686.02	12,500.00	13,000.00	15,000.00
556-61242-347217	Season Passes	60.00			
556-61242-347510	Competitive Swimming	15,950.05	11,500.00	15,000.00	15,000.00
556-61242-347515	Instructional Program	34,808.48	28,000.00	32,000.00	30,000.00
556-61242-347915	Retail Sales	550.78	500.00	500.00	500.00
556-61242-377930	Miscellaneous Revenue	114.00	400.00	200.00	200.00
61242 Total Winter Revenues		**80,821.83**	**63,400.00**	**68,200.00**	**71,200.00**
556-61243-347910	Concessions	541,029.29	500,000.00	590,000.00	650,000.00
61243 Total Concession Revenues		**541,029.29**	**500,000.00**	**590,000.00**	**650,000.00**
Total Revenues		**2,076,903.74**	**1,976,400.00**	**2,261,200.00**	**2,530,200.00**

Splash in the 'Boro Expense Detail

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
556-61241-511100	Salaries	81,590.25	118,500.00	105,000.00	168,000.00
556-61241-511200	Seasonal Salaries	318,612.65	300,000.00	340,000.00	340,000.00
556-61241-512100	Employers FICA	30,537.58	32,000.00	34,042.00	38,900.00
556-61241-512200	Group Insurance	20,414.51	25,000.00	27,505.00	36,000.00
556-61241-512400	Employee Retirement	5,394.48	7,700.00	5,600.00	6,800.00
556-61241-521208	Advertising	41,322.25	41,000.00	40,978.00	44,000.00
556-61241-521220	Contracted Services	7,220.96	10,000.00	8,896.00	10,000.00
556-61241-522203	Maintain Office Equipment	4,545.91	7,000.00	7,000.00	7,000.00
556-61241-522205	Building Maintenance	11,993.13	4,000.00	4,000.00	4,000.00
556-61241-522207	Aquatic Equipment Maintenance	-	13,500.00	13,500.00	20,000.00
556-61241-522400	Pest Control	966.00	1,500.00	1,706.00	1,700.00
556-61241-523101	Insurance	60,000.00	60,000.00	60,000.00	60,000.00
556-61241-523201	Telephone	1,493.14	2,000.00	3,834.00	3,000.00
556-61241-523203	Postage	111.95	1,500.00	1,100.00	1,500.00
556-61241-523400	Printing & Binding	7,327.60	12,000.00	11,500.00	12,000.00
556-61241-523500	Travel	3,019.44	4,000.00	2,200.00	4,000.00
556-61241-523510	Team Entry - Travel	181.00	300.00	-	-
556-61241-523610	Bank Credit Card Fee	17,298.48	18,000.00	18,300.00	19,000.00
556-61241-523700	Education & Training	2,030.00	1,500.00	1,500.00	2,200.00
556-61241-531101	Office Supplies	7,000.83	6,000.00	3,800.00	6,000.00
556-61241-531104	Program Materials	52,029.69	35,000.00	50,000.00	50,000.00
556-61241-531120	Janitorial Supplies	11,763.11	8,500.00	8,292.00	8,500.00
556-61241-531142	Chemicals	29,743.90	26,000.00	32,000.00	32,000.00
556-61241-531143	Landscaping Supplies	2,104.02	5,000.00	2,500.00	5,000.00
556-61241-531210	Water & Sewer	18,461.63	25,000.00	25,000.00	25,000.00
556-61241-531220	Natural Gas			1,000.00	1,000.00
556-61241-531230	Electricity	45,784.18	47,000.00	59,500.00	58,000.00
556-61241-531590	Merchandise - Resale	23,263.73	21,500.00	21,500.00	25,000.00
556-61241-531710	Uniforms	6,766.59	8,000.00	5,500.00	8,000.00
556-61241-542500	Equipment	18,158.11	40,000.00	30,000.00	30,000.00
556-61241-551100	Indirect Cost Allocation		30,000.00	60,000.00	165,700.00
556-61241-560010	Debt Service - Principal		203,426.09	203,426.09	215,360.00
556-61241-560020	Debt Service - Interest		246,436.85	246,436.85	234,500.00
61241 TOTAL EXPENSES - Summer		**829,135.12**	**1,367,362.94**	**1,441,615.94**	**1,648,160.00**

Fund-Subclass-Object Code		FY2010 ACTUAL	FY 2011 BUDGET	FY 2011 ESTIMATE	FY 2012 ESTIMATE
556-61242-511100	Salaries				
556-61242-511200	Seasonal Salaries	71,441.80	60,000.00	70,000.00	70,000.00
556-61242-512100	Employers FICA	5,465.10	4,600.00	5,355.00	5,355.00
556-61242-512400	Employee Retirement	2.22		-	-
556-61242-521208	Advertising	6,230.26	6,000.00	6,918.27	7,000.00
556-61242-521220	Contracted Services	879.10	4,000.00	-	4,500.00
556-61242-522203	Maintain Office Equipment	16.94	200.00	200.00	200.00
556-61242-523201	Telephone	1,580.95	2,000.00	2,000.00	2,000.00
556-61242-523203	Postage	158.02	300.00	250.00	300.00
556-61242-523400	Printing & Binding	992.89	1,000.00	800.00	1,000.00
556-61242-523510	Team Entry - Travel	5,070.32	4,800.00	5,000.00	5,000.00
556-61242-523610	Bank Credit Card Fee	383.26	300.00	300.00	300.00
556-61242-531101	Office Supplies	238.99	800.00	800.00	800.00
556-61242-531104	Program Materials	6,664.32	6,000.00	6,000.00	6,000.00
556-61242-531120	Janitorial Supplies	2,573.23	2,500.00	2,500.00	2,500.00
556-61242-531142	Chemicals	3,965.00	5,000.00	6,000.00	6,000.00
556-61242-531150	Facilities Maintenance	-	400.00	-	400.00
556-61242-531210	Water & Sewer	6,311.30	7,000.00	7,000.00	7,000.00
556-61242-531220	Natural Gas	15,611.07	16,500.00	16,100.00	16,500.00
556-61242-531230	Electricity	33,267.75	42,000.00	36,186.00	42,000.00
556-61242-531710	Uniforms	1,090.80	500.00	500.00	1,000.00
61242 Total Expenses - Winter		**161,943.32**	**163,900.00**	**165,909.27**	**177,855.00**

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
556-61243-511200	Seasonal Salaries	96,223.21	82,000.00	97,000.00	97,000.00
556-61243-512200	Employers FICA	7,388.21	6,300.00	7,420.00	7,420.00
556-61243-522206	Equipment Maintenance	351.75	2,000.00	-	-
556-61243-523640	Sales Tax	37,834.52	35,000.00	41,300.00	45,500.00
556-61243-531130	Concession Supplies	32.00	10,000.00	65.00	5,000.00
556-61243-531300	Food/Drink	199,349.42	185,000.00	210,000.00	220,000.00
61243 Total Expenses - Concessions		**341,179.11**	**320,300.00**	**355,785.00**	**374,920.00**

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CENTER FOR AGRICULTURE ENTERPRISE FUND

FUNCTION: COMMUNITY SERVICES
BUDGET DIVISION: OFFICE COMPLEX

MISSION, PROFILE AND ISSUES

To provide a one-stop service center and office complex housing multi-jurisdictional agencies at the county, state and federal level to serve agribusiness needs in Bulloch County.

This budget function primarily pays for service requirements for the facility. This facility is considered as Phase I of a two phase multi-purpose agribusiness center that will later provide a mixed use arena.

All the agencies housed are paying rental income to the county which at this time maintains cash flow for the fund that relieves a general fund transfer.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 20010 Projected
% of Space Rented	40%	40%	50%
Number of Tenants	6	6	6
Age of Facility	2	3	4

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
1	0	0	0	0	0	1.0	0

Fund-Subclass-Object Code			FY 2010 Actual	FY 2011 Final	FY 2011 Estimate	FY 2012 Estimate
555-00000	361101	Rent - Federal Agencies	72,400.00	72,400.00	72,400.00	72,400.00
555-00000	361102	Rent – State Soil & Water	8,415.00	8,415.00	8,415.00	8,415.00
555-00000	391200	Transfers In (GF)			16,585.00	16,585.00
555-00000	391100	Fund Balance	15,000.00	16,585.00		
00000 Total Revenues			**95,815.00**	**97,400.00**	**97,400.00**	**97,400.00**
555-15655	511100	Salaries	22,000.00	22,000.00	22,000.00	22,000.00
555-15655	511200	Employers FICA	1,700.00	1,700.00	1,700.00	1,700.00
555-15655	512200	Group Insurance	14,400.00	14,400.00	14,400.00	14,400.00
555-15655	512100	Employee Retirement	1,430.00	1,430.00	1,430.00	1,430.00
555-15655	512700	Workers Compensation	400.00	400.00	400.00	400.00
555-15655	522140	Grounds Maintenance	1,000.00	1,000.00	1,000.00	1,000.00
555-15655	522205	Building Maintenance	2,000.00	2,000.00	2,000.00	2,000.00
555-15655	522400	Pest Control	550.00	550.00	550.00	550.00
555-15655	531120	Janitorial Services	1,000.00	1,000.00	1,000.00	1,000.00
555-15655	531150	Building Maintenance Supplies	1,200.00	1,200.00	1,200.00	1,200.00
555-15655	531210	Water & Sewerage	8,500.00	8,500.00	8,500.00	8,500.00
555-15655	531230	Electricity	30,600.00	34,920.00	34,920.00	34,920.00
555-15655	542500	Equipment Purchase	800.00	800.00	800.00	800.00
555-15655	531143	Landscaping Materials	1,000.00	1,000.00	1,000.00	1,000.00
555-15655	531700	Miscellaneous	200.00	200.00	200.00	200.00
555-15655	551100	Indirect Cost Allocation (GF)	6,300.00	6,300.00	6,300.00	6,300.00
555-15655	551100	Indirect Cost Allocation (RF)	2,600.00	-	-	-
555-15655	561000	Depreciation	76,685.58	76,685.58	76,685.58	76,685.58
15655 Total Expenses			**172,365.58**	**174,085.58**	**174,085.58**	**174,085.58**

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Functional Budget Division Descriptions:

Internal Service Funds

These fund(s) are used to account for the financing of goods or services funded by one department or agency to other departments, agencies or governments on a cost reimbursement basis.

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EMPLOYEE INSURANCE INTERNAL SERVICE FUND

FUNCTION: GENERAL GOVERNMENT
BUDGET DIVISION: EMPLOYEE INSURANCE

MISSION, PROFILE AND ISSUES

This Internal Service Fund is for the purpose of accounting for the County's group health insurance fund administrative contract premiums and self-insured claims. It is a self-insured plan currently administered by United Benefits of Jacksonville, Florida. Also included, but separately handled, are life insurance, dental and prescription drug employee benefits.

The revenue that funds the County's Group Health Insurance Plan is derived primarily from a cost share between the County and its employees (including elected Constitutional Officers) and is received through a payroll charge. This medical benefit is free for full-time employees. Revenue to the fund is also received from employees for total families, spouses and children additionally covered in the plan.

The FY 2012 budget reflects co-pay increases passed on to the employees. The County engages a health care consultant to provide advice on health care markets and trends, review claims management and other forms of expertise not available on staff.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Number of Employees Insured – Health	260	272	295
Number of Employees with Dependents Insured	109	112	124
Average Number of Claims - Health	4,711	5,953	6,500

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
0	0	0	0	0	0	0	0

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
501-00000-361001	Interest Earned	352.00		300.00	
501-00000-389000	Rebates		200,000.00		125,000.00
501-00000-389002	Stop Loss Reimbursements	277,274.00		200,000.00	125,000.00
501-00000-389003	Claim Refunds	(2,616.00)			
501-00000-391100	Premiums - Bulloch County	2,771,214.00	3,102,900.00	3,000,000.00	3,102,900.00
501-00000-391101	Premiums - Employee Portion	742,134.00	874,700.00	780,000.00	778,100.00
501-00000-391102	Fund Reserve	133,879.00		381,667.00	
00000 Total Revenue		**3,922,237.00**	**4,177,600.00**	**4,361,967.00**	**4,131,000.00**
501-15120-531700	Miscellaneous Expenses	16,146.00	71,300.00	30,000.00	
501-15120-551100	Indirect Cost Allocation (GF)		35,000.00		
501-15120-552100	Fixed Cost - Health	361,168.00	475,300.00	475,300.00	534,000.00
501-15120-552201	Claims Paid	3,528,612.00	3,200,000.00	3,850,000.00	3,512,000.00
501-15120-552211	Claims Reimbursements	(17,956.00)			
501-15120-552211	Fixed Cost - Life	34,267.00	31,000.00	34,267.00	31,000.00
501-15120-579100	Fund Balance Escrow		365,000.00		54,000.00
15120 Total Expenses		**3,922,237.00**	**4,177,600.00**	**4,389,567.00**	**4,131,000.00**

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Functional Budget Division Descriptions:

Combined Special Local Option Sales Tax (SPLOST) Capital Projects Funds

This fund is created to account for financial resources to be used for the acquisition or construction of major capital facilities, or for the purchase of equipment, as provided for by state law. All of the County's major capital outlays are typically funded by SPLOST, with few exceptions. The County prepares and updates a six-year Capital Improvements Plan annually in a separate document. Individual projects are programmed for initiation or are carried over each new fiscal year. The projects identified in this section have been proposed as preliminary projects until the Capital Projects Update is completed by January 1 of each year.

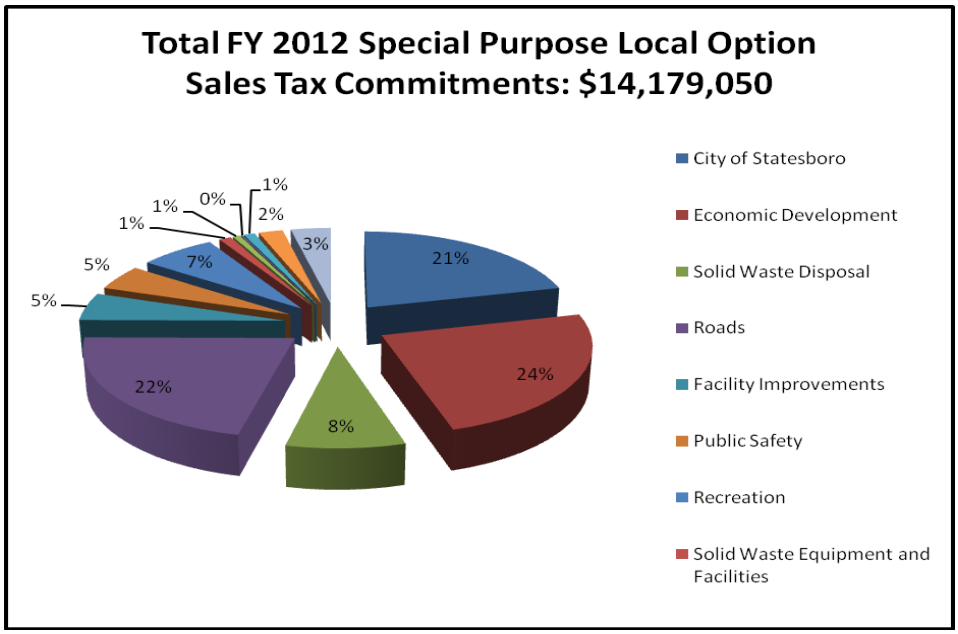
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Bulloch County Special Purpose Local Option Sales Tax

In the State of Georgia, a special-purpose local-option sales tax (SPLOST) can be levied by any county, for the purpose of funding the building and maintenance of parks, schools, roads, other public facilities and for the purchase of certain kinds of equipment. Georgia's state sales tax is currently 4% (groceries and prescription drugs exempted), with the counties allowed to add up to 3% more for SPLOST and a Local Option Sales Tax (LOST), and an Educational Special Purpose Local Option Sales tax (E-SPLOST). A SPLOST is passed by a county commission and voted up or down by residents in a referendum, usually during the next scheduled election. A SPLOST lasts for up to six years. At that time, if the funds are still needed, it must be voted upon again. All expenditures of SPLOST funds must be in compliance with Article VIII, Section VI, Paragraph IV of the Georgia Constitution, and Official Code of Georgia Annotated (O.C.G.A.) Section 48-8-141.

Georgia law allows local jurisdictions to use sales tax proceeds as funding for capital improvement projects that would otherwise be paid for with general fund and property tax revenues, which in many cases would present too great a burden to the local taxpayers and preclude projects from being undertaken. County governments may extend the opportunity to share SPLOST proceeds with qualified municipalities, or all municipalities within a county. Bulloch County shares its proceeds with the city of Statesboro and the towns of Brooklet, Portal and Register through an intergovernmental agreement.

Bulloch County's 2015 Capital Improvements Plan (CIP) is primarily funded through SPLOST proceeds, grants and other leveraged funds such as grants. This year's authorized capital projects are illustrated in the Major Budget Schedules section of this document. The county currently has available proceeds from the 1997, 2002 and 2007 approved referenda. The following pages indicate generally how project categories are authorized funded during the fiscal year, while the Major Budget Schedule IV on page 56 of this document illustrates what projects are specifically authorized. For futher information regarding Bulloch County's Capital Iprovements Program, link to www.bullochcounty.net.



SPECIAL PURPOSE LOCAL SALES TAX FUNDS

FUNCTION: CAPITAL PROJECTS
BUDGET DIVISION: SPLOST 1997

MISSION, PROFILE AND ISSUES

This fund is for the purpose of accounting for the County's capital projects authorized under the 1997 Special Purpose Local Option Sales Tax referendum authorizing a 1% tax on the purchase of largely retail products within the County. Collection of revenues expired in 2002.

The revenues are distributed by agreement between the County and the municipalities of Brooklet, Portal, Register and Statesboro according to legally authorized categories by state law. The county and the cities of Brooklet, Portal Register and Statesboro are granted formula allocations of SPLOST funds by intergovernmental agreement. They develop their own project budgets and request reimbursement from the county master SPLOST Fund.

The FY 2012 budget reflects only minor activity for the purchase of County solid waste equipment purchases. However, a little over $700,000 remains toward the acquisition or construction of a new administrative building.

SPLOST 1997 Revenue and Expenditure Summary

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
321-00000-361001	Interest	888.40	500.00	500.00	500.00
321-00000-391110	Fund Balance				700.00
Total Revenues		**500.00**	**500.00**	**500.00**	**1,200.00**
321-45400-542100	Solid Waste - County Equip/Facilities	930.00	-	-	1,200.00
321-15658-542200	Administration Bldg	1,000.00			
Total Expenses		**1,930.00**	**-**	**-**	**1,200.00**

SPECIAL PURPOSE LOCAL SALES TAX FUNDS

FUNCTION: CAPITAL PROJECTS
BUDGET DIVISION: SPLOST 2002

MISSION, PROFILE AND ISSUES

This fund is for the purpose of accounting for the County's capital projects authorized under the 2002 Special Purpose Local Option Sales Tax referendum authorizing a 1% tax on the purchase of largely retail products within the County. Collection of revenues expired in 2002.

The revenues are distributed by agreement between the County and the municipalities of Brooklet, Portal, Register and Statesboro according to legally authorized categories by state law. The county and the cities of Brooklet, Portal Register and Statesboro are granted formula allocations of SPLOST funds by intergovernmental agreement. They develop their own project budgets and request reimbursement from the county master SPLOST Fund.

The FY 2012 budget reflects activity to: 1) initiate design activities for a mixed use agricultural arena; and, 2) continuing activities for infrastructure improvements in Phase II of Gateway Industrial Park.

SPLOST 2002 Revenue and Expenditure Summary

Fund-Subclass-Object Code		FY2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget
322-00000-334313	D.O.T. Grant		750,000.00	750,000.00	1,300,000.00
322-00000-341975	Miscellaneous Revenue	920.00			
322-00000-361001	Other Grants	500,000.00			1,300,000.00
322-00000-361001	Interest Income	7,909.00	1,000.00	1,000.00	1,000.00
322-00000-392100	Sale of Assets	318,737.00			
322-00000-134210	Reserve Funds	1,863,796.00	6,342,965.00	6,342,965.00	1,123,000.00
Total Revenues		**2,691,362.00**	**7,093,965.00**	**7,093,965.00**	**3,724,000.00**
322-15120-541000	Administration	102,119.00			
322-30000-541000	Public Safety	263,350.00	182,350.00	182,350.00	
322-42000-541000	Roads, Streets, Bridges	1,331,956.00			
322-45400-541000	Solid Waste - County	155,956.00			
322-49600-541000	Communication System		10,000.00	10,000.00	
322-49603-541000	Municipal Allocations	119,539.00			
322-61220-541000	Recreation	225,211.00	130,000.00		
322-75200-541000	Agribusiness Center	-	4,141,615.00		301,000.00
322-75200-541000	Industrial Park	3,960.00	1,580,000.00		3,423,000.00
322-75630-541000	Airport	40.00			
322-75631-541000	Community Facilities	489,231.00	1,050,000.00	1,050,000.00	
Total Expenses		**2,691,362.00**	**7,093,965.00**	**1,242,350.00**	**3,724,000.00**

SPECIAL PURPOSE LOCAL SALES TAX FUNDS

FUNCTION: CAPITAL PROJECTS
BUDGET DIVISION: SPLOST 2007

MISSION, PROFILE AND ISSUES

This fund is for the purpose of accounting for the County's capital projects authorized under the 2007 Special Purpose Local Option Sales Tax referendum authorizing a 1% tax on the purchase of largely retail products within the County

The revenues are distributed by agreement between the County and the municipalities of Brooklet, Portal, Register and Statesboro according to legally authorized categories by state law.

The FY 2012 budget reflects multiple activities including on-going road and building projects and purchases of authorized types of equipment for the authorized project schedule (see major schedules section of this document).

Proceeds are also used to fund the function of a Capital Projects Director and Energy Project Coordinator. These positions expedite the work of scheduled improvements and renovations and to maximize the efficiency of project management according to the County's Capital Improvement Plans.

Activity Measures

Measures	FY 2010 Actual	FY 2011 Estimated	FY 2012 Projected
Active Projects	36	40	43

Budget Division Staffing Schedule

Full-Time	Part-Time	Paid-Elected	Part-Time Temporary	Paid Unit-Supplement	Volunteer	FTE Ratio	New FTE Recommended
2	0	0	0	0	0	2	1

SPLOST 2007 Revenue and Expenditure Summary

Fund-Subclass-Object Code		FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Estimate
323-00000-313200	Special Purpose Sales Tax	9,735,450.00	10,200,000.00	10,200,000.00	10,200,000.00
323-00000-331116	Federal Aviation Admin, Grant		347,956.00	347,956.00	
323-00000-334313	Georgia DOT Grant		2,329,000.00	2,329,000.00	
323-00000-336008	Bulloch County Schools		850,000.00	850,000.00	250,000.00
323-00000-336009	Other Grants		431,000.00	431,000.00	
323-00000-361001	Interest Income	6,359.00	2,000.00	2,000.00	2,000.00
323-00000-389000	Miscellaneous	489,275.00			
323-00000-391100	Loan Repayment - Portal				2,750.00
323-00000-391110	Fund Reserve		4,552,869.00	4,552,869.00	
Total Revenues		**10,231,084.00**	**18,712,825.00**	**18,712,825.00**	**10,454,750.00**
323-13420-541000	Fund Reserve				496,050.00
323-14000-313200	Elections Equipment		18,750.00	18,750.00	18,750.00
323-15120-541000	Administration		95,000.00	95,000.00	137,000.00
323-30000-541000	Jail Expansion	2,131,984.00			
323-30000-541000	Public Safety	1,062,405.00	1,095,150.00	1,095,150.00	656,750.00
323-42000-541000	Roads	24,404.00	1,988,500.00	1,988,500.00	3,055,100.00
323-42500-541000	Stormwater	50,000.00	45,000.00	45,000.00	
323-45400-541000	Solid Waste Equipment & Facilities		115,000.00	115,000.00	150,000.00
323-45500-541000	Solid Waste Air Rights	1,167,000.00	1,167,000.00	1,167,000.00	1,167,000.00
323-49000-313200	City of Statesboro	3,473,942.00	7,912,000.00	7,912,000.00	3,000,000.00
323-61220-541000	Recreation	9,955.00	2,597,100.00	2,597,100.00	950,000.00
323-75200-541000	Economic Development		2,177,000.00	2,177,000.00	7,700.00
323-75630-541000	Airport	76,364.00	304,325.00	304,325.00	91,400.00
323-75631-541000	Facility Improvements	7,785.00	1,198,000.00	1,198,000.00	725,000.00
Total Expenses		**8,003,839.00**	**18,712,825.00**	**18,712,825.00**	**10,454,750.00**

Glossary of Terms

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Glossary of Terms Used

Account (object) number. An accounting unit consisting of a unique set of numbers used for budget control of line items of expenditure or receipt.

Ad valorem (property) tax. A tax levied in proportion (usually expressed in mills) to the assessed value of the property on which it is levied.

Adopted budget. The final financial plan adopted by the governing board for a specified fiscal period, usually for one year. Statutes in most states require a budget to be adopted only after one or more public hearings in which the proposed budget has been presented to the public.

Appropriation. The legal authorization of funds by a governing body to make expenditures, or, to incur obligations for specific purposes. An appropriation is usually limited in amount and to a time period within which it may be expended. It is the act of appropriation that funds a budget.

Assessed value. A value set upon real estate or other personal property by a government as a basis for levying taxes.

Baseline budget. The budget baseline is an estimate of the receipts and outlays that would result from continuing current levels of service through the period covered by the budget. The baseline is useful for several reasons. It warns of future problems, either for county fiscal policy as a whole or for individual revenue and spending programs. It provides a starting point for formulating the county's budget. It is a "policy-neutral" benchmark against which the budget review team and alternative proposals can be compared to see the magnitude of proposed changes.

Budget Division. An area of government or corporate activity organized as an administrative or functional unit.

Bond. Written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

Capital improvement budget. The part of the budget that provides for the construction of new facilities, repairs or renovations to existing facilities, land purchases, and improvements to infrastructure.

Capital outlay (or capital equipment). Items such as office furniture, fleet equipment, data processing equipment, and other operating equipment with a unit cost above a specified amount set by the governing body.

Continuation budget. A level of funding that enables an organization to provide the same amount of services in the following year as the organization provides in the current fiscal year. A continuation budget does not necessarily provide funding for growth in demand of services.

Debt service. The dollars required to repay funds borrowed by means of issuance of bonds or a bank note. The components of the debt service payment typically include an amount to retire a portion of the principal amount borrowed and interest on the remaining outstanding unpaid principal balance.

Demand. A measurement category that represents external factors that demonstrate the need for services or programs (e.g., increased jail admissions, higher client population, complaints, waiting lists, increased number of sick call requests).

Department. For budgeting purposes, any distinct government organizational entity receiving direct funding adopted by the governing board.

Effectiveness. Degree to which program operations and outputs are producing the desired outcomes. Effectiveness measures should be considered along with efficiency measures. An effective program is not necessarily efficient; the same results might be achieved at a lower cost.

Efficiency. Cost per unit of output or outcome. Efficiency measures should be considered along with effectiveness measures. A program can be efficient but not effective if the activities are not accomplishing the desired outcomes.

Enterprise fund. An enterprise fund is operated to account for revenue received for services and goods offered to members of a community on a continuing basis.

Fiscal year (FY). The 12-month fiscal time period over which an appropriation may be expended. Fiscal years vary but generally run from July 1 through June 30.

Fiscal warrant. A justified revenue or expenditure that is assured and authorized through appropriations.

Focus area (functional unit). The purpose and intent for the functional area of the county government.

Full-time equivalent (FTE). One position funded for a full fiscal year. For example, a permanent employee funded and paid for 40 hours per week and 52 weeks per year or 2 employees funded and paid for 20 hours per week and 52 weeks per year would be equal to one full-time equivalent.

Fund. An accounting entity used to record cash and other financial resources as well as an offsetting amount of liabilities and other uses. The resources and uses are segregated from other resources and uses for the purpose of carrying on specific activities or attaining specific objectives in accordance with special regulations, restrictions, or limitations. For example, a victims' restitution fund may be used only to collect and distribute funds for restitution to crime victims.

Fund balance. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the fiscal year, less expenses equals the fund balance.

Funded positions. A term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

Funding sources. A term referring to the type or origination of funds to finance recurring or nonrecurring expenditures. Examples include revenues from such sources as property taxes, user fees, licenses, permits, grants, state subsidies, and non-revenues such as fund balances and inter-fund transfers.

General fund. A fund that accounts for all financial transactions except those required to be accounted for in other funds.

Goal. Goal statements describe what the organization will achieve, identiFY the target population, and speciFY what will be done. An agency's goals provide the framework for its operational plan, objectives, outputs, outcomes, and the causal relationships between them.

Grants in aids (intergovernmental revenues). Includes all grants, subsidies, and contributions from other government agencies or private organizations.

Infrastructure. A permanent installation, such as a building, road, or water transmission system that provides public services.

Internal service fund. A fund used to account for goods or services given to one department by another on a cost reimbursement basis.

Level of Service. Amount and kind of service that, on one hand, is appropriate to the needs and desires of the community and, on the other, is not high enough to adversely affect the county's financial condition.

Mandate. A requirement imposed by a legal act of the federal, state, or local government.

Mill. A monetary measure equating to 0.001 of a dollar. When referring to the property tax, it means that a 1-mill tax is $1 of tax on $1,000 of taxable value. The millage rate is the rate per $1,000 of taxable property that, when multiplied by the taxable value, yields the tax billing for a given parcel.

Minimum service level. A term that defines the base outputs that are legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. It is the effort, expressed in terms of service or cost, below which it is not realistic or feasible to operate.

Mission statement. A broad statement of an organization's policy purpose. In budgets, mission statements are translated into goals and objectives.

Objective. A statement speciFYing achievements to be attained within a prescribed time frame. Objectives translate an organization's mission and goals into measurable standards of performance. An objective is directly connected to how the resources of an organization will be used.

Operating budget. The budget, including appropriations for recurring and certain onetime expenditures, that will be consumed in a fixed period of time to provide day-to-day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service, budgeted reserves, transfers between budgets, and the capital budget.

Outcome. What is expected to be achieved in the target population as a result of the program?

Outcome measure. A measure of the changes in the target population that result from the program's operation and outputs.

Output. A statement of what is produced by program operations. Outputs should be linked to the outcomes for which the organization is responsible.

Performance measure (or indicator). A measure for which an organization is willing to set targets and for which it agrees to be accountable. Performance measures should represent the outcome(s) an organization is working to achieve, the most critical outputs and the attributes that significantly improve the value of an output or outcome, such as timeliness, accuracy, and efficiency.

Personal services. Characterizes the expenses for salaries, wages, and related employee benefits provided for persons employed by an organization, whether on a full-time, part-time, or temporary basis. Employee benefits may include employer contributions to retirement, Social Security, insurance, sick leave, and similar direct benefits, as well as other costs such as worker's compensation and unemployment insurance. Through the end of the current fiscal year for a respective budget line item.

Replacement equipment. Equipment requested by a department for replacing like or similar equipment to be retired because of un-serviceability.

Reserves. Refers to a budget category for funds to meet both anticipated and unanticipated needs. It is usually the balance of anticipated revenues not required for operation in the budget year or funds required to be set aside by bond covenants.

Revenues. Funds received from external sources; income. Revenues are differentiated from funding sources that include fund balance, inter-fund transfers, reimbursements, etc.

Sinking fund. An account, sometimes called a debt service fund, into which the issuer makes periodic deposits to ensure the timely availability of sufficient monies for the payment of debt service requirements for which organizations are accountable. Targets are proposed by organizations and adopted during the budgetary process.

Special revenue fund. An account established by a government to collect money that must be used for a specific project. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose. Governments must rely on operating and capital budgets to pay for their other expenses.

Transfers. A term referring to monies moved from one budgetary fund or sub-fund to another. Because of legal or other restrictions, money collected in one fund may need to be expended in other funds. When this movement occurs between different funds, it may be known as an inter-fund transfer. When movement of money from one sub-fund to another within the same fund occurs, it is known as an intra-fund transfer.

User fees (charges for services). Charges for specific governmental services. The fees may cover the cost of providing that service to the user (e.g., building permits, animal licenses, and park fees).

Workload (activity). A type of measure. Workload data provide a comparison of how output corresponds to the demand (e.g., people served, transactions processed, complaints addressed).

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Employee Compensation Plan and Fringe Benefits

This compensation summary is designed to provide a clearly understandable outline of the pay scales and benefits that employees get through their jobs.

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Summary Of Bulloch County Compensation and Benefit Plans	
Type Of Plan	**Description**
Compensation	Compensation for employees other than elected and certain appointed officials is governed by a pay and classification plan. The plan is periodically reviewed to ensure that pay ranges each position are market competitive. The compensation schedules are subject to an annual cost-of-living adjustment, pending available funding. Also, subject to available funding, a pay-for-performance increase may be authorized based on annual individual personnel evaluations. Overtime and compensatory-time is paid at one-and-one-half times the amount of overtime granted and earned subject to federal law.
Health and Dental Coverage	Eligible full-time employees are offered two types of health insurance coverage through a basic and a plus plan. Basic dental coverage is also provided for all eligible employees. The county picks up approximately 80% of monthly premiums. Employees are subject to prescribed co-pays. Various types of supplemental coverage can be purchased tax deferred through the county's Section 125 cafeteria plan.
Life Insurance Coverage	Eligible full-time employees also receive a basic $10,000 life insurance policy at no cost. Supplemental coverage for up to $25,000 benefit can be purchased for $1.80 per month by the employee tax deferred through the county's Section 125 cafeteria plan.
Paid Vacation Leave	Annual leave accrues as follows for full-time employees: • Employees with up to five years of continuous service accrue annual leave at a rate of 8 hours per month. • The next pay-period after the employee's five year anniversary date, the employee will accrue annual leave at a rate of 10 hours per month. • The next pay-period after the employee's fifteen year anniversary date, the employee will accrue annual leave at a rate of 12 hours per month. Eligible part-time employees accrue annual leave at a pro-rated amount based upon the hours regularly scheduled to work
Paid Sick Leave	Full-time employees accrue sick leave at a rate of 8 hours per month regardless of the length of service. Part-time employees accrue sick leave on a pro-rated basis based on the hours regularly scheduled to work. Employees may accumulate a maximum of 960 hours of sick leave. Sick leave is not paid out at termination.
Paid Holiday Leave	Ten (10) days set aside annual to observe holidays. Those holidays include: • New Year's Day • Martin Luther King, Jr.'s Birthday • Good Friday • Memorial Day • Independence Day • Labor Day • Thanksgiving Day and the following Friday • Two days during the Christmas season (annually designated by the County Manager).
Special Leave	Family medical leave, military leave, jury duty, and leaves of absence may be paid or unpaid subject to county policies and federal and state law.
Retirement	Employees are enrolled in a defined contribution plan with 6.5% of the employees earnings paid by the county.
Deferred Compensation	Employees may enroll and make voluntary contributions up to legal limits into a 457(b) deferred benefit program that allows tax-deferred contributions into a supplemental retirement account.
Workers Compensation	The county provides coverage under state worker's compensation laws.
Banking Services	Employees are eligible to participate in special banking programs offered by BB&T and CORE Credit Union.
Annual Leave Conversion	Each November, employees with at least one year of service as of July 1st may "cash-out" up to 40 hours of annual leave as long as they maintain a minimum of 40 hours of annual leave after the "cash-out."
Sick Leave Conversion	• Employees who reach the maximum accrual will have hours converted to annual leave at a four-to-one rate (4 hours of sick leave convert to 1 hour of annual leave.)

Summary Of Bulloch County Compensation and Benefit Plans	
Type Of Plan	**Description**
	• Employees with at least one year of service as of July 1st, who have no more than one sick leave occurrence (one full day or up to three consecutive days), and have no other unscheduled absences for one calendar year, may convert up to 16 hours of sick leave at a two-to-one rate (2 hours of sick leave convert to 1 hour of annual leave) each year in January.
Uniform Services	Uniforms are provided by the County at no cost for certain field employees, with exception to professional and clerical employees.
Special Awards and Recognitions	Subject to available funding, employees are honored with the following: • Christmas reception and gift card. • Employee appreciation lunch served by management and elected officials. • 20 year award dinner and gift.

Bulloch County - Proposed FY 2010 - Schedule A

Wage Schedule for 43 Hour Standard Work Week - Correctional Institute

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
1			8.42	9.26	10.11
2		7.96	8.85	9.73	10.62
3		8.37	9.30	10.23	11.15
4	7.81	8.79	9.77	10.74	11.72
5	8.21	9.23	10.26	11.29	12.31
6	8.62	9.70	10.78	11.86	12.94
7	9.06	10.19	11.33	12.46	13.59
8	9.52	10.71	11.90	13.09	14.28
9	10.00	11.25	12.50	13.75	15.00
10	10.51	11.82	13.13	14.45	15.76
11	11.04	12.42	13.80	15.18	16.56
12	11.60	13.05	14.50	15.95	17.40
13	12.19	13.71	15.23	16.76	18.28
14	12.80	14.40	16.00	17.60	19.20
15	13.45	15.13	16.81	18.49	20.18
16	14.13	15.90	17.66	19.43	21.20
17	14.85	16.70	18.56	20.41	22.27
18	15.60	17.55	19.50	21.45	23.40
19	16.39	18.44	20.49	22.53	24.58
20	17.22	19.37	21.52	23.67	25.83
21	19.01	21.38	23.76	26.13	28.51
22	20.98	23.60	26.22	28.85	31.47
23	23.16	26.05	28.95	31.84	34.73
24	25.56	28.76	31.95	35.15	38.34
25	28.21	31.74	35.27	38.79	42.32

Bulloch County - Proposed FY 2009 - Schedule B

Wage Schedule for 42.75 Hour Standard Work Week - Sheriff's Department

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
1		7.62	8.47	9.32	10.16
2		8.01	8.90	9.79	10.68
3		8.42	9.35	10.29	11.22
4	7.86	8.84	9.82	10.81	11.79
5	8.26	9.29	10.32	11.35	12.38
6	8.67	9.76	10.84	11.93	13.01
7	9.11	10.25	11.39	12.53	13.67
8	9.58	10.77	11.97	13.17	14.36
9	10.06	11.32	12.57	13.83	15.09
10	10.57	11.89	13.21	14.53	15.85
11	11.10	12.49	13.88	15.27	16.66
12	11.67	13.12	14.58	16.04	17.50
13	12.26	13.79	15.32	16.85	18.39
14	12.88	14.49	16.10	17.71	19.32
15	13.53	15.22	16.91	18.60	20.29
16	14.21	15.99	17.77	19.54	21.32
17	14.93	16.80	18.67	20.53	22.40
18	15.69	17.65	19.61	21.57	23.54
19	16.48	18.54	20.61	22.67	24.73
20	17.32	19.48	21.65	23.81	25.98
21	19.12	21.51	23.90	26.29	28.68
22	21.10	23.74	26.38	29.01	31.65
23	23.29	26.20	29.11	32.03	34.94
24	25.71	28.92	32.14	35.35	38.56
25	28.38	31.93	35.47	39.02	42.57

Bulloch County - Proposed FY 2010 - Schedule C
Wage Schedule for 44/50 Hour Standard Work Week - Public Works

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
1					
2					
3					
4		7.56	8.40	9.24	10.03
5		7.94	8.82	9.71	10.54
6		8.34	9.27	10.20	11.07
7	7.79	8.77	9.74	10.71	11.63
8	8.19	9.21	10.23	11.26	12.22
9	8.60	9.68	10.75	11.83	12.84
10	9.04	10.17	11.30	12.43	13.49
11	9.49	10.68	11.87	13.05	14.17
12	9.97	11.22	12.47	13.72	14.89
13	10.48	11.79	13.10	14.41	15.65
14	11.01	12.39	13.76	15.14	16.44
15	11.57	13.01	14.46	15.91	17.27
16	12.15	13.67	15.19	16.71	18.14
17	12.77	14.36	15.96	17.56	19.06
18	13.41	15.09	16.77	18.45	20.03
19	14.09	15.86	17.62	19.38	21.04
20	14.81	16.66	18.51	20.36	22.11
21	16.34	18.39	20.43	22.47	24.40
22	18.04	20.30	22.55	24.81	26.93
23	19.91	22.40	24.89	27.38	29.73
24	21.98	24.73	27.48	30.23	32.82
25	24.26	27.30	30.33	33.36	36.22

Bulloch County - Proposed FY 2010 - Schedule D
Wage Schedule for 40 Hour Standard Work Week

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
1	7.24	8.15	9.05	9.96	10.86
2	7.61	8.56	9.51	10.46	11.41
3	7.99	8.99	9.99	10.99	11.99
4	8.40	9.45	10.50	11.55	12.60
5	8.82	9.93	11.03	12.13	13.24
6	9.27	10.43	11.59	12.75	13.91
7	9.74	10.96	12.18	13.39	14.61
8	10.23	11.51	12.79	14.07	15.35
9	10.75	12.10	13.44	14.78	16.13
10	11.30	12.71	14.12	15.53	16.94
11	11.87	13.35	14.83	16.32	17.80
12	12.47	14.03	15.59	17.14	18.70
13	13.10	14.74	16.37	18.01	19.65
14	13.76	15.48	17.20	18.92	20.64
15	14.46	16.27	18.07	19.88	21.69
16	15.19	17.09	18.99	20.89	22.79
17	15.96	17.96	19.95	21.95	23.94
18	16.77	18.86	20.96	23.06	25.15
19	17.62	19.82	22.02	24.22	26.43
20	18.51	20.82	23.14	25.45	27.76
21	20.43	22.98	25.54	28.09	30.65
22	22.55	25.37	28.19	31.01	33.83
23	24.89	28.00	31.12	34.23	37.34
24	27.48	30.91	34.35	37.78	41.22
25	30.33	34.12	37.91	41.70	45.49

Bulloch County - Proposed FY 2010 - Schedule E
Salary Schedule for 40 Hour Standard Work Week

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
1	15,064.38	16,947.43	18,830.48	20,713.53	22,596.58
2	15,827.02	17,805.40	19,783.78	21,762.15	23,740.53
3	16,628.26	18,706.79	20,785.33	22,863.86	24,942.39
4	17,470.07	19,653.83	21,837.59	24,021.35	26,205.11
5	18,354.50	20,648.81	22,943.12	25,237.43	27,531.74
6	19,283.68	21,694.14	24,104.60	26,515.07	28,925.53
7	20,259.92	22,792.41	25,324.91	27,857.40	30,389.89
8	21,285.58	23,946.28	26,606.98	29,267.68	31,928.37
9	22,363.16	25,158.56	27,953.96	30,749.35	33,544.75
10	23,495.30	26,432.21	29,369.13	32,306.04	35,242.95
11	24,684.75	27,770.34	30,855.94	33,941.53	37,027.13
12	25,934.42	29,176.22	32,418.02	35,659.82	38,901.62
13	27,247.35	30,653.26	34,059.18	37,465.10	40,871.01
14	28,626.74	32,205.09	35,783.43	39,361.77	42,940.11
15	30,075.97	33,835.47	37,594.97	41,354.46	45,113.96
16	31,598.56	35,548.39	39,498.21	43,448.03	47,397.85
17	33,198.24	37,348.02	41,497.80	45,647.58	49,797.36
18	34,878.91	39,238.77	43,598.63	47,958.50	52,318.36
19	36,644.65	41,225.23	45,805.81	50,386.39	54,966.97
20	38,499.78	43,312.26	48,124.73	52,937.21	57,749.68
21	42,496.56	47,808.63	53,120.70	58,432.77	63,744.84
22	46,908.25	52,771.78	58,635.31	64,498.84	70,362.38
23	51,777.93	58,250.17	64,722.41	71,194.65	77,666.90
24	57,153.15	64,297.29	71,441.43	78,585.58	85,729.72
25	63,086.39	70,972.18	78,857.98	86,743.77	94,629.57

Bulloch County - Proposed FY 2010 - Schedule F
Wage Schedule for 44 Standard Hour Work Week - Transportation Department

Grade	Minimum	1st Quartile	Mid-Point	3rd Quartile	Maximum
1	6.58	7.41	8.23	9.05	9.88
2	6.92	7.78	8.65	9.51	10.38
3	7.27	8.18	9.08	9.99	10.90
4	7.64	8.59	9.54	10.50	11.45
5	8.02	9.02	10.03	11.03	12.03
6	8.43	9.48	10.54	11.59	12.64
7	8.85	9.96	11.07	12.18	13.28
8	9.30	10.47	11.63	12.79	13.95
9	9.77	11.00	12.22	13.44	14.66
10	10.27	11.55	12.84	14.12	15.40
11	10.79	12.14	13.49	14.83	16.18
12	11.33	12.75	14.17	15.59	17.00
13	11.91	13.40	14.89	16.37	17.86
14	12.51	14.08	15.64	17.20	18.77
15	13.15	14.79	16.43	18.07	19.72
16	13.81	15.54	17.26	18.99	20.72
17	14.51	16.32	18.14	19.95	21.76
18	15.24	17.15	19.06	20.96	22.87
19	16.02	18.02	20.02	22.02	24.02
20	16.83	18.93	21.03	23.14	25.24
21	18.57	20.90	23.22	25.54	27.86
22	20.50	23.06	25.63	28.19	30.75
23	22.63	25.46	28.29	31.12	33.95
24	24.98	28.10	31.22	34.35	37.47
25	27.57	31.02	34.47	37.91	41.36

Schedule G for Part-Time and Seasonal Positions

Grade	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
1	$7.25	$7.35	$7.45	$7.55	$7.65	$7.75	$7.85	$7.95	$8.05	$8.15	$8.25	$8.35
2	$7.35	$7.45	$7.55	$7.65	$7.75	$7.85	$7.95	$8.05	$8.15	$8.25	$8.35	$8.45
3	$7.50	$7.60	$7.70	$7.80	$7.90	$8.00	$8.10	$8.20	$8.30	$8.40	$8.50	$8.60
4	$7.60	$7.70	$7.80	$7.90	$8.00	$8.10	$8.20	$8.30	$8.40	$8.50	$8.60	$8.70
5	$7.75	$7.95	$8.15	$8.35	$8.55	$8.75	$8.95	$9.15	$9.35	$9.55	$9.75	$9.95
6	$8.00	$8.20	$8.40	$8.60	$8.80	$9.00	$9.20	$9.40	$9.60	$9.80	$10.00	$10.20
7	$8.25	$8.45	$8.65	$8.85	$9.05	$9.25	$9.45	$9.65	$9.85	$10.05	$10.25	$10.45
8	$8.50	$8.70	$8.90	$9.10	$9.30	$9.50	$9.70	$9.90	$10.10	$10.30	$10.50	$10.70
9	$9.00	$9.30	$9.60	$9.90	$10.20	$10.50	$10.80	$11.10	$11.40	$11.70	$12.00	$12.30
10	$10.00	$11.00	$12.00	$13.00	$14.00	$15.00	$16.00	$17.00	$18.00	$19.00	$20.00	$21.00

Schedule A: Job Classification Schedule For Full-Time Positions And By Department

Title	*Grade*	*FLSA*	*Schedule*
E-911			
EMA Specialist	19	E	E
911 Director	19	E	E
Addressing Coordinator	14		D
CAD - Radio System Manager	14		D
911 Communications Officer	11		D
Administrative Assistant	10		D
Airport			
Airport Manager	18	E	E
Animal Control			
Animal Control Officer	14		D
Animal Shelter			
Animal Shelter Manager	10		D
Animal Shelter Officer	10		D
Animal Shelter Assistant	5		D
Administrative			
Chief Corporate Counsel	25	E	E
Chief Administrative Officer - Public Safety	25	E	E
Chief Administrative Officer - Community Services	25	E	E
Chief Engineering Officer	25	E	E
Chief Administrative Officer - Development	24	E	E
Chief Administrative Officer - Public Facilities	24	E	E
Chief Administrative Officer - Transportation	24	E	E
Chief Human Resources Officer	22	E	E
Clerk to the Board	22	E	E
Capital Projects Manager	21	E	E
Building Inspections			
Chief Building Inspector	20	E	E
Building Inspector	16		D
Permit Technician	10		D
Permit Clerk	9		D
Facilities Management		E	E
Facilities Manager	20		
Correctional Officer - Trades Specialist	15		C
Maintenance Technician	14		C
Correctional Officer/Public Grounds Manager	12		C
Senior Building Service Worker	7		D
Building Service Technician	5		D
Code Enforcement			
Code Enforcement Officer	13	E	E
Correctional Institute			
Warden	24	E	E
Deputy Warden	21	E	E
Nurse (RN)	20	E	E
Captain	19		A
Lieutenant - Inmate Work Detail Manager	18		A
Lieutenant - Food Service	17		A
Counselor	16		A
Assistant Counselor	14		A
Corporal	14		A
Correctional Officer - GDOT Crew	13		A
Correctional Officer - Building Guard	12		A
Clerk of the Superior Court			
Chief Deputy Clerk	14		D
Deputy Clerk	10		D

Schedule A: Job Classification Schedule For Full-Time Positions And By Department

Title	*Grade*	*FLSA*	*Schedule*
Filing Clerk	10		D
Court Clerk	9		D
Deputy Clerk (PT)	7		D
Elections			
Elections Superintendent	20	E	D
Voter Registrar/Clerk	10		D
Emergency Medical Services - Rescue			
Director	23	E	E
Assistant Director	21	E	E
Paramedic/Supervisor	17		D
Paramedic	14		D
Business Office Manager	14		D
Emergency Medical Technician	12		D
Building Office Assistant	10		D
Extension Service			
Administrative Assistant	12		D
Financial Administration			
Purchasing Manager	18	E	E
Payroll/Personnel Coordinator	14	E	E
Senior Accounting Technican	14	E	E
Receptionist/Accounting Clerk	9		D
Fleet Management			
Shop Superintendent	19	E	E
Assistant Shop Superintendent	14		E
Mechanic - Heavy Duty	14		E
Correctional Officer/Preventive Maintenance	11		E
Geographic Information Systems			
GIS Coordinator	18	E	E
GIS Technician	14		D
GIS Addressing	12		D
Detention Center			
Captain	20		B
Lieutenant	18		B
Lieutenant	18		B
Sergeant/Detention Officer	16		B
Corporal/Detention Officer	14		B
Detention Officer	12		B
Administrative Secretary	10		B
Keep Bulloch Beautiful			
Executive Director	16	E	E
Magistrate Court			
Deputy Magistrate	14	E	E
Constable	13		D
Deputy Clerk	10		D
Probate Court			
Chief Deputy Clerk	12		D
Clerk	10		D
Probation			
Probation Director	21	E	E
Probation Officer	16		D
Administrative Secretary	10		D
Recreation			
Operations Manager	20	E	E
Superintendent of Special Programs	20	E	E
Parks and Grounds Manager	20	E	E
Aquatic Coordinator	19	E	E
Athletic Supervisor	18	E	E
Parks Assistant Manager	18	E	E
Community Events Coordinator	16	E	E
Therapeutic/Senior Adult Supervisor	16	E	E
Program Supervisor	16		

Schedule A: Job Classification Schedule For Full-Time Positions And By Department

Title	*Grade*	*FLSA*	*Schedule*
Aquatic Program Supervisor	16		
Adult Athletics Supervisor	16		
Youth Athletics Supervisor	16		
Athletic Supervisor	16		
Facilities Program Supervisor	16		
Marketing/Communications Coordinator	16		
Operations Supervisor	16		
Parks Supervisor	14		
Field Maintenance Supervisor	14		
Correctional Officer - Recreation Grounds	13		
Administrative Secretary	12		D
Accounts Receivable Clerk	12		D
Mechanic - Light Duty	12		D
Customer Service Representative	10		D
Machine Operator	9		D
Equipment Operator III Recreation Grounds	9		D
Facility Technician	5		D
Maintenance Technician	5		D
Transportation			
Area Road Superintendent	20	E	E
Correctional Officer - Motorgrader Operator III	14		F
Correctional Officer - Motorgrader Operator II	13		F
Correctional Officer - Heavy Equipment Operator II	13		F
Ground Work Crew II	13		F
Dump Truck Supervisor II	13		F
Correctional Officer - Equipment Operator I	13		F
Correctional Officer - Sign Detail I	12		F
Correctional Officer - Motorgrader Operator I	12		F
Correctional Officer - Heavy Equip Operator I	12		F
Ground Work Crew I	12		F
Sheriff			
Chief Deputy	23		B
Captain	20		B
Captain - Training/DARE	20		B
Captain -Vice Control	20		B
Lieutenant	18		B
Chief Investigator	18		B
Sergeant	16		B
Investigator	16		B
Sergeant-Vice Control	16		B
Investigator-Vice Control	16		B
Corporal/Deputy	15		B
Office Manager	14		B
Deputy	14		B
Deputy - Court Security	14		B
Deputy	12		B
Records Clerk - Secretary	10		B
Dispatcher	10		B
Administrative Secretary	10		B
Administrative Clerk	9		B
Solid Waste			
Business Office Manager	14	E	E
Transfer Station Supervisor	13		C
Truck Driver II	13		C
Truck Driver I	12		C
State Court			
Court Administrator	19	E	E
Administrative Assistant	12		D
Tax Assessment			
Chief Tax Appraiser	25	E	E
Deputy Chief Appraiser	21	E	E

Schedule A: Job Classification Schedule For Full-Time Positions And By Department

Title	*Grade*	*FLSA*	*Schedule*
Personal Property Auditor	18		
Real Property Appraiser II	17		
Real Property Appraiser II	16		
Real Property Appraiser II	15		
Personal Prop Appraiser (Trainee)	13		
Senior Appraisal Technician	13		
Administrative Clerk	11		
Appraisal Technician	10		
Tax Commissioner			
Business Office Manager - Delinquent Taxes Administrator	14	E	E
Tag and Title Supervisor	12		D
Property Tax Supervisor	12		D
Tag & Title Clerk	9		D
Tax Clerk	9		D
Zoning			
Zoning Administrator	19	E	E
Zoning Technician	9		D

Schedule B: Job Classification Schedule For Part-Time And Seasonal Positions By Department

R: Regular I: Intermittent SS: Special Shift S: Seasonal

Status	Department	Budget Function	Position	Entry Level Grade	Step Increase
I	Corrections	BCCI	Correctional Officer	10F	F,G,H
R	Solid Waste	Recycling	Center Attendant	1A	A,B,C
R	Transportation	Airport	Lineman	6A	A,B,C
R	Transportation	Airport	Senior Lineman	7A	A,B,C
SS	General	High School	Intern I	1A	A,B,C,D,E
SS	General	Undergraduate	Intern II	5A	A,B,C,D,E
SS	General	Graduate	Intern III	9A	A,B,C,D,E
S	Recreation	Community	AS/Camp Counselor	1A	A,B,C,D,E
S	Recreation	Athletics	Athletic Assistant	1A	A,B,C,D,E
S	Recreation	Athletics	Athletic Coach	1A	A,B,C,D,E
S	Recreation	Facilities	Building Supervisor	1A	A,B,C,D,E
S	Recreation	Community	Cheerleading Coordinator	1A	A,B,C,D,E
S	Recreation	Concessions	Concession Worker	1A	A,B,C,D,E
S	Recreation	Facilities	Facility Worker	1A	A,B,C,D,E
S	Recreation	Athletics	Gate Keeper	1A	A,B,C,D,E
S	Recreation	Administration	Intern I	1A	A,B,C,D,E
S	Recreation	Athletics	Scorekeeper	1A	A,B,C,D,E
S	Recreation	Community	Site Coordinator	1A	A,B,C,D,E
S	Recreation	Community	Specialist Counselor	1A	A,B,C,D,E
S	Recreation	Community	After-School Program Assistant	2A	A,B,C,D,E
S	Recreation	Concessions	Concessions - Cook	2A	A,B,C,D,E
S	Recreation	Administration	Customer Service Representative	2A	A,B,C,D,E
S	Recreation	Aquatics	Front Desk/Gift Shop	2A	A,B,C,D,E
S	Recreation	Aquatics	Pool Maintenance Worker	2A	A,B,C,D,E
S	Recreation	Community	Program Supervisor Assistant	2A	A,B,C,D,E
S	Recreation	Athletics	Athletic Field Supervisor	3A	A,B,C,D,E
S	Recreation	Concessions	Concessions Assistant Manager	3A	A,B,C,D,E
S	Recreation	Aquatics	Lifeguard I	3A	A,B,C,D,E
S	Recreation	Grounds	Field Maintenance Worker I	4A	A,B,C,D,E
S	Recreation	Aquatics	Lead Front Desk/Gift Shop	4A	A,B,C,D,E
S	Recreation	Aquatics	Lifeguard II	4A	A,B,C,D,E
S	Recreation	Administration	Marketing Webmaster	4A	A,B,C,D,E
S	Recreation	Grounds	Parks Maintenance Worker I	4A	A,B,C,D,E
S	Recreation	Aquatics	Swim Team/Assistant Coach	4A	A,B,C,D,E
S	Recreation	Athletics	Youth Sports Official	4A	A,B,C,D,E
S	Recreation	Aquatics	Head Lifeguard	5A	A,B,C,D,E
S	Recreation	Aquatics	Swim Lesson Coordinator	6A	A,B,C,D,E
S	Recreation	Grounds	Field Maintenance Worker II	6A	A,B,C,D,E
S	Recreation	Aquatics	Lifeguard Supervisor	7A	A,C,E,G

Schedule B: Job Classification Schedule For Part-Time And Seasonal Positions By Department

R: Regular I: Intermittent SS: Special Shift S: Seasonal

Status	Department	Budget Function	Position	Entry Level Grade	Step Increase
S	Recreation	Grounds	Parks Maintenance Worker II	7A	A,B,C,D,E
S	Recreation	Community	Site Manager I	7A	A,B,C,D,E
S	Recreation	Aquatics	Swim Team Coach	10A	A,B,C,D,E
S	Recreation	Athletics	Adult Referee	10A	A,B,C,D,E
S	Recreation	Athletics	Adult Umpire	10C	Set
S	Recreation	Community	Site Manager II	10C	C,D,E,F,G
S	Recreation	Athletics	Tennis Coordinator	10F	Set
S	Recreation	Community	Bus Driver	10C	Set
S	Recreation	Community	Janitor	10C	Set

Modular Adjustments for Certification (Aquatics Only)

Position	Certification		Application
Lifeguards	Water Safety Instructor (WSI)	$0.10	Lifeguards
	Lifeguard Instructor (LGI)	$0.25	Lifeguards
	Swim Team Coach Certified	$0.10	Swim Team Assistant Coach
	5+ Years Experience at any Other Facility	$0.15	First Year Lifeguards at SBCPRD
Pool Maintenance Workers	Aquatic Facility Operator (AFO)	$0.50	Pool Maintenance Worker
	Certified Pool Operator (CPO)	$0.50	Pool Maintenance Worker

Starting Pay: For all positions, new hire starting pay shall be determined by the hiring supervisor based on the experience of the applicant. The starting pay for any new hire shall not exceed Step C. A new hire shall be anyone who is hired for the first time in their current job.

Seasonal Pay Adjustments: Seasonal part time staff will be eligible for a one step increase on December 1 and May 1, provided their initial hire date was a minimum of 90 days prior to the evaluation date. Increases may be given based on the supervisor's evaluation and recommendation.

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